OFFICE OF THE SECRETARY OF DEFENSE

Fiscal Year (FY) 2019 President's Budget

February 2018
Volume 1
Part 1 of 2
Justification for FY 2019
Operation and Maintenance, Defense-Wide

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Office of the Under Secretary of Defense-Comptroller
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Preparation of the Defense-Wide budget, excluding revolving funds, cost the Department of Defense a total of approximately $1,173,000 in FY 2018.

Operation and Maintenance, Defense-Wide Baseline

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$ in thousands	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
O&M,D-W	39,730,869	531,104	-5,525,871	34,736,102	401,910	1,214,613	36,352,625

The FY 2017 Actual column includes $7,155 million of FY 2017 Overseas Contingency Operations (OCO) funding (PL 115-31). The FY 2018 Estimate column includes the Emergency Amendment: Hurricane Recovery and excludes $7,793 million of OCO. The FY 2019 Estimate column excludes $8,550 million of OCO.

The Operation and Maintenance, Defense-Wide funding request supports critical Department-wide functions and that support the 2018 National Defense Strategy for the Secretary, Military Departments, and warfighters. The funding pays for common information services and system sustainment, contract administration and audits, family support programs, and administrative functions for the Military Departments. This funding supports the activities of the Special Operations Command (SOCOM), numerous Combat Support Agencies, policy and oversight Agencies, and three Intelligence Agencies.

Budget/Program Highlights

Overview   Changes between FY 2018 and FY 2019 include (dollars in millions)

34,736	FY 2018 column of the FY 2018 Budget Request
34,736	Adjusted FY 2018
+538	Net program changes in Defense Agencies (unclassified)
+264	Net pricing changes in Defense Agencies (unclassified)
+815	Price and program growth in classified programs
36,353	FY 2019 President's Budget Request

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<u>Classified Programs Major Changes</u>:
Measured changes in classified programs may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

<u>Defense Agency Programs FY 2019 Highlights</u>:
Highlights of Defense Agency FY 2019 funding include program changes of:

- $299.946 million (SOCOM): The FY 2019 SOCOM budget request increase of $299.9 million focuses on sustaining operational capabilities while maintaining the ability to execute core activities in support of Geographic Combatant Commands (GCC) and the National Defense Strategy. The budget request supports readiness, increases for planned personnel growth, building and strengthening key alliances and partnerships to drive global security cooperation, and Countering Violent Extremist Organizations and Countering Weapons of Mass Destruction missions.

- $+94.747 million (DSS): The FY 2019 DSS budget request increase of $94.7 million is due to increased costs for Office of Personnel Management Background Investigations and initial startup costs to begin the transition of the Background Investigations mission back to the Department of Defense.

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- $+66.583 million (DISA): The FY 2019 DISA budget request has an increase of $66.6 million that is attributable to support several information technology (IT) systems such as National Background Investigation IT Systems, Net-Centric Enterprise Services, Joint Service Provider, Information Systems Security Programs, and Global Command and Control System-Joint.

- $+47.665 million (DoDDE): The FY 2019 DoDDE budget request has an increase of $47.7 million to support increased staffing needs, equipment purchases to outfitting newly constructed schools, and increased costs for the Military Family Life Counseling program.

- $+44.532 million (TJS): The FY 2019 TJS budget request has an increase of $44.5 million supports increases to the Combatant Commander's Exercise Engagement and Training Transformation, which will strengthen alliances, attract partners, restore readiness, and build lethality. In additional to enhancing the Joint Education and Information Technology System at the National Defense University.

- $-116.446 million (OSD): The FY 2019 OSD budget request reflects a reduction of $-116.4 million for the 2010 Compact Review Agreement (CRA) with Palau. Funding for the CRA will be requested under title VIII in the Department of Defense budget request.

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Summary by Agency ($ in thousands)

OP-32A	FY 2017	Price	Program	FY 2018	Price	Program	FY 2019
CMP	192,659	3,275	-11,984	183,950	3,311	-21,130	166,131
DAU	138,333	2,586	4,051	144,970	1,289	35,342	181,601
DCAA	621,115	11,366	-34,645	597,836	4,347	23,450	625,633
DCMA	1,353,381	25,684	59,945	1,439,010	10,616	15,728	1,465,354
DHRA	717,051	12,515	78,188	807,754	12,397	39,772	859,923
DISA	1,508,429	25,968	475,305	2,009,702	30,645	66,583	2,106,930
DLA	343,213	5,789	51,420	400,422	5,201	-26,348	379,275
DLSA	135,896	2,431	-114,120	24,207	137	3,059	27,403
DMA	228,998	4,053	-15,466	217,585	2,953	-13,001	207,537
DoDDE	2,705,111	50,973	40,005	2,796,089	48,530	47,665	2,892,284
DPAA	113,176	2,023	16,069	131,268	1,611	-2,183	130,696
DSCA	1,730,235	29,535	-1,037,274	722,496	12,679	19,536	754,711
DSS	550,451	9,599	123,615	683,665	10,763	94,747	789,175
DTRA	505,697	9,034	27,873	542,604	6,920	3,805	553,329
DTSA	34,844	637	-769	34,712	330	-91	34,951
MDA	459,556	8,067	36,435	504,058	9,015	-13,256	499,817
OEA	311,785	5,315	-259,260	57,840	965	11,230	70,035
OSD	2,122,282	36,517	-546,555	1,612,244	23,857	-116,446	1,519,655
SOCOM	8,709,638	118,237	-3,345,866	5,482,009	75,665	299,946	5,857,620
TJS	583,629	8,639	484,498	1,076,766	7,668	44,532	1,128,966
WHS	626,695	6,125	-196,044	436,776	-4,561	24,192	456,407
Other	16,038,695	152,736	-1,361,292	14,830,139	137,572	677,481	15,645,192
Total	**39,730,869**	**531,104**	**-5,525,871**	**34,736,102**	**401,910**	**1,214,613**	**36,352,625**

*The FY 2017 Actual column **includes** $7,155 million of FY 2017 Overseas Contingency Operations (OCO) appropriations funding (PL 115-31).
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		(Dollars in Thousands)		
0100D Operation and Maintenance, Defense-Wide		**FY 2017**	**FY 2018**	**FY 2019**
Budget Activity 01: Operating Forces				
0100D	010 1PL1 Joint Chiefs of Staff	497,437	440,853	430,215
0100D	020 8PL1 Joint Chiefs of Staff – CE2T2		551,511	602,186
0100D	030 1GTN Office of the Secretary of Defense	520,911		
0100D	040 1PL2 Special Operations Command/Operating Forces	8,260,042	5,008,274	5,389,250
	Total, BA 01: Operating Forces	9,278,390	6,000,638	6,421,651
Budget Activity 03: Training and Recruiting				
0100D	050 3EV2 Defense Acquisition University	138,333	144,970	181,601
0100D	060 3PL1 Joint Chiefs of Staff	86,192	84,402	96,656
0100D	070 3EV7 Special Operations Command/Training and Recruiting	361,701	379,462	370,583
	Total, BA 03: Training and Recruiting	586,226	608,834	648,749
Budget Activity 04: Administration and Servicewide Activities				
0100D	080 4GT3 Civil Military Programs	192,659	183,950	166,131
0100D	100 4GT6 Defense Contract Audit Agency	621,115	597,836	625,633
0100D	110 4GTO Defense Contract Management Agency	1,353,381	1,439,010	1,465,354
0100D	120 4GT8 Defense Human Resources Activity	717,051	807,754	859,923
0100D	130 4GT9 Defense Information Systems Agency	1,508,429	2,009,702	2,106,930
0100D	150 4GTA Defense Legal Services Agency	135,896	24,207	24,403
0100D	160 4GTB Defense Logistics Agency	343,213	400,422	379,275
0100D	170 ES18 Defense Media Activity	228,998	217,585	207,537
0100D	180 4GTC Defense Personnel Accounting Agency	113,176	131,268	130,696
0100D	190 4GTD Defense Security Cooperation Agency	1,730,235	722,496	754,711
0100D	200 4GTE Defense Security Service	550,451	683,665	789,175

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		(Dollars in Thousands)		
0100D Operation and Maintenance, Defense-Wide		**FY 2017**	**FY 2018**	**FY 2019**
0100D 220 4GTH Defense Technology Security Administration		34,844	34,712	34,951
0100D 230 4GTI Defense Threat Reduction Agency		505,697	542,604	553,329
0100D 250 4GTJ Department of Defense Education Activity		2,705,111	2,796,089	2,892,284
0100D 260 011A Missile Defense Agency		459,556	504,058	499,817
0100D 280 4GTM Office of Economic Adjustment		311,785	57,840	70,035
0100D 290 4GTN Office of the Secretary of Defense		1,601,371	1,612,244	1,519,655
0100D 300 4GT1 Special Operations Command/Admin & Svc-Wide Activities		87,895	94,273	97,787
0100D 310 4GTQ Washington Headquarters Services		626,695	436,776	456,407
0100D 999 Classified Programs		16,038,695	14,830,139	15,645,192
Total, BA 04: Administration and Servicewide Activities		**29,866,253**	**28,126,630**	**29,282,225**
Total Operation and Maintenance, Defense-Wide		**39,730,869**	**34,709,717**	**36,352,625**

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Operation and Maintenance, Defense-Wide (0100)

Object	Object Sub-Class Title	FY 2017 Program Amount	FY 2017 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2017 Program Growth Amount	FY 2018 Program Amount	FY 2018 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2018 Program Growth Amount	FY 2019 Program Amount
	Civ Compensation											
101	Exec, Gen'l & Spec Scheds	5,452,891	162	1.95%	106,398	33,357	5,592,808	2,822	0.51%	28,538	110,762	5,734,930
103	Wage Board	17,032	0	1.96%	333	33,496	50,861	0	0.51%	259	-31,522	19,598
104	FN Direct Hire (FNDH)	10,786	0	1.96%	211	-1,997	9,000	0	0.51%	46	75	9,121
106	Benefit to Fmr Employees	6,006	0	0.00%	0	5,089	11,095	0	0.00%	0	-5,412	5,683
107	Voluntary Sep Incentives	5,545	0	0.00%	0	-3,361	2,184	0	0.00%	0	-708	1,476
111	Disability Compensation	8,568	0	0.00%	0	469	9,037	0	0.00%	0	-1,028	8,009
121	PCS Benefits	8,290	0	0.00%	0	1,438	9,728	0	0.00%	0	2,903	12,631
199	**Total Civ Compensation**	**5,509,118**	**162**		**106,942**	**68,491**	**5,684,713**	**2,822**		**28,843**	**75,070**	**5,791,448**
	Travel											
308	Travel of Persons	984,249	180	1.70%	16,733	-194,517	806,645	910	1.80%	14,537	15,500	837,592
399	**Total Travel**	**984,249**	**180**		**16,733**	**-194,517**	**806,645**	**910**		**14,537**	**15,500**	**837,592**
	Supplies & Materials											
401	DLA Energy (Fuel Products)	139,300	0	11.53%	16,060	-27,744	127,616	0	-0.40%	-510	13,542	140,648
411	Army Supply	8,334	0	2.83%	236	20,034	28,604	0	0.38%	109	-9,373	19,340
412	Navy Managed Supply, Matl	42,503	0	0.00%	0	-27,027	15,476	0	-0.34%	-53	-2,143	13,280
413	Marine Corps Supply	1,183	0	-2.20%	-26	-1,032	125	0	-9.60%	-12	12	125
414	Air Force Consol Sust AG (Supply)	342,454	0	-8.32%	-28,492	-139,203	174,759	0	2.62%	4,579	30,689	210,027
416	GSA Supplies & Materials	16,789	0	1.70%	285	-3,129	13,945	0	1.79%	250	13,520	27,715
417	Local Purch Supplies & Mat	188,254	0	1.70%	3,201	-124,440	67,015	0	1.80%	1,206	-408	67,813
418	Air Force Retail Supply (Gen Support Div)	109,412	0	5.98%	6,543	-28,964	86,991	0	2.35%	2,044	1,584	90,619
421	DLA Mat Supply Chain (Cloth & Textiles)	4,405	0	0.14%	6	-4,411	0	0	0.00%	0	0	0

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422	DLA Mat Supply Chain (Medical)	76,503	0	-0.01%	-8	-76,495	0	0	0.00%	0	0	0
424	DLA Mat Supply Chain (Weapon Sys)	864	0	-1.74%	-15	6,333	7,182	0	-1.14%	-82	31,352	38,452
499	**Total Supplies & Materials**	**930,001**	**0**		**-2,210**	**-406,078**	**521,713**	**0**		**7,531**	**78,775**	**608,019**
	Equipment Purchases											
502	Army Fund Equipment	8,723	0	2.84%	248	-4,506	4,465	0	0.38%	17	-189	4,293
503	Navy Fund Equipment	1,371	0	0.07%	1	1,659	3,031	0	0.00%	0	226	3,257
505	Air Force Fund Equip	654	0	0.00%	0	1,524	2,178	0	0.00%	0	0	2,178
506	DLA Mat Supply Chain (Const & Equip)	7,749	0	3.36%	260	-4,400	3,609	0	-1.88%	-68	-660	2,881
507	GSA Managed Equipment	3,480	0	1.70%	59	8,112	11,651	0	1.80%	210	-28	11,833
599	**Total Equipment Purchases**	**21,977**	**0**		**568**	**2,389**	**24,934**	**0**		**159**	**-651**	**24,442**
	DWCF Purchases											
601	Army Industrial Operations	17,628	0	0.00%	0	19,136	36,764	0	-1.25%	-460	11,281	47,585
603	DLA Distribution	480	0	4.17%	20	-219	281	0	2.14%	6	-120	167
610	Navy Air Warfare Center	22,606	0	2.66%	601	-8,733	14,474	0	0.89%	129	-2,070	12,533
611	Navy Surface Warfare Ctr	31,103	0	1.43%	445	-1,152	30,396	0	0.82%	249	8,396	39,041
612	Navy Undersea Warfare Ctr	1,799	0	3.78%	68	2,121	3,988	0	1.48%	59	-2,425	1,622
613	Naval Fleet Readiness Ctrs (Aviation)	50	0	-10.00%	-5	-45	0	0	0.00%	0	0	0
614	Space & Naval Warfare Center	10,162	0	3.79%	385	107	10,654	0	0.95%	101	-2,557	8,198
623	Navy Transportation (Special Mission Ships)	16,112	0	-4.50%	-725	-15,387	0	0	0.00%	0	0	0
625	Navy Trans (Service Support)	218	0	-19.27%	-42	-176	0	0	0.00%	0	0	0
630	Naval Research Laboratory	574	0	4.70%	27	-601	0	0	0.00%	0	0	0
631	Navy Base Support (NFESC)	1,277	0	-1.49%	-19	2,117	3,375	0	-7.44%	-251	55	3,179

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633	DLA Document Services	1,286	0	-1.24%	-16	1,074	2,344	0	1.88%	44	-164	2,224
634	NAVFEC (Utilities and Sanitation)	3,762	0	0.35%	13	1,247	5,022	0	-1.97%	-99	1,807	6,730
647	DISA Enterprise Computing Centers	4,017	0	1.89%	76	26,186	30,279	0	-6.00%	-1,817	-1,649	26,813
661	Air Force Consolidated Sust AG (Maint)	5,829	0	2.61%	152	-3,921	2,060	0	2.91%	60	2,034	4,154
671	DISA DISN Subscription Services (DSS)	26,255	0	1.90%	498	52,985	79,738	0	1.80%	1,436	-29,913	51,261
672	PRMRF Purchases	247,021	0	-0.51%	-1,260	-37,113	208,648	0	-0.61%	-1,273	41,265	248,640
677	DISA Telecomm Svcs - Reimbursable	33,946	0	1.90%	645	17,882	52,473	0	1.90%	997	-5,952	47,518
679	Cost Reimbursable Purchase	0	0	0.00%	0	38,625	38,625	0	1.80%	695	-107	39,213
680	Building Maint Fund Purch	33,165	0	-3.44%	-1,141	23,467	55,491	0	-12.25%	-6,797	-28,340	20,354
695	DFAS Financial Operations (DLA)	0	0	0.00%	0	4,900	4,900	0	-2.88%	-141	141	4,900
696	DFAS Financial Operation (Other Defense Agencies)	40,927	0	-1.22%	-499	990	41,418	0	5.16%	2,136	3,073	46,627
699	**Total DWCF Purchases**	**498,217**	**0**		**-777**	**123,490**	**620,930**	**0**		**-4,926**	**-5,245**	**610,759**
	<u>Transportation</u>											
702	AMC SAAM (fund)	377,192	0	1.30%	4,903	-297,859	84,236	0	-7.60%	-6,402	-18,560	59,274
703	JCS Exercises	0	0	0.00%	0	115,887	115,887	0	-8.00%	-9,271	23,758	130,374
705	AMC Channel Cargo	2,318	0	-31.58%	-732	-488	1,098	0	1.82%	20	-297	821
707	AMC Training	4,987	0	4.41%	220	-5,207	0	0	0.00%	0	0	0
708	MSC Chartered Cargo	47,489	0	-26.80%	-12,727	-5,454	29,308	0	10.30%	3,019	-3,280	29,047
710	MSC Surge Sealift (Full Operating Status)	24,700	0	0.00%	0	1,194	25,894	0	0.00%	0	0	25,894
719	SDDC Cargo Ops-Port hndlg	0	0	0.00%	0	8,466	8,466	0	0.00%	0	-3,995	4,471
720	DSC Pounds Delivered	0	0	0.00%	0	2	2	0	0.00%	0	0	2
771	Commercial Transport	223,601	138	1.70%	3,803	-103,755	123,787	698	1.80%	2,240	5,600	132,325

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799	Total Transportation	680,287	138		-4,533	-287,214	388,678	698		-10,394	3,226	382,208
	Other Purchases											
901	Foreign National Indirect Hire (FNIH)	6,609	4	1.95%	129	3,239	9,981	18	0.51%	51	199	10,249
912	Rental Payments to GSA (SLUC)	79,288	0	1.70%	1,347	-7,857	72,778	0	1.80%	1,308	5,231	79,317
913	Purchased Utilities (Non-Fund)	62,062	91	1.70%	1,056	5,510	68,719	459	1.80%	1,244	-1,932	68,490
914	Purchased Communications (Non-Fund)	505,715	25	1.70%	8,599	-127,416	386,923	130	1.80%	6,966	-71,320	322,699
915	Rents (Non-GSA)	136,582	81	1.70%	2,322	233,447	372,432	411	1.80%	6,711	10,396	389,950
917	Postal Services (U.S.P.S)	15,140	0	1.69%	256	-11,990	3,406	0	1.79%	61	16	3,483
920	Supplies & Materials (Non-Fund)	495,754	118	1.70%	8,432	32,737	537,041	598	1.80%	9,678	-42,538	504,779
921	Printing & Reproduction	19,798	0	1.70%	336	-6,736	13,398	0	1.81%	242	-1,680	11,960
922	Equipment Maintenance By Contract	2,114,232	0	1.70%	35,941	-273,217	1,876,956	0	1.80%	33,786	227,215	2,137,957
923	Facilities Sust, Rest, & Mod by Contract	267,845	663	1.70%	4,566	95,669	368,743	3,352	1.80%	6,698	-93,463	285,330
924	Pharmaceutical Drugs	1,316	0	3.50%	46	-989	373	0	4.02%	15	-31	357
925	Equipment Purchases (Non-Fund)	992,277	59	1.70%	16,869	-238,893	770,312	298	1.80%	13,870	75,830	860,310
926	Other Overseas Purchases	6,810	0	1.70%	116	2,700	9,626	0	1.80%	173	-159	9,640
927	Air Def Contracts & Space Support (AF)	9,703	0	1.70%	165	-9,868	0	0	0.00%	0	0	0
928	Ship Maintenance By Contract	937	0	1.71%	16	285	1,238	0	1.78%	22	40	1,300
929	Aircraft Reworks by Contract	1,165,704	0	1.70%	19,817	-1,092,145	93,376	0	1.80%	1,681	237,483	332,540
930	Other Depot Maintenance (Non-Fund)	275,828	0	1.70%	4,690	161,281	441,799	0	1.80%	7,952	-149,825	299,926
932	Mgt Prof Support Svcs	1,095,191	0	1.70%	18,619	-360,216	753,594	0	1.80%	13,567	11,011	778,172
933	Studies, Analysis & Eval	167,174	0	1.70%	2,843	49,890	219,907	0	1.80%	3,958	1,270	225,135

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Object	Object Sub-Class Title	FY 2017 Program Amount	FY 2017 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2017 Program Growth Amount	FY 2018 Program Amount	FY 2018 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2018 Program Growth Amount	FY 2019 Program Amount
934	Engineering & Tech Svcs	390,628	0	1.70%	6,639	-64,779	332,488	0	1.80%	5,986	13,436	351,910
935	Training and Leadership Development	97	0	2.06%	2	212,683	212,782	0	2.00%	4,256	-104,790	112,248
936	Training and Leadership Development (Other Contracts)	147,620	0	2.00%	2,952	-150,572	0	0	0.00%	0	99,027	99,027
937	Locally Purchased Fuel (Non-Fund)	21,708	0	11.53%	2,503	-6,712	17,499	0	-0.40%	-70	-3,778	13,651
951	Other Costs (Special Personal Svc Pay)	15,904	0	0.00%	0	-438	15,466	0	0.00%	0	5,192	20,658
953	Other Costs (Military - Other Personnel Benefits)	1,690	0	0.00%	0	-1,690	0	0	0.00%	0	0	0
954	Other Costs (Military - Accrued Health Care)	5	0	0.00%	0	-5	0	0	0.00%	0	0	0
955	Other Costs (Medical Care)	54,583	0	3.50%	1,910	-43,178	13,315	0	3.80%	506	-3,240	10,581
957	Other Costs (Land and Structures)	116,164	0	1.70%	1,975	-112,145	5,994	0	1.80%	108	45,189	51,291
959	Other Costs (Insurance Claims/Indmnties)	74	0	1.35%	1	-74	1	0	0.00%	0	0	1
960	Other Costs (Interest and Dividends)	261	0	1.53%	4	329	594	0	1.68%	10	-3	601
964	Other Costs (Subsistence and Support of Persons)	12,600	0	1.70%	214	-12,116	698	0	1.86%	13	2	713
984	Equipment Contracts	9,258	0	1.71%	158	7,475	16,891	0	1.80%	304	-1,508	15,687
985	Research & Development, Contracts	8,416	0	0.00%	0	-4,809	3,607	0	0.00%	0	2,243	5,850
986	Medical Care Contracts	941	0	3.40%	32	44,434	45,407	0	3.80%	1,726	-287	46,846
987	Other Intra-Govt Purch	2,970,804	93	1.70%	50,418	31,560	3,052,875	470	1.80%	54,960	93,700	3,202,005
988	Grants	698,088	0	1.70%	11,867	-368,069	341,886	0	1.80%	6,154	-9,936	338,104
989	Other Services	2,646,444	754	1.70%	45,000	-1,301,873	1,390,325	3,813	1.80%	25,096	11,945	1,431,179
990	IT Contract Support Services	555,071	0	1.70%	9,437	-157,822	406,686	0	1.80%	7,321	15,760	429,767

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Object	Object Sub-Class Title	FY 2017 Program Amount	FY 2017 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2017 Program Growth Amount	FY 2018 Program Amount	FY 2018 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2018 Program Growth Amount	FY 2019 Program Amount
991	Foreign Currency Variance	4	0	0.00%	0	258	262	246	1.97%	10	-256	262
998	Other Costs (SOCOM Only)	0	0	0.00%	0	972	972	0	0.00%	0	18	990
999	**Total Other Purchases**	**15,068,325**	**1,888**			**259,277**	**-3,471,140**	**11,858,350**	**9,795**		**214,363**	**370,457**	**12,452,965**
	Published Official Position	**23,692,174**	**2,368**			**376,000**	**-4,164,579**	**19,905,963**	**14,225**		**250,113**	**537,132**	**20,707,433**

Footnote:
Excludes classified programs, which may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

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Operation and Maintenance, Defense-Wide

Civil Military Programs

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
CMP	192,659	3,275	-11,984	183,950	3,311	-21,130	166,131

*FY 2018 includes $950 thousand for Emergency Requests related to Hurricane Relief and Recovery efforts.

I. Description of Operations Financed: **Civil Military Programs**: The Department of Defense (DoD) Civil Military Programs are managed by the Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD (M&RA)) and encompass outreach/service programs identified as follows:

- National Guard Youth Challenge Program
- Innovative Readiness Training Program
- DoD STARBASE Program

National Guard Youth Challenge Program (NGYCP) (Title 32 U.S.C. 509) is a youth development outreach program managed by the Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs and administered by the National Guard Bureau (NGB) through cooperative agreements with the States. The NGYCP provides the DoD an opportunity to work with State and local governments to engage our nation's youth. The goal of the NGYCP is to improve the life skills and employment potential of participants by providing military-based training and supervised work experience. The 18-month program consists of a 22-week residential phase that includes a 2-week pre-Challenge

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

phase and a 12-month post-residential phase. The NGYCP core program components are as follows:

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

- Provides leadership development, promoting fellowship and community service;

- Develops life coping and job skills, while improving participant physical fitness, health and hygiene. The NGYCP has measurably improved the employment and academic outcomes for at-risk youth. Compared to peers, at-risk youth who participate in NGYCP have higher rates of employment and higher earnings, and are more likely to earn a GED or college credits. DoD funds provided may not exceed 75 percent of the costs of operating the NGYCP. The program is currently operating in 29 states, the District of Columbia (D.C.), and Puerto Rico.

Innovative Readiness Training Program (IRT) (Title 10 U.S.C. 2012) The IRT program builds mutually beneficial partnerships between U.S. communities and the DOD to meet training and readiness requirements for Service Members and units while addressing public and civil-society needs. The program generates military readiness for approximately 7000 Service Members (Army, 2,016; Air Force, 2,753; Navy/Marine Corps, 1,836) each year by providing hands-on training for mission-essential tasks in complex interagency, joint, and total force environments that are seldom found outside of a national crisis and often only simulated during other training events. Projects are in the heart of American communities and typically include building critical infrastructure or providing mobile health and/or dental clinics. The program generates both the quality and quantity of training venues required for mission readiness. The program also develops partnership capabilities that translate into our nation's capacity to form and sustain successful alliances and coalitions. In addition to attracting and retaining talent within the DOD,

I.   Description of Operations Financed (cont.)

the program also strengthens the bond between American citizens and the U.S. military, showcasing the diversity and operational excellence of our military members. Examples of IRT projects include:

- Delta Regional Authority Medical: Total force, joint, and interagency medical, dental, optometry, and veterinary summer exercise providing care and treatment to the Mississippi Delta community, an area of chronic poverty marked by long-term shortages in resources, infrastructure and access to basic medical services.

- Operation Footprint: Multi-Service construction project in partnership with the Southwest Indian Foundation and the Navajo Nation to construct homes for the elderly, handicapped, and families with dependent children in a region where 56% of the population lives below the poverty line and 43% of the labor force is unemployed.

- Operation Arctic Care: Multi-Service and interagency medical, dental, optometry, and veterinary winter exercise; the largest recurring joint medical readiness and logistics training exercise. This exercise provides humanitarian assistance to Alaska Natives in remote areas.

- National Disaster Search Dog Training Center: Multi-Service project to construct a training center for canine disaster search teams where rescue dogs and their trainers receive training for challenging deployments.

DoD STARBASE Program and associated staffing will be terminated starting in FY 2019. The Department is not requesting any funding for STARBASE in FY 2019.

The DoD STARBASE Program (Title 10 U.S.C. 2193b) is a DoD Youth Outreach Program designed to raise the interest in learning and improve the knowledge and skills of students in

I.   Description of Operations Financed (cont.)

mathematics, science, and technology. The program works with schools whose students who are eligible to receive Title 1 services. The curriculum utilizes hands-on instruction and activities that meet or exceed the National Standards. The elementary school program is currently designed to reach students at the fifth grade level that are underrepresented in critical areas of study and careers. Students are engaged through an inquiry-based curriculum with "hands-on, minds-on" experiential activities. The DoD STARBASE 2.0 mentoring program has been designed as a team mentoring model applying best practices from the mentoring field to the DoD STARBASE Program operating environment. In partnership with local school districts, the middle school and high school program known as STARBASE 2.0 is an afterschool mentoring program that combines hands-on experiential learning activities with a relationship-rich, school-based environment to provide the missing link for at-risk youth making the transition from elementary to middle school and from middle school to high school. It extends the positive impact of STARBASE through a team mentoring approach which solidifies students' attachment to, and engagement with, school. STARBASE 2.0 students are expected to meet no less than four hours per month. The DoD STARBASE Program is a productive investment in the future of our youth and will help build and enlarge the talent pool of potential workers needed to support the DoD workforce consisting of civilian and military personnel. The program operates on Air Force, Air National Guard, Air Force Reserve, Army, and Marine Corps military installations and facilities at 61 locations.

Changes from FY 2018 to FY 2019: After considering the effects of inflation and price growth, the net program change is a decrease of -$17,819 thousand. ($3,311 inflationary & -$21,130 programmatic.)

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

- The National Guard Youth Challenge decrease of -$2,924 thousand will reduce the Department's number of programs from 40 to approximately 38 and its staffing in order to support the targeted 75% federal share of funds to operate a Challenge program.

- The IRT Program decrease of -$493 thousand due to planned elimination of unit and individual training activities across various communities.

- The STARBASE Program and staffing will be terminated in FY 2019. However, this program was funded in the FY 2018 President's Budget Request.(-$17,713 thousand)

II. **Force Structure Summary**:

N/A

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action			Current Estimate	FY 2019 Estimate
			Amount	Percent	Appropriated		
DoD STARBASE Program	28,494	17,400	0	0.0	0	17,400	0
Innovative Readiness Training	7,221	16,003	0	0.0	0	16,003	15,798
National Guard Youth Challenge Program	156,944	150,547	0	0.0	0	150,547	150,333
Total	**192,659**	**183,950**	**0**	**0.0**	**0**	**183,950**	**166,131**

*FY 2018 includes $950 thousand for Emergency Requests related to Hurricane Relief and Recovery efforts.

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

	Change FY 2018/FY 2018	Change FY 2018/FY 2019
B. <u>Reconciliation Summary</u>		
Baseline Funding	183,950	183,950
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	183,950	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	183,950	
Supplemental		
Reprogrammings		
Price Changes		3,311
Functional Transfers		
Program Changes		-21,130
Current Estimate	183,950	166,131
Less: Wartime Supplemental		
Normalized Current Estimate	183,950	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**183,950**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**183,950**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**183,950**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**183,950**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**183,950**
6. Price Change		3,311
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
9. Program Decreases		-21,130
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
1) Emergency Hurricane Relief and Recovery	-970	
The decrease reflects a one-time increase in the FY 2018 President's Budget Request for hurricane relief efforts. The support will not be required in fiscal year 2019. (FY 2018 Baseline: $950 thousand)		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
c. Program Decreases in FY 2019		
1) STARBASE	-17,113	
The decrease reflects a one-time increase in the FY 2018 President's Budget Request. The program is projected to terminate in fiscal year 2019. (FY 2018 Baseline: $17,100 thousand)		
2) National Guard Youth Challenge	-2,554	
The National Guard Youth Challenge decrease will reduce the Department's number of programs from 40 to approximately 38 and its staffing in order to support the targeted 75% federal share of funds to operate a Challenge program. (FY 2018 Baseline: $149,897 thousand; +0 FTEs)		
3) Innovative Readiness Training	-493	
The decrease is due to planned elimination of unit and individual training activities across various communities. (FY 2018 Baseline: $16,003 thousand)		
FY 2019 Budget Request		**166,131**

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

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

NGYCP Performance:
The eight core components of leadership/followership, service to the community, job skills, academic excellence, responsible citizenship, life-coping skills, health and hygiene, and physical fitness can be broadly grouped into five tenets that contribute toward instilling positive, prosocial habits that help a young person achieve a rewarding, fulfilling life:
• Develop leadership or followership behaviors through discipline, hard work, and persistence.
• Engage in activities that promote good physical health.
• Act as a responsible citizen and build strong linkages to the community through service and participation.
• Attain academic skills and credentials to create job-readiness and the potential for success in the labor market.
• Strengthen socioemotional skills to build life-coping strategies.
Program Inputs (the resources needed to administer the program) include policy and planning materials to guide program activities and the assets needed to house and instruct cadets.

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

Program activities include Acclimation Period orientation activities, undertaken to prepare cadets for ChalleNGe (e.g., performing physical exams, instructing cadets on program standards and expectations). The Acclimation Period activities feed directly into program activities during the Residential Phase. Program outputs include those related to cadet instruction activities (e.g., housing, instructing, and mentoring cadets) and those related to the end process of graduating cadets (e.g., administering standardized tests, awarding credentials, placing cadets).

Outcomes expected to result from program completion include those in the short term (within three years of graduation), medium term (within three to seven years of graduation), and long term (seven years or more after graduation). These include positive outcomes for the cadets themselves and their families (e.g., better job skills and job prospects), as well as for their communities, government, and the military (e.g., an increase in individuals participating in community service activities, greater tax revenue, increased military enlistment from underrepresented populations). Understanding the dynamic flow of the relationships between and among the inputs, outputs, and outcomes, and measuring the expected connections among these components will allow for systematic evaluations of the ChalleNGe program.

STARBASE Program Performance Levels

Level I – Basic/Fully Operating Academy: The first level of performance requires full compliance with the DoD Instruction (DODi) 1025.7, supplemental policies, and compliance with operational requirements as stipulated by the OASD(M&RA). This level of performance focuses on program operations and curriculum development and delivery.

Level II – Advanced Performing Program: The second level of performance requires successful completion of Level I and the demonstration of activities that are not specifically outlined in the DoDi, but recommended by the OASD(M&RA) and standing

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

committees as desirable for program delivery. Considerations include quality of service, participant group involvement, and program enhancements. This level of performance focuses on organizational and administrative practices.

Level III – High Performing Program: The third level of performance is for programs that successfully meet the standards in Levels I and II, and self-commit to activities that advance the core curriculum, and the DoD STARBASE philosophy. Operational enhancements, higher level problem-solving techniques, time-sensitive improvements and efficiencies would also be a part of the Level III activities. This level of performance focuses on strategic planning and participant group activities.

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V. <u>Personnel Summary</u>

N/A

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
988 Grants	192,659	3,275	-11,984	183,950	3,311	-21,130	166,131
999 Total Other Purchases	**192,659**	**3,275**	**-11,984**	**183,950**	**3,311**	**-21,130**	**166,131**
Total	**192,659**	**3,275**	**-11,984**	**183,950**	**3,311**	**-21,130**	**166,131**

*FY 2018 includes $950 thousand for Emergency Requests related to Hurricane Relief and Recovery efforts.

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Operation and Maintenance, Defense-Wide

Defense Acquisition University

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DAU	138,333	2,586	4,051	144,970	1,289	35,342	181,601

I.   Description of Operations Financed:

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

The DAU's vision is to help approximately 163,000 Department of Defense (DoD) acquisition employees to achieve the right acquisition outcomes now and in the future. The Defense Acquisition University (DAU) is the one institution that affects all professionals in the Defense Acquisition Workforce (DAW) across 14 career paths at every stage of their career. DAU's products and services target workplace performance and promote mission effectiveness, and are critical to improving the professionalism of the DAW. Also, DAU provides support to four functional areas (International, Requirements, Earned Value Management (EVM), and Services Acquisition) and the Defense Contract Management Agency (DCMA) via the College of Contract Management (CCM).

As DoD looks for ways to affordably support its warfighters in a period of significant budget constraints, DAU expects to see fewer new program starts and more modifications, more service life extensions, acquisition support of cybersecurity, and more pressure on sustainment costs, even as systems age. There will be more emphasis on service

I.   Description of Operations Financed (cont.)

acquisitions and business systems, which require different complex skill sets than the traditional weapon programs that have historically gotten the most attention. As such, DAU's learning assets will be of increasing benefit to the changing DAW. As a result, they will increasingly rely on DAU's learning assets to do their jobs. DAU has been very proactive in addressing those needs by incorporating learning and knowledge-sharing assets into the very fabric of daily work, providing knowledge at the point of need.

DAU's quality and breadth of learning assets support improved acquisition outcomes. Thus, DAU continued to succeed in its vital function — giving the Defense Acquisition Workforce the tools and knowledge it needs to succeed. DAU delivered an impressive amount of learning to the workforce (FY 2017):

- Provided over 9 million hours of foundational learning;
- Graduated 196,872 students;
- Offered 312 online continuous learning modules, 722,616 student completions;
- Provided 679,787 hours of Performance Learning;
- Provided 106,600 contact hours on Defense Acquisition Portal and Acquisition Community Connection with 83,733 registered ACC users and more than 16 million page views.

Organizational Strengths

A National Inherently Governmental Resource. The work of defense acquisition is an inherently governmental responsibility. DAU's faculty and staff are expert, connected, agile, and trusted government agents. DAU is the one institution that affects every member of the Defense Acquisition Workforce throughout all professional career stages in

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

14 career fields. The University provides a full range of basic, intermediate, and advanced certification training; assignment-specific training; continuous learning modules; rapid deployment training; knowledge sharing resources; job support tools; mission assistance; workshops; and job-relevant applied research. DAU develops a qualified acquisition workforce through foundational learning, workflow learning, and performance learning, which, when combined, result in more successful acquisition outcomes. As an inherently governmental resource, only DAU has the combined attributes of being a steward of the acquisition body of knowledge, staffed with government expert practitioners, accredited and recognized worldwide for excellence, and possessing a healthy, trusted relationship with senior Department of Defense leadership and Congress.

Steward of the Acquisition Body of Knowledge. DAU's curricula development expertise is unique concerning design, content, and intimate understanding of the DoD acquisition environment. This expertise facilitates the alignment of curricula to the career-long learning needs of the Defense Acquisition Workforce and rapid training on emerging defense acquisition policy initiatives.

In addition to delivering training in the classroom and online, DAU provides on-site consulting, customized workshops, and a wide variety of acquisition-related learning resources that are available to the Defense Acquisition Workforce 24/7 in the workplace, at home, or on the go. These resources include communities of practice, job support tools, an acquisition knowledge repository, the defense acquisition guidebook, and the defense acquisition portal, which contains links to the latest acquisition policies and guidance.

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

Skilled Government Practitioners. DAU faculty and staff, collectively possess experience and expertise across DoD acquisition disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and acquisition processes.

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

Strong Relationships with DoD and Congressional Leadership. By providing high-quality and relevant training to the Defense Acquisition Workforce, DAU has earned the support and advocacy of senior Defense Leadership and Congress. This relationship ensures DAU learning products and services meet the needs of the acquisition community.

Core Capabilities

As the primary training organization for the DAW, DAU is committed to developing qualified acquisition professionals by fully engaging our students, in the classroom, online, and on the job. DAU is fully integrated into our learners' careers from the time they enroll in their first DAU course until they retire. The three domains of our Acquisition Learning Model — foundational learning, workflow learning, and performance learning—work together to enhance workplace performance, promote mission effectiveness, and help the Defense Acquisition Workforce achieve better acquisition outcomes.

Mission Success

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

DAU has repeatedly demonstrated and been recognized for its success in providing a global learning environment. In 2014, DAU earned reaffirmation of accreditation from the Council on Occupational Education (CoE) and regularly has received recognition as a sector leader in the corporate training industry.

- 2017 Awarded #1 by Chief Learning Officer magazine for its Learning Elite Competition (+200 applicants)
- 2016 e-Learning Top 100 Award - Best in Government
- 2016 CLO Learning Elite Award (Top 10 and # 2)
- 2016 CLO Learning and Practice Awards (3 Awards) Business Partnership - Bronze; Trailblazer - Bronze; and Innovation - Silver.
- 2016 Brandon Hall Group Excellence in Learning - Best Corporate University Strategy - Silver.
- 2016 National Association of Government Communicators 2nd Place
- Named the Best Public Sector Learning Organization at the 2015 Enterprise Learning! Conference
- Named one of the top 10 Learning Elite organizations for 2015 by Chief Learning Officer magazine
- Earned reaffirmation of accreditation from the CoE in 2014 with three areas receiving commendation
- Executive Coaching Prism Award (2014)
- Annual Awards for Publication Excellence (2014)
- Federal Government Distance Learning Association (2012,2014)

I. <u>**Description of Operations Financed (cont.)**</u>
  - ELearning 100 Award for Excellence in Learning Technology Innovation (2012, 2014)
  - Chief Learning Officer (CLO) Learning Elite Award (2011, 2012, 2014)

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

<u>**Strategic Goals**</u>: In order to best achieve its mission, DAU has established strategic goals focused in five areas:

  - **Foundational Learning**: Deliver high-quality certification and job-specific training to give the workforce long-term knowledge and habits of mind.
  - **Workflow Learning**: Provide easily accessible learning resources to help the workforce succeed on the job every day.
  - **Performance Learning**: Conduct high-impact customer engagements with individuals and teams to improve acquisition outcomes.
  - **People**: Hire, develop, and retain a workforce with the right skills to execute our mission
  - **Infrastructure**: Develop and sustain effective and efficient infrastructure and business processes to support a global learning environment for our customers

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

Foundational Learning gives the workforce long-term knowledge and habits of mind. DAU will continue the exceptional structured learning provided for the workforce — there is just no comparable way for professionals to learn about DoD's complex acquisition system and to gather advanced skills. This learning will be increasingly enhanced with the rapid insertion of new information and best practices to keep the content relevant and engaging. Structured training will include even more simulations and exercises that promote critical thinking, team-building, and problem-solving in ambiguous situations. It will be informed by what our performance support teams are discovering in Performance Learning, as they help acquisition teams solve real-world problems. It will be increasingly connected to Workflow Learning, by using those assets in the classroom and distance learning courses, and also by introducing students to our online assets so that they are encouraged to apply them throughout their careers. Students will continue to leave our courses informed, challenged and armed with the tools they'll need to succeed and achieve improved acquisition outcomes.

In addition to DAWIA training, DAU has been tasked to provide training in the following (non-statutory acquisition) areas:

- Contracting Officer's Representative (COR)
- Contingency contracting
- Executive-level courses
- International
- Acquisition program management
- Requirements management
- Services acquisition

I.   Description of Operations Financed (cont.)

- College of Contract Management (supports DCMA)

DAU offers over 160 certification, Core Plus development, and executive/leadership support courses spanning 14 career fields. DAU delivers this training through an appropriate mix of classroom, web-based, and hybrid offerings. As a result, students can take many of their courses online, reducing their time away from the job and home, and avoid travel costs.

Workflow Learning helps the workforce succeed on the job every day. DAU assists the workforce long after they've completed their certification training, and Workflow Learning will be a primary means for doing so. Our future web-presence will be a place where workers go for the information they want and need. Our web-presence will be rich in content that supports and reinforces foundational learning, updates knowledge with best practices, and provides a wide variety of perspectives. The future acquisition professional will go there to find a resources that they remember learning about in a DAU course, and now need. While they're on our website, they will also learn about breaking news or find a new insight in their field or the more global challenges of acquisition. Our web presence will be interesting, engaging, and easy to use. The integrated environment will deliver the information users need, not just the information they think they need. For example, the new www.dau.mil site deployed in February 2017. The new www.dau.mil has been built to support the acquisition community's needs today, and allow DAU to meet needs in the future (e.g., better search engine, mobile friendly, faster updates, and higher reliability) (71,578 contact hours; more than 16 million page views in FY 2017).

I.   <u>Description of Operations Financed (cont.)</u>
Additionally, DoD policy calls for the Defense Acquisition Workforce to operate as a
continuous learning community. Members of the workforce are required to obtain 80
continuous learning points over the course of every two years. In response to this, DAU
provides over 300 different continuous learning modules (CLMs) available online. All
modules offer the workforce the opportunity to meet their continuous learning
requirements while keeping abreast of current initiatives in acquisition (FY 2017
Continuous Learning Graduates: 722,616; FY 2017 Continuous Learning Contact Hours: 3.4
million).

Performance Learning exploits high-impact opportunities for teams and the overall
workforce. DAU will increase its presence in the acquisition environment by providing
more performance support to programs and teams at critical junctures. This sensitivity,
stakeholders convey, has a tremendous and immediate impact. DAU will make more
acquisition organizations aware of its ability to help, and improve even more outcomes.
In the process, faculty will be continuously exposed to contemporary acquisition problems
and solutions, will bring this knowledge back to the classroom, and turn it into workflow
learning assets for the benefit of the entire workforce. The future DAU will still be
known for exceptional structured learning that the workforce needs to thrive in an
increasingly complex environment, but it will also be frequently known as the place to go
for information the workforce needs to do their job, and as a valuable asset to contact
for program assistance or services acquisition. In short, DAU will be there to help
achieve better acquisition outcomes throughout a workforce member's career (899
consulting efforts totaling 172,013 hours in FY 2017).

Building Compelling Evidence of Results for DAU Stakeholders: The DAU has been able to
meet successfully its challenge of serving significantly increasing numbers of students
who are in need of certification training. DAU requested a permanent increase to its

I.   Description of Operations Financed (cont.)

Operations and Maintenance (O&M) account via a "transfer" from DAWDF funds to create a better alignment of appropriated accounts by funding infrastructure costs with O&M rather than with the Defense Acquisition Workforce Development Fund (DAWDF). Supporting these efforts with O&M will also provide stable and predictable funding to sustain functions critical to the DAU mission.

The Office of the Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L)) calibrated internal obligation authority and increased the DAU's Operations and Maintenance (O&M) account beginning in FY 2019 to construct a better alignment of sustainment costs to appropriated accounts. The net of increasing DAU's O&M would be that DAU would consume less Defense Acquisition Workforce Development Funds (DAWDF) for infrastructure and base costs and more appropriately have those types of funds allocated through appropriated O&M.

This additional "transfer" funding to increase the O&M account, and better align the appropriated funds, is recognition to continue to support and enhance the delivery of training for a larger defense acquisition workforce (DAW). By 2019, the DAW will have grown by 11% since 2014 (8.4% growth through 2017 and an additional 2.6% growth based on approved Functional Leader plans). New Career Fields/ Paths and number of classroom classes that must be maintained has also has grown significantly, and Congress continues to identify emerging acquisition training mandates (e.g. greater training for Cyber, OTA's, FMS, and services contracting) that must be expanded and supported. Constant dollar DAU O&M has been flat since 2014 and is no longer sufficient. The requested FYs 2019-2023 funding would provide civilian pay for additional faculty required to deliver and maintain classes as well as associated non-labor costs. Funding these efforts within O&M will provide stable and predictable funding to sustain functions critical to the DAU

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

mission; as well as reduce pressure on the DAWDF accounts so that they can be used for emerging training and workforce requirements.

Since 2001, the University has increased overall graduates from about 46,000 to 217,000 per year (FY 2019 est.). The FY 2019 estimate for the average cost per student is $837.

DAU's increases in capacity and throughput have not come at the expense of learner satisfaction. The University's customers consistently give top ratings to DAU's learning assets and to the outstanding faculty who deliver them. DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on the organization. DAU has consistently received high marks (80 percent and above) from its students in response to classroom survey questions (37,944 surveys in FY 2017 averaging 91%).

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

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

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

When achieved, all these outcomes together will improve acquisition workforce professionalism in a constrained DoD resource environment and ultimately move DAU closer to achieve its vision of enabling the Defense Acquisition Workforce to achieve better acquisition outcomes, now and in the future.

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

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

- **Capital and Northeast** – Fort Belvoir, Virginia (serves workforce of 39,800)

- **Mid-Atlantic** – California, Maryland (serves workforce of 29,200)

- **Midwest** – Kettering, Ohio (serves workforce of 23,300)

- **South** – Huntsville, Alabama (serves workforce of 37,000)

- **West** – San Diego, California (serves workforce of 33,700)

Further, DAU has two colleges:

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

II. <u>**Force Structure Summary (cont.)**</u>

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

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III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
1. Teaching	95,826	101,401	0	0.0	0	101,401	120,714
2. Curriculum Development	12,521	7,847	0	0.0	0	7,847	16,629
3. Performance Learning	14,292	19,732	0	0.0	0	19,732	24,545
4. Workflow Learning	12,771	13,015	0	0.0	0	13,015	16,476
5. Research	990	1,007	0	0.0	0	1,007	1,272
6. Human Capital	1,933	1,968	0	0.0	0	1,968	1,965
Total	**138,333**	**144,970**	**0**	**0.0**	**0**	**144,970**	**181,601**

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**144,970**	**144,970**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**144,970**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**144,970**	
Supplemental		
Reprogrammings		
Price Changes		1,289
Functional Transfers		35,774
Program Changes		-432
Current Estimate	**144,970**	**181,601**
Less: Wartime Supplemental		
Normalized Current Estimate	**144,970**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**144,970**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**144,970**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**144,970**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**144,970**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**144,970**
6. Price Change		1,289
7. Functional Transfers		35,774
a. Transfers In		
1) An increase of $35,600K is attributable to the functional transfer of Defense Acquisition Workforce Development Fund (DAWDF) requirement to DAU to better align sustainment costs for the University. Costs allocated to sub-activities (Teaching: +$19,289; Curriculum Development: +$8,101K; Performance Support: +$4,578K; Workflow Learning: +$3,352K; Research: +$280K) (FY 2018 Baseline: $144,970 thousand; +38 FTEs) (FY 2018 Baseline: $144,970 thousand)	35,600	
2) An increase of $174K attributable to a functional	174	

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

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

transfer from OSD to DAU in order to support DoD expansion from limited scope audit to full financial statement audit.
    Costs allocated to sub-activities (Teaching: +$129K; Curriculum Development: +$10K; Performance Support: +$23K; Workflow Learning: +$12K) (FY 2018 Baseline: $102,275 thousand; +1 FTEs)

8. Program Increases		3,790
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
1) Equipment Purchases: Laptop/Printer recaps; Equipment upgrades for Classrooms.	1,852	

    Costs allocated to sub-activities (Teaching: +$592K; Curriculum Development: +$782K; Performance Learning: +$296K; Workflow Learning: +$171K, Human Capital: +$11K) (FY 2018 Baseline: $1,433 thousand)

2) Equipment Maintenance by Contract: Older HVAC systems require heavy maintenance in lieu of purchasing new equipment.	1,548	

    Costs allocated to sub-activities (Teaching: +$1,115K; Curriculum Development: +$93K; Performance Learning: +$201K; Workflow Learning: +$108K; Research: +$31K) (FY 2018 Baseline: $689 thousand)

c. Program Growth in FY 2019		
1) Total Civilian Personnel Compensation: One additional paid day in FY 2019	390	

    Costs allocated to sub-activities (Teaching: +$289K; Curriculum Development: +$23K; Performance Learning: +$51K; Workflow Learning: +$27K) (FY 2018 Baseline:

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
$102,275 thousand)		
9. Program Decreases		-4,222
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
1) Facilities Sust, Rest, & Mod by Contract: Facility maintenance is required over and above the normal recap at the Ft. Belvoir campus; most buildings built early last century.	-903	
Costs allocated to sub-activities (Teaching: -$627K; Curriculum Development: -$82K; Performance Support: -$93K; Workflow Learning: -$82K; Research: -$6K; Human Capital: -$13K) (FY 2018 Baseline: $1,352 thousand)		
2) Purchased Communications: one-time upgrades in FY18	-510	
Costs allocated to sub-activities (Teaching: -$354K; Curriculum Development: -$46K; Performance Support: -$53K; Workflow Learning: -$46K; Research: -$4K; Human Capital: -$7K) (FY 2018 Baseline: $2,009 thousand)		
c. Program Decreases in FY 2019		
1) Travel of Persons: Reductions to reflect expected program	-2,809	
Costs allocated to sub-activities (Teaching: -$2,022K; Curriculum Development: -$169K; Performance Support: -$365K; Workflow Learning: -$197K; Research: -$56K) (FY 2018 Baseline: $13,924 thousand)		
FY 2019 Budget Request		**181,601**

IV. Performance Criteria and Evaluation Summary:

Number of Students Trained	Workload Actuals FY 2016	Workload Estimate FY 2017	Workload Estimate FY 2018
Classroom	43,000	46,000	47,000
Web-Based	137,000	160,000	170,000
Total	180,000	206,000	217,000
Army	39,490	39,140	50,140
Navy	53,190	61,800	61,800
Air Force	39,420	45,320	45,320
DoD	40,230	41,200	41,200
Other	7,670	18,540	18,540
Total	180,000	206,000	217,000

DAU uses students trained as an efficient measure for mission performance. Students who successfully complete specified DAWIA course requirements are the key output measure. The ultimate goal is DAWIA certification to meet the mandates of Congressional legislation while improving the DoD Acquisition posture. The majority of effort occurs via web-based delivery to facilitate maximum learning flexibility.

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

	FY 2017	**FY 2018**	**FY 2019**
Cost per Grad (FY 2016: $723)	$769	$704	$837
$ Chg from FY 2016	$46	-$19	$114
% Chg from FY 2016	6.4%	-2.6%	15.8%
$ Chg YoY	$46	-$65	$133
% Chg YoY	6.4%	-8.5%	18.9%

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

The Office of the Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L)) authorized a realignment of internal obligation authority and increased the DAU's Operations and Maintenance (O&M) account beginning in FY 2019 to create a better alignment of sustainment costs to appropriated accounts. The net of increasing DAU's O&M would be that DAU would consume less Defense Acquisition Workforce Development Funds (DAWDF) dollar-for-dollar for infrastructure and base costs and more appropriately have those types of funds allocated through appropriated O&M.

Funding these efforts within O&M will provide stable and predictable funding to sustain functions critical to the DAU mission; as well as reduce pressure on the DAWDF accounts so that they can be used for emerging training and workforce requirements.

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V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Active Military End Strength (E/S) (Total)	46	45	43	-1	-2
Officer	43	42	40	-1	-2
Enlisted	3	3	3	0	0
Civilian End Strength (Total)	663	674	695	11	21
U.S. Direct Hire	663	674	695	11	21
Total Direct Hire	663	674	695	11	21
Active Military Average Strength (A/S) (Total)	46	45	43	-1	-2
Officer	43	42	40	-1	-2
Enlisted	3	3	3	0	0
Civilian FTEs (Total)	596	603	642	7	39
U.S. Direct Hire	596	603	642	7	39
Total Direct Hire	596	603	642	7	39
Average Annual Civilian Salary ($ in thousands)	169.0	169.6	171.1	.6	1.5
Contractor FTEs (Total)	64	60	93	-4	33

Average Annual Civilian Salary increase between FY18 and FY19 due to the pay raise and grade mix in FY19.

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	100,564	1,965	-435	102,094	521	7,030	109,645
103 Wage Board	178	3	0	181	1	0	182
199 Total Civ Compensation	**100,742**	**1,968**	**-435**	**102,275**	**522**	**7,030**	**109,827**
308 Travel of Persons	9,447	161	4,316	13,924	251	-3,885	10,290
399 Total Travel	**9,447**	**161**	**4,316**	**13,924**	**251**	**-3,885**	**10,290**
633 DLA Document Services	640	-8	6	638	12	0	650
699 Total DWCF Purchases	**640**	**-8**	**6**	**638**	**12**	**0**	**650**
771 Commercial Transport	20	0	-14	6	0	0	6
799 Total Transportation	**20**	**0**	**-14**	**6**	**0**	**0**	**6**
912 Rental Payments to GSA (SLUC)	1,948	33	-123	1,858	33	4,000	5,891
914 Purchased Communications (Non-Fund)	275	5	1,729	2,009	36	-1,028	1,017
915 Rents (Non-GSA)	260	4	192	456	8	500	964
917 Postal Services (U.S.P.S)	27	0	0	27	0	0	27
920 Supplies & Materials (Non-Fund)	577	10	-13	574	10	250	834
921 Printing & Reproduction	218	4	-4	218	4	55	277
922 Equipment Maintenance By Contract	700	12	-23	689	12	1,548	2,249
923 Facilities Sust, Rest, & Mod by Contract	793	13	546	1,352	24	5,497	6,873
925 Equipment Purchases (Non-Fund)	2,542	43	-1,152	1,433	26	4,370	5,829
932 Mgt Prof Support Svcs	2,308	39	2,745	5,092	92	3,722	8,906
957 Other Costs (Land and Structures)	2,263	38	-1,068	1,233	22	509	1,764
987 Other Intra-Govt Purch	3,200	54	1,204	4,458	80	1,162	5,700
989 Other Services	1,935	33	548	2,516	45	358	2,919
990 IT Contract Support Services	10,438	177	-4,403	6,212	112	11,254	17,578
999 Total Other Purchases	**27,484**	**465**	**178**	**28,127**	**504**	**32,197**	**60,828**
Total	**138,333**	**2,586**	**4,051**	**144,970**	**1,289**	**35,342**	**181,601**

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Operation and Maintenance, Defense-Wide

Defense Contract Audit Agency

February 2018

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Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DCAA	621,115	11,366	-34,645	597,836	4,347	23,450	625,633

* The FY 2017 Actual column <u>includes</u> $12,986.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $9,853.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $1,781.0 thousand of FY 2019 OCO Appropriations funding.

I.   Description of Operations Financed: (www.dcaa.mil) The Defense Contract Audit Agency (DCAA) provides audit and financial advisory services to the Department of Defense (DoD) and other federal entities responsible for acquisition and contract administration. DCAA's role in the financial oversight of government contracts is critical to ensure DoD gets the best value for every dollar spent on defense contracting. DCAA operates under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. Its work benefits our men and women in uniform and the American taxpayer.

The Agency's primary function is to conduct contract audits and related financial advisory services. Contract audits are independent, professional examinations of financial representations made by defense contractors. Specifically, DCAA helps determine whether contract costs are allowable, allocable, and reasonable. DCAA conducts audits in accordance with Generally Accepted Government Auditing Standards (GAGAS), a set of standards that ensures that audit conclusions are well supported by evidence. The type and extent of DCAA's audit work varies based on the type of contract awarded, but its audit services are generally limited to acquisitions under Federal Acquisition Regulation Part 15 (Contracting by Negotiation). DCAA audits only contractors; it has no internal audit responsibilities within DoD.

I.   Description of Operations Financed (cont.)

DCAA auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the Federal Acquisition Regulation (FAR), the Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and other applicable government laws and regulations. DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. DCAA currently has oversight of approximately 9,100 active contractors. In a typical year, DCAA engages in audits with around 4,900 contractors, examining approximately $200 billion in contract costs, and issuing about 4,000 audit reports.

In FY 2019, DCAA will be executing its entire portfolio of audit work including incurred cost, forward pricing, terminations and claims, business systems, Cost Accounting Standards (CAS), Voucher Payments and Truth in Negotiation (TiN) compliance audits. Focusing on our entire portfolio of audit work enables us to fulfill our role in the financial oversight of government contracts and is critical to ensuring DoD gets the best value for every dollar spent on defense contracting. DCAA will continue efforts to maintain a reasonable incurred cost inventory in order to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) assist the Department in closing completed contracts; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed). DCAA will also begin to transition its workload to the Department's higher-risk, higher-return audits with the assistance of qualified private auditors on incurred cost audits based on the 2018 National Defense Authorization Act (NDAA).

I.   Description of Operations Financed (cont.)

DCAA's FY 2017 Financial Statements received an unmodified opinion from independent public auditors. DCAA has maintained an unmodified audit opinion since FY 2000.

The DCAA continues to return savings to the Government that far exceed the cost of its operations. In FY 2017, the Agency audited over $226 billion of costs incurred on contracts and issued about 761 forward pricing proposal audit reports amounting to about $51 billion. Approximately $3.5 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately $5.20 for each dollar invested in the Agency ($670 million in FY 2017, including reimbursables).

DCAA's workload and associated staffing levels follow the DoD procurement funding levels. However, there is a time lag for the DoD audit workload to decrease because of contract execution and closeout. The DCAA contract audit workload is divided into the major functional categories described below:

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

     a.   Price Proposal Audits. The DCAA performs these examinations to determine the reasonableness of contractors' price proposals submitted in anticipation of negotiating Government contracts. Contracting officers request these audits, which must be

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

accomplished within a short period to avoid delaying the procurement process. The DCAA has no control over the number or timing of price proposal audits and must respond to each audit request as a top priority.

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

    c.   <u>Agreed Upon Procedures</u>. Applications of agreed-upon procedures include specific procedures performed in support of a contracting officer's cost realism analysis and reviews of data other than certified cost or pricing data submitted in support of a price proposal. DCAA provides these services to meet the specific needs of contracting officers.

    d.   <u>Estimating System Audits</u>. The DCAA performs these examinations to determine the contractors' compliance with the system criteria for an acceptable estimating system as prescribed in DFARS 252.215-7002, Cost Estimating System Requirements. DCAA also recommends corrective actions on conditions causing deficiencies disclosed in price proposal evaluations or other audit areas which require immediate reporting and resolution. This category also includes the effort required to determine the status of corrective actions taken by contractors on previously disclosed deficiencies.

    e.   <u>Responses to Requests for Specific Cost Information</u>. This effort includes providing specific cost information to procurement officials on labor rates, overhead

I.   <u>Description of Operations Financed (cont.)</u>
rates, and similar factors for smaller procurements when information is readily available within DCAA's files.

2.   **Incurred Cost Effort.** The FAR requires DCAA to perform audits of claimed costs incurred and submitted by contractors for reimbursement under cost reimbursable, fixed price incentive, and other types of flexibly priced contracts to determine if the costs are acceptable in accordance with contract terms, FAR, and CAS rules and regulations, if applicable. The scheduling of incurred cost audits and CAS compliance audits is more flexible than customer requested audits; nonetheless, these audits must be accomplished for the Government to make final payment to the contractor. The incurred cost effort includes examinations of direct labor and material costs and indirect expenses. It also provides insight on the function of the contractor business systems and related internal controls. Although the primary purpose of incurred cost audits is to express an opinion on the acceptability of costs claimed under Government contracts, knowledge of contractors' accounting and other business systems gained during these audits is helpful to the evaluation of contractors' price proposals.

In FY 2019, DCAA will maintain a reasonable incurred cost inventory in order to
(1) assist in achieving auditable financial statements, a Secretary of Defense priority;
(2) assist the Department in closing completed contracts; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed). DCAA will also begin to transition its workload to the Department's higher-risk, higher-return audits with the assistance of qualified private auditors on incurred cost audits based on the 2018 NDAA.

3.   **Operations Audits.** DCAA performs a variety of economy and efficiency audits of contractor operations. DCAA operations audits are systematic reviews of contractor

I. <u>**Description of Operations Financed (cont.)**</u>
organizational units and functions to evaluate the reasonableness of methods and
practices employed on Government contracts.

4. **Special Audits.** The contracting officer normally requests audits that include
examinations of termination claims, progress payment requests, and equitable adjustment
claims. They must be accomplished within a short period to avoid adverse effects such as
additional claims for interest on amounts due. The special audits category also includes
accounting system audits that DCAA performs for procurement contracting offices prior to
contract award or during contract performance, and other efforts requested by the
contracting officers. DCAA has little control over the number or the timing of these
audits and must respond to all such requests as a priority.

5. **Postaward Audits.** Truth in Negotiations (TiN) (10 USC §2306a) requires contracting
officers to obtain certified cost or pricing data from contractors before awarding a
contract unless an exception applies. Under TiN, the Government has the right to examine
records to ensure that certified cost or pricing data is accurate, current and complete.
DCAA is responsible for performing these audits, which assist in determining whether a
contract or subcontract price was unduly increased because the contractor failed to
furnish accurate, complete, or current certified cost or pricing information in
negotiating a contract.

6. **Cost Accounting Standards (CAS).** Contracts and subcontracts that do not qualify for
an exemption are subject to CAS coverage as a condition of Government contracting. The
FAR assigns DCAA responsibility for examining contractors' implementation and compliance
with the CAS rules and regulations.

I.   <u>**Description of Operations Financed (cont.)**</u>
7.   **Other Direct Audit Efforts.**   Other audit-related activities include providing on-site assistance to procurement and contract administration offices, contract audit coordinator programs, and negotiation support. This activity includes effort related to Congressional, Government Accountability Office (GAO), DoD Inspector General (DoDIG), and other external requests, surveys, and reports. The major functions are:

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

     b.   <u>Corporate Audit Directorate</u>. DCAA extended the success of its Contract Audit Coordinator (CAC) program into a Corporate Audit Directorate (CAD) structure. We now have seven of the largest contractors organized into four CADs whose accounting functions, operations, and contract performance occur at multiple locations under the audit cognizance of multiple DCAA field offices, but are now under one DCAA management hierarchy. The CAD structure enables effective communications and audit coordination at these contractor locations allowing information to be effectively disseminated, problem areas to be monitored to ensure uniform resolution, and enables coordination with other DCAA personnel, contractor representatives, and cognizant procurement officials on issues affecting multiple locations.

I.   Description of Operations Financed (cont.)

    c.   <u>Negotiation Conferences</u>. A fundamental requirement of DCAA's mission is to provide contract audit services and to be the principal accounting and financial advisor to contracting officials. Many times, audit results involve complex accounting issues and quantitative analyses that dispute contractors' cost estimates or representations. On these occasions, the best interests of the Government are served by having auditors present at negotiations to further explain the audit position, perform analyses of additional contractor data presented at the negotiation table, and provide any other accounting and financial assistance the contracting officer may require during the negotiation process.

    d.   <u>External Audit Interface</u>. DCAA develops information and comments on reports from the GAO, DoD IG, and other government Inspector General offices. This activity also includes effort related to discussions and conferences, and any interface involving any other government audit organization.

    e.   <u>Suspected Irregular Conduct (SIC)</u>. This activity represents effort expended related to SIC referrals, and responses to requests from investigative agencies or the Department of Justice regarding fraud or other irregular practices. The DCAA also develops evidence for the U.S. attorney, grand jury, and for use at trial.

    f.   <u>Audit Support and Planning</u>. DCAA field offices prepare annual audit program plans for the upcoming year and work on projects and studies requested by the regions or Headquarters. Projects normally relate to new and innovative ways of performing DCAA's audit mission, and add to the body of knowledge needed to enhance Agency mission accomplishment through the development and application of improved audit management technology and audit techniques.

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

8. **Field Support.** This category includes support personnel assigned to four regional offices, four CADs, the Defense Contract Audit Institute, the Office of Information Technology, and Technical Audit Services Division.

   a.   Regional Offices and CADs. These offices provide technical audit management and supervision to field office personnel.

   b.   Defense Contract Audit Institute (DCAI). DCAI develops and delivers training for approximately 4,500 contract auditors and is an affiliated member of the Defense Acquisition University. DCAI directs and controls the development and delivery of classroom courses, seminars, computer-based self-study courses, and internet-based, instructor-led courses. DCAI has program management responsibility for DCAA training and career development including ensuring the workforce obtains DoD Acquisition and Financial Management certification requirements. It assures that programs of instruction, courses, and training materials meet DoD, GAGAS, and National Association of State Boards of Accountancy (NASBA) standards. DCAI provides training and education policy guidance, and monitoring and evaluation of Agency training not conducted by the Institute. DCAI ensures training materials are up-to-date and develops new courses when required by the changing audit environment. Programs provided by DCAI include audit, leadership, and supervisory training.

   c.   Office of Information Technology (OIT). OIT is responsible for the design, development, and maintenance of Agency-specific automated information systems (AIS), web applications, and audit software. It employs a computer hardware acquisition strategy/plan to satisfy AIS and personal computing requirements. It is also responsible for operating the Agency-wide communications infrastructure, monitoring network

I.   <u>Description of Operations Financed (cont.)</u>
performance, managing DCAA's information assurance program, and establishing and implementing policy and standards for IT systems and services.

     d.   <u>Technical Audit Services Division (OTS)</u>. OTS conducts research and distributes information to the field on operations audits, quantitative audit techniques, computer assisted audit techniques, and other auditing topics that have Agency-wide application. OTS also provides technical assistance to auditors in planning reviews of contractor's electronic data processing systems and engineering operations and supports field offices in the implementation of DoD electronic commerce initiatives.

     e.   <u>Field Administrative Support</u>. These personnel provide clerical, administrative, and resource management services.

9.   **Headquarters**. The DCAA Headquarters performs the work normally associated with the central office of a professional public organization. It develops policy and promulgates instructions and operating directives needed to perform the Agency mission. It performs oversight reviews of regional and field office operations and audit quality, and provides Regions and CADs with resource management services including human capital, administration, and financial management. It also includes the General Counsel which provides legal advice regarding contracts, ethics, and personnel issues. Headquarters personnel interface with other DoD components, other Government agencies, and Congressional committees.

II. <u>Force Structure Summary</u>:
Not Applicable.

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action			Current Estimate	FY 2019 Estimate
			Amount	Percent	Appropriated		
1. Audit Institute	**11,408**	**9,787**	**0**	**0.0**	**0**	**9,787**	**11,698**
DCAA Communications	0	9	0	0.0	0	9	0
DCAA Operations	11,408	9,778	0	0.0	0	9,778	11,698
2. Audit Operations	**609,707**	**588,049**	**0**	**0.0**	**0**	**588,049**	**613,935**
DCAA Communications	5,228	10,135	0	0.0	0	10,135	5,583
DCAA Major Headquarters	37,156	43,787	0	0.0	0	43,787	42,692
DCAA Operations	567,323	534,127	0	0.0	0	534,127	565,660
Total	**621,115**	**597,836**	**0**	**0.0**	**0**	**597,836**	**625,633**

* The FY 2017 Actual column <u>includes</u> $12,986.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $9,853.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $1,781.0 thousand of FY 2019 OCO Appropriations funding.

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

B. **Reconciliation Summary**	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	597,836	597,836
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	597,836	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	597,836	
Supplemental	9,853	
Reprogrammings		
Price Changes		4,347
Functional Transfers		
Program Changes		23,450
Current Estimate	607,689	625,633
Less: Wartime Supplemental	-9,853	
Normalized Current Estimate	597,836	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**597,836**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**597,836**
2. War-Related and Disaster Supplemental Appropriations		9,853
a. OCO Supplemental Funding		
1) FY 2018 Defense-Wide Overseas Contingency Operations	9,853	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**607,689**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**607,689**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-9,853
FY 2018 Normalized Current Estimate		**597,836**
6. Price Change		4,347
7. Functional Transfers		
8. Program Increases		47,323
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Other Services	34,200	
Increase is due to the addition of qualified private auditors in accordance with the 2018 NDAA, Section 803. (FY 2018 Baseline: $0 thousand; +0 FTEs)		
2) Personnel Compensation	7,423	
Increase in program funding requirements is due to an		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
increase in annual average salary costs which aligns execution with FY 2017 actuals and an increase of 6 FTEs to support high risk audit requirements. (FY 2018 Baseline: $467,424 thousand; +6 FTEs)		
3) IT Contract Support Services	3,434	
Increase due to separating network and help desk IT services and reverting to separate contracts. Previous year consolidation did not yield expected quality results. (FY 2018 Baseline: $7,597 thousand; +0 FTEs)		
4) Extra Compensable Day	1,907	
Additional FY 2019 paid day. (FY 2018 Baseline: $467,424 thousand)		
5) Supplies & Materials	230	
Increased supplies and materials cost per FTE based on historical execution. (FY 2018 Baseline: $1,072 thousand; +0 FTEs)		
6) Rents (Non-GSA)	129	
Increase associated with adjustments between GSA rents and non-GSA rents. (FY 2018 Baseline: $2,308 thousand; +0 FTEs)		
9. Program Decreases		-23,873
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Equipment Purchases	-4,965	
The decrease is due to the deferment of annual tech refresh of laptops and furniture purchases. (FY 2018 Baseline: $5,562 thousand)		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
2) Purchased Communications The decrease is due to the reduction of Department Information Technology and Contracting Organization (DITCO) requirements associated with long distance services and regional commercial communication. (FY 2018 Baseline: $10,144 thousand)	-4,744	
3) Other Intra-Government Purchases Decrease due to the reduction of Department of Health and Human Services assist audit services, and reduction to printer support and maintenance costs. (FY 2018 Baseline: $11,377 thousand; +0 FTEs)	-4,641	
4) Personnel Compensation Decrease reflects the Secretary's of Defense direction to reduce Major DoD Headquarters Activities (MHA) funding by 25% through FY 2020, and to comply with section 346 of the FY 2016 NDAA (PL 114-92) to provide a plan for streamlining DoD major headquarters. (FY 2018 Baseline: $38,781 thousand; -18 FTEs)	-2,147	
5) Commercial Transport The decrease is due to reduction in PCS requirements and the deferment facilities projects (transport of equipment). (FY 2018 Baseline: $2,102 thousand; +0 FTEs)	-1,610	
6) Equipment Maintenance by Contract Decrease resulting in reduced requirements in software maintenance. (FY 2018 Baseline: $10,439 thousand)	-1,506	
7) Facilities Sust, Rest & Mod by Contract	-1,122	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
The decrease is due to the deferment of facilities renovations. (FY 2018 Baseline: $1,643 thousand)		
8) PCS Benefits	-841	
Decreased PCS travel associated with projected requirements. (FY 2018 Baseline: $1,551 thousand; +0 FTEs)		
9) DFAS Financial Operations	-798	
Decreased costs due to elimination of DFAS System support costs for DBMS legacy accounting system. (FY 2018 Baseline: $5,275 thousand; +0 FTEs)		
10) Rental Payments to GSA	-545	
Reduction due to realignment between GSA and non-GSA rents as well as reduction of GSA leased space. (FY 2018 Baseline: $14,435 thousand; +0 FTEs)		
11) Disability Compensation	-383	
Reduction due to updated US Department of Labor Worker's Compensation bill. (FY 2018 Baseline: $1,907 thousand; +0 FTEs)		
12) Other Services	-343	
Decrease due to reduction in training requirements. (FY 2018 Baseline: $2,765 thousand)		
13) Travel	-159	
Decrease associated with the reduction of 12 FTEs. (FY 2018 Baseline: $13,256 thousand; +0 FTEs)		
14) Printing and Reproduction	-59	
The reduction is due to a reduced requirement in reproduction services. (FY 2018 Baseline: $72 thousand)		
15) Purchased Utilities	-8	

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
The decrease is due to a reduction in regional utilitiies requirements. (FY 2018 Baseline: $122 thousand)		
16) Other Costs	-2	
Reduction is due to a reduction in projected interest costs. (FY 2018 Baseline: $4 thousand)		
FY 2019 Budget Request		**625,633**

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

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

Performance Based Measures
Overview. As a key defense acquisition organization, DCAA is chartered with the responsibility of providing a wide range of audit and financial advisory services supporting the negotiation, administration, and settlement of contracts for Government contracting officers. By virtue of this mission, DCAA must retain a cadre of trained, highly competent and professional employees. In a typical year, labor and related fringe benefits account for approximately 83 percent of DCAA's budget. Statutory and regulatory requirements, designed to ensure that the Government meets its fiduciary responsibilities to the public, drive the majority of DCAA's workload. In this capacity, DCAA supports the oversight and internal control responsibilities of the Office of the Secretary of Defense, the DoD Inspector General, the Government Accountability Office, and the Congress.

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

DCAA's Strategic Plan. DCAA's current Strategic Plan was issued in April 2016. To address key challenges and fulfill its mission, DCAA uses a strategic planning approach which aims to achieve DCAA's Vision through its pursuit of several goals to be

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

accomplished within a 5-year timeframe. DCAA also uses a Human Capital Plan which tiers from the Strategic Plan and addresses strategies related to recruitment, on boarding, employee development, retention and succession planning.

DCAA Mission

As a key member of the government acquisition team, we are dedicated stewards of taxpayer dollars who deliver high quality contract audits and services to ensure that warfighters get what they need at fair and reasonable prices. Our mission statement clarifies our commitment to getting the most value for every dollar spent on defense contracts.

DCAA Vision

Every audit or service we deliver is on time, on point, and highly valued. Our vision is to provide products and services that are indispensable to the acquisition process. We aspire to always deliver services and products when we promise them and in time to meet acquisition requirements. We strive to deliver the right service, at the right time, to provide the most value throughout the contracting cycle.

DCAA Strategic Plan Goals

Goal 1: Embody a culture of One Agency, One Team, One Direction.

Goal 2: Support the acquisition community by providing quality audits and advisory services.

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

Goal 3: Foster a diverse workforce of highly motivated and valued professionals.

Goal 4: Enhance working relationships with DCAA external stakeholders.

Goal 5: Provide the workforce with the right information, business processes, and capabilities to successfully accomplish the mission.

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

Summary of Performance Based Measures. The chart below summarizes our Audit Performance Measures. DCAA continues to reassess its performance measures to develop measurements that more closely align with the Strategic Plan. As a result, the audit performance measures discussed below may change for FY 2019. Detailed descriptions are provided for each of the existing measures.

	<u>**Audit Performance Measures**</u>	<u>**FY 2017 Actual**</u>	<u>**FY 2018 Objective**</u>	<u>**FY 2019 Objective**</u>
	<u>**Workforce Environment Measures:**</u>			
1	Federal Employee Viewpoint Survey – Response Rate	72%	75%	75%
	<u>**Quality Related Measures:**</u>			
2	DCAA QA Review Results – Audits Performed in Accordance with GAGAS	73%	Exceed FY 2017 Rate	Exceed FY 2018 Rate
	<u>**Timeliness Measures:**</u>			
3	Incurred Cost Aging (Months)	14.3 months	12 months	12 months
4	Forward Pricing Audits Issued by Original Due Date	78%	80%	80%
	<u>**Efficiency Measures:**</u>			
5	Incurred Cost Years Closed	6,786	4,000	4,000
6	Increase in Business System/Postaward Audits Completed	188	188	207

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

Description of Performance Measures:
1. Federal Employee Viewpoint Survey – Response Rate. The DCAA uses this measure to assess the extent of employee engagement. The response rate is an indication of employee engagement, desire to play a part in continuing improvement, and belief that leadership will listen and act. The response rate represents the percent of employees that complete the survey compared to the total universe of employees surveyed.

2. DCAA Quality Assurance (QA) Review Results – Audits performed in accordance with GAGAS. The DCAA uses this measure to validate the quality of audits completed. DCAA's Quality Assurance organization performs these reviews and evaluates whether they are performed in accordance with GAGAS. Our goal is to increase the percentage of audits passing the QA Review each cycle.

3. Incurred Cost Aging (Months). The DCAA uses this measure to gauge the currency of its inventory of contractor fiscal year incurred cost submissions on hand. For contractor incurred cost years not closed affecting DoD contracts and subcontracts, this is a measure of the average number of months from receipt of an adequate submission, or from initial receipt of submissions pending adequacy review. The DCAA goal is to continue closing all previously submitted incurred cost submissions and begin closing incurred cost submissions within 12 months of the identification of an adequate submission in accordance with the 2018 NDAA.

4. Percent of forward-pricing proposal audit reports issued by the original agreed-to due date. Contracting officers in the process of negotiating prices for new contracts request audit advice on the reasonableness of the contractor's proposed prices from DCAA. DCAA's ability to provide these audit services in a timely manner is critical to the timely

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

awarding of contracts. We measure the percent of forward pricing proposal audit reports issued by the original due date agreed to between the auditor and requester. The percentage of reports meeting the due date is expected to improve each year.

5. Incurred cost years closed. Timely annual audits of costs incurred on contracts by DCAA are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. The measure represents the number of contractor fiscal years of incurred cost assignments closed.

6. Increase in Business System/Postaward Audits Completed. In FY 2019, DCAA will begin to transition its workload to the Department's higher-risk, higher-return audits with the assistance of qualified public accountants on incurred cost audits based on the 2018 NDAA. Accordingly, DCAA will increase its efforts in the high-risk audit areas of business systems and postaward audits. Business system audits evaluate contractor systems to assess if the systems generate accurate and reliable data for contracting officers to use in determining fair and reasonable prices. Postaward audits evaluate contractor compliance with the Truth in Negotiations Act to ensure contractors provided contracting officers the most current, accurate and complete data at the time of negotiations.

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V. Personnel Summary	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Civilian End Strength (Total)	4,531	4,617	4,412	86	-205
U.S. Direct Hire	4,289	4,241	4,183	-48	-58
Total Direct Hire	4,289	4,241	4,183	-48	-58
Reimbursable Civilians	242	376	229	134	-147
Civilian FTEs (Total)	4,257	4,583	4,424	326	-159
U.S. Direct Hire	4,015	4,207	4,195	192	-12
Total Direct Hire	4,015	4,207	4,195	192	-12
Reimbursable Civilians	242	376	229	134	-147
Average Annual Civilian Salary ($ in thousands)	123.8	121.1	123.5	-2.7	2.4
Contractor FTEs (Total)	74	71	302	-3	231

*FY 2019 reflects a correction that increases 210 CFTEs as a result of the qualified private auditors requirements that will not be reflected in the Contractor Services (CS-1) exhibit.

Defense Acquisition Workforce Development Fund (DAWDF) and Overseas Contingency Operations (OCO) Personnel Summary	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
DAWDF End Strength (Total)	101	221	150	120	-71
DAWDF FTEs (Total)	141	249	103	108	-146
OCO FTEs (Total)	56	68	0	12	-68

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

		Change FY 2017/FY 2018			Change FY 2018/FY 2019		
OP 32 Line	FY 2017 Actuals	Price	Program	FY 2018 Estimate	Price	Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	494,339	9,506	2,297	506,142	2,581	7,182	515,905
103 Wage Board	64	1	-2	63	0	1	64
104 FN Direct Hire (FNDH)	4	0	-4	0	0	0	0
111 Disability Compensation	1,907	0	0	1,907	0	-383	1,524
121 PCS Benefits	697	0	854	1,551	0	-841	710
199 Total Civ Compensation	**497,011**	**9,507**	**3,145**	**509,663**	**2,581**	**5,959**	**518,203**
308 Travel of Persons	14,714	248	-1,706	13,256	239	-159	13,336
399 Total Travel	**14,714**	**248**	**-1,706**	**13,256**	**239**	**-159**	**13,336**
696 DFAS Financial Operation (Other Defense Agencies)	5,565	-68	-222	5,275	272	-798	4,749
699 Total DWCF Purchases	**5,565**	**-68**	**-222**	**5,275**	**272**	**-798**	**4,749**
771 Commercial Transport	1,451	25	626	2,102	38	-1,610	530
799 Total Transportation	**1,451**	**25**	**626**	**2,102**	**38**	**-1,610**	**530**
912 Rental Payments to GSA (SLUC)	13,339	227	869	14,435	260	-545	14,150
913 Purchased Utilities (Non-Fund)	125	2	-5	122	2	-8	116
914 Purchased Communications (Non-Fund)	5,228	89	4,827	10,144	183	-4,744	5,583
915 Rents (Non-GSA)	2,251	38	19	2,308	42	129	2,479
920 Supplies & Materials (Non-Fund)	2,030	35	-993	1,072	19	230	1,321
921 Printing & Reproduction	12	0	60	72	1	-59	14
922 Equipment Maintenance By Contract	10,071	171	197	10,439	188	-1,506	9,121
923 Facilities Sust, Rest, & Mod by Contract	360	6	1,277	1,643	30	-1,122	551
925 Equipment Purchases (Non-Fund)	5,342	91	129	5,562	100	-4,965	697
960 Other Costs (Interest and Dividends)	0	0	4	4	0	-2	2
987 Other Intra-Govt Purch	49,193	750	-38,566	11,377	205	-4,641	6,941
989 Other Services	3,251	55	-541	2,765	50	33,857	36,672
990 IT Contract Support Services	11,172	190	-3,765	7,597	137	3,434	11,168

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		Change FY 2017/FY 2018			Change FY 2018/FY 2019		
OP 32 Line	FY 2017 Actuals	Price	Program	FY 2018 Estimate	Price	Program	FY 2019 Estimate
999 Total Other Purchases	102,374	1,654	-36,488	67,540	1,217	20,058	88,815
Total	621,115	11,366	-34,645	597,836	4,347	23,450	625,633

* The FY 2017 Actual column <u>includes</u> $12,986.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $9,853.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $1,781.0 thousand of FY 2019 OCO Appropriations funding.
* The FY 2019 Estimate column reflects an adjustment between line items 987 and 989 of $34,200.0 thousand for the qualified private auditors requirements. This line item adjustment will not be reflected in other budget exhibits.

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DCMA	1,353,381	25,684	59,945	1,439,010	10,616	15,728	1,465,354

* The FY 2017 Actual column <u>includes</u> $13,510.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $21,317.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $21,723.0 thousand of FY 2019 OCO Appropriations funding.

I. <u>Description of Operations Financed</u>: The Defense Contract Management Agency (DCMA) is the DoD's independent acquisition eyes and ears and is a key partner to the Component Services' buying commands, DoD partners, and Allied customers. The DCMA is positioned as a unique, independent enterprise that provides factory to floor acquisition services that can be done by all Component Services and most DoD Agencies, but are done by DCMA at a lower cost, more effectively, and more efficiently than if they were done by the various Services or Agencies. DCMA's robust acquisition insight enables maximum military readiness and lethality, reduces acquisition enterprise risk, and informs DoD affordability decisions. DCMA provides customers timely and relevant oversight analyses on current contracts and information that arms the decision makers. The Agency is keenly focused on providing invaluable support and services that surpass the resources invested by the taxpayer.

DCMA is focusing its efforts to adjust to the changing environment by achieving and sustaining audit readiness, both on the Service Provider and Reporting Entity sides; creating an agile and flexible learning organization/culture; responding to future customer programs; initiating and strengthening acquisition processes; and optimizing mission execution to support the acquisition enterprise through agile business practices.

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

The resources requested in this budget support these initiatives while delivering a 4 to 1 return on investment to the taxpayer.

DCMA Overview

DCMA is a Joint Chiefs of Staff designated Combat Support Agency. The Agency is comprised of approximately 12,000 civilian and military personnel, located in over 1,000 locations, managing over 19,432 contractors and approximately 337,900 active contracts. These contracts have a total face value of $5 trillion (T) of which $2T has been obligated. Of the obligated amount, $232.3B remains un-liquidated. The Agency's responsibilities include managing Acquisition Category I and II programs, $163.4B of Government property in-plant, $20.8B in in-progress payments, and $11.3B in performance-based payments, ensuring each complies with Federal acquisition and auditability standards. As established by DoD 5105.64, DCMA's mission is to perform Contract Administration Services (CAS) and Contingency Contract Administration Services (CCAS) for the Department of Defense, other authorized Federal Agencies, foreign governments, international organizations, and others as authorized. DCMA is the independent eyes and ears of DoD and its partners, delivering actionable acquisition insight from the factory floor to the front line ... around the world. Essentially all DoD Weapon Systems and Combat Platform production and depot maintenance work performed by Industry are directly managed by DCMA. Only shipbuilding, services, facilities, consumables (fuel, etc.), expeditionary contracting, and low risk parts production and delivery are not serviced at DCMA. As a defense agency and member of the 4th Estate, DCMA reports to the Under Secretary of Defense for Acquisition Technology and Logistics (USD(AT&L)), through the Assistant Secretary of Defense for Acquisition.

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

In executing our mission, the Agency directly supports Pillar III: Preserve Peace Through Strength of the 2017 National Security Strategy by providing the acquisition insight that will deliver better contracts without overruns or delays and will provide the Warfighter with modern, lethal equipment. In straightforward terms, DCMA is in the business of delivering critical defense material to our Warfighters that meets or exceeds technical requirements, at or below the desired cost and on or before the required schedule, ensuring operational availability and sustainment parameters are met. Additionally, DCMA's Industrial Analysis Center performs critical analysis and reporting of the Defense Industrial Base's strengths and weaknesses and potential high-risk areas.

The Agency's responsibilities support two Mission Essential Functions (MEFs): 1) Enable Acquisition of Warfighter Equipment, Supplies and Services, Including Urgent Critical and Unique Needs, and 2) Facilitate Mission Assurance (MA) for the Defense Industrial Base (DIB) and DCMA in Support of DoD Requirements. Additionally, DCMA is at the forefront of executing the Department's Security Cooperation (SC) mission to collaboratively build and sustain our Allies security interests and industrial capabilities. Within the SC community the Agency provides support to both Foreign Military Sales {FMS) delegated by Service buying commands, Foreign Direct Commercial Sales (DCS) contracts and international agreements, placing our personnel in direct support of our Allies in critical locations in the United States and overseas.

In order to support the Warfighters' readiness and meet national security objectives, DCMA must ensure its acquisition workforce is well trained and capable of performing the mission, which includes maintaining a pipeline of new acquisition professionals. DCMA's workforce composition has shifted fundamentally from seasoned, highly-skilled personnel to highly-educated, yet relatively inexperienced newcomers. Production, quality assurance, manufacturing, contracting and engineering personnel comprise the largest

I. Description of Operations Financed (cont.)

portion of the Agency's acquisition workforce. Using both Operation & Maintenance and Defense Acquisition Workforce Development Fund (DAWDF) appropriations, the Agency made significant strides in recruiting and training its acquisition workforce and will continue to require this important program funding as it moves from the growth phase into sustainment. FY 2019 reflects a functional transfer of $6.7M acquisition training from DAWDF to DCMA to protect critical training from unstable funding in the DAWDF appropriation.

Efficiencies and Process Improvements

DCMA is constantly engaging in ways to improve performance and deliver more return for each dollar invested; in FY 2017, DCMA produced a 4 to 1 return on investment to the taxpayer. As part of that effort, DCMA continues to execute all mandatory efficiencies, to include the Management Headquarters Authorization (MHA) reductions and delayering efforts.

Organizational

In compliance with the congressional and DoD direction to control management overhead, DCMA re-baselined its MHA civilian workforce to 584 Full-Time Equivalents (FTE) in FY 2016, and established a reduction target of 146 FTEs by FY 2020. Concurrently, DCMA's delayering plan collapsed the operational top layer and aligned the five regions directly under DCMA headquarters, effective October 1, 2016.

Facilities

Execution of DCMA's facility initiative to reduce its overall physical footprint by 30 percent by FY 2022 continues. The reduction will be achieved by a combination of

I. Description of Operations Financed (cont.)

optimizing the Agency's current locations, partnering with the military Services where on-base locations make sense, leveraging IT and communications technology to extend telework options, establishing appropriate and consistent facility standards. DCMA's initial moves are already taking place. For example, the Eastern Region's office relocation from Boston to Hanscom Air Force Base (AFB) was initiated late FY 2017 and will be completed in 2nd quarter FY 2019. The move, which includes a DCMA data center, will require DCMA to invest in the planned Data Center rehost at the DISA Enterprise Computing Center (DECC) Columbus location, thus meeting DoD CIO's mandated Federal Data Center Consolidation Initiative. Additionally, there are plans in FY 2018 to initiate moving other Contract Management Offices to Eglin AFB, Naval base Point Loma, Luke AFB, Joint Base Lewis-McCord, Naval station Everett and Selfridge Air National Guard base. These infrastructure efficiencies will be realized starting in FY 2020 and will allow us to redistribute resources to our high return on investment opportunities such as our cost and pricing operations.

Information Technology

DCMA is currently engaged in three major initiatives to improve our information technology environment, which is the primary tool our acquisition workforce relies on to communicate with contractors, the DoD acquisition community, and our customers. These three initiatives are: conversion to Joint Information Environment, transition of network operations to DISA, and automation of processes. In order for information technology investments to be most effective and in response to DoD directives, DCMA is actively pursuing conversion to the Joint Information Environment (JIE). The JIE is a framework comprising a set of comprehensive DoD-wide continual IT modernization efforts designed to advance DoD information superiority in a common, coordinated way. It implements a new joint security capability, optimizes networking capability for the fixed and mobile user,

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

institutes DoD-wide enterprise IT services, modernizes technology through consolidated refresh efforts, and improves access to data.

The JIE also provides a networking design that is defendable against cyber-attack and network intrusions and is managed through a tiered structure of network operations and security centers. JIE will improve mission effectiveness, increase security, and realize IT efficiencies. JIE is not a Program of Record, nor an Acquisition Program per the Defense Acquisition System, but rather an agile, unifying approach to improving the Department's IT and cybersecurity capabilities.

In addition to achieving JIE compliance, DCMA is pursuing the conversion of network operations to DISA. A recent RAND study identified vulnerabilities in the DCMA IT infrastructure that are being addressed with this budget submission. The industry standard for Operational Availability is 99.999 percent (less than 6 min downtime annually). DCMA has struggled to achieve 90 percent (~36 days downtime annually) and cannot improve without significant investment. DCMA's goal is to achieve 99 percent (3.5 days downtime annually). Starting in FY18, DCMA will leverage DISA's technical expertise and shared services competitive advantage to improve network reliability for less than doing it alone, which directly supports one of the priority actions of Pillar I of the 2017 National Security Strategy to leverage shared services and best practices to modernize information technology. Improving this capability will provide decision-makers improved more secure access to actionable acquisition insight that matters.

To further balance resources and better inform leadership regarding investment protection and military readiness, DCMA is leveraging technology while applying agile enterprise architecture techniques. The Agency is continuing to automate the contract management

I.   Description of Operations Financed (cont.)

process through the Integrated Workload Management System (IWMS) to improve its capability to capture programmed and required operational workflow, completed workload, and workload not accomplished. Combined with the use of the Defense Agencies Initiative (DAI) time and labor module, the Agency will be able to more completely and comprehensively determine workload and/or workforce parity, workforce shortfalls, and acceptable risk; develop appropriate tools to address necessary programmatic changes; and identify opportunities for reutilization of DCMA-allocated resources. With these enhanced IT solutions, DCMA will provide decision-makers better data to compare options, provide ready analytic solutions, allocate resources, improve processes, and reduce manual reporting and management efforts at our field organizations. Additionally, DCMA is developing and implementing all of these technology investments while ensuring good information assurance standards are maintained.

FY 2019 Budget

Resources for the Agency's current core and new core mission requirements must be preserved to avoid great risk to the products delivered to the Warfighter, the Department's buying power, and the return of taxpayer dollars. Agency readiness, comprised of personnel, information technology, and training, is extremely important in delivering combat-ready products to the Warfighter and ensuring Defense Industrial Base (DIB) industrial capabilities are available to provide the most critical goods and services needed by the Warfighter.

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

DCMA's priorities for this budget focus on addressing risks to the Agency's mission capability and associated issues DCMA believes are important to reduce the DoD's exposure to unacceptable risk. The FY 2019 request funds compensation and training of a skilled workforce of 11,384 FTEs performing the Agency's mission in a global environment. The program growth of 133 FTEs support additional contract administrators (50), a 3-year surge to eliminate contract closeout backlog (30), the growing mission of commercial cost & pricing insight (22), the Long Range Stand-Off Cruise Missile (16), the Joint Strike Fighter sustainment (12), and reporting entity FIAR (3). Approximately 83 percent of the FY 2019 budget is personnel compensation and benefits for the direct funded employees. The remaining budget includes the cost of supporting the workforce, such as IT sustainment, facility sustainment and leases, travel, supplies and equipment.

The FY 2019 IT non-labor budget is approximately 48 percent of DCMA's non-labor budget and totals $123M. The largest program of the IT budget is for mandatory infrastructure sustainment, ensuring DCMA and its customers can access information anywhere and anytime, worldwide. With a workforce of approximately 12,000 personnel, Information Technology is DCMA's primary weapon system. An unreliable IT network essentially handicaps the workforce. To maintain maximum flexibility and improve operational availability, DCMA is moving to a shared services construct with DISA. As such, this budget submission reflects a shift of funding from IT Contract Support to Intra-Governmental Purchases.

The second largest program is network security, which ensures DCMA's networks and proprietary government information remain operational and secure. Cyber security is a major priority as DCMA maintains critical acquisition and industrial base information that needs to be protected and a reliable, efficient network infrastructure is a key component to cyber security. The transition to the JIE improves DCMA's cyber position;

I.   Description of Operations Financed (cont.)

JIE information security initiatives and additional policy mandates require regular increasing investments, and constant adjustments to respond to threats.

The next largest IT programs are life-cycle management of software systems like Mechanization of Contract administration Services (MOCAS) and Integrated Workload Management System (IWMS). Concurrent with and critically supportive to Acquisition Work Force (AWF) staffing issues is the necessity to continue to automate acquisition processes with IT systems. IT acquisition platform and programmatic investments support the broader DoD community with systems such as MOCAS and internal business process reengineering efforts.

Last, some equipment purchases and maintenance that has been deferred over the last two budget cycles due to budget reductions are still a critical priority for FY 2019. Conversion to DISA requires modern, warrantied hardware and equipment, and delays in acquiring this equipment will extend our reliance upon contract network support.

As DCMA transitions from commercial leased space to Federal buildings and DoD facilities, a temporary increase in facility sustainment, restoration, and modernization (FSRM) is necessary to prepare the buildings for our employees, requiring FSRM and purchases to support the move of a Datacenter. There is a multiyear strategic plan in place to complete these moves and reductions will be reinvested in future critical priorities.

DCMA is uniquely positioned and committed to providing independent actionable acquisition insight to provide Warfighter lethality, inform DoD affordability decisions, and support the 2017 National Security Strategy while also clearly recognizing it must operate within challenging fiscal constraints. The Agency will continue to explore strategic efficiency

I.   Description of Operations Financed (cont.)

initiatives to position it to provide quality contract administration services, facilitate the delivery of critical DoD emerging needs, and support/implement current and future leadership strategic areas of focus.

II. Force Structure Summary:

N/A

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III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
1. Operational Support	1,353,381	1,439,010	0	0.0	0	1,439,010	1,465,354
Contract Management	1,353,381	1,439,010	0	0.0	0	1,439,010	1,465,354
Total	**1,353,381**	**1,439,010**	**0**	**0.0**	**0**	**1,439,010**	**1,465,354**

* The FY 2017 Actual column includes $13,510.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column excludes $21,317.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column excludes $21,723.0 thousand of FY 2019 OCO Appropriations funding.

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	1,439,010	1,439,010
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,439,010	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	1,439,010	
Supplemental		
Reprogrammings		
Price Changes		10,616
Functional Transfers		6,897
Program Changes		8,831
Current Estimate	1,439,010	1,465,354
Less: Wartime Supplemental		
Normalized Current Estimate	1,439,010	

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

C. <u>Reconciliation of Increases and Decreases</u>	Amount	Totals
FY 2018 President's Budget Request (Amended, if applicable)		**1,439,010**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**1,439,010**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**1,439,010**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**1,439,010**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**1,439,010**
6. Price Change		10,616
7. Functional Transfers		6,897
a. Transfers In		
1) DAWDF Functional Transfer	6,546	

An increase of $6,546 thousand is attributable to the functional transfer of training requirements from DAWDF to DCMA for professional development in mentorship, diversity & inclusion and lean six sigma. Also, technical training for personnel in quality assurance, earned value management, engineering; and leadership development for acquisition personnel.

2) FIAR Functional Transfer	351	

An increase of $351 thousand is attributable to the functional transfer of FIAR requirements from the

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Office of Secretary of Defense (OSD) to DCMA for dedicated full-time equivalent personnel (3) to support the Department of Defense Consolidated Audit. (FY 2018 Baseline: $0 thousand; +3 FTEs)		
8. Program Increases		52,084
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Other Intra-Govt Purchases	23,869	
The increase in intra-govt purchases is due to a change in IT's network support sourcing strategy. In order to become more Joint Information Environment (JIE) compliant and to modernize and combine network design, DCMA is converting some network services to DISA. The offset for this increase is reflected in line 990 and 914. Additionally, estimates for the services provided by the Civilian Human Resource Agency increased. (FY 2018 Baseline: $15,453 thousand)		
2) Personnel Compensation	15,482	
Increase in personnel compensation accounts for 130 FTEs to support the following missions: support additional contract administrators (50), a 3-year surge to eliminate contract closeout backlog (30), the growing mission of commercial cost & pricing insight (22), the Long Range Stand-Off Cruise Missile (16), and the Joint Strike Fighter sustainment (12). (FY 2018 Baseline: $1,180,587 thousand; +130 FTEs)		
3) One time pay adjustment	4,586	

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

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

Adjustment to account for one additional compensable
day in FY19 (FY 2018 Baseline: $1,180,587 thousand)

4) Permanent Change of Station   4,053
An additional $4M for PCS costs to recruit the
additional FTEs and to reinstate PCS funding in the
Operations & Maintenance appropriation that was
funded with the DAWDF appropriation prior to recent
DAWDF reductions. (FY 2018 Baseline: $2,477 thousand)

5) Commercial Transportation   2,497
Additional funding required to fund Permanent Change
of Station cost that were previously funded with
DAWDF. (FY 2018 Baseline: $3,178 thousand)

6) Rents (Non-GSA)   1,024
The increase in funding is required as a result of
certain planned moves from lease spaces not
occurring. While there are some moves happening in
FY18, planned moves from non GSA facilities are less
than anticipated. (FY 2018 Baseline: $2,322 thousand)

7) Other Services   368
Increase in other services is due to additional
contract support for FIAR and interpreter services
for hearing impaired employees. (FY 2018 Baseline:
$10,984 thousand)

8) DISA DISN Subscription Services (DSS)   198
DCMA pays proportional costs to DISA for DISN
Subscription Services. The increase is required to
support service provider estimates. (FY 2018
Baseline: $0 thousand)

9) DISA Telecommunication Services- Other   7

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

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

       DCMA pays proportional costs Telecommunication services. The increase is required to support service provider estimates. (FY 2018 Baseline: $6,800 thousand)

9. Program Decreases   -43,253

    a. Annualization of FY 2018 Program Decreases

    b. One-Time FY 2018 Increases

    c. Program Decreases in FY 2019

       1) IT Contract Support Services   -20,074

       The decrease in IT contract services is due to a change in IT network operations. All network services will be converted to DISA, therefore funding from IT contract support has been realigned to the appropriate budget line. (FY 2018 Baseline: $46,193 thousand)

       2) Equipment Purchases   -12,120

       The decrease in Equipment purchases is due to a change in IT network operations. Most network services will be converted to DISA, therefore some planned equipment purchases are not necessary and will be purchased by DISA. Additionally, DCMA is reducing facility equipment costs in conjunction with reducing the agency's overall footprint. (FY 2018 Baseline: $46,663 thousand)

       3) Rental Payments to GSA (SLUC)   -5,016

       The decrease in funding is the result of optimizing the agency footprint and partnering with the military services where on-base locations are more economical and make sense. (FY 2018 Baseline: $26,349 thousand)

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
4) Purchased Communications The decrease in purchased communications is due to a change in IT network support strategy. Most network services will be converted to DISA, therefore funding from purchased communications support has been realigned to the appropriate budget line. (FY 2018 Baseline: $9,210 thousand)	-3,392	
5) Travel of Persons Efficiencies gained in Travel are projected to be achieved by leveraging technology as well as limiting training when possible to only mission essential requirements. (FY 2018 Baseline: $29,647 thousand; +0 FTEs)	-2,651	
FY 2019 Budget Request		**1,465,354**

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

To deliver on our mission and vision, the Agency is focused on four primary goals:
1) inform and contribute to cost control and affordability decisions; 2) develop agile
business practices which optimize mission execution and support to the acquisition
enterprise; 3) create and maintain an agile learning organization and culture that
strives to exceed customer expectations; and 4) expect of ourselves what we expect of our
contractors: good fiscal stewardship. All four of the strategic goals go directly to
the heart of the DCMA mission. The Agency helps our partners spend their finite dollars
wisely, ultimately ensuring the front-line Warfighters get the equipment and services for
maximum lethality when they need them. In FY 2017 DCMA delivered 741 million items worth
$173.3B to the Warfighter. Agency focus will not solely rest on qualitative contract
administration functions, but will also focus on quantitative factors as well – those
factors that will clearly emphasize the Agency's return on investment (ROI) to the
Department and to our other customers and the taxpayers at large.

The Agency recognizes the obligation to be effective stewards of the funds we receive. In
2017, DCMA's return on investment to the Department and our other customers was $4 for
each $1 invested by DoD. Additional ROI for the Department is the result of the expanded
and expanding DCMA commercial pricing expertise that will continue to improve DoD buying
power, the Services' lethality, operational readiness, and sustainment posture. DCMA's
detection to prevention (D2P) initiative further equips the agency with the ability to
obtain the best value for the government's dollar, emphasizing contractor accountability
while more efficiently mitigating risk to the acquisition enterprise. The D2P activities
will remove barriers which hinder effective contracting actions and move process
efficiencies up the value stream. Further, D2P maturity will provide benefits for
improved indirect cost control, cost savings/cost avoidance, and improved quality
management.

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

To reduce overall DoD cost of doing business, DCMA is engaging with Service Acquisition Executives to encourage and invite earlier collaboration in the acquisition process to ensure requirements are defined with well written entry and exit criteria, testing requirements defined, technical data addressed and risk addressed. DCMA participation earlier in the acquisition life cycle process provides clearer requirements for execution and sustainment, reduces life cycle costs and supports better buying power. The DCMA expertise in various aspects of contract administration has contributed and will continue to contribute to significant returns to the Department. Software development continues to be one of the main cost drivers for cost overruns. The independent in-plant insight into contractor processes DCMA offers provides a unique acquisition insight service to the DoD customers to ensure contractor compliance in program development. Specifically, the in plant presence allows us to perform oversight and analysis of existing software development to include emerging critical focus areas of agile software and technology processes, cybersecurity and information assurance concerns. This oversight and analysis is important to DCMA's mission assurance responsibilities and is integral to better buying power. Adherence to executing and ultimately attaining these goals will posture DCMA to positively support current and future Better Buying Power initiatives and initiatives in Services acquisition, innovative science and technology, and efforts to ensure greater acquisition affordability, and better cost control throughout the acquisition life cycle.

V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	510	491	475	-19	-16
Officer	436	417	401	-19	-16
Enlisted	74	74	74	0	0
Reserve Drill Strength (E/S) (Total)	130	225	225	95	0
Officer	102	121	121	19	0
Enlisted	28	104	104	76	0
Civilian End Strength (Total)	11,183	11,401	11,534	218	133
U.S. Direct Hire	10,232	10,391	10,524	159	133
Foreign National Direct Hire	42	49	49	7	0
Total Direct Hire	10,274	10,440	10,573	166	133
Foreign National Indirect Hire	11	11	11	0	0
Reimbursable Civilians	898	950	950	52	0
Active Military Average Strength (A/S) (Total)	510	491	475	-19	-16
Officer	436	417	401	-19	-16
Enlisted	74	74	74	0	0
Reserve Drill Strength (A/S) (Total)	130	225	225	95	0
Officer	102	121	121	19	0
Enlisted	28	104	104	76	0
Civilian FTEs (Total)	11,358	11,251	11,384	-107	133
U.S. Direct Hire	10,407	10,241	10,374	-166	133
Foreign National Direct Hire	42	49	49	7	0
Total Direct Hire	10,449	10,290	10,423	-159	133
Foreign National Indirect Hire	11	11	11	0	0
Reimbursable Civilians	898	950	950	52	0

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V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	Change __FY 2017/ FY 2018__	Change __FY 2018/ FY 2019__
Average Annual Civilian Salary ($ in thousands)	112.0	114.7	116.1	2.7	1.4
__Contractor FTEs (Total)__	__438__	__449__	__385__	__11__	__-64__

DAWDF and OCO Personnel Summary				Change	Change
	__FY 2017__	__FY 2018__	__FY 2019__	__FY 2017/ FY 2018__	__FY 2018/ FY 2019__
DAWDF End Strength (Total)	361	300	130	-61	-170
OCO End Strength (Total)	60	91	91	31	0
DAWDF and OCO End Strength Total	421	391	221	-30	-170
DAWDF FTEs (Total)	373	347	174	-26	-173
OCO FTEs (Total)	54	85	85	31	0

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	1,161,163	22,689	-12,889	1,170,963	5,972	21,053	1,197,988
103 Wage Board	78	2	0	80	0	0	80
104 FN Direct Hire (FNDH)	4,049	79	-626	3,502	18	11	3,531
107 Voluntary Sep Incentives	830	0	-830	0	0	0	0
111 Disability Compensation	3,237	0	358	3,595	0	-645	2,950
121 PCS Benefits	2,169	0	278	2,447	0	4,053	6,500
199 Total Civ Compensation	**1,171,526**	**22,770**	**-13,709**	**1,180,587**	**5,990**	**24,472**	**1,211,049**
308 Travel of Persons	22,623	385	6,639	29,647	534	-2,651	27,530
399 Total Travel	**22,623**	**385**	**6,639**	**29,647**	**534**	**-2,651**	**27,530**
647 DISA Enterprise Computing Centers	3,428	65	-63	3,430	-206	0	3,224
671 DISA DISN Subscription Services (DSS)	261	5	104	370	7	198	575
677 DISA Telecomm Svcs - Reimbursable	6,400	122	278	6,800	129	7	6,936
696 DFAS Financial Operation (Other Defense Agencies)	6,801	-83	582	7,300	377	0	7,677
699 Total DWCF Purchases	**16,890**	**109**	**901**	**17,900**	**307**	**205**	**18,412**
771 Commercial Transport	2,144	36	998	3,178	57	2,497	5,732
799 Total Transportation	**2,144**	**36**	**998**	**3,178**	**57**	**2,497**	**5,732**
901 Foreign National Indirect Hire (FNIH)	438	9	201	648	3	0	651
912 Rental Payments to GSA (SLUC)	22,198	377	3,774	26,349	474	-5,016	21,807
913 Purchased Utilities (Non-Fund)	1,300	22	969	2,291	41	0	2,332
914 Purchased Communications (Non-Fund)	13,637	232	-4,659	9,210	166	-3,392	5,984
915 Rents (Non-GSA)	3,531	60	-1,269	2,322	42	1,024	3,388
917 Postal Services (U.S.P.S)	257	4	-25	236	4	0	240
920 Supplies & Materials (Non-Fund)	2,227	38	932	3,197	58	0	3,255
921 Printing & Reproduction	2,668	45	-1,714	999	18	0	1,017
922 Equipment Maintenance By	8,169	139	-3,862	4,446	80	0	4,526

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
Contract							
923 Facilities Sust, Rest, & Mod by Contract	4,878	83	2,933	7,894	142	0	8,036
925 Equipment Purchases (Non-Fund)	11,904	202	34,527	46,633	839	-12,120	35,352
932 Mgt Prof Support Svcs	13,561	231	-792	13,000	234	0	13,234
960 Other Costs (Interest and Dividends)	65	1	0	66	1	0	67
987 Other Intra-Govt Purch	16,956	288	9,554	26,798	482	23,869	51,149
989 Other Services	17,199	292	-75	17,416	313	6,914	24,643
990 IT Contract Support Services	21,210	361	24,622	46,193	831	-20,074	26,950
999 Total Other Purchases	**140,198**	**2,384**	**65,116**	**207,698**	**3,728**	**-8,795**	**202,631**
Total	**1,353,381**	**25,684**	**59,945**	**1,439,010**	**10,616**	**15,728**	**1,465,354**

* The FY 2017 Actual column <u>includes</u> $13,510.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $21,317.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $21,723.0 thousand of FY 2019 OCO Appropriations funding.

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

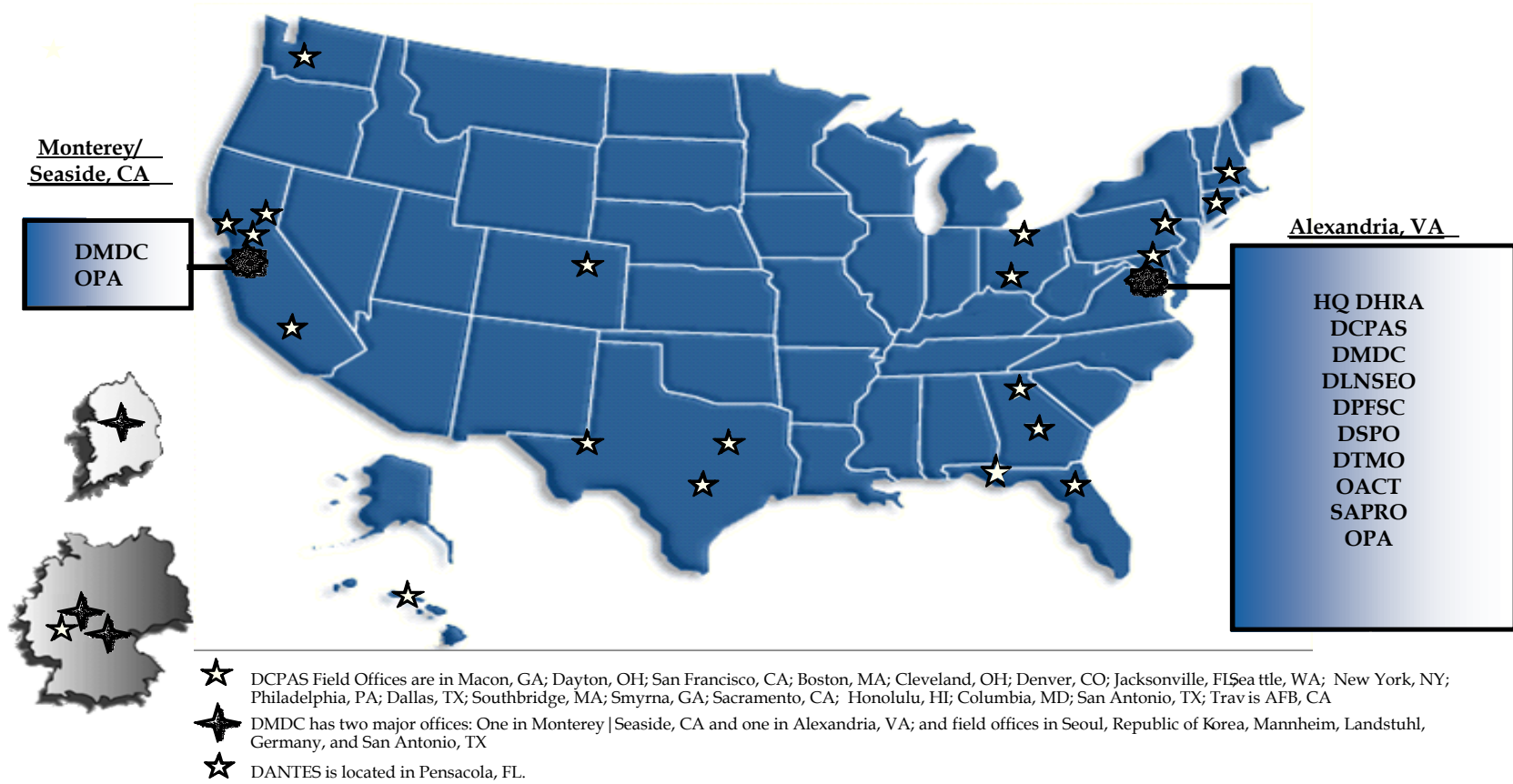## Defense Human Resources Activity

February 2018

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Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

The DHRA is the premier provider of human resources management services to Departmental leaders, civilians, military members, their families, and retirees. The Field Activity provides extensive support functions to internal and external customers, anticipating emerging mission requirements, pursuing new perspectives and insights to provide innovative, targeted solutions and the best, most cost-effective programs and services.

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Monterey/ Seaside, CA

DMDC
OPA

Alexandria, VA

HQ DHRA
DCPAS
DMDC
DLNSEO
DPFSC
DSPO
DTMO
OACT
SAPRO
OPA

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

✦ DMDC has two major offices: One in Monterey|Seaside, CA and one in Alexandria, VA; and field offices in Seoul, Republic of Korea, Mannheim, Landstuhl, Germany, and San Antonio, TX

☆ DANTES is located in Pensacola, FL.

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DHRA	717,051	12,515	78,188	807,754	12,397	39,772	859,923

I.   Description of Operations Financed: The Defense Human Resources Activity (DHRA) is a Field Activity of the Under Secretary of Defense (Personnel & Readiness), (USD (P&R)) that consists of a headquarters and multiple Components. DHRA by design gives USD (P&R) greater capability and flexibility in managing the work of a diverse set of activities supporting the department's human resources mission. Each Component within DHRA has a unique, but complementary mission set. Headquarters DHRA serves as an intermediate headquarters, planning, programming, and budgeting for all activities within the DHRA enterprise and in executing, coordinating, and providing direct oversight to the work of its Components. DHRA ensures that the Department's warfighters and their families receive the care and support they deserve, fairly, and in a timely fashion, through benefits administration and policy enforcement.

The DHRA FY 2019 budget funds execution of the Field Activity's mission to:
- Organize, direct, and manage all assigned resources, to include the programs described herein;
- Design and manage DHRA programs and activities to improve standards of performance, economy, and efficiency;
- Maintain a central repository of the Department of Defense (DoD) Human Resource (HR) information, both current and historic;

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

- Provide program and policy support and associated information management and administrative services to the DoD Components on civilian HR matters;

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

- Administer the sexual assault prevention and response policies and programs for DoD;

- Administer the suicide prevention policies and programs for the DoD;

- Administer transition assistance policies and programs for the DoD;

- Administer the combating trafficking in persons policies and programs for the DoD;

- Assist in the establishment and administration of policy regarding the development, maintenance, and utilization of language capabilities; monitor trends in the promotion, accession, and retention of individuals with critical skills; and explore innovative concepts to expand language capabilities;

- Serve as the single focal point for commercial travel within the DoD; assist in establishing strategic direction and in establishing and administering travel policy; centrally manage all commercial travel programs;

- Administer the policies for DoD identification cards distributed to members of the Military, DoD civilians, contractors, and other eligible personnel;

- Administer the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act of 1986 (UOCAVA), as most recently amended by the Military Overseas Voter Empowerment Act (MOVE Act);

- Provide assistive technology to allow DoD and federal employees with disabilities to access electronic and information technology;

I.   Description of Operations Financed (cont.)

- Provide assistance to Service members and Veterans to pursue their educational goals and earn degrees or certifications during and after their service.

- Perform the technical research support needed to assess the impact and effectiveness of many P&R programs and policies which provides both evidence for DoD Leadership to base decisions on, and researched findings that identify opportunities to strengthen the All-Volunteer Force.

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

FY 2019 DHRA reorganization changes include the newly established DoD Personnel and Family Support Center (DPFSC) which is comprised of the following five programs: Computer/Electronic Accommodations Program (CAP), Employer Support of the Guard and Reserve (ESGR), Federal Voting Assistance Program (FVAP), Transition to Veterans Program Office (TVPO), and the Yellow Ribbon Reintegration Program (YRRP). DHRA has also formed the new program, Office of People Analytics, which is comprised of the former Survey Testing, Research, and Assessment (STAR) program including the former Joint Advertising Marketing and Research (JAMRS), Testing/Armed Forces Vocational Aptitude Battery, Human Resource Survey Assessment Program (HRSAP), and Personnel Security Research (PERSEREC). In addition, the Defense Advisory Committee on Women in the Services (DACOWITS) has been realigned under the DoD Policy Support division within Headquarters DHRA.

Learn more about DHRA at www.dhra.mil.

I.   Description of Operations Financed (cont.)

Narrative Explanation of Changes:

The FY 2019 DHRA budget represents a net programmatic increase of approximately $39.8 million, which includes increases for the Data Center Consolidation, Cyber Hardening, the New Travel System/Capability, the SAPRO Plan of Action, Enterprise RAPIDS Requirements Consolidation, and DEERS Database Consolidation. Increases and decreases are detailed at the program level.

Defense Activity for Non-Traditional Education Support (DANTES):

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
0	19,982	21,618

The Department of the Navy transferred the DANTES program to DHRA in FY 2018. DANTES Mission Programs deliver the Department's portfolio of educational opportunities that support more than 805,000 Service members each year in reaching their professional development, education, and civilian transition goals. DANTES Mission Programs support the Department's Voluntary Education (VolEd) mission by managing a portfolio of programs and partnerships that enable access to quality postsecondary educational opportunities, empower informed Service member decision-making, shape meaningful personal and professional pathways, and drive military student success in higher education. The consolidated management of programs prevents duplication of effort among the Services. Through its activities, DANTES supports DoD recruitment, retention, and transition efforts.

 DANTES Mission Programs include the following sub-programs:

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

  -*Higher Education Programs* maximize postsecondary educational opportunities for Service members by managing educational agency and academic institutional partnerships.

  -*Examinations Programs* facilitate partnerships with national testing agencies, base-sponsored education centers, and national and international testing centers to create worldwide college-level testing opportunities for Service members.

  -*Education Center Support Programs* enable the DoD VolEd workforce and its strategic partners to leverage tools and resources that assist Service members at over 400 education, family services, and Wounded Warrior centers worldwide.

The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs:

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
24,398	36,295	32,070

DCPAS Mission Programs support the development of innovative and fiscally responsible DoD civilian personnel policies, consulting/advisory services, programs, and solutions that strengthen the mission readiness and morale of DoD HR professionals and over 900,000 civilian employees.

DCPAS Mission Programs include:

  -*Planning and Accountability (P&A) Line of Business (LOB)* sets goals, recommends priorities, and develops strategies to support civilian human capital planning for the Department. Through the use of strategic planning, skill and competency gap analysis, workforce data analytics, and accountability, P&A works to ensure that the right skills, talents, and competencies are made available through influencing areas across

I.   Description of Operations Financed (cont.)

the civilian HR life cycle. Additionally, P&A develops and maintains the DoD's civilian Human Capital Operating Plan, as well as manages and conducts the DoD's accountability and program assurance efforts to ensure the effective and efficient management of human capital, as directed by 5 CFR 250(B). P&A also serves as the DoD's HR Functional Community, directed to continuously assess the state of the DoD's civilian HR workforce, to identify competency gaps and strengths, and to forecast emerging and future workforce requirements to support the DoD mission.

-The Employment and Compensation (E&C) LOB develops, implements, manages, and evaluates programs in support of current HR lifecycle functions (recruitment, staffing, compensation and workforce shaping) and provides advisory support and training for HR operational functions. Through these programs, DCPAS develops and recommends administrative policy for the effective management of the DoD civilian workforce, and conducts training to ensure that programs are appropriately administered at the operational level. The Staffing Policy program develops and/or reviews policy and regulations, both internal and external to DoD, develops DoD procedures, and provides expert technical advisory services to all levels and activities within DoD, including policy guidance on staffing, placement, reduction in force, merit promotion, downsizing, base closure, veterans' preference, hiring authorities, Pathways Programs, Uniformed Services Employment and Reemployment Rights Act (USERRA), qualifications development and determination, overseas employment and other related programs. Titles 5, 10, 38, various Executive Orders and National Defense Authorization Acts (NDAA), are the primary authorities for these programs. The Civilian Transition Program implements, maintains, and ensures efficient and effective operation of the DoD Priority Placement Program (PPP), workforce restructuring and other DoD downsizing and transition assistance programs. The Recruitment Assistance Program provides a conduit by assisting to job applicants pursuing DoD civilian careers. This is accomplished by using web technology, electronic mail, and live interaction with career advisors. This program also encompasses the DoD Veterans Employment Program Office, responsible for performing

I.   Description of Operations Financed (cont.)

a wide range of duties associated with Veteran Federal employment, planning, development, and execution. The Pay and Classification program provides technical expertise and assistance to HR specialists DoD-wide in pay, allowances, leave, travel, classification, and provides technical training in these topics to include pay administration, leave administration, travel entitlements, overseas allowances and differential, hours of work, student loan repayments, premium pay, position management and classification, adjudicate classification appeals, classification training, and develops and implements legislative changes in the above areas.

-Benefits, Wage, and Non-appropriated Fund (NAF) Policy (BWN) LOB develops, manages, and evaluates programs in support of current HR lifecycle functions for Benefits, Work-life, Injury and Unemployment Compensation, NAF policy and program, as well as Wage Surveys for the DoD. The BWN LOB provides advisory and technical support as well as training for specialists involved in these HR operational functions. Through these programs, DCPAS develops and recommends administrative policy for the effective management of the DoD civilian workforce. These programs ensure DoD HR administration is consistent, equitable, cost effective, and optimally crafted to promote mission readiness while satisfying the needs of managers and individual employees.

-Talent Development (TD) LOB develops, coordinates, resources policies and strategies that provide training, education, and professional development opportunities that prepare highly competent DoD civilians to successfully administer strategic and enterprise-wide programs supporting national security objectives.

-Labor and Employee Relations (LER) LOB develops and executes strategies to increase core competencies of local labor-management engagement, including union pre-decisional involvement related to Department-level policies that impact DoD civilians. Through these programs, DCPAS develops and recommends administrative policy for effective labor employee relations of the DoD civilian workforce, conducts LER training to ensure that programs are administered at the operational level. New Beginnings implements the

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

Defense performance Management & Appraisal Program (DPMAP) across the DoD consistent with legislative requirements. Through this program, DCPAS assesses the implementation of DPMAP in order to develop and execute program improvements, and report to Congress on the evaluation of the initial implementation related to DPMAP.

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

In FY 2019, DCPAS will continue its management, oversight, and infrastructure support to the Department in the following key areas: Senior Executive Management; injury compensation and unemployment compensation advisory programs; benefits and entitlement programs; staffing and civilian transition programs; leadership, learning, and development programs; civilian pay and classification policies and their application within the Department; a Mandatory Training and Retraining Program for Supervisors and the Civilian International Expeditionary Policy Office; and, EEO investigation and resolution within the Department.

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

(Dollars in Thousands)		
<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>
72,311	48,511	50,354

I.   Description of Operations Financed (cont.)

DLNSEO provides strategic direction, policy, and programmatic oversight to the Military Departments, Defense Agencies, and the Combatant Commands on present and future requirements related to language, regional expertise, and culture; and manages a portfolio of programs that provide language support to the Department. DLNSEO, through policy and programs, builds and sustains a combination of language, regional, and cultural capabilities to meet current, projected, and surge needs, and creates a workforce pipeline that supports U.S. national security needs for the future. DLNSEO provides OSD-level guidance in the areas of language and culture training, testing, and curriculum development. It develops, recommends, and monitors policies for language, regional, and culture capabilities related to the accession, management, and utilization of members of the Armed Forces and DoD civilian employees. DLNSEO supports the DoD mission of building partner capacity through innovative concepts designed to expand Defense foreign language, regional, and cultural skills and capabilities, and through English language training to support heritage recruiting. The office's vital investment in strategic partnerships with the U.S. education community ensures a flow of highly qualified, language proficient candidates into the federal sector. DLNSEO efforts support language studies among U.S. undergraduate and graduate students who are committed to federal service in national security through nationally recognized Boren Scholarships and Fellowships, and also expand opportunities to achieve professional level proficiency in critical languages through the Language Flagship Program. DLNSEO's support of the National Language Service Corps provides rapidly accessible, short-term professional level language services to DoD and government agencies' immediate surge or training requirements and national emergencies.

Defense Suicide Prevention Office (DSPO):

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

(Dollars in Thousands)		
<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
8,324	5,401	9,348

The DSPO was established in response to section 533 of the FY 2012 NDAA, which required the Secretary of Defense (SECDEF) to establish a Suicide Prevention Program. DSPO provides advocacy, program oversight, and policy for DoD suicide prevention, intervention, and postvention to reduce suicidal behaviors. DSPO integrates a holistic approach to suicide prevention, intervention, and postvention using a range of medical and non-medical resources. DSPO actively engages and partners with the Military Services, other governmental agencies and the community to reduce the risk for suicide for Service members, civilians and their families.

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

(Dollars in Thousands)		
<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
13,577	20,139	21,155

The DTMO serves as the focal point for commercial travel within DoD, providing central oversight for commercial travel management, travel policy and implementation, travel card program management, customer support and training, functional oversight of the Defense Travel System (DTS), and station and housing allowance program management. By centralizing travel functions under one organization, the DoD is able to standardize management practices, leverage economies of scale, reduce administrative costs, and work towards a common set of goals. DTMO is focused on travel and allowance reform that simplifies travel policy and drives compliance, expands strategic sourcing opportunities,

I.   Description of Operations Financed (cont.)

improves programs/processes, leverages current technologies, and reduces the overall cost of travel without impairing DoD's mission.

For additional information, please visit http://www.defensetravel.DoD.mil.

DMDC - DEERS:

(Dollars in Thousands)		
FY 2017	FY 2018	FY 2019
48,892	50,582	59,921

The DEERS program is comprised of Entitlements, Virtual Lifetime Electronic Record/ Integrated Electronic Health Record (VLER/iEHR), Benefits, and Affordable Care Act (ACA). DEERS serves as the source of eligibility for benefits & entitlements. The program supports ACA minimum essential coverage determinations, requests associated with the Military Lending Act (MLA), exchange of secure person identity information with the Department of Veterans Affairs (DVA), and the Health Information Exchange (HIE).

-*Entitlements* includes maintaining enrollment and eligibility verification data from existing DEERS client applications and interfacing systems, as well as the DoD Components and non-DoD information systems; data to support Service member's Group Life Insurance; data to support Military Health System (MHS) enrollment and eligibility verification; data to support Health Insurance Portability and Accountability Act (HIPAA); data that provides a monthly data feed from the Centers for Medicare and Medicaid Services (CMS) that provides Medicare eligibility data; Family Service member's Group Life Insurance (FSGLI) enrollment data; a central repository in DoD for immunization data; and data to

I.   Description of Operations Financed (cont.)

support MilConnect. It is also used to update civilian personnel data, such as location, email address and phone number.

-*VLER/iEHR* provides and maintains medical and personnel readiness information on Uniformed Services members, and is the official source of the Military Services authoritative and certified information for all periods of active duty in determining eligibility for their various business lines (health administration, benefits, and administration).

-*Benefits* provide a secure and authoritative process for the issuance and use of identity credentials in the DoD; and ensuring that DoD benefits and access to DoD physical and logical assets are granted based on authenticated and secure identity information.

-*HIE/ACA* is a data service in support of the CMS data hub to centrally coordinate the exchange of information between the various state and federal organizations.

DMDC - Enterprise Data Service (EDS):

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
29,477	44,624	60,731

The EDS program is comprised of Data Governance, Data Acquisition and Decision Support (DA&DS), Fourth Estate Manpower Tracking Systems (FMTS), and Cyber Security.

-*Data Governance* over DMDC Enterprise Data assets includes data modeling and database standardization, data quality, and database architectures. Master Data Management oversight controls costs while providing timely and accurate information to the DoD decision makers.

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

-*DA&DS* is a collection of critical data sources and a portfolio of data delivery capabilities that support decision making for the DoD. These data sources and capabilities are managed and updated in real time while enforcing data standardization and data quality. Business Domains requiring specialized budget tracking include:

-*Defense Personnel Records Information Retrieval System (DPRIS)* provides a single secure source to electronically request and retrieve Official Military Personnel File (OMPF) data for DoD, VA, Department of Labor (DoL) benefits, to include the DD Form 214, in near real time, per H.R. 3304 Sec 525 NDAA for FY 2014.

-*General and Flag Officer (GO/FO) Decision Support System (DSS)* is an information management system to receive, process, track, and document the nominations, appointments, retirements, and other actions pertaining to general and flag officers. This provides reforms and modifications to officer personnel management supporting military readiness.

-*Financial Readiness (MLA and SCRA),* the Servicemembers Civil Relief Act (SCRA) and MLA systems are the public faces of the Department's initiatives to maintain the financial readiness of its Service members. The SCRA and MLA systems provide banks, credit unions, landlords, attorneys, and Service members themselves the ability to verify eligibility for the statutory financial protections and benefits to which members and their families are entitled.

-*Military Recruiter Information System (MRIS) Sustainment* supports the military recruiting mission by providing critical support capabilities to over 25,000 users of the recruiting and investigative communities to assess candidate's eligibility for reenlistment through the Reenlistment Eligibility Determination Display (REDD), which includes Armed Services Vocational Aptitude Battery (ASVAB) and the military physical profile serial system known as PUHLES for Physical Capacity, Stamina, Upper Extremities, Lower Extremities, Hearing/Ears, Eyes, Psychiatric; and reenlistment data. MRIS also provides the Prior Service Military Selection System (PSMSS) search

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

tool which allows Guard and Reserve recruiters to search across all prior military members for possible recruitment into selected and specialized positions; Recruiter Access to High Schools (RAHS) provides the recruiters with a tool to track visitations and accessibility of the nation's public high schools (Pub. L. 106-398, sec. 563); Recruit Market Information System (RMIS) provides the recruiting marketing specialists and managers with a centralized resource for retrieving data and reports that help identify the size, nature and location of recruiting markets, determine recruiter assignments, and develop recruiting budgets, plans and programs.

-*Joint Manpower Information System (JMIS)*, the DoD's sole IT system to inform the SECDEF and CJCS on their operational joint personnel officer readiness capability. The system is used to track joint duty billets, and the officers assigned to them. It also tracks joint duty experiences, education, training, and qualifications for facilitation of joint duty officer assignments and promotions.

-*Joint Officer Management (JOM)* modernization of the legacy JMIS system will support improvements in automation, reliability, accuracy, and system interoperability to enable the Department to more effectively comply with Title 10 management requirements of Joint Duty Officers in the Active and Reserve forces, and improve the sight picture of joint officer personnel capabilities and readiness for the SECDEF and CJCS.

-*Enterprise Data to Decisions Information Environment (EDDIE)*, introduces a streamlined way to provide person based "data as a service" and "analytics as a service" to all of DoD and other Federal Agencies. It enables and improves all types of analytics from standard reporting to more emergent and embedded predictive/prescriptive analytics. EDDIE will assist decision makers in forming relevant questions, retrieving pertinent information, and informing policy and program changes.

I.   Description of Operations Financed (cont.)

-*FMTS* is the authoritative source for DoD 4th Estate manpower authorizations, identity management, authentication, and enterprise email.

-*Cyber Security*, DMDC is implementing an Enterprise Identity Attribute Service (EIAS) under the Common Access Card (CAC) program. The EIAS will enable real time access decisions in both the classified and unclassified environment as an immediate deterrent to allow/deny access to classified information, giving the DoD the ability to control and monitor pre-provisioned user access in a manner that cannot be repudiated (e.g., using CAC-enabled Public Key Enabling (PKE) Authentication). Further, DoD will have the ability to enable, monitor and control the authorized transfer of information between SIPRNET and other DoD Networks as required via globally available and operationally effective cross domain enterprise service solutions.

DMDC - EHRIS:

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
75,832	78,597	76,773

The Enterprise Human Resource Information System (EHRIS) is comprised of the Defense Civilian Personnel Data Systems (DCPDS), Civilian HR IT Managed Services, Civilian HR IT Enterprise Services, and Civilian HR IT Program Planning and Management.

-*The DCPDS program* is responsible to customers for the full life-cycle of the DCPDS, a major acquisition program. DCPDS is the DoD enterprise civilian personnel HR system, servicing approximately 800,000 users worldwide. The system holds all authoritative civilian employee "personal data" and personnel actions, and provides HR business capabilities to support the end-to-end HR line of business and employee self-service capabilities, such as benefits election. The DCPDS program implements systems training,

I.   Description of Operations Financed (cont.)

testing, and requirements management that provides user and administrator training for DCPDS and performs integrated testing for DCPDS and DoD HR IT systems to ensure proper operations throughout their life cycle.

-*Civilian HR IT Managed Services* is responsible to customers for deployment and management of civilian HR IT systems delivered to the DoD by external government service providers, such as the Office of Personnel Management (OPM). Services currently managed include staff acquisition (USA Jobs and USA Staffing) and the electronic official personnel folders (eOPF). DMDC's role is to centrally manage the Department's requirements for these services so that the service provider (in most cases OPM) is working with a single point of contact at DoD.

-*Civilian HR IT Enterprise Services* is responsible to customers for the development, operations, and sustainment of all other enterprise civilian HR IT capabilities not provided by DCPDS or external government service providers. These systems are typically unique to the DoD and allow the DoD to automate the remainder of the end-to-end HR line of business.

-*Civilian HR IT Program Planning and Management* centralizes civilian HR IT planning and strategy activities within DMDC in order to create an integrated plan for the future that both aligns with higher level guidance and takes into account requirements and priorities across the Department for automation of civilian HR IT processes. This program works with functional sponsors and users to produce validated functional requirements, as well as technical requirements that apply to all DoD HR IT systems.

DMDC - PA:

(Dollars in Thousands)		
FY 2017	FY 2018	FY 2019
25,749	39,158	49,456

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

The Personnel Accountability (PA) program is comprised of Synchronized Pre-deployment and Operational Tracker (SPOT), Joint Personnel Accountability Reconciliation and Reporting (JPARR), Noncombatant Evacuation Operations (NEO) Tracking System (NTS), and the Defense Travel System (DTS). This family of systems represents end-to-end tracking, reconciliation and reporting of DoD personnel location and movements, to include military, DoD affiliated civilians, contractors, and U.S. citizens. This includes DoD travel, contracts, and contractor personnel tracking in support of contingencies, military readiness, reporting of locations at the unit and person level, accountability of DoD personnel during (and after) natural or man-made disasters, and accountability and visibility of noncombatant evacuees.

-*SPOT* is the DoD system of record for accountability and visibility of contracts and contractor personnel authorized to operate in a contingency operation.

-*JPARR* is a "public" SIPR only application that provides daily person-level location reporting. The JPARR receives feeds from Service and Agency deployment systems, reconciles the data, and provides various reports at unit level detail.

-*NTS* is a certified and accredited DoD automated system that accounts for, and sustains visibility of noncombatant evacuees during a NEO.

-*Defense Travel System (DTS):* DTS is a fully integrated, electronic, end-to-end travel management system that automates temporary duty travel (TDY) for the DoD. It allows travelers to create authorizations (TDY travel orders), prepare reservations, receive approvals, and generate travel vouchers and direct deposit payment to travelers and the government charge card vendor, all via a single web portal available 24 hours a day, seven days a week. The Defense Manpower Data Center has program oversight and the Defense Travel Management Office has functional oversight.

I. **Description of Operations Financed (cont.)**
DMDC - PSA:

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
39,932	46,187	49,992

The Personnel Security Assurance (PSA) program is comprised of the Defense Information Systems for Security (DISS) suite, which includes DoD continuous evaluation capabilities, the Defense Central Index of Investigations (DCII), the Secure Web Fingerprint Transmission Plus Enrollment (SWFT+), and the Improved Investigative Records Repository (iIRR). The DISS, DCII, SWFT+, and iIRR systems support Federal and DoD vetting and continuous evaluation requirements for access to Federally protected information, facilities, assets, and information.

-*DISS* provides comprehensive capabilities to perform processing and verification of credentialing, suitability, and security clearance determinations for all DoD military personnel, civilians and contractors and supports adjudicative functions for eligibility for federal credentials, federal employment, or access to classified information. DISS electronically collects, reviews, and shares relevant data, government-wide, as mandated by relevant federal legislation, and as directed by relevant Executive Orders, Congress, and Government Accountability Office (GAO) recommendations. DISS improves information sharing capabilities, accelerates clearance-processing timelines, reduces security vulnerabilities, and increases DoD's security mission capability. The DISS mission consolidates formerly disparate DoD personnel suitability, credentialing, and security missions into an Enterprise capability that accelerates the vetting process by enabling electronic adjudication of cases with no derogatory information, reduces security clearance vulnerabilities, decreases back-end processing timelines, and supports

I. Description of Operations Financed (cont.)

simultaneous information sharing across various DoD entities and increasing, the Federal Government. DISS provides improved support to the Insider Threat, Personal Identity, and continuous evaluation programs and is being integrated with automated records check (ARC) functionality and expanded electronic adjudication capabilities. The DISS will also provide a single point of entry for personnel security, adjudicative case management, and decision support functionality to all DoD adjudicators.

- *DCII* is an automated central index that identifies criminal investigations conducted by Department of Defense (DoD) investigative agencies. The system indexes of records owned by investigative agencies and contain functionality for users to request the indexed investigative record from the owning agencies.

-*SWFT+* is a Department of Defense (DoD) enterprise system for centralized collection and distribution of electronic fingerprints for applicants requiring a background check. SWFT+ provides the means for collecting biometric data for personnel only once, and then reusing and sharing the data with designated DoD agencies. SWFT+ eliminates paper-based capture and handling of fingerprints, expedites the background check process by reducing invalid fingerprint submissions, provides end-to-end accountability for sensitive Personally Identifiable Information (PII) data, and implements stringent security standards.

-*iIRR* is the repository for all Department of Defense (DoD) Personnel Security Investigations that were conducted prior to 2006. The primary purposes for iIRR are to provide input to new background investigations or reinvestigations on federal employees, contractors, or military personnel, to criminal law enforcement investigations, including statutory violations and counterintelligence as well as counterespionage and other security matters, to inform military boards selecting military members for promotion to

I.   Description of Operations Financed (cont.)

grades above 0-6, and to respond to requests for release of records in accordance with the Freedom of Information and Privacy Acts.

DMDC - RAPIDS:

(Dollars in Thousands)		
FY 2017	FY 2018	FY 2019
70,678	64,389	65,204

The RAPIDS program is comprised of the Common Access Card (CAC) and Uniformed Services Identification card (USID), (TSA) Pre-Check, Global Contact, Homeland Security Presidential Directive 12 (HSPD-12), and RAPIDS Infrastructure.

-*The CAC* is the identification card for Service members, civilian employees, and eligible contractors; it provides the enterprise-wide credential for both physical and logical access to DoD facilities and networks. The Uniformed Services Identification (USID) card is the credential for military retirees, family members,

Inactive ready reserve, Medal of Honor recipients, 100% Disabled American Veterans, and other personnel categories. All DoD identification cards use the DEERS database for authentication and personnel information.

-*The TSA PreCheck* program positively identifies Service Members and eligible DoD and U.S. Coast Guard (USCG) civilian employees for expedited airport security screening that benefits TSA screeners, CAC holders, and fellow passengers.

-*Global Contact* consists of Consolidated Contact Center (CCC) and provides 24/7/365 enterprise user assistance on hardware, software, user account security, communications, application questions, and policy guidance to end users worldwide.

I. Description of Operations Financed (cont.)

-*HSPD-12* requires rapid electronic authentication for all Government employees, uniformed individuals, and contractors. This business line provides enterprise capability for the cardholder data repository, common access interface to multiple types of access control hardware, and the ability to control access to multiple facilities through one authoritative data source. It implements enterprise access control data for the DoD while providing standards and reducing redundancy and providing secure interfaces necessary to work with the Federal Bureau of Investigations (FBI), first responders, and other DoD stakeholders for enterprise authentication.

-*The RAPIDS infrastructure* is a network of over 2,400 issuing stations at approximately 1,625 locations providing the seven Uniformed Services the means to verify eligibility for specific benefits and entitlements and issue DoD identity credentials.

DMDC - STAR:

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
41,012	0	0

The STAR program is comprised of Human Resource Survey Assessment Program (HRSAP), Testing/Armed Forces Vocational Aptitude Battery, Joint Advertising Marketing and Research (JAMRS), and Personnel Security Research (PERSEREC).

-*STAR* is a family of analytical centers that provide a central source for personnel surveys, market research, cognitive testing, assessments, and research in the DoD organized under a single organizational unit for cross Departmental support and efficiency.

I.   Description of Operations Financed (cont.)

-*HRSAP*, one of the nation's largest personnel survey programs, quickly and accurately assesses the attitudes and opinions of members of the entire DoD community.

-The *Testing/Armed Forces Vocational Aptitude Battery* program administers testing programs, which enable the Armed Services to select highly qualified military recruits. The DoD uses a single test, the ASVAB, to determine eligibility of military applicants and to report recruit quality data to Congress.

-The *JAMRS* mission is to enable DoD Leadership and the Services to make informed, research-based recruiting decisions, eliminating unnecessary redundancies across the recruiting communities, and conducting focused outreach efforts that are distinct from, yet integral to, those of the Services in order to preserve and enhance the All-Volunteer Force. Within the DoD, JAMRS has the sole responsibility for monitoring the youth market and providing timely, accurate, and actionable information regarding youth's interest in and reasons for joining, as well as influencers' attitudes toward, military service. JAMRS is the only DoD program that tracks each advertising campaign conducted by the Services/Components so they can optimize their marketing resources.

-The results of the *PERSEREC* program are used by the Office of the Under Secretary of Defense for Intelligence, OUSD (P&R), the DoD Components, and the larger government-wide security and intelligence communities to address one of the SECDEF's Priority Performance Goals: Reform the Personnel Security Clearance Process.

STAR transfers to OPA beginning in FY 2019.

Office of People Analytics (OPA)

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**

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

0	81,051	88,032

*FY 2017 note: OPA became a new program line in the DHRA FY 2019 President's Budget Request and was previously captured in the DMDC-STAR program line.

The Office of People Analytics provides expertise for scientific assessments, data analytics, and outreach to improve the lives of the DoD community. We enhance people-related policies and programs through collaborations, recommendations, and solutions in a responsive, objective, and customer focused approach.

OPA is comprised of six functional areas: Data Science and Surveys, Health and Resilience, Personnel Security Research, Recruitment and Outreach (JAMRS), Retention and Readiness, and Testing and Assessment. OPA continues to perform these important missions as it develops a plan for the most efficient organizational structure to leverage synergies, coordinate missions, and continue to provide DoD Leadership with evidence to base decisions on or researched recommendations on policy opportunities to strengthen the All-Volunteer Force.

-*Data Science and Surveys* provides the technical research support needed to assess the impact and effectiveness of many P&R programs and policies. By applying subject matter expertise in data science, data storage, statistical analysis, survey methods, and social science, Data Science and Surveys provides data driven analytic solutions in support of the readiness of the All-Volunteer Force. Data Science and Survey discovers and applies innovative scientific research methods to ensure OPA research is methodologically sound.

I.   Description of Operations Financed (cont.)

-Health and Resilience conducts research and analysis to facilitate evidence-based decision-making regarding the behavioral health and wellbeing of the entire DoD community. This research includes the administration and reporting of multiple congressionally mandated surveys. Health and Resilience research efforts provide reliable assessments of attitudes, opinions, and experiences on topics that are often sensitive in nature using standard scientific methods. In-depth analysis is used to inform recommendations to improve programs and policies related to the prevention, reporting, and reduction of sexual assault, sexual harassment, gender discrimination, racial/ethnic harassment and discrimination, and other destructive behaviors.

-Personnel Security Research - the Personnel and Security Research Center (PERSEREC) improves the efficiency, effectiveness, and fairness of the personnel security, suitability, and reliability programs. PERSEREC supports data-driven policy and process improvements through applied research; quick response studies and analyses; exploration of emerging risks and opportunities; and development of innovative systems, tools, and job aids. We conduct studies to develop and justify business process improvements and reengineering initiatives. We develop tools to enhance the quality of background investigations and adjudications and to promote a culture of risk reduction. We develop and test new data sources and business rules, and algorithms for use in building a trusted and reliable workforce. We explore factors associated with trust betrayal and counterproductive behavior. We assist policy makers to make cost-effective choices by conducting validation and data reliability studies, impact analyses, and program evaluation. We also support the professionalization of the security workforce through the development of credentialing programs.

I.   Description of Operations Financed (cont.)

-Recruitment and Outreach - Joint Advertising, Market Research and Studies (JAMRS)' total mission is about enabling DoD Leadership and the Armed Services to make informed research-based recruiting decisions, eliminating unnecessary redundancies across the recruiting communities, and conducting focused outreach efforts that are distinct from—yet integral to—those of the Armed Services in order to preserve and enhance the All-Volunteer Force. Within the DoD, JAMRS has the sole responsibility for monitoring the youth market and providing timely, accurate, and actionable information regarding youth's interest in and reasons for joining, as well as influencers' attitudes toward, military service. In essence, JAMRS ensures that the shared information needs required for military recruiting are met and that duplication of efforts is minimized. Further, JAMRS has sole responsibility for compiling, processing, storing, and distributing prospect lists that are the foundation of the Armed Services' recruiting outreach efforts. JAMRS also executes targeted outreach efforts designed to elevate perceptions as well as consideration of military careers among young adults and their influencers during the career decision making process. These outreach efforts increase awareness and advocacy of the military and create a more fertile and cost-effective recruiting environment for the Armed Services.

-Retention and Readiness conducts a number of major personnel surveys for the DoD including the Congressionally-mandated annual survey of financial literacy, which is nested within the Status of Forces Surveys of Active Duty and Reserve. Retention and Readiness also conduct the largest and longest running DoD-wide surveys of military spouses, both active duty and Reserve. Retention and Readiness leads DoD in lessening the survey burden on Service members by reviewing DoD-wide surveys as part of the approval process, and reducing cost and duplication through chairing the Interservice Survey Coordinating Committee mandated by DoDI 1100.13.

I.   Description of Operations Financed (cont.)

-*Testing and Assessment* - The ASVAB is developed, administered, and evaluated by Testing and Assessment. The ASVAB testing programs enable the Armed Services to select highly qualified military recruits. The DoD uses a single test, the ASVAB, to determine eligibility of military applicants and to report recruit quality data to Congress.

Future website: www.opa.defense.gov

Department of Defense Personnel and Family Support Center (DPFSC) manages five DHRA programs:

- Computer/Electronic Accommodations Program (CAP)
- Employer Support of the Guard and Reserve (ESGR)
- Federal Voting Assistance Program (FVAP)
- Transition to Veterans Program Office (TVPO)
- Yellow Ribbon Reintegration Program (YRRP) Headquarters Office

DPFSC - Computer/Electronic Accommodations Program (CAP):

(Dollars in Thousands)		
FY 2017	FY 2018	FY 2019
8,186	7,040	8,265

Recognizing that the cost of technology often remained a barrier to employment, the DoD established the CAP in 1990 as a centrally funded program to provide assistive technology

I.   Description of Operations Financed (cont.)

(AT) and support services to DoD civilian employees with disabilities at no cost to employing offices. Since its inception, the CAP's scope has significantly expanded. Today, through support agreements with 68 Federal agencies and 53 Military Treatment Facilities (MTFs), approximately 4.2 million Federal employees, wounded, ill and injured Service members, as well as active duty and reserve military personnel are potentially eligible for products and services at no additional cost to the requestor for products and services through this program. CAP, which is recognized by the U.S. Office of Personnel Management as a model strategy to increase Federal employment of individuals with disabilities, has provided over 150,000 accommodations to employees and Service members and is widely considered the go-to source on providing effective AT solutions government wide.

To learn more about CAP, visit www.cap.mil.

DPFSC - Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
FY 2017	FY 2018	FY 2019
10,080	11,964	12,347

The ESGR program fosters a culture in which all employers support and value the employment of members of the National Guard and Reserve Components (RC) in the United States and Territories, thereby increasing the readiness of the RCs. ESGR develops and promotes supportive work environments for Service members in the RCs through outreach, recognition, and educational opportunities that increase awareness of applicable laws and resolves employer conflicts between the Service members and their employers. ESGR

I.   Description of Operations Financed (cont.)

operates in every state and territory through a network of more than 3,750 volunteers and approximately 68 support staff members to increase the readiness of the RCs.

ESGR's national engagement program increases employer and Service member awareness of their rights and responsibilities under the USERRA and emphasizes employers' critical contributions to the defense of the Nation through support of their National Guard and Reserve employees. ESGR provides authoritative advice and counsel to the Reserve Component staffs, Guard and Reserve Component Chiefs, and DoD civilian leadership through the development of instructions, policies, and legislation concerning employer relations.

For more information, visit ESGR's website at http://www.ESGR.mil.

DPFSC - Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
3,772	4,469	5,122

FVAP administers many of the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) of 1986 and other federal military voter registration and assistance laws. FVAP works to ensure Service members, their eligible family members and overseas citizens are aware of their right to vote and have the tools and resources to successfully do so – from anywhere in the world. FVAP achieves this mission through direct assistance to UOCAVA voters and work with State and local election officials. FVAP reaches out to members of the military and overseas citizens by executing a comprehensive communication and media engagement plan with a special emphasis on

I.   Description of Operations Financed (cont.)

younger, first- time voters. These efforts include sending emails and mail pieces to all members of the Uniformed Services, conducting interactive social media activities, developing and disseminating public service announcements, and placing online advertisements in military-interest publications and on websites frequented by UOCAVA citizens. Additionally, FVAP works directly with the Military Services to provide training, information, and tools for their Voting Assistance Officers and Installation Voter Assistance Offices charged with providing in-person assistance to UOCAVA voters at command, installation and unit levels.

For more information, visit FVAP's website at http://www.fvap.gov.

DPFSC – Transition to Veterans Program Office (TVPO):

(Dollars in Thousands)		
FY 2017	FY 2018	FY 2019
3,515	3,298	3,616

The TVPO promotes, advances, and instills a culture of career-ready Service members throughout their Military Life Cycle through career readiness planning and Transition Assistance Program (TAP) policy and program oversight, helping the Department secure the pipeline for the All-Volunteer Force.

TAP was redesigned in 2012 following passage of Public Law 112-56 and codified through Department of Defense Instruction 1332.35. The program provides information, tools, and training to ensure that the approximately 200,000 known eligible Service members who separate, retire, or are released from active duty each year are prepared for civilian

I. Description of Operations Financed (cont.)

life. In its role overseeing TAP, TVPO has created a national Memorandum of Understanding with its federal partners -- the Departments of Veterans Affairs, Labor, and Education as well as the Small Business Administration and the Office of Personnel Management -- to codify the federal government's long-term commitment to govern, staff, resource, and deliver TAP at over 185 military installations. All Service members separating after 180 days of continuous Active Duty under Title 10 are required to take part in TAP. TVPO is leading a change to the Department's culture from an end-of-Service transition planning commitment to a career-long approach, with career readiness planning emphasized throughout a service member's Military Life Cycle. Through annual curriculum refreshes, TVPO, along with our federal partners, ensures career readiness and transition assistance curricula are adaptive, agile, and forward-looking to meet the needs of our service members. TVPO oversees the military Departments' implementation of TAP to ensure program delivery is in accordance with law, policy, and leadership intent. Its collaboration with external partners fosters opportunities to enhance Service member career readiness. TVPO's OMB-approved interagency TAP Evaluation Strategy, as well as the Department's TAP-Information Technology (IT) Enterprise System, provides a pathway for the development and implementation of program evaluation and assessment policies and programs to ensure continual improvement in TAP effectiveness.

DPFSC - Yellow Ribbon Reintegration Program (YRRP) Office:

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
25,353	4,013	5,121

Within the Office of Reintegration Programs (ORP), the YRRP is a DoD-wide effort to promote the well-being of National Guard and Reserve members, their families and

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

communities, by connecting them with resources throughout and beyond the deployment cycle. YRRP was created by the 2008 NDAA (Public Law 110-181, Section 582) as a joint-Service effort, led by the Office of the Deputy Assistant Secretary of Defense for (Reserve Affairs Integration).

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

YRRP proactively develops and maintains collaborative efforts with federal, state and local organizations nationwide to streamline the delivery of military resources. These actions ensure relevant and timely resources are accessible at YRRP events and via local community-based networks. Since 2008, the YRRP has developed several mutually beneficial partnerships with key organizations, including: Employer Support of the Guard and Reserve, Small Business Administration, and the Departments of Labor and Veterans Affairs.

YRRP Headquarters Office continues to focus on improving the consistency and standardization of YRRP program delivery across the RCs. In addition, YRRP continues to develop in-person and online curriculum to provide a flexible and agile support community capable of meeting the changing needs of RC Service members and their families. The centerpiece of this effort is the YRRP Center for Excellence (CfE), which focuses on improving data gathering and analysis to determine program efficiencies, maintain cost

I.   Description of Operations Financed (cont.)

control, and develop program enhancements to enhance the readiness, resilience, and retention of RC Service members.

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

Labor:

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
164,845	173,422	171,330

The DHRA Labor program line funds civilian pay and benefits for 1,187 government civilian Full Time Equivalents (FTE) for FY 2019.

Office of the Actuary (OACT):

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
578	299	674

The DoD OACT participates in financial statement audit committees for the Military Retirement Fund (MRF) and the Medicare-Eligible Retiree Health Care Fund (MERHCF). The DoD Inspector General audits the MRF and MERHCF financial statements. The MRF statements have consistently received an unqualified audit opinion. OACT computes DoD and Treasury Fund contributions for inclusion in annual budgets and estimates the Funds' liabilities for DoD and government-wide annual financial statements. OACT also makes calculations for the Education Benefits Fund and the Voluntary Separation Incentive Fund. OACT calculates

I.   Description of Operations Financed (cont.)

DoD's and Treasury's required annual contributions into and the liabilities of each of the Funds using methods and assumptions approved by the DoD Board of Actuaries and the DoD Medicare-Eligible Retiree Health Care Board of Actuaries.

OACT produces cost estimates for legislative proposals involving military benefits (such as Combat-Related Special Compensation, Concurrent Receipt Disability Pay, and the Blended Retirement System) and adapts retirement, education benefits, and retiree health care system valuation models to legislated changes. In addition, OACT participates in various groups and commissions studying military benefits, such as the Quadrennial Review of Military Compensation and the Military Compensation and Retirement Modernization Commission.

More information on OACT can be found at http://actuary.defense.gov/.

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

(Dollars in Thousands)		
FY 2017	FY 2018	FY 2019
563	434	427

The DACOWITS advises the SECDEF on matters and policies relating to the recruitment, retention, treatment, employment, integration, and well-being of professional women in the Armed Forces. The DACOWITS objective is to provide a report with substantive policy or legislative recommendations to the DoD at the end of approximately one year of effort. DACOWITS has been realigned under DoD Policy Support within Headquarters in DHRA.

More information on DACOWITS can be found at http://dacowits.defense.gov

Defense Human Resources Activity
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I.   Description of Operations Financed (cont.)

Operations:

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
32,578	42,813	42,133

The DHRA Operations program line provides support costs for the entire organization. These include rents, utilities, supplies, travel, National Capital Region transportation subsidies, communications, Defense Finance and Accounting Services support, Defense Logistics Agency Human Resources support and other common support services.

Sexual Assault Prevention and Response Office (SAPRO):

(Dollars in Thousands)		
FY 2017	**FY 2018**	**FY 2019**
17,399	25,086	26,234

SAPRO is the single point of authority, accountability, and oversight for DoD's sexual assault prevention and response policy and oversight, so as to enable military readiness by establishing and sustaining a culture free of sexual assault. In addition, SAPRO:
-Oversees implementation of Sexual Assault Prevention Response (SAPR) program in order to prevent the crime and encourage military personnel who are victims of sexual assault to report and seek victim's services
-Oversees and evaluates Department-wide SAPR program effectiveness via a core set of standardized metrics measured through a standardized methodology

I.   Description of Operations Financed (cont.)

-Assesses the capability of the Department to respond to the needs of adult sexual assault victims in the military
-Oversees Service policies related to adult sexual assault victims in the military
-Monitors/analyzes reports of sexual assault to determine the efficacy of sexual assault policies/programs
-Prepares an annual report to Congress on DoD's reports of adult sexual assaults and conducts annual assessments at the Service Academies, captured in the Military Service Academy (MSA) annual report
-Manages the Defense Sexual Assault Information Database (DSAID), to include training of DSAID users
-Administers the Department of Defense Sexual Assault Advocate Certification Program
-Manages the DoD Safe Helpline

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

II. Force Structure Summary:
N/A

III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
4. Administration & Servicewide Activities	717,051	807,754	0	0.0	0	807,754	859,923
Defense Activity for Non-Traditional Education - DANTES	0	19,982	0	0.0	0	19,982	21,618
Defense Civilian Personnel Advisory Service - DCPAS - Mission Programs	24,398	36,295	0	0.0	0	36,295	32,070
Defense Language and National Security Education Office - DLNSEO	72,311	48,511	0	0.0	0	48,511	50,354
Defense Suicide Prevention Office - DSPO	8,324	5,401	0	0.0	0	5,401	9,348
Defense Travel Management Office - DTMO	13,577	20,139	0	0.0	0	20,139	21,155
DMDC - Defense Enrollment Eligibility Reporting System (DEERS)	48,892	50,582	0	0.0	0	50,582	59,921
DMDC - Enterprise Data Services (EDS)	29,477	44,624	0	0.0	0	44,624	60,731
DMDC - Enterprise Human Resources	75,832	78,597	0	0.0	0	78,597	76,773

Defense Human Resources Activity
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III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Information System (EHRIS)							
DMDC - Personnel Accountability (PA)	25,749	39,158	0	0.0	0	39,158	49,456
DMDC - Personnel Security Assurance (PSA)	39,932	46,187	0	0.0	0	46,187	49,992
DMDC - Real-Time Automated Personnel Identification System (RAPIDS)	70,678	64,389	0	0.0	0	64,389	65,204
DMDC - Survey Testing, Research, and Assessment (STAR)	41,012	0	0	0.0	0	0	0
DPFSC - Computer/Electronic Accommodations Program (CAP)	8,186	7,040	0	0.0	0	7,040	8,265
DPFSC - Employer Support of the Guard and Reserve (ESGR)	10,080	11,964	0	0.0	0	11,964	12,347
DPFSC - Federal Voting Assistance Program (FVAP)	3,772	4,469	0	0.0	0	4,469	5,122
DPFSC - Transition to Veterans Program Office (TVPO)	3,515	3,298	0	0.0	0	3,298	3,616

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action			Current Estimate	FY 2019 Estimate
			Amount	Percent	Appropriated		
DPFSC - Yellow Ribbon Reintegration Program (YRRP)	25,353	4,013	0	0.0	0	4,013	5,121
HQ - Defense Advisory Committee on Women in the Services (DACOWITS)	563	434	0	0.0	0	434	427
Labor	164,845	173,422	0	0.0	0	173,422	171,330
Office of People Analytics (OPA)	0	81,051	0	0.0	0	81,051	88,032
Office of the Actuary	578	299	0	0.0	0	299	674
Operations	32,578	42,813	0	0.0	0	42,813	42,133
Sexual Assault Prevention and Response Office (SAPRO)	17,399	25,086	0	0.0	0	25,086	26,234
Total	**717,051**	**807,754**	**0**	**0.0**	**0**	**807,754**	**859,923**

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**807,754**	**807,754**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**807,754**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**807,754**	
Supplemental		
Reprogrammings		
Price Changes		12,397
Functional Transfers		146
Program Changes		39,626
Current Estimate	**807,754**	**859,923**
Less: Wartime Supplemental		
Normalized Current Estimate	**807,754**	

Defense Human Resources Activity
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III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**807,754**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**807,754**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**807,754**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**807,754**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**807,754**
6. Price Change		12,397
7. Functional Transfers		146
a. Transfers In		
1) Dedicated DHRA Support to the DoD Consolidated Audit Transfer of funding for one civilian FTE to DHRA from the Office of the Under Secretary of Defense (Comptroller) in the Office of the Secretary of Defense's budget. This DHRA FTE will be dedicated to support the DoD Consolidated Audit. (FY 2018 Baseline: $173,422 thousand; +1 FTEs)	146	
8. Program Increases		91,063
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		

Defense Human Resources Activity
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III. <u>Financial Summary</u> ($ in thousands)

		<u>Amount</u>	<u>Totals</u>
C.	<u>Reconciliation of Increases and Decreases</u>		
	1) DMDC - Enterprise Data Services (EDS)	21,246	

<u>+$15,500 thousand</u> for data consolidation Phase 2.
This effort includes migrating all DMDC applications
from DMDC's multiple Data Centers to two DISA Data
Centers (production and disaster recovery) using DISA
provided infrastructure. Migration efforts for this
system began in FY 2018 and continue into FY 2019.
The increase funds the additional planning,
migration/implementation, and testing of the data and
interfaces for EDS systems to fully migrate from DMDC
hosting to the DISA data center environment.
<u>+$2,481 thousand</u> for Cyber Hardening. The OPM data
breach and multiple other breaches in the private
sector have resulted in DoD CIO mandates to increase
the Department's overall security posture. The DoD
CIO mandated automated application scanning has
revealed a large Technical Debt in DMDC's application
life cycle management, planning and funding. The
additional funding continues DHRA's efforts in this
area and supports the creation and implementation of
a secure Software Development Life Cycle (SDLC)
process for DHRA's systems and applications. Funding
provides for the remediation of identification of
cyber vulnerabilities, and initiates a multi-year
effort to reduce the total number of applications.
<u>+$1,500 thousand</u> for Enterprise Data to Decisions
Information Environment (EDDIE) to support the
National Academies of Science Report, "Strengthening
Data Science Methods for Department of Defense

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

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

Personnel and Readiness Missions" (2017). Funds the beginning of a multi-year effort by DHRA to deliver infrastructure at DISA; the rollout and provisioning of the capability and business processes for research and analysis; Operations & Maintenance, Training, Customer Support, Implementation support; Operationalized Advanced Analytics; and expanded self-service for DHRA database and application users. This enterprise will use person-based data and an analytics framework to reduce stove-piped silo activities, drive standardization, improve data quality with increased security, enhance reliable and relevant data delivery, promote collaboration and enable self-service analytics.

<u>+$621 thousand</u> for the Joint Officer Management (JOM) Information Technology (IT). JOM is the system of record to enhance the Joint Duty Assignment Management Information System (JDAMIS). JDAMIS is used by OUSD (P&R), the Joint Staff, Combatant Commands, the Services, the National Guard Bureau, and the Reserve Components. An enhanced system will provide capability to effectively manage the DoD Joint Officer Management program and meet the statutory requirements prescribed in Title 10. Furthermore, there is potential to save 19,400 man-hours annually in the Services, Joint Staff, CCMDs and OSD through automation and integration with the Service's modern systems. An Analysis of Alternatives identified seven key mission tasks in JDAMIS where

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

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

the system is not automated or the capability to
perform the task does not exist.
<u>+$1,144 thousand</u> - properly realigned costs
previously considered operational, to the programs as
part of their mission costs. This excludes those
centralized costs which should reside in the
Operations line to include facilities, enterprise
training, enterprise email, phones, VOIP, etc. (FY
2018 Baseline: $44,624 thousand; +0 FTEs)

2) Operations   12,021
<u>+$7,831 thousand</u> for reorganization efforts including
support for the DANTES transfer. The increase
provides for operational support, the restructured
Headquarters which includes the newly formed
Enterprise Talent Management Office, and incorporates
the centralized management of long term training
costs.
<u>+$3,690 thousand</u> realigned to Operations from the
DMDC programs' budget line. Identified and realigned
the maintenance costs for the Seaside, CA facility
from the DMDC programs to Headquarters as part of
enterprise operations support costs.
<u>+$500 thousand</u> for Enterprise Insider Threat. In
accordance with the DoD Directive 5205.16, funds
provide for IT support for the Insider Threat program
in DHRA, including the online incident reporting
process, integration into DoD Insider Threat
networks, User Activity Monitoring software, and
computing platforms for the Hub. (FY 2018 Baseline:

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

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

$42,813 thousand; +0 FTEs)

3) DMDC - Personnel Accountability (PA)   10,459

<u>+$9,800 thousand</u> for the New Travel System to
continue development efforts to transition to a
secure, efficient, and effective COTS travel solution
to book travel, manage travel related expenses, and
initiate travel-related financial transactions.
<u>+$659 thousand</u> - properly realigned costs previously
considered operational, to the programs as part of
their mission costs. This excludes those centralized
costs which should reside in the Operations line to
include facilities, enterprise training, enterprise
email, phones, VOIP, etc. (FY 2018 Baseline: $39,158
thousand; +0 FTEs)

4) DMDC - Real-Time Automated Personnel Identification   9,487
System (RAPIDS)

<u>+$8,100 thousand</u> for the Enterprise RAPIDS
Requirements Consolidation. Currently, about one-
third of the RAPIDS workstations are Service or
Defense Agency of Field Activity (DAFA)-funded. To
achieve Department audit readiness mandates, DHRA
must centrally manage funding for all RAPIDS assets
and associated program management and oversight
responsibilities. The funding increase will provide
for Commercial Off-the-Shelf (COTS) hardware and
software, Government Off-the-Shelf (GOTS) Software,
fielding and integration services, user training, and
user support help desk services, and program
management support. The centralization of processes

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

> will lead to the development, establishment, management, and execution of new decision rules, standard operating procedures, business processes and asset management procedures to ensure customer mission essential need is met and RAPIDS equipment is strategically placed for optimal use and need.
> <u>+$1,387 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc. (FY 2018 Baseline: $64,389 thousand; +0 FTEs)

5) DMDC - Defense Enrollment Eligibility Reporting System (DEERS)   9,456

> <u>+$4,310 thousand</u> for DEERS Database Consolidation effort which began in FY 2018 Database consolidation is targeted to serve as one of the foundational components of the DMDC enterprise architecture. The databases contain over 50 million person records affiliated with the DoD. Consolidating data repositories and implementing common access services greatly improves our insider threat posture and matures our data cyber security capability. DEERS supports over 346 applications and over 100 web service users who rely on the Person Data Repository and Authentication Data Repository to provide their systems with personnel identity information. Benefits of this consolidation effort include: consolidating

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

common functionality, reducing infrastructure
footprint, lowering the implementation requirements
for existing and new systems, sustaining common
business rules, and maintaining a common repository.
This effort will increase DHRA's agility, efficiency,
security, consistency, and repeatability.
Consolidation will also drastically reduce
complexity, reduce duplication, and reduce hardware &
personnel resource requirements by over a factor of
ten. This effort will provide consistent, reusable,
role-based, chain of trust, and auditable application
security infrastructure.
<u>+$3,239 thousand</u> for Portfolio Consolidation to
assess the current state and implement application
rationalization and consolidation of the Entitlements
and Benefits application portfolio with the goal of
eliminating redundant, non-value-added applications,
systems and associated infrastructure to support
critical business improvements, standardize
architectures and improve system security posture.
Portfolio Consolidation is the consolidation of
applications (web-services and capabilities) vice
database consolidation which consolidates separate
databases with common fields and data.
<u>+$1,907 thousand</u> - properly realigned costs
previously considered operational, to the programs as
part of their mission costs. This excludes those
centralized costs which should reside in the
Operations line to include facilities, enterprise

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

training, enterprise email, phones, VOIP, etc. (FY 2018 Baseline: $50,582 thousand; +0 FTEs)

6) Office of People Analytics (OPA)   5,672

<u>+$5,016 thousand</u> for the Joint Advertising Marketing and Research (JAMRS) to fund advertising service contracts for commercial "spot" development and purchase of air time for developed advertisements for the JAMRS program. The JAMRS mission is to eliminate redundancies and foster efficiencies across the Department's recruiting efforts by ensuring that the shared needs of military recruiting are performed once for the entire Department rather than by each Service or marketing program. Operating under Title 10, U.S. Code, section 503 which requires that "the Secretary of Defense shall act on a continuing basis to enhance the effectiveness of recruitment programs of the DoD (including programs conducted jointly and programs conducted by the separate armed forces) through an aggressive program of advertising and market research targeted at prospective recruits for the armed forces and those who may influence prospective recruits." The JAMRS program outreach efforts are designed to broaden perceptions of military service for today's youth and their influencers. These efforts are distinct from, yet integral to, the Services' efforts and provide the Department's only joint advertising for recruiting. <u>+$506 thousand</u> - properly realigned costs previously considered operational, to the programs as part of

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

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

their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.

<u>+$150 thousand</u> realignment in support of the OPA grant program, a cooperative agreement to provide university students, postdoctoral researchers, and faculty the opportunity to conduct collaborative research with the Federal Government. This funding has been correctly realigned to the Grants OP-32 line from the Other Contracts OP-32 line to more properly align costs with the program. (FY 2018 Baseline: $81,051 thousand; +0 FTEs)

7) Defense Suicide Prevention Office (DSPO)   4,210

<u>+$4,065 thousand</u> to establish the budget for Peer Support Call Center funding and Veteran Crisis Line, the only DoD crisis line, and increased outreach efforts. The Center supports Active, Guard and Reserve personnel. Previously, this effort had been funded by congressional adds.

<u>+$64 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.

<u>+$64 thousand</u> in travel for DSPO personnel to support additional Suicide Prevention Outreach efforts, to include engagement with non-governmental

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

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

stakeholders.
<u>+$17 thousand</u> in printing to support expanded
outreach efforts of the Peer to Peer Support program.
(FY 2018 Baseline: $5,401 thousand; +0 FTEs)

8) DMDC - Personnel Security Assurance (PSA)   3,759
<u>+$2,575 thousand</u> for the Defense Information System
for Security (DISS) for sustainment as DISS moves
into the production environment. DISS will improve
information sharing capabilities, accelerate
clearance-processing timelines, reduce security
vulnerabilities, and increase DoD's security mission
capability. The DISS mission is to consolidate the
DoD security mission into an Enterprise System that
will automate the implementation of improved national
investigative and adjudicative standards to eliminate
costly and inefficient work processes and increase
information collaboration across the community. DISS
will replace the Joint Personnel Adjudication System
(JPAS) a legacy system. When fully deployed this will
be a secure, authoritative source for the management,
storage and timely dissemination of and access to
personnel with the flexibility to provide additional
support structure for future DoD security process
growth. It will accelerate the clearance process,
reduce security clearance vulnerabilities, decrease
back-end processing timelines, and support
simultaneous information sharing within various DoD
entities as well as among a number of authorized
federal agencies. DISS will provide improved support

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

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

to the Insider Threat and Personal Identity programs
and will be comprised of capabilities that are
currently part of the JPAS and will create a robust
and real-time capability for all DoD participants in
the Military Departments, and DoD Agencies. It will
also include automated records check (ARC)
functionality and the creation of an adjudicative
case management capability with e-Adjudication
functionality. DISS will also provide a single point
of entry for: personnel security, adjudicative case
management, and decision support functionality to all
DoD adjudicators. DISS will provide near continuous
intra-Consolidated Adjudication Facility (CAF)
communications on a web-based enabled platform
utilizing a unified architecture with security
management.
<u>+$1,184 thousand</u> - properly realigned costs
previously considered operational, to the programs as
part of their mission costs. This excludes those
centralized costs which should reside in the
Operations line to include facilities, enterprise
training, enterprise email, phones, VOIP, etc. (FY
2018 Baseline: $46,187 thousand; +0 FTEs)

9) Labor   3,656
<u>+$3,000 thousand</u> transferred from the DCPAS program
budget line to Civilian Pay to provide for the cost
of the Department of Defense (DoD) Pipeline
Reemployment Program which is funded and executed
through DHRA/DCPAS civilian pay to other entities to

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

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

encourage return-to-work efforts for DoD civilian employees who have been injured on the job. These funds are passed through DHRA to fund the Department of Defense (DoD) Pipeline Reemployment Program in the year of execution and are not used to fund DHRA FTEs. <u>+656 thousand.</u> One extra compensable day. FY 2018 had 260 days, FY 2019 has 261 days. (FY 2018 Baseline: $173,422 thousand; +1,187 FTEs)

10) DMDC - Enterprise Human Resources Information System (EHRIS)	2,016	

<u>+$2,016 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc. (FY 2018 Baseline: $78,597 thousand; +0 FTEs)

11) Defense Activity for Non-Traditional Education (DANTES)	1,276	

<u>+$1,257 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc. <u>+$19 thousand</u> for additional educational services to Service members around the globe. (FY 2018 Baseline: $19,982 thousand; +0 FTEs)

12) DPFSC - Employer Support of the Guard and Reserve	1,235	

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

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

(ESGR)

<u>+$868 thousand</u> properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.

<u>+$367 thousand</u> increase to ESGR's budget line for additional planned outreach to Reserve Component members, their families and employers. (FY 2018 Baseline: $11,964 thousand; +0 FTEs)

| 13) DPFSC - Computer/Electronic Accommodations Program | 1,098 | |

(CAP)

<u>+$646 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.

<u>+$452 thousand</u> for additional accommodations for mission support to provide assistive technology to support individuals with disabilities and wounded, ill and injured Service members. (FY 2018 Baseline: $7,040 thousand; +0 FTEs)

| 14) DPFSC - Yellow Ribbon Reintegration Program (YRRP) | 1,036 | |

<u>+$786 thousand</u> in full time support contract cost for the field due to increase in mission scope to cover the requirements of Reintegration Programs. The NDAA 2017 significantly changed the scope of reintegration

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

support provided. Historically, that support could only be provided for contingency operations; however, the NDAA removed "contingency" making reintegration open to all activations that meet the time requirements. As a result, the number of YRRP events supported continues to rise.

<u>+$250 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc. (FY 2018 Baseline: $4,013 thousand; +0 FTEs)

15) Defense Language and National Security Education Office (DLNSEO)   1,031

<u>+$305 thousand</u> to language Pipeline-Boren Awards reflects a revised program management and administrative contract cost increase adjustment to the Boren Flagship Program.

<u>+$267 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.

<u>+$221 thousand</u> to Workforce Readiness-Language Training Centers (LTC) Program to increase language acquisition training in areas of critical need, such as Arabic, Georgian, Persian, and Russian languages,

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

<u>+$162 thousand</u> to Surge Capability - National Language Service Corps. New contract will be awarded in FY 2018, increase reflects cost estimated adjustments for FY 2019. DHRA CIO increased requirement to be Risk Management Framework Compliant.

<u>+$74 thousand</u> to Assessment and Testing - Defense Language Testing and Assessment Project. Increase to provide for an additional advisory meeting and technical reports.

<u>+$2 thousand</u> increase for travel. (FY 2018 Baseline: $48,511 thousand; +0 FTEs)

16) Defense Civilian Personnel Advisory Services (DCPAS)	812	

<u>+$808 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.

<u>+$4 thousand</u> increase in travel. (FY 2018 Baseline: $36,295 thousand; +0 FTEs)

17) Sexual Assault Prevention and Response Office (SAPRO)	737	

<u>+$689 thousand</u> for SAPRO's Prevention Plan of Action which will create a violence prevention professional certification for personnel completing training and continuing education requirements - no such program currently exists in the nation. Funding will also begin efforts to develop and field a multi-echeloned,

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

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

research-informed prevention capability throughout DoD focused on the primary prevention of sexual assault. Funding includes the SAPR Connect Outreach which is a prevention-focused, CAC-enabled online community of practice available 24/7/365 for SAPR stakeholders to share information and ideas to prevent sexual assault. Funds will also support an efficacy study, and contractor case review of sub requirements such as the research initiative which examines sexual assault investigations conducted by Military Criminal Investigation Organizations, with a focus on perpetrator behavior to identify intervention opportunities at the perpetrator and victim levels.

<u>+$48 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc. (FY 2018 Baseline: $25,086 thousand; +0 FTEs)

18) Defense Travel Management Office (DTMO)	653	

<u>+$405 thousand</u> in Other Services for planned execution of the option years for FY 2019 contracts:

+$249 thousand for Scientific Analytics and the addition of one mathematician to this contract.

+$82 thousand for IT support, administrative support, web-based travel maintenance and development, basic allowance for housing data

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

collection, and joint travel regulations policy re-writes. The two main drivers are: 1) more TDYs for the data collection piece. Most of the studies have to be done on the ground and meeting with the installations and cannot be done via phone or video conference, and 2) extension to the policy rewrite (policy simplification) contract to get the rewrite finished. There remains about one year of work on the contract which had initially anticipated about six months of work.

+$42 thousand for Program Support with one additional part-time senior technician.

+$32 thousand for the Commercial Travel Information Management (CTIM) tool which is the single, consolidated source of DoD travel data. CTIM provides the integrated data to support critical analyses of the Defense Travel Enterprise and creates business intelligence to drive evidence-based decision-making. Additional work is required on several projects which will help the DoD save additional funds.

<u>+$248 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc. (FY 2018 Baseline: $20,139 thousand; +0 FTEs)

19) DPFSC - Federal Voting Assistance Program (FVAP)	573	

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

<u>+$355 thousand</u> increase in contract support to comply with federal mandates in the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) 52 U.S.C. 203, Voting Assistance, and Compliance Assessment 10 U.S.C. 156 for research on the effectiveness of voter assistance to Military and Overseas voters in the election cycle. The FY 2019 funding increase is not a new requirement, but anticipated increases in integrated research and marketing in support of the 2020 election cycle. Awards are made in FY 2019 to afford execution of applied research and marketing strategy in support of Presidential Preference and state primary elections.

<u>+217 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.

<u>+$1 thousand</u> in travel to support this research effort. (FY 2018 Baseline: $4,469 thousand; +0 FTEs)

20) Office of the Actuary   371

<u>+$339 thousand</u> for the Military Retirement Fund (MRF) audit contract and training. The Office of the Actuary (OACT) initially received $200 thousand from the DoDIG for the MRF audit beginning in FY 2002. Since then, the annual audit costs have risen to approximately $625 thousand. The balances of audit funds had been provided by various offices over the

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

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

years but have now been assigned to OACT, which will budget accordingly going forward.
<u>+$16 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc.
<u>+$13 thousand</u> in travel for Actuary staff to obtain required continuing education credits which are difficult to obtain locally.
<u>+$3 thousand</u> in supplies. (FY 2018 Baseline: $299 thousand; +0 FTEs)

21) DPFSC - Transition to Veteran's Program Office (TVPO)   259

<u>+$182 thousand</u> for contract support to develop a Performance Assessment and Evaluation of Interagency Transition Assistance Program (TAP) which will assess and evaluate the TAP across DoD via an Office of Management and Budget (OMB)-approved Interagency TAP Evaluation Plan.
<u>+$77 thousand</u> - properly realigned costs previously considered operational, to the programs as part of their mission costs. This excludes those centralized costs which should reside in the Operations line to include facilities, enterprise training, enterprise email, phones, VOIP, etc. (FY 2018 Baseline: $3,298 thousand; +0 FTEs)

9. Program Decreases   -51,437

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> **($ in thousands)**

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

a. Annualization of FY 2018 Program Decreases
b. One-Time FY 2018 Increases

   1) DMDC – Real-Time Automated Personnel Identification   -9,115
   System (RAPIDS)
     Decrease for the FY 2018 one-time increase for
     Windows 10 implementation efforts. (FY 2018 Baseline:
     $64,389 thousand; +0 FTEs)

   2) DMDC – Enterprise Data Services (EDS)   -4,571
     Decrease reflects the one-time FY 2018 increase for
     DMDC Data Consolidation for Phase one of the project.
     FY 2019 funding will complete implementation and
     provide funds to DISA for the hosting and sustainment
     of Phase 2. (FY 2018 Baseline: $44,624 thousand; +0
     FTEs)

c. Program Decreases in FY 2019

   1) Operations   -13,569
     -$13,569 thousand – properly realigned costs
     previously considered operational, to the programs as
     part of their mission costs. This excludes those
     centralized costs which should reside in the
     Operations line to include facilities, enterprise
     training, enterprise email, phones, VOIP, etc. (FY
     2018 Baseline: $42,813 thousand; +0 FTEs)

   2) Labor   -6,778
     -$3,396 thousand decrease reflects an enterprise-wide
     trend analysis evaluation of the civilian pay average
     annual rates of the Components to better align the
     budget projections with the execution of labor.
     -$1,650 thousand reflects budgeting for less than the

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

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

fully authorized number of FTEs; as hiring in the
year of execution begins to ramp up, DHRA is not yet
at full strength. This adjustment reflects
historical trends of not having 100 percent of
authorized personnel on board during the year.
-$1,732 thousand for -12 Major DoD Headquarters
Activities civilian FTE reductions. (FY 2018
Baseline: $173,422 thousand; -12 FTEs)

3) Defense Civilian Personnel Advisory Service (DCPAS) –   -5,690
Mission Program (MP)
-$3,000 thousand transferred from this program budget
line to Labor civilian pay for the Department of
Defense (DoD) Pipeline Reemployment Program.
Reductions in Other Intra-Governmental Purchases for:
-$685 thousand - Human Capital Management, Data
Analysis and Reporting - In response to language
included in the NDAA 2017, DCPAS reduced the level of
effort for Contractor Manpower Equivalent (CME)
Support from 7 to 3 CMEs since the NDAA 2017 removed
the requirement for a biennial Strategic Workforce
Plan to Congress.
-$471 thousand Leadership Programs – DCPAS obtains
contractor support to develop and deliver various
Leadership Programs for the DoD. Clearly defined
requirements and competition sparked innovative
solutions from the marketplace and also drove
contractor costs down, saving DHRA a substantial
amount from the original estimates in the following
programs:

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

-$124 thousand in the Senior Executive
Development Program (SEDP)
    -$153 thousand in the Defense Senior leader
Development Program (DSLDP)
    -$194 thousand in the Defense Civilian Emerging
Leader Program (DCELP)
<u>-$1,534 thousand</u> - DCPAS continues its efforts in
pursuit of contract efficiencies with the
consolidation of efforts and reducing or eliminating
contracts where practicable. (FY 2018 Baseline:
$36,295 thousand; +0 FTEs)

4) DMDC - Enterprise Human Resources Information System	-5,255	

(EHRIS)
<u>-$2,448 thousand</u> - implementation of a single
employee record in the Defense Civilian Personnel
Data Systems (DCPDS) will eliminate the need for
maintaining separate databases for each of the
Military departments and Fourth Estate components,
reducing the number of databases being maintained
from six to one. The reduction is in the cost of
database management and systems sustainment (contract
savings). The effort is planned for completion in FY
2018, resulting in these savings for FY 2019.
<u>-$1,698 thousand</u> for the consolidation of the HR web
services and capabilities of the DCPDS and EHRIS
systems. Currently there are separate tools and
contracts for HR web services and they will be
consolidated resulting in contract savings.
<u>-$761 thousand</u> realigned to Operations. Identified

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

and realigned the maintenance costs for the Seaside, CA facility from the DMDC programs to Headquarters as part of enterprise operations support costs.
<u>-$348 thousand</u> in IT commodities reductions in accordance with the Office of Management and Budget memorandum, "Improving the Acquisition and Management of Common Information Technology." (FY 2018 Baseline: $78,597 thousand; +0 FTEs)

5) DMDC - Enterprise Data Services (EDS)   -1,371
<u>-$696 thousand</u> realigned to Operations. Identified and realigned the maintenance costs for the Seaside, CA facility from the DMDC programs to Headquarters as part of enterprise operations support costs.
<u>-$591 thousand</u> in efficiencies in Other Contracts.
<u>-$84 thousand</u> in IT commodities reductions in accordance with the Office of Management and Budget memorandum, "Improving the Acquisition and Management of Common Information Technology." (FY 2018 Baseline: $44,624 thousand; +0 FTEs)

6) DPFSC - Employer Support of the Guard and Reserve (ESGR)   -1,067
<u>-$786 thousand</u> realigned to the DPFSC - YRRP for full time support contract cost for the field due to increase in mission scope to cover the requirements of Reintegration Programs. Some mission has shifted from the full time support personnel to cover the YRRP side of the contract.
<u>-$281 thousand</u> for contract efficiencies. (FY 2018 Baseline: $11,964 thousand; +0 FTEs)

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

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

      7) DMDC - (DEERS)   -1,027

          <u>-$590 thousand</u> realigned to Operations. Identified and realigned the maintenance costs for the Seaside, CA facility from the DMDC programs to Headquarters as part of enterprise operations support costs.
          <u>-$437 thousand</u> in IT commodities reductions in accordance with the Office of Management and Budget memorandum, "Improving the Acquisition and Management of Common Information Technology." (FY 2018 Baseline: $50,582 thousand; +0 FTEs)

      8) DMDC - Personnel Accountability (PA)   -866

          <u>-$497 thousand</u> realigned to Operations. Identified and realigned the maintenance costs for the Seaside, CA facility from the DMDC programs to Headquarters as part of enterprise operations support costs.
          <u>-$194 thousand</u> in contract efficiencies.
          <u>-$175 thousand</u> in IT commodities reductions in accordance with the Office of Management and Budget memorandum, "Improving the Acquisition and Management of Common Information Technology." (FY 2018 Baseline: $39,158 thousand; +0 FTEs)

      9) DMDC - Personnel Security Assurance (PSA)   -785

          <u>-$497 thousand</u> realigned to Operations. Identified and realigned the maintenance costs for the Seaside, CA facility from the DMDC programs to Headquarters as part of enterprise operations support costs.
          <u>-$288 thousand</u> in IT commodities reductions in accordance with the Office of Management and Budget memorandum, "Improving the Acquisition and Management

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of Common Information Technology." (FY 2018 Baseline: $46,187 thousand; +0 FTEs)

10) DMDC - Real-Time Automated Personnel Identification   -716
System (RAPIDS)
-$649 thousand realigned to Operations. Identified
and realigned the maintenance costs for the Seaside,
CA facility from the DMDC programs to Headquarters as
part of enterprise operations support costs.
-$67 thousand in IT commodities reductions in
accordance with the Office of Management and Budget
memorandum, "Improving the Acquisition and Management
of Common Information Technology." (FY 2018 Baseline:
$64,389 thousand; +0 FTEs)

11) Defense Suicide Prevention Office (DSPO)   -360
-$360 thousand decrease in the amount needed to fund
the purchase of the National Death Index from the
Center for Disease Control (CDC). (FY 2018 Baseline:
$5,401 thousand; +0 FTEs)

12) Office of People Analytics (OPA)   -150
-$150 thousand realignment for the OPA grant program,
a cooperative agreement to provide university
students, postdoctoral researchers, and faculty the
opportunity to conduct collaborative research with
the Federal Government. This funding has been
correctly realigned to the Grants OP-32 line from the
OP-32 Other Contracts line. (FY 2018 Baseline:
$81,051 thousand; +0 FTEs)

13) Defense Language and National Security Education   -61
Office (DLNSEO)

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

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

<u>-$61 thousand</u> reduction in contract efficiencies. (FY 2018 Baseline: $48,511 thousand; +0 FTEs)

14) Sexual Assault Prevention Program Office (SAPRO)	-41	

<u>-$41 thousand</u> due to efficiencies in publication and printing services. (FY 2018 Baseline: $25,086 thousand; +0 FTEs)

15) HQ - Defense Advisory Committee on Women in the Services (DACOWITS)	-15	

<u>-$15 thousand</u> in supplies. Program is internally realigned to Headquarters DHRA in FY 2019. (FY 2018 Baseline: $434 thousand; +0 FTEs)

FY 2019 Budget Request		**859,923**

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

<u>Defense Advisory Committee on Women in the Service (DACOWITS):</u>
DACOWITS is a Federal Advisory Committee whose mission is to provide the Secretary of Defense with recommendations concerning women in the U.S. Armed Forces. Outside of its mission, the Committee does not have specific performance measures to accomplish.

- Performance Measure – Provide recommendations on substantive policy or legislative information to the Secretary of Defense.

- Performance Goal – Provide the recommendations in an annual report containing comprehensive information and data gathered by Committee members in focus groups during annual installation visits, additional analysis and supplemental research, and briefings from the Military Services.

- Impact – Improved recruitment, retention, employment, integration, well-being, and treatment of women in the U.S. Armed Forces. The Committee was integral in the opening of all military positions to women. The Committee continues to review issues facing women, including: gender integration; physical standards/training; pregnancy and postpartum; childcare; accessions; recruitment and retention; training; key leadership/job opportunities; co-location; mentorship; and issues regarding sexual assault and sexual harassment.

<u>Defense Activity for non-Traditional Education Support (DANTES):</u>
- Performance Measure – Percentage of prior learning assessment college credits applied to service member degree completion requirements. [Less than 20% of degree requirements are met through prior learning assessment credits.]

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

- Performance Goal – Increase the amount of prior learning assessment college credits that are applied to satisfy service member degree requirements. [Target: 25% of degree requirements are met through prior learning assessment credits.]

- Impact – Defense partnerships with the postsecondary education community translate military learning experiences and academic examinations into comparable civilian college credit that is transcribed on the Joint Services Transcript. Leveraging the college credit earned through prior learning assessment programs, decrease service members' time to degree completion and lowers college costs by avoiding approximately 20% or $120 million in military tuition assistance expenditures annually.

- Performance Measure – Percentage of increase/decrease in the number of new official Servicemember Opportunity Colleges (SOC) Student Agreements completed each year. [The number of agreements has declined by a total of 12% between FY 2014 (36,233 agreements) to 2017 (31,799 agreements).]

- Performance Goal – Increase the number of SOC Student Agreements. [Target: 35,000 new agreements each year.]

- Impact – SOC Student Agreements serve as a contract for degree from Defense partnership institutions that have been vetted for quality and are supportive of positive student outcomes in terms of expanding college access, affordability, completion rates, and degree marketability. Increasing the number of SOC Student Agreements will translate into an increase in undergraduate degrees completed by service members through quality schools (in FY 17, 24% of degrees were completed through SOC schools). This supports education attainment among the military workforce,

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

fostering more capable warfighters who are also prepared for successful civilian transition (bachelor's degree attainment among active duty service members is historically 13% compared to civilian bachelor degree attainment of 33%).

- Performance Measure – Number of veterans hired into classroom teaching positions through the Troops to teachers (TTT) program. [In FY17, 350 veterans were hired through TTT.]

- Performance Goal – Increase the number of veterans hired into teaching positions through TTT. [Target: 550 veterans hired in FY19 as additional states awarded grants in FY18 will be fully operational and functioning thereby increasing the number of participants hired.

- Impact – TTT delivers nationwide assistance to service members and veterans interested in becoming a teacher through state-specific certification and employment support. Increasing the number of veterans hired into teaching positions through TTT simultaneously addresses veteran unemployment and nationwide teacher shortages.

<u>DPFSC - Computer/Electronic Accommodations Program (CAP)</u>

- Performance Measure - Percentage of CAP customers who receive accommodations from CAP that positively impact their ability to perform job duties.

- Performance Goal - In FY 2019, at least 90% of respondents will state the items provided by CAP had a positive impact on their ability to perform job duties. Goal measurement determined by customer surveys conducted via email automatically after interaction. 90% is the higher than average result/goas for success management duties.

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

- Impact – Higher productivity, mission accomplishment, and increased job satisfaction sustained high levels of customer service that benefit operational performance in support of the federal government's objectives.

- Performance Measure: The number of people who contact or interact with CAP as a resource for information, services, training and awareness, accommodations and assistive technology in which 6,874 personnel received accommodations in FY17.

- Performance Goal: In FY 2019, CAP will reach 2% more people to provide information, needs assessments, assistive technology, training and awareness through outreach, engagement, and assistive technology accommodations.

- Impact – Increased awareness and utilization of products and services for Service members, ill, wounded and federal government personnel with limitations and disabilities.

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

- Performance Measure - Employer Engagement - ESGR volunteers educate and engage employers regarding their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA) to ensure their support for National Guard and Reserve Component (RC) Service members.

- Performance Goal - Employers Engaged - 135,000 (Projected for FY19); 81,695 engaged in FY17.

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

- Performance Measure – Number of Volunteers formally trained – 200 (projected for FY18)

- Impact - As Service members become more aware of their rights and options given ESGR's efforts, the number of cases can go up. The support is a readiness and retention enhancer to unit commanders as they prepare their National Guard and RC Service members for active duty orders/mobilizations/deployments.

- Performance Measure - Ombudsman Services - ESGR ombudsmen mediate conflicts between Service members and their employers with a 70% resolution rate (77% resolution rate in FY17).

- Performance Goal - National Guard and RC Service members engaged - 300,000 (Projected for FY19); 209,927 engaged in FY17.

- Impact - Improved retention within the RC by helping Service members retain civilian reemployment benefits as outlined in USERRA, providing the Department of Labor/Department of Defense with an estimated $3,810 in cost avoidance per case (cost avoidance total for FY 17 was $5.27M).

<u>Office of Reintegration Programs (ORP)</u>

- Performance Measure – Increase consistency and standardization of Yellow Ribbon Reintegration Program (YRRP) event delivery in order to improve RC Service member learning gains, event satisfaction, and positive behavioral changes, as well as improve data gathering and analytic capabilities for program enhancement.

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

- Performance Goal — Provide event planner training for 200-250 RC event planners and program managers, supporting approximately 90,000 RC Service members through 950 YRRP events in FY19. Executed Event Planner training in FY17 for future consideration in upcoming fiscal years. The goal is to hold one per fiscal year as budget and priorities permit.

- Impact – Increased standardization in program delivery will improve the quality of YRRP events, thereby increasing the readiness, retention, and resilience of RC Service members and their families throughout the deployment cycle. In addition, increased standardization enables accurate data gathering and analysis to determine program efficiencies, maintain cost control, and develop program enhancements to meet the needs of RC Service members and their families.

<u>Federal Voting Assistance Program (FVAP)</u>
- Performance Measure – Increase the likelihood of interested UOCAVA Active Duty Members (those who live outside of their voting jurisdiction) to use available FVAP resources to increase their level of awareness of available DoD voting assistance resources, which will increase the likelihood of returning their absentee ballot.

- Performance Goal - 5% increase of UOCAVA Active Duty Members' usage of DoD network of voting assistance resources, including FVAP, Voting Assistance Officers and Installation Voter Assistance Offices who are away from their voting residence by 2018, 2020, and 2022 (when compared to previous similar election [midterm to midterm;

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

  presidential to presidential]. Goal measurement available during the next general
  elections. (2018 and 2020).

- Impact – An increase in the use of DoD Resources means an increase in the number of
  UOCAVA Active Duty Members who actually return an absentee ballot

Transition to Veterans Program Office (TVPO)

As the lead integrator of the Transition Assistance Program (TAP), TVPO can gauge program
performance with the following Departmental metrics.

- Performance Measure – Verified percent of known eligible active duty Service members
  who attended (a) pre-separation counseling, (b) Department of Labor Employment
  Workshop, and (c) Veterans Affairs Benefits briefings prior to their separation or
  retirement from active duty, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law
  112-56 (VOW Act).

- Performance Goal – 90% of known eligible active duty Service members who attended (a)
  pre-separation counseling, (b) Department of Labor Employment Workshop, and (c)
  Veterans Affairs Benefits briefings prior to their separation or retirement from active
  duty as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act).

- Impact – Ensures TVPO programs, projects, and activities are effectively and
  efficiently executed in accordance with statute, executive orders, agency policy, and
  leadership intent. TVPO programs, projects and activities are efficiently and
  effectively executed. DPFSC continues to make improvements to meet the needs of our
  transitioning Service members. DPFSC will be refining our monitoring and reporting of

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

TAP data to ensure all aspects of the Transition Assistance DoDi are met based on valuable feedback garnered. We also are also working to reduce the extent of missing data from the Services

- Performance Measure - Verified percent of known eligible reserve component Service members who attended (a) pre-separation counseling, (b) Department of Labor Employment Workshop, and (c) Veterans Affairs Benefits briefings prior to their release from active duty, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act).

- Performance Goal – 85% of known eligible reserve component Service members who attended (a) pre-separation counseling, (b) Department of Labor Employment Workshop, and (c) Veterans Affairs Benefits briefings prior to their release from active duty, as required by 10 USC CH 58 § 1142 & § 1144 and Public Law 112-56 (VOW Act. Of the data received by DMDC, the compliance rate is above the target goal. Note, that data was not received by DMDC for all eligible transitioning service members. TVPO is also tracking and reporting on the extent of missing data, coupled with the compliance rate. We are also working to reduce the extent of missing data.

- Impact – Ensures TVPO programs, projects, and activities are effectively and efficiently executed in accordance with statute, executive orders, agency policy, and leadership intent. TVPO programs, projects and activities are efficiently and effectively executed. However, we continue to make improvements to meet the needs of our transitioning Service members. For example, we will be refining our monitoring and reporting of TAP data to ensure all aspects of the Transition Assistance DoDi are met

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

based on valuable feedback garnered. We also are also working to reduce the extent of missing data from the Services.

- Performance Measure - Verified percent of known eligible active duty Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation or retirement from active duty.

- Performance Goal - 90% of eligible active duty Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation or retirement from active duty. The compliance rate is above the target goal.

- Impact - Enables TVPO to gauge the efficacy of its centralized, standardized, interagency Transition GPS (Goals, Plans, Success) curriculum, and the subsequent annual curriculum review and update process by the percentage of eligible active duty Service members who successfully meet the career readiness standards; these standards serve as the foundation of the Transition GPS curriculum. Data from the Transition GPS Participant Assessment from Service members who have completed the curriculum, as well as feedback from other stakeholders, demonstrates the efficacy of the curriculum and the annual curriculum review and update process.

- Performance Measure - Verified percent of known eligible reserve component Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their release from active duty.

- Performance Goal - 85% of eligible reserve component Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior

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

to their release from active duty. The compliance rate is above the target goal. TVPO is also tracking and reporting on the extent of missing data, coupled with the compliance rate. We are also working to reduce the extent of missing data.

- Impact – Enables TVPO to gauge the efficacy of its centralized, standardized, interagency Transition GPS (Goals, Plans, Success) curriculum, and the subsequent annual curriculum review and update process by the percentage of eligible reserve component Service members who successfully meet the career readiness standards; these standards serve as the foundation of the Transition GPS curriculum. Data from the Transition GPS Participant Assessment from Service members who have completed the curriculum, as well as feedback from other stakeholders, demonstrates the efficacy of the curriculum and the annual curriculum review and update process.

The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs
Benefits, Wage and Non-appropriated Fund Policy

- Performance Measure – Federal Wage & Salary Surveys: Conduct wage surveys, ensuring appropriate data is collected to reach adequate levels within each wage area. Develop and publish pay schedules under the Federal Wage System, in accordance with applicable laws and regulations.

- Performance Goal – Deliver the following pay schedules on in accordance with a 2-year cycle at annual intervals, as designated by 5 CFR 532.207.time: Reference 5 CFR § 532.207: Time schedule for wage surveys. Wage surveys shall be conducted on a 2-year cycle at annual intervals. Scheduling of surveys shall take into consideration the

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

following criteria: The best timing in relation to wage adjustments in the principal local private enterprise establishments; reasonable distribution of workload of the lead agency; the timing of surveys for nearby or selected wage areas; and scheduling relationships with other pay surveys. The Office of Personnel Management may authorize adjustments in the normal cycle as requested by the lead agency and based on the criteria in paragraph of this section or to accommodate special studies or adjustments consistent with determining local prevailing rates. The beginning month of appropriated and non-appropriated fund wage surveys and the fiscal year during which full-scale surveys will be conducted are set out as appendices A and B to this subpart and are incorporated in and made part of this section.

- Special Schedules have various other authorities related to timing.
  o 1. Federal Wage System Surveys (130 wage areas; 200,000 employees, $12B payroll)
  o 2. DoDEA Educators Survey (survey 268 urban school districts, 9,000 DoD employees)
  o 3. DoD Special Salary Rates (Develop, analyze, and issue Blue Collar and GS pay, medical occupation pay, 300 pay schedules)
  o 4. Overseas Foreign National Pay Programs (Worldwide)
  o 5. Defense Language Institute Faculty Pay (2,500 employees)
  o 6. USUHS (Medical University faculty and employee pay)
  o 7. DoD Power Plant Pay (5 regions); and
  o 8. Various pay plan development and maintenance (MSC, PFFA, DC Electronics, PR special, Military Universities, Hopper Dredge, etc.)

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

Impact – Guidance supports informed decision making, enabling the Department to meet its organizational strategic recruitment & retention goals. See Title 5 SUBCHAPTER IV— PREVAILING RATE SYSTEMS which states:§ 5341. It is the policy of Congress that rates of pay of prevailing rate employees be fixed and adjusted from time to time as nearly as is consistent with the public interest in accordance with prevailing
rates and be based on principles that
- o 1. There will be equal pay for substantially equal work for all prevailing rate employees who are working under similar conditions of employment in all agencies within the same local wage area;
- o 2. There will be relative differences in pay within a local wage area when there are substantial or recognizable differences in duties, responsibilities, and qualification requirements among positions;
- o 3. The level of rates of pay will be maintained in line with prevailing levels for comparable work within a local wage area; and
- o 4. The level of rates of pay will be maintained so as to attract and retain qualified prevailing rate employees.

- Performance Measure – Pipeline Reemployment Program: Provide funding to DoD Components and Agencies for one year (full time) to return employees to work from the Workers' Compensation rolls.

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

- Performance Measure – Measure 1: Time required reviewing completed Pipeline packages and rendering a decision on eligibility for Pipeline funding. Measure 2: Obligation rate of Pipeline funding.

- Performance Goal –
  - o 1. Decision rendered on submitted Pipeline packages that contain all of the required information within 10 business days.
  - o 2. MIPR package submission rate for Pipeline funding greater than 95% goal end of fiscal year%.

- Impact – Reduced Workers' Compensation costs due to increased number of employees returned to work. The Pipeline Reemployment Program will free up resources to be used to support strategic goals of the Department.

Investigations and Resolutions Directorate

- Performance Measure – EEO Complaint Investigations: Measures 1. Average turn-around time for all investigations from IRD receipt to dispatch (ROIs - Reports of Investigation); 2. Number of unassigned Requests for Investigation; and 3. Alternate Dispute Resolution (ADR) success rate for mediated cases

- Performance Goal – EEO Complaint Investigations did not meet set goals for the first two years but goals met year three:
  - o Measure 1 Target: 120 days or less;
  - o Measure 2 Target: less than 250 cases; and Measure 3

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

    o Target 50% or greater success rate

- Impact – Increased compliance with regulatory requirements to investigate complaints from all DoD civilian employees and applicants within 180 days. IRD is currently performing in the following manner: Report of Investigation (ROI) processing time for FY-17 averages 137 days to date; the number of unassigned cases is roughly 350, which is 100 more than ideal for timely processing; IRD is currently meeting the 50% or more mediation success rate. Reference 5 CFR § 532.207: Time schedule for wage surveys. Wage surveys shall be conducted on a 2-year cycle at annual intervals. Scheduling of surveys shall take into consideration the following criteria: The best timing in relation to wage adjustments in the principal local private enterprise establishments; Reasonable distribution of workload of the lead agency; the timing of surveys for nearby or selected wage areas; and Scheduling relationships with other pay surveys. The Office of Personnel Management may authorize adjustments in the normal cycle as requested by the lead agency and based on the criteria in paragraph of this section or to accommodate special studies or adjustments consistent with determining local prevailing rates. The beginning month of appropriated and non-appropriated fund wage surveys and the fiscal year during which full-scale surveys will be conducted are set out as appendices A and B to this subpart and are incorporated in and made part of this section.

<u>Defense Language and National Security Education Office (DLNSEO)</u>
- Performance Criteria and Evaluation Summary

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

- DLNSEO Performance evaluation for FY 2019 will be based on the following metrics:

- Performance Measure -- Percentage of students entering the Defense Language Institute Foreign Language Center (DLIFLC) basic course that achieve the $2/2/1^+$ Defense Language Proficiency Test (DLPT) standard in listening, reading, and speaking modalities, as measured by the Interagency Language Roundtable performance scale.

- Performance Goal – 66% of students entering the Defense Language Institute Foreign Language Center basic course will achieve a $2/2/1^+$ score on the DLPT in listening, reading, and speaking modalities by end of FY 2019.

- Impact -- DLIFLC is currently meeting the target of 66% of students completing the basic course at 2/2/1+. The Department must track continued performance as DLIFLC transitions its academic program to increase the target proficiency levels for listening and speaking to $2^+/2^+$, which is significantly more difficult to achieve. The proposed new graduation standard delivers personnel with language skills much closer to mission requirements and accelerates basic course graduates' preparedness to assume mission duties.

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

- The Defense Language Steering Committee is scheduled to address a new metric for a $2^+/2^+$ graduation standard in February 2018.

Defense Manpower Data Center(DMDC)

Defense Enrollment Eligibility Reporting System (DEERS)

- Performance Measure – Increase Percentage of DoD personnel with Minimum Essential Healthcare coverage accurately reported to the IRS. Any personnel not reported correctly will be measured by the IRS billing the DoD.

- Performance Goal – 100% of transactions provided to the IRS will provide the correct health care status. This is a continuous goal as the IRS requires this reporting on an annual basis.

- Impact – Without accurate reporting, DoD will be billed $2,000 for each inaccurate report for a total population of 11 million personnel. Individuals would be subject to a minimum of $95, up to a maximum of $2,448 per family tax penalty per year.

Enterprise Human Resources Information Systems (EHRIS)

- Performance Measure - Decrease the number of distinct Defense Civilian Personnel System (DCPDS) HR database instances and physical servers; reduce access points, and realize cost savings in hardware, software and hosting expenses.

- Performance Goal - Consolidate six instances of DCPDS into a single database, eliminate duplication of personnel records by creating a single employee record, and

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

facilitate transfer of personnel data when people move between organizations. This is a CFT goal set by the Secretary of Defense.

- Impact - An annual cost savings of $1.5M in hardware, software, and hosting expenses.

- Performance Measure - Expand self-service offerings to promote more efficient HR processes, reduce sign on requirements for HR Specialists; and expand the role of employees and supervisors in HR transactions. The performance is measured in application reports.

- Performance Goal - Promote improved self-service utilization based on an increase in the number of logon attempts by employees and supervisors to the self-service system.

- Impact - The expansion of self-service capabilities will provide an increased ability for employees and supervisors to execute updates; assist the HR Specialists efficiency in performing their duties; improve customer satisfaction; and facilitate more efficient organizational processes.

<u>Real Time Automated Personnel Identification System (RAPIDS)</u>

- Performance Measure - Quantity of successful cards issued at RAPIDS workstations.

- Performance Goal – Maintain the continuous goal of a 94% average annual first-time successful card issuance rate. A system report is generated to measure the number of failed issuances.

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

- Impact – Increases customer throughput, decreases customer wait times, and reduces card wastage costs. This is an important metric for RAPIDS as the program costs for the DoD increase if the failure rates increase.

- Performance Measure - Quantity of successful transactions performed through ID Card Office Online that saved an in-person visit by the sponsor to a RAPIDS office.

- Performance Goal - By the end of fiscal year 2019 increase the amount of self-service transactions that result in the successful addition of a family member, ID card update or issuance, or contact information update by 15% over fiscal year 2015 averages.

- Impact – Increasing self-service, online options will decrease the volume of customers at ID Card offices, decrease wait time in those offices, and will lower the equipment utilization rate reducing the need for some DMDC-funded equipment at multiple workstation RAPIDS sites.

<u>Personnel Accountability (PA)</u>

- Performance Measure - The percentage of personnel accurately identified before, during and after an event. The goal is 98% accuracy of initial populations measured by customer feedback and testing during planned exercises.

- Performance Goal - Consolidate and reduce duplicative, fragmented, and isolated systems to improve the accuracy to 98% and timeliness of near real-time visibility of DoD personnel physical locations and the capability to report on historical locations.

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

- Impact - Without accurate visibility the Department cannot account for personnel during manmade or natural disasters. In addition, improved visibility facilitates health surveillance which ensures the safety of DoD personnel and allows for more informed operational planning by decision makers. Streamlining systems leads to improved accuracy, reduced costs across the Department, and better defined roles and responsibilities for all stakeholders to include the members themselves.

<u>Personnel Security Assurance (PSA)</u>

- Performance Measure - Ability of 55,000 Security Management Offices and 13,000 commercial industry partners to access, submit, process, and verify clearances for 4,000,000 unique subjects (personnel working throughout DOD).

- Performance Goal - By 2020 the Department of Defense will increase the capability to conduct continuous evaluation of 1,100,000 personnel with access to classified information, and will assess and intervene on threats that insiders may pose to their colleagues and/or DoD missions and resources. Currently, DMDC has successfully tested 500,000 personnel checks and completed the next step to meeting this goal by going live with DISS on 8 Dec 2017. Once the continuous monitoring capabilities go into production we will be able to report the number of personnel processed using this capability.

- Impact – Early warning and focused adjudication of subjects who may pose a threat. Will be able to provide quantifiable statistics once the program is in production.

IV. Performance Criteria and Evaluation Summary:

Enterprise Data Services(EDS)

- Performance Measure - Continue data operations/data management activities for the Department.

- Performance Goal - Ensure accurate, complete and timely data are received and processed within 24 hours of receipt.

- Impact - Without performing critical data operations/data management activities; DMDC would not be able to provide accurate research and analysis to inform P&R policy; issue Common Access Cards (CACs); determine eligibility for benefits/entitlements; or support other federal/state agency benefit programs (e.g., DVA, SDVA, DoL).

- Performance Measure - Fulfill approximately 10,000 data requests per year to support decision makers.

- Performance Goal - Provide data used to make critical DoD decisions and provide information for speeches, congressional testimony, and policy decisions. The goal is measured through the reporting system DRS which is used to track all data requests.

- Impact - Support to decision makers at the times they need it most, including OSD, legislative affairs, public affairs, military personnel and policy, readiness, health affairs, reserve affairs, suicide prevention, personnel security, transition assistance, and more.

- Performance Measure - Continue operations and maintenance activities for a portfolio of IT capabilities that allow users to access a single source of information on military experience and training, military casualty reporting, retirement points, retiree addresses, subsistence and housing allowance information, and more.

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

- Performance Goal – Provide information to capability users which are critical to the efficient operation of the Department. Directly support military members and their families, veterans, retirees, and Department and other federal decision-makers by providing centralized capabilities which reduce duplication and improve the efficiency of the Department's mission.

- Impact – Ensures the continued operational health of these capabilities, which are supported by nine federal statutes and five Department instructions. Sustainment of these capabilities provides intangible benefits to the warfighter and save the department money and resources. Prevents decision-makers needing to obtain data from multiple sources resulting in more time and effort expended in obtaining the information necessary to make critical and timely decisions that affect the readiness of the force.

- Performance Measure – Continue operations and maintenance activities for the GOFO/DSS while making incremental enhancements to allow the Department to more effectively and efficiently manage the complex, time-sensitive nomination, promotion, and appointment of officers through Secretary of Defense appointment or Presidential appointment and Senate confirmation.

- Performance Goal – Track all active, reserve, and National Guard officer nomination, promotion, and appointment actions through a hierarchy of 15 DoD offices from the Service-level through the Secretary of Defense (SecDef) to the White House and the Senate for review and approval.

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

- Impact – Supports a Secretary of Defense (SecDef) and Under Secretary of Defense for Personnel and Readiness (USD (P&R)) priority of reforms and modifications to officer personnel management supporting military readiness. The GOFO/DSS system has become the mainstay of all nominations, appointments, and other relevant officer management initiatives requiring SecDef and/or POTUS approval. OUSD (P&R), OSD Executive Secretary, the Joint Staff, the Military Department Secretariat staffs, the Services, the Office of the Department of Defense Inspector General, and the National Guard Bureau all rely on the system's functionality, though no single office listed above programs for its continued developments, routine maintenance, or sustainment.

- Performance Measure – Limit unscheduled downtime of IT Systems in responding to financial readiness transactions.

- Performance Goal – IT Systems will maintain 99.99% uptime for financial readiness transactions.

- Impact – IT Systems availability will support the provision of financial readiness protections during the periods when they are most needed, not just during normal business hours.

- Performance Measure- Increase the flexibility and the timeliness of recruit reporting.

- Performance Goal- Military Recruiter Information System (MRIS) will increase recruit reporting capability by 25% and will decrease response time to recruiter questions by 15%.

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

- Impact – MRIS will support Decision Makers and Recruiters through modernizing the Business Intelligence reporting capability.

- Performance Measure- New workflow processes that enhance security are available and usable by the Service members Civil Relief Act (SCRA) and Military Lending Act (MLA) systems.

- Performance Goal- Support one enhanced security workflow per high level use case to better authenticate users of the SCRA and MLA systems.

- Impact – Enhance security workflows for applications that require additional registration and validation for specific user populations (e.g. financial institutions for MLA/SCRA, and law enforcement agencies for Military Recruiting data).

- Performance Measure- Reduce the number of IT applications that Joint Officer Management (JOM), Human Resource Specialists, Joint Staff and Services need to access to manage Joint Officers.

- Performance Goal – New development to consolidate multiple applications into one application that JOM Specialists have to duplicate data entry from.

- Impact – Improve JOM data quality through automated capabilities.

- Performance Measure- Reduce cycle time for Joint Duty Assignment List (JDAL) to monthly.

- Performance Goal- JDAL billet fill rate of 90%.

- Impact – Increase JOM Effectiveness.

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

- Performance Measure- Consolidate and reduce redundant data collections and isolated systems to improve the accuracy and timeliness of military human resources data for the Department.

- Performance Goal- By Fiscal Year 2019, consolidate the Active Duty and Guard/Reserve personnel data collections into a single reporting policy and modernized total force military Human Resource information system; reducing redundant data collections by 35%.

- Impact – Current data collections and data management systems are operating on outdated technology; becoming incompatible with the Service's modernized data exchange methods (IPPS). Failure to modernize data exchange methods will jeopardize the ability to perform critical data management activities for the Department.

- Performance Measure – Number of database instances sustaining DHRA-DMDC mission. Currently sustaining is greater than 120 database instances across redundant servers

- Performance Goal – Reduce database instance count by 10% and implement database management process.

- Impact – Significant reduction in computer hardware, network bandwidth, human resource/contract support requirement, software licensing requirements, redundant data, and cyber threat points of entry.

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

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

- Performance Measure – Increase the awareness of the Military Crisis Line (MCL) as a resource for Service members, including Guard and Reserve, and their families. Department to achieve 80% Service member awareness within 2 years.

- Performance Goal - Increase awareness of the MCL to 80% based on Status of Forces Survey. Survey conducted annually. Currently, 32% of all Active Duty Members have never heard of the MCL.

- Impact – Increasing awareness of support services provided through the MCL will afford Service members and their families a better understanding of the resources available to them when in crisis.

Defense Travel Management Office (DTMO)

- Performance Goal: Travel Management Reform – reform travel by streamlining processes, simplifying policy, improving compliance, leveraging current technologies, and reducing cost without impairing DoD's mission or adversely impacting the traveler.

- Performance Measure – Defense Travel Enterprise Customer Satisfaction Index Score (baseline to be established in FY18/FY19): Five Commercial Travel program areas managed by DTMO will be measured using a weighted index of scores from surveys in each program area. Each survey measures four attributes of the program: (1) assurance and reliability, (2) product/service quality, (3) customer interaction, and (4) overall experience. Once fully implemented, the five program area customer satisfaction scores will be weighted and calculated to determine an overall Defense Travel Enterprise customer satisfaction index score. Survey execution is pending DoD Information Collections approval and the issuance of a Report Control Symbol (RCS). Under authority

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

    of the Integrated Lodging Program Pilot, the lodging program implemented a customer satisfaction survey for its DoD Preferred commercial properties. In CY 17, overall satisfaction was 82%. With a program goal of 70%, overall satisfaction with lodging properties climbed steadily from the baseline measurement of 63% in July 2015.

- Performance Measure – Policy Simplification Scorecard: The Joint Travel Regulations (JTR) are currently undergoing re-write in a new framework that reduces its size in clearer, simpler language. Chapters for TDY, Government Funded Leave travel, Permanent Duty travel for Service members, and Evacuation travel have all been published in FY16. The remaining chapter for Permanent Duty Travel for civilians and Station and Housing allowances will be completed in FY18. To date, this policy simplification effort reduced the size of the JTR by approximately 50% (1,646 to 769 pages).

- Performance Measure – Travel Spend Visibility: percent of Department of Defense direct travel costs where validated data is available to identify the travel spend category for additional analysis. This measure compares validated data available for analysis to the Department's overall Object Class 21 obligations for the fiscal year. Object Class 21 is the travel and transportation of persons. In FY17, travel spend visibility was 64.2%, up from 57.8% in FY14. This 11% improvement in visibility represents the creation of additional business intelligence, enabling the application of data-driven decision-making to improve the management of commercial travel programs.

- Performance Measure – Travel Reform Total Cost Savings: the sum of cost savings, cost avoidance, and other identified efficiencies that are the result of DoD travel reform initiatives and centralized travel management. This measurement is the cumulative total of efficiencies beginning in FY15. Total cost savings has grown by 262%, from $553

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

   million in FY15 to over $2 billion through FY17. This total cost savings represent business reforms that enable the Department to redirect funding to the warfighter, increasing lethality.

- Impact -
  o Maximize travel policy understanding: Clear and concise policies facilitate the creation of simple, easy-to-use travel solutions that will drive the Department's travel modernization efforts. Efforts to date have improved compliance as measured by DTMO's Travel Policy Compliance Program trend analysis. In addition, DTMO improved the DoD Travel Policy Compliance Program by automating current manual processes, integrating new data, and implementing a new query for "Flat Rate Per Diem." These enhancements improve usability for DoD Components and assist in reducing travel improper payments. In FY17, the Travel Policy Compliance Program collected $3.7 million; to date, it has returned over $15 million to the Department.
  o Improve delivery of travel services: Conducted a travel system pilot testing the viability of using a Commercial-off-the-Shelf, Software as a Service (COTS/SaaS) based solution, for travel reservations and expense management. Results were reported to Congress in December 2017. Lessons learned will inform the acquisition strategy of the Cross Functional Team – Travel (CFT-Travel), a team established by the Deputy Secretary of Defense to improve DoD travel performance outcomes. DTMO is providing functional oversight and support, shaping defense travel modernization going forward. To date, the CFT-Travel completed the Capability Needs Identification

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

and Business Solution Analysis phases of the Department's new Business Capability Acquisition Cycle (BCAC).

Optimize cost effective travel: Business intelligence enables strategic sourcing initiatives; for example, DTMO expanded the number of Preferred Commercial Lodging properties under the Integrated Lodging Program Pilot (ILPP) from 18 to 32 sites. FY17 cost avoidance for Preferred Commercial Lodging properties through Q3 was $6.3M, and the overall customer satisfaction rate from January through September is 82%. The ILPP ensures that travelers are staying in quality lodging facilities that are close to TDY locations, are protected from certain fees, and are offered amenities at no additional cost, all while staying in rooms that are below per diem.

<u>Office of People Analytics – (OPA)</u>

- Performance Measure – Target Market Reach of Joint Recruitment Outreach efforts designed to create a receptive recruiting environment by promoting understanding, appreciation, and advocacy of the military among influencers and youth.

- Performance Goal - Number of total impressions obtained through a paid integrated campaign will meet or exceed 300 million impressions.

- Performance Goal - Increase Service branch link off conversion on www.todaysmilitary.com compared to FY 2018 levels.

- Performance Goal - Increase Request for Information volume on www.todaysmilitary.com compared to FY 2018 levels

- Performance Goal - Distribute Futures magazine to approximately 85% of high schools nationwide

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

- Impact – Maintaining or exceeding performance goals will leverage economies of scale, promote military service, and enhance Service recruiting efforts with a comprehensive advertising campaign across the Department designed to support military service as a brand overall, enhancing Service marketing efforts and fostering a more receptive recruiting environment.

- Performance Measure – Coverage of the prospect market delivered to the Services for direct marketing purposes.

- Performance Goal – Deliver a minimum of 85% of the universe for class 2019 high school aged students.

- Performance Goal - Secure DMV participation from at least 34 states in the High School-aged Master File class year 2019 direct marketing efforts.

- Impact – The prospect database minimizes the duplication of cost and effort to produce a single list that is used across the Services and Components for recruiting efforts, creating an essential resource at a meaningful cost savings for each of the Services and the Department.

- Performance Measure – Distribution, frequency and satisfaction of joint market research deliverables designed to meet the shared information needs required for military recruiting.

- Performance Goal - Deliver a minimum of 50 market research result deliverables in FY18 to at least 400 stakeholders across the Department.

- Performance Goal - Deliver a minimum of 15 segmentation/micro-targeting research deliverables in FY 2019.

- Performance Goal - Maintain an average of at least 150 downloads a month by stakeholders from research repository website.

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

- Performance Goal - Maintain a customer satisfaction rate of at least 4.0 on a 5.0 scale across all major market research deliverables.

- Impact – Meeting the shared information needs required for military recruiting ensures that duplication of efforts is minimized across the Services and provides leaders the strategic and tactical level trend information and market intelligence to adjust and focus resources to combat problematic issues before missions are missed or resources are wasted.

- Performance Measure – The quality and number of ASVAB and related cognitive and non-cognitive instruments administered to students, applicants, and enlistees.

- Performance Goal – Administer valid ASVAB and related instruments to 1 million test-takers with less than 5% of the operational tests identified as fraudulent (due to compromise) and with fewer than 15% of the computerized tests experiencing unanticipated (IT related) interruptions.

- Impact – Higher military training and job performance resulting from more reliable and valid selection and classification test scores.

- Performance Measure – The quality and timeliness of attitude and opinion DoD surveys and focus groups that meet the Department's needs to evaluate existing programs and policies and establish baseline measures before implementing new ones.

- Performance Goal – Ensure the survey results are representative of the DoD population by applying scientific methods such as sampling, weighting, and non-response bias analysis and are available for final analysis within 180 days of closing the survey or focus group for more than 90% of the surveys.

- Impact – Supports data-driven decision making for P&R program and policy evaluation and allows the DoD to effectively focus their limited resources on important personnel and quality of life issues for the military community.

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

- Performance Measure- Distribution and satisfaction of personnel and security research deliverables in FY18 to at least 50 stakeholders across the Department and the Security, Suitability, and Credentialing enterprise.

- Performance Goal- Distribute approved personnel security, suitability or reliability research deliverables to at least 50 stakeholders across the Department and the Security, Suitability and Credentialing enterprise.

- Performance Goal – Maintain a customer satisfaction rate of at least 4.0 on a 5.0 scale across all major research deliverables.

- Impact – Meet the shared information needs required for improvements to the efficiency, effectiveness, and fairness of personnel security, suitability, or reliability systems.

<u>Office of the Actuary (OACT)</u>:

- Performance Measure – Perform valuations in accordance with generally accepted actuarial principles and practices, produce high-quality actuarial products, and provide objective actuarial expertise to support internal and external customers and stakeholders. Each valuation is subject to review and approval by an independent DoD Board of Actuaries at their annual Board meeting. These Boards determine major assumptions, review methodologies to ensure they are in keeping with accepted actuarial principles and practices, and approve valuation results.

- Performance Goal – No significant audit findings in subject valuations.

- Performance Measurement – Support OACT staff's continuing education by providing/promoting learning and development opportunities while ensuring work is performed by staff with requisite professional qualifications and skills. Opportunities include attendance at professional webinars and in-person meetings, and supporting progress through the Society of Actuaries exam system by funding preparation materials

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

and classes to maximize probability of success. Continuing professional education is measured by sitting for actuarial courses and exams by junior staff members and attending professional meetings and conferences for senior staff members.

- Performance Goal: Accumulate the continuing professional development credits which are a new requirement of the Society of Actuaries for all credentialed actuaries.

- Performance Measure - Establish and sustain strong industry networking interfaces and partnerships with other professional governmental actuarial offices to leverage broad experiences, best practices, and information sharing.

- Performance Goal - OACT interfaces with other actuaries both inside and outside the government and measures performance of this goal by having established points of contact in other offices and maintaining routine contact.

- Performance Measure - Keep informed about current military benefit programs as well as potential changes through maintaining relationships with other DoD policy offices, such as MPP, and participating in various departmental working groups, such as the BRS working group. Maintain required expertise in relevant databases and systems through a relationship with DMDC and other actuarial software firms. Reflect current data/benefit provisions in actuarial results as appropriate.

- Performance Goal: Keep abreast of military retirement benefits by having established points of contact in the Department, the Office of Management and Budget, and the Congressional Budget Office, and by being pro-active in remaining informed of proposed legislation affecting military retirement benefits.

- Performance Measure - Assess processes, methods, and programs to enhance overall operational effectiveness. This includes peer-reviewing all OACT products, including fund valuations, input to CFO financial statements, the annual DoD Statistical Report on the Military Retirement System, and ad hoc cost estimates provided to customers. It

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

also includes maintaining working knowledge of actuarial issues both inside and outside the federal government in order to remain current.

- Performance Goal - Review valuation programs for major OACT valuations annually and develop a plan for the valuation cycle, including any revisions required by plan changes, evolving actuarial standards, and the need for experience updates of parameters/assumptions/methodology.

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

- Performance Measure – 90% of Defense Wide Sexual Assault Prevention and Response (SAPR) objectives under SAPRO purview that have written policy coverage.

- Performance Goal - By 2021, 90% of the Department's SAPR Strategy objectives requiring written policy coverage will be promulgated.

o The signed SAPRO Strategic Plan 2017-2021 provides a comprehensive and coordinated approach to fulfilling our responsibility as the Department's central authority of oversight and policy for SAPR. The Plan includes our mission, vision, and values, as well as our strategic goals and objectives that are being met in FY2018.

  o Goal 1: Prevention
  o Objective 1.1: Develop, integrate, and expand prevention practices.
  o Objective 1.2: Enhance prevention practices through collaboration and outreach.
  o Objective 1.3: Assess and improve SAPR training requirements
  o Objective 1.4: Disseminate retaliation prevention tools and knowledge across the Department

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

o   Goal 2: Victim Assistance and Advocacy
    o Objective 2.1: Enhance the service quality from SARCs and SAPR VAs and continue the DoD Sexual Assault Advocate Certification Program (D-SAACP) requirements
    o Objective 2.2: Advance the DoD Safe Helpline (SHL) services.
    o Objective 2.3: Strengthen collaboration with external partners to improve response services for victims.
    o Objective 2.4: Strengthen response services for male sexual assault victims
    o Objective 2.5: Increase awareness and promote availability of retaliation reporting options and services

o   Goal 3: Assessment and Reporting
o   Objective 3.1: Improve data collection and sexual assault reporting capability.
    o Objective 3.2: Standardize and enhance SAPR program oversight.
    o Objective 3.3: Expand SAPR program knowledge base.

o   Goal 4: Program Development
    o Objective 4.1: Develop and maintain SAPR policies and Federal Register Rules for execution in the field
    o Objective 4.2: Execute oversight activities to ensure SAPR policy alignment with DoD-wide SAPR program
    o Objective 4.3: Employ consistent, deliberate, and coordinated strategic communications on the SAPR program to key stakeholders
    o Objective 4.4: Expand the reach and capabilities of SAPR Connect

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

o   Goal 5: Organizational Development
  o   Objective 5.1: Institutionalize SAPRO systems, processes, and communications.
  o Objective 5.2: Standardize acquisition and budget planning processes.
  o Objective 5.3: Align funding to sexual assault prevention, response, and oversight activities.
  o Objective 5.4: Expand staff capacity in support of the SAPRO mission
  o Objective 5.5: Recruit and onboard new staff to perform DoD SAPRO mission.
  o Objective 5.6: Support SAPRO employees to reach their highest potential

- Impact – Codification of DoD's SAPR Strategy objectives will ensure those goals will be met.
  o Prevention: Institutionalize evidence-based, informed prevention practices and policies across the Department so that all Service members are treated with dignity and respect and have the knowledge, tools, and support needed to prevent sexual assaults. The Department is committed to improving the knowledge, skills, attitudes, and behaviors of all Service members using informed prevention approaches in order to prevent sexual assaults and maintain an environment that reflects its core values. In our role, SAPRO will support the DoD SAPR program and the Military Services by developing and institutionalizing effective, evidence-based prevention practices and policies. We will leverage the latest research and scientific methodologies to incorporate the best ideas and strategies as well as implement a proactive and comprehensive approach to prevent sexual assaults.

  o Victim Assistance and Advocacy: Deliver consistent and effective advocacy for all military Service members or their adult dependents, such that it empowers them to

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

> report assaults, promotes recovery, facilitates dignified and respectful treatment, and restores military readiness. The Department recognizes sexual assault as an underreported crime. As such, it is imperative that our response programs and policies create a fair and safe reporting process that instills confidence and empowers victims to report sexual assaults. All victims will receive a professional response, including anonymous and confidential crisis intervention, confidential reporting options, information, and support for their reporting decision. Doing so leads to greater victim care and recovery, appropriate offender accountability, and a culture of trust and respect consistent with our core values.

o Assessment and Reporting: Effectively measure, analyze, assess, and report SAPR program progress to improve effectiveness. SAPRO will incorporate responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of the program to determine the impact of our efforts to prevent and respond to sexual assault. This includes deploying sufficient and appropriate measures, conducting analysis and evaluations, reporting SAPR program progress, and tracking resources. This process is essential to improving SAPR services across all of the SAPR strategic goals and must be continuously improved. The aim is to ensure programs and services are adaptive, flexible, and oriented toward achieving success while also preserving unique Service requirements.

o Program Development: Support and advance the SAPR program through effective policy oversight and strategic communications execution. SAPRO is committed to supporting and strengthening the SAPR program through our policy and communications capabilities. We will develop and maintain SAPR policies critical to advancing SAPR activities. We will also continue to execute strategic communications efforts on

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

      behalf of the program to update and inform internal and external audiences about policy and program updates, requirements, and successes.

  o Organizational Development: Support and advance SAPRO through effective resource and talent management and continuous process and systems improvements. SAPRO will continue to emphasize that a fully staffed, resourced, and operational office is essential to maintaining consistent and effective support for the SAPR program. SAPRO will continue to identify, develop and implement new systems and processes to improve key office functions. We will prioritize essential program activities and standardize our budget and acquisition processes to align funding to ensure those key program activities are successfully executed. We will smartly recruit new staff, support development of existing staff, and institutionalize a staff recognition process.

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V. Personnel Summary	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	13	13	13	0	0
Officer	12	11	11	-1	0
Enlisted	1	2	2	1	0
Reservists on Full Time Active Duty (E/S)	21	21	21	0	0
Officer	11	11	11	0	0
Enlisted	10	10	10	0	0
Civilian End Strength (Total)	1,136	1,187	1,204	51	17
U.S. Direct Hire	1,136	1,187	1,204	51	17
Total Direct Hire	1,136	1,187	1,204	51	17
Civilian FTEs (Total)	1,108	1,198	1,187	90	-11
U.S. Direct Hire	1,108	1,198	1,187	90	-11
Total Direct Hire	1,108	1,198	1,187	90	-11
Average Annual Civilian Salary ($ in thousands)	148.8	144.8	144.3	-4.0	-0.5
Contractor FTEs (Total)	1,308	1,648	1,755	340	107

DHRA reduced -11 civilian FTEs from 1,198 in FY 2018 to 1,187 in FY 2019 reflecting the Major DoD Headquarters Activity efficiencies of -12 FTEs and the one additional FTE for the DoD Consolidated Audit support.

In FY 2019, the realignment of $3,000 thousand for the DoD Pipeline Reemployment Program into Civilian Pay generates the above Average Annual Rate of $144.3 thousand per FTE. The DoD Pipeline Reemployment Program is funded and executed through DHRA/DCPAS civilian pay and provided to other entities to encourage return-to-work efforts for DoD civilian

employees who have been injured on the job. These funds do not pay for DHRA FTEs. Excluding these Pipeline funds generates a DHRA FTE Average Annual Rate of $141.8 thousand per FTE.

Contractor FTEs increase from 2018 to 2019 primarily supports multiple initiatives in the information technology and cyber space including cyber hardening, Data Center Consolidation, DCPDS Consolidation as well as the Sexual Assault Prevention Plan of Action.

There is no change in military end strength.

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

		Change			Change		
	FY 2017	**FY 2017/FY 2018**		**FY 2018**	**FY 2018/FY 2019**		**FY 2019**
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	164,764	3,219	5,439	173,422	884	-2,976	171,330
103 Wage Board	16	0	-16	0	0	0	0
106 Benefit to Fmr Employees	65	0	-65	0	0	0	0
199 Total Civ Compensation	**164,845**	**3,219**	**5,358**	**173,422**	**884**	**-2,976**	**171,330**
308 Travel of Persons	3,517	60	301	3,878	70	849	4,797
399 Total Travel	**3,517**	**60**	**301**	**3,878**	**70**	**849**	**4,797**
416 GSA Supplies & Materials	0	0	7	7	0	0	7
417 Local Purch Supplies & Mat	0	0	104	104	2	390	496
499 Total Supplies & Materials	**0**	**0**	**111**	**111**	**2**	**390**	**503**
633 DLA Document Services	0	0	1,374	1,374	26	-64	1,336
671 DISA DISN Subscription Services (DSS)	0	0	2,262	2,262	41	1,058	3,361
696 DFAS Financial Operation (Other Defense Agencies)	2,837	-35	-53	2,749	142	63	2,954
699 Total DWCF Purchases	**2,837**	**-35**	**3,583**	**6,385**	**209**	**1,057**	**7,651**
771 Commercial Transport	54	1	232	287	5	-4	288
799 Total Transportation	**54**	**1**	**232**	**287**	**5**	**-4**	**288**
912 Rental Payments to GSA (SLUC)	202	3	491	696	13	8	717
913 Purchased Utilities (Non-Fund)	0	0	1,274	1,274	23	-17	1,280
914 Purchased Communications (Non-Fund)	0	0	3,011	3,011	54	-473	2,592
915 Rents (Non-GSA)	28,921	492	-3,249	26,164	471	-374	26,261
917 Postal Services (U.S.P.S)	10,807	184	-10,473	518	9	39	566
920 Supplies & Materials (Non-Fund)	6,261	106	-4,775	1,592	29	-386	1,235
921 Printing & Reproduction	124	2	82	208	4	15	227
922 Equipment Maintenance By Contract	122,675	2,085	-119,517	5,243	94	-573	4,764
923 Facilities Sust, Rest, & Mod by Contract	990	17	-1,007	0	0	3,690	3,690
925 Equipment Purchases (Non-Fund)	9,422	160	-4,864	4,718	85	436	5,239
932 Mgt Prof Support Svcs	185,280	3,150	-167,730	20,700	373	2,077	23,150

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
933 Studies, Analysis & Eval	0	0	18,232	18,232	328	-12,240	6,320
936 Training and Leadership Development (Other Contracts)	0	0	0	0	0	3,485	3,485
960 Other Costs (Interest and Dividends)	3	0	-3	0	0	0	0
985 Research & Development, Contracts	440	0	-440	0	0	0	0
987 Other Intra-Govt Purch	67,961	1,155	108,679	177,795	3,200	-1,752	179,243
988 Grants	49,551	842	-24,141	26,252	473	736	27,461
989 Other Services	63,161	1,074	273,033	337,268	6,071	44,444	387,783
990 IT Contract Support Services	0	0	0	0	0	1,341	1,341
999 Total Other Purchases	**545,798**	**9,270**	**68,603**	**623,671**	**11,227**	**40,456**	**675,354**
Total	**717,051**	**12,515**	**78,188**	**807,754**	**12,397**	**39,772**	**859,923**

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Defense Information Systems Agency

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DISA	1,508,429	25,968	475,305	2,009,702	30,645	66,583	2,106,930

* The FY 2017 Actual column <u>includes</u> $48,814.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $64,137.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $111,702.0 thousand of FY 2019 OCO Appropriations funding.

I. <u>Description of Operations Financed</u>:

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

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

I.   Description of Operations Financed (cont.)

Enterprise Strategy Roadmap (ITESR). The Deputy Secretary of Defense signed the ITESR and the CIO CPG in March 2015.

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

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

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

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

I.   <u>**Description of Operations Financed (cont.)**</u>
demand, using advanced technologies and standardized tool sets, synchronized processes and procedures, and, a highly trained cyber workforce and

- **Optimize Department Investments** - Enable the Department to maximize use of its resources by providing cost efficient capabilities; an effective and defensible infrastructure; and standardized support services, business processes, and policies that enable the rapid infusion of technology into the enterprise.

These four Strategic Goals focus DISA's efforts on a target objective state that embodies "a secure connection to a computing environment provided by both commercial and government computing centers and big data storage, interconnected with a mesh of fixed and wireless transport, protected by a single security architecture, whose information resources held in the cloud are reachable by various mobile devices, and accessible by credentialed users eliminating anonymity from the network."

Today, DISA is a combined military, federal civilian, and support contractor workforce of 16,483 people touching 100 countries. DISA believes the key to a global, information-based DoD Enterprise is not to design the solution, but design the framework for constructing the solution. DISA does not know what the next engagement will look like, and the DISA cannot build, nor does the DISA want to build, specific systems to try to solve every possible problem. Rather, DISA is creating a global enterprise infrastructure based on common standards so that innovative, flexible, and efficient solutions can be rapidly deployed to the warfighter--in commercial parlance, DISA provides cloud computing services to DoD.

To realize this goal, the Department must revolutionize its ability to react, share, collaborate, and execute. The Department needs a common platform of capabilities and

I.   Description of Operations Financed (cont.)

services that enable new applications and solutions to be built, and empower their rapid development and fielding. This common platform will allow users in any location, service or DoD agency, and using any computing platform to access and process information. These are the architectural concepts that have revolutionized the commercial IT industry over the past decade.

This global enterprise infrastructure begins with an increasingly robust, capable computing platform. DISA meets this need with our Defense Enterprise Computing Centers (DECCs), which provide storage, computing power, application hosting, and content delivery worldwide. Collectively these facilities provide a robust enterprise computing environment consisting of over 12,000 servers, over 50,000 terabytes of storage, approximately 368,000 square feet of raised floor, redundant connectivity to the DISN core, 22 mainframes, and support to over four million users. Upon this foundation of information transport and robust computing, DISA is building a framework of common enterprise services, designed to be transparent to the user and available to all. These services include network authentication and identity management, online collaboration, search, messaging, and security.

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

The DISA has reprioritized resources within its programs to support the Department's Global re-balancing initiative. Examples include reprioritizing DISN Tech Refresh

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

funding to support investments being made in concert with consolidation of networks in Europe (reflecting the downsizing of the Defense footprint), and reprioritizing Multi-National Information Systems (MNIS) investments to address PACOM near-term requirements for expanded Coalition connectivity in their area of responsibility.

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

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

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

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

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

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

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

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

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

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

Mission Area: Transition to Net Centric Environment (FY 2019: $233,443 thousand)

1. <u>Net-Centric Enterprise Services (NCES)(FY 2019: $61,220 thousand)</u>: The Operations Center provides a portfolio of critical enterprise services to warfighter, business, and intelligence end-users on the Secret Internet Protocol (IP) Data network and the Sensitive but Unclassified (SBU) IP Data network. This portfolio of services allows more than two million authorized DoD users to collaborate across COCOMs/Services/Joint Staff/Agencies using a suite of web-accessible collaboration capabilities supporting DoD and other supporting users. The portfolio provides a resilient and flexible infrastructure that enables a secure collaborative environment that facilitates information sharing in the DoD from any location at any time; and a robust Enterprise Messaging service that decouples the producer from the consumer, allowing consumers to easily subscribe to information that supports their evolving missions and for producers to rapidly and efficiently publish both perishable and non-perishable data without the need to specify the recipients.

This portfolio includes evolving enterprise services such as: the DoD Visitor capability that enables the enterprise user vision of "go anywhere in the DoD, login, and be productive"; and support to an Identity Synchronization Service to support its use to populate Active Directories Department-wide as well as supporting dual authentication to enterprise services using the user's credentials. The portfolio integrates the enterprise services with DoD Enterprise Email that consolidates DoD corporate e-mail, centralizes all e-mail management department-wide, provides the user with a single email address that will be used throughout their career, and is accessible from any location at any time; and the DoD Enterprise Portal Service that provides users with a flexible web-

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

based hosting solution to create and manage mission, community, organization, and user focused sites.

The individual capabilities within the portfolio of services provide the user with the flexibility to couple the services in varying ways and provide access to web and application content, warfighter information, and forward-cached critical data in a secure environment.

In addition, this portfolio supports application rationalization efforts within DISA. Specifically, the Agency will identify and prioritize legacy DISA and Joint Service Provider (JSP) applications for modernization to facilitate the transition of those applications to cloud hosting environments (both commercial and DoD on premise solutions).

2. Department of Defense Information Network Engineering Services (DODIN ES)(FY 2019: $51,316 thousand): Enterprise Engineering supports DODIN End-to-End (E2E) Systems Engineering, Interface Standards, and a Modeling and Simulation (M&S) environment which enables the development of DISA and DoD IT technical architectures and capabilities that are interoperable and performance-oriented. Effective E2E system engineering is applied by implementing model based systems engineering (MBSE) to capture and resolve technical problems across the DODIN. E2E systems engineering develops and maintains DODIN Convergence Master Plan (GCMP) and Unified Communication and Collaboration (UC&C) architecture to integrate DODIN capabilities. These capabilities ensure that both the DoD and DISA's infrastructure services and applications are planned, implemented, and assessed/improved to meet performance objectives cost-efficiently.

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

As the Agency's senior authority on scientific, technical and engineering matters, the Office of the Chief Technology Officer (OCTO) promotes centralized, coordinated technology policy, direction, standards, and leadership for DISA/DoD. OCTO conducts extensive technology outreach (including weekly technical exchange meetings (TEM) with DoD CIO, federal agencies, industry, and academia to identify best practices, methodologies, material solutions, mature capabilities, and enterprise services. OCTO ensures environmental support and maintenance is provided during transition of technology solutions. OCTO leverages existing relevant technology and capabilities resident throughout the DoD to achieve a flexible and rapidly reconfigurable environment for analysis of emerging technologies. OCTO performs security engineering and accreditation of products while undergoing assessment within the Technology Analysis Center (TAC).

3. <u>Background Investigation IT Systems (FY 2019: $117,642 thousand)</u>: The Interagency Deputies Committee and the Office of Management and Budget (OMB) has determined that the responsibility for the development and sustainment of a new Federal Government background investigation information technology (IT) system(s) will transfer from the Office of Personnel Management (OPM) to the Department of Defense. The DISA will be responsible for the development, implementation, and sustainment of this new background investigation system. The acquisition and implementation planning strategy will support the Federal workgroups requirements gathering and provide Government-wide tools to assist agencies with workforce management that comply with new Federal Investigative Standards. The aim is to avert or eliminate the continuous and dynamic threat of identity theft, financial espionage and other attacks on personal information, while providing a secure basis for background investigations necessary to Federal Government operations.

4. <u>Other Programs (FY 2019: $3,265 thousand)</u>: The funding associated with other programs is primarily for the sustainment of systems and hardware costs for DISA.

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

Mission Area: Eliminate Bandwidth Constraints (FY 2019: $217,754 thousand)

1. <u>Standardized Tactical Entry Point (STEP) (FY 2019: $1,230 thousand)</u>: The Standardized Tactical Entry Point (STEP) program is a suite of DoD Satellite Communications (SATCOM) Gateways that links deployed tactical users to the Defense Information System Network (DISN). Through the Defense Satellite Communications System (DSCS), STEP provides multi-media telecommunications services at extremely high throughput for deployed forces during operations and exercises.

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

2. <u>DoD Teleport Program (FY 2019: $23,441 thousand)</u>: The Department of Defense (DoD) Teleport system is a collaborative investment that upgrades telecommunications capabilities at selected Standardized Tactical Entry Point (STEP) sites. The Teleport system provides deployed forces with improved interfaces for multi-band and multimedia connectivity from deployed locations anywhere in the world to online Defense Information Systems Network (DISN) Service Delivery Nodes (SDN) and legacy tactical command, control, communications, computers, and intelligence (C4I) systems. The Teleport system facilitates interoperability between multiple Satellite Communications (SATCOM) systems and deployed tactical networks, thus providing the user a seamless interface into the DISN and legacy C4I systems. Teleport integrates multi-band, multi-mode satellite capabilities to provide connectivity for deployed tactical communications systems.

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

Teleport has been deployed incrementally as a multi-generational program, and a Full Deployment (FD) was authorized by ASD/NII on February 18, 2011. The DoD Teleport upgrade fills several capability gaps by adding communications support in the Ultra High Frequency (UHF), Extremely High Frequency (EHF), military and Commercial SATCOM frequency bands, which represents a ten-fold increase to the throughput and functional capabilities of these STEP sites. Teleport Generation 3 will field three satellite gateway enhancements in three phases, and the full installation and integration of these enhancements will provide increased satellite connectivity and an expansion of capacity and throughout, which will effectively strengthen DoD's communications and support to tactical and deployed warfighters worldwide. The primary beneficiaries of the Teleport investment are the DoD Combatant Commanders, Military Departments, Defense Agencies and the warfighter.

3. <u>Defense Spectrum Organization (DSO) (formerly called Joint Spectrum Center) (FY 2019:</u> <u>$36,178 thousand)</u>: The DSO is leading efforts to transform electromagnetic spectrum (EMS) management to support future operations and warfare. The EMS plays a critical role in national security and is fundamental to all US and coalition military operations. The DSO is comprised of a Strategic Planning Office (SPO), the Joint Spectrum Center (JSC), the Global Electromagnetic Spectrum Information System (GEMSIS) Program Management Office (PMO), and the Business Management Office. The DSO SPO provides spectrum-planning strategies; advocates and defends DoD's EMS needs in national and international forums; and addresses spectrum-related technology issues in policy development and execution. The DSO JSC provides deployable spectrum management support to Combatant Commands (COCOMS), coalition headquarters, and Joint Task Forces (JTFs). The JSC Joint Spectrum Interference Resolution (JSIR) Program provides assistance to operational units to include deployed support to forward-based forces. The JSC mission is integral to vital

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

activities such as information operations, electronic warfare, and other Joint Staff directed projects.

4. <u>Defense Information Systems Network (DISN) Enterprise Activities (EA) (FY 2019: $134,159 thousand)</u>: Circuit sustainment, Satellite Communication and National and Presidential Communication requirements enable the DISN to deliver an integrated platform to transport bandwidth and information services on DoD's legacy and Internet Protocol (IP) networks and provide command and control capabilities in support of emerging joint operations. Circuit funding provides circuit management activities to include transition to new contracts, DISN Core optimization, surveys, provisioning, and associated engineering. Satellite Communication funding provides for: SATCOM systems engineering; the migration of Global Broadcast System (GBS) bandwidth management functions to the enterprise infrastructure by the GBS Joint Program Office; the operation, engineering, sustainment, and technical support for the Defense Satellite Communications system (DSCS) including contract support services for DSCS equipment. Special Communication Requirements fund the lifecycle support for the Enhanced Pentagon Capability/Survivable Emergency Conferencing Network (EPC/SECN) switch system that supports the survivable Nuclear Command and Control voice system for the National Command Authority.

Beginning in FY 2017, the DISN portfolio includes four core DISN capabilities that were previously funded through the DISN Subscription Services (DSS) under the DISA DWCF. These four DISN capabilities, whose support is critical to the National Security and DoD-wide enterprise missions, are transferring to the DISN appropriated missions, and are deemed core DISN capabilities whose funding mechanism should be from direct appropriations rather than from the customer orders and reimbursements. They include the following:

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

- **Interoperability and Internet Protocol (IP) Enabling.** The DISN Interoperability is responsible for integration of voice, video, and/or data services delivered ubiquitously across an interoperable, secure, and highly available IP network infrastructure. The IP enabling provides management and registration of all IP number resources for the DoD and is recognized as the DoD agent for IP number management with external Internet Governance organizations. It is also responsible for planning, managing, and sustaining delivery of Domain Name System (DNS) capabilities for the global Internet and for the classified and unclassified Internet Protocols (IP). In addition, it provides the WHOIS capability for database queries relating to IP number registrations and .MIL domain information for the benefit of the DoD and Intelligence Community organizations.

- **Defense Red Switch Network (DRSN).** The DRSN is a global, secure voice service providing the President, the Secretary of Defense, the Joint Chiefs of Staff, the Combatant Commands and selected agencies with Nuclear Command, Control, and Communications (NC3) secure voice and voice conferencing capabilities up to the Top Secret/Sensitive Compartmented Information (TS/SCI) level. The DRSN consists of military departmental and Agency-owned secure voice switches connected by a DISA provided transport backbone.

- **Joint Worldwide Intelligence Communications System (JWICS).** JWICS is a (TS/SCI) high-speed multimedia communication service between SCI users designed to support the Intelligence Community through the Defense Intelligence Agency (DIA) Regional Support Centers (RSCs) and operates on the DISN. It provides real-time voice, video, and data communications and collaboration capabilities in support of DoD, the National Intelligence Community, and the National Command Authority (NCA).

I.   Description of Operations Financed (cont.)

Finally, in FY 2017, the circuit transition and management activities are being eliminated under the DISN appropriated missions in favor of a direct customer reimbursement approach. They provided planning, surveys, engineering, and physical circuit implementation support, as well as capacity management contract transition, that are critical to the sustainment of DISN.

5. Defense Information Systems Network (DISN) Infrastructure Services (formerly called DISN Subscription) (FY 2019: $22,746 thousand): The DISN provides secure voice, video, and data services over a global fiber optic network that is supplemented by circuitry obtained from the commercial sector. DISN subscription services are described as follows: Data Services provide SIPRNet as well as NIPRNet capabilities. Voice Services provide day-to-day commercially competitive services plus unique secure military requirements. Voice Services includes the operation of unclassified and classified Voice over IP services. Centralized Services includes provisioning support to DISN users and operators and network management support to all programs that make up the DISN as described above.

Mission Area: DODIN Network Operations and Defense (FY 2019: $518,781 thousand)

1. Network Operations (NetOps) (FY 2019: $92,815 thousand): DISA directs, coordinates, and synchronizes DISA-managed portions of the DODIN supporting the DoD in 42 countries around the world across the full spectrum of military operations and supports United States Cyber Command (USCYBERCOM) in its mission to provide secure, interoperable, and reliable operations of the DODIN. Our primary tasks are to: operate and defend the DISA Information Enterprise, and provide direct support to USCYBERCOM in DODIN Operations (DO) and Defensive Cyber Operations (DCO). This responsibility includes the actions necessary

I.   Description of Operations Financed (cont.)

to provide certification, threat identification and intrusion prevention, intrusion detection, and incident response/recovery, of both the Non-secured Internet Protocol Router Network (NIPRNet) and the Secret Internet Protocol Router Network (SIPRNet). In order to accomplish this, NetOps provides the command and control (C2), situational awareness, and defense of the DoD Network across all levels of command: strategic, operational and tactical boundaries. It supports DoD's full spectrum of war fighting to include support for intelligence and business missions.

DISA executes its mission to command and control, plan, direct, coordinate, integrate and synchronize DoD's Information Network (DODIN) Operations and Defensive Cyber Operations-Internal Defensive Measures (DCO-IDM) globally. Reliable services are delivered worldwide in 42 nations at 3,800 locations. DISA will manage or execute: approximately 200 million managed network assets, in excess of 50,000 Telecommunications Service Orders and circuit actions, 40,000 servers hosting 870 user applications, 17,000 Circuits, 55 SATCOM Gateways, 38 Petabytes of storage, 4.5M DoD identities, 1.6M to 4.5M Enterprise Email Users, 1M to 4.5M Mobility/Voice/Video/Data over IP users, and blockage and/or tracking of an average of 180M malicious events per month.

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

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

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

In FY 2015, the Secretary of Defense approved the establishment of the Joint Force Headquarters - DoD Information Networks (JFHQ-DODIN) to address a critical need for cohesive DODIN defense and protection and unity of effort within the DoD's existing fragmented cyberspace operations command and control (C2) framework. JFHQ-DODIN's mission is to exercise command and control of DODIN Operations and Defensive Cyberspace Operations – Internal Defensive Measures (DCO-IDM) globally in order to synchronize the protection of DoD components' capabilities to enable power projection and freedom of action across all warfighting domains. The full mission scope of the JFHQ-DODIN includes: the critical daily requirement to protect the DODIN, C2 of all DoD cyber entities, a mature joint headquarters, management of requirements for global engagement, and the capability to assess the readiness of the DODIN against mission critical Combatant Command requirements.

The Joint Force Headquarters DoD Information Network (JFHQ-DODIN) provides unity of command between USCYBERCOM and subordinate headquarters and unity of effort with all other DoD Components in order to ensure the DODIN is available and secure for Joint missions, to include effects delivered in and through cyberspace, and to ensure that the readiness posture of the DODIN is known. This organization directs and executes global DODIN operations and Defensive Cyber Operations. This capability is essential to protecting all of DoD's IT infrastructure and applications against a growing international cyber threat and an increasing level of insider threats.

I.   Description of Operations Financed (cont.)

Ultimately, the direct operational support that will be provided by JFHQ-DODIN to 40+ commands and agencies at FOC include areas focused on aggregating and sharing intelligence to improve situational awareness and understanding, direct/verify the DODIN defensive posture and lead DODIN incident response, synchronize and de-conflict global and regional DODIN/DCO-IDM priorities, conduct joint planning in support of CONPLANs and OPLANs of all Combatant Commands, and enable mission essential functions of the Components.

2. Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (FY 2019: $289,877 thousand): The ISSP/IA/PKI mission focuses on delivering DoD-wide enterprise solutions to COCOMS and DoD Components ensuring critical mission execution in the face of cyber-attacks. The program provides solutions to harden the network by:

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

- Deploying a secure protocol decryption and re-encryption mechanism to protect communications across the Joint Information Environment (JIE) and through the Internet Access Points (IAPs). Efforts include break and inspect of secure socket layer/transport level security (and other) protocols for both outbound and in-bound encrypted traffic.

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

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

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

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

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

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

The Joint Regional Security Stacks (JRSS) are a joint DoD security architecture comprised of complementary defensive security solutions that remove redundant Information Assurance (IA) protections; leverages enterprise defensive capabilities with standardized security

I.   <u>Description of Operations Financed (cont.)</u>
suites; protects the enclaves after the separation of server and user assets; and
provides the tool sets necessary to monitor and control all security mechanisms
throughout DoD's Joint Information Environment.

In FY 2019, DISA will consolidate the Comprehensive National Cybersecurity Initiative
(CNCI) with ISSP/IA/PKI. This consolidation will streamline and simplify the budgeting,
execution and reporting of resources for similar capabilities. This consolidation also
allows for better management of the Cybersecurity Portfolio by its major components
aligning to the Department's Cyber Strategic Goals and Objectives:
• Endpoint
• Perimeter
• Situational Awareness
• Joint Enablers
• Workforce Development

3. <u>Comprehensive National Cybersecurity Initiative (CNCI) (FY 2019: $0 thousand)</u>: The
Cybersecurity Program focuses its efforts on a net-centric approach that addresses the
Department of Defense (DoD) security demands on a DoD-wide scale. In FY 2019 CNCI is
consolidated with ISSP/IA/PKI for better management of the Cybersecurity Portfolio.

4. <u>Field Commands and Field Offices (FY 2019: $100,919 thousand)</u>: In DISA's role as a
Combat Support Agency, DISA's Field Commands and Field Offices support our Mission
Partners (i.e., Combatant Commands, Services, Agencies). They provide specialized
support for the National Military Command Center (NMCC). Regional DISA NetOps Centers
(DNCs) with physical presence led by military O6s (Field Command/Field Office) support
each Geographic and Functional Combatant Command (CCMD). Our support to the CCMDs

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

includes preparing and publishing DISA Support Plans for all CCMD Theater Campaign Plans, Global Campaign Plans and contingency plans, as well as reviewing more than 50 Operational Plans (OPLANS) annually. Field Commands and Field Offices actively participate in Joint and coalition exercises. Field Commands and Field Offices conduct assessments of the threat and hazards, vulnerability, and risk to DoD owned Defense Critical Infrastructure (DCI) and the inter- and intra-dependencies needed to accomplish required DoD missions in accordance with Department of Defense Directive (DoDD) 3020.40, DoD Policy and Responsibilities for Critical Infrastructure.

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

DISA and its Field Commands are directly involved in the evolution to the JIE. For example, the DNC Europe has stood up as the Enterprise Operations Center (EOC) for the European and African Theaters consistent with JIE. DNC PACOM and DNC CENTCOM will also transition into Regional EOCs for their respective geographical areas with JIE, taking on expanded responsibilities to direct operations and defend the DODIN by assuring system and network availability, information delivery, and information protection across

I.   **Description of Operations Financed (cont.)**
strategic, operational, and tactical boundaries in support of DoD, CCMDs, Services, Agencies and the Joint Staff. Continuity of Operations (COOP) plans and exercises assure that the capability exists to continue essential functions and operations across a wide range of potential emergencies. The DISA and DODIN Sector Critical Infrastructure Program (CIP) identifies, characterizes and prioritizes the DODIN Sector and DISA assets, which includes assessing critical C4I components and capabilities to support the execution of CCMDs missions.

Additional missions include: 1) the NATO (Brussels) Field Office ensures U.S. interests are considered in all NATO planning and design efforts to facilitate U.S. and NATO C4ISR interoperability; and, 2) the Ministry of Communications and Information Technology (MCIT) for transforming the Information and Communication Technology (ICT) in support of the business stabilization mission while encouraging strategic economic growth within Afghanistan.

5. Joint Staff Support Center (JSSC) (FY 2019: $25,641 thousand): JSSC provides 24x7 Command and Control (C2) operational support to the President, Secretary of Defense, Joint Staff (JS), Combatant Commanders, and other National-level leaders through global monitoring, maintenance and support of Joint C2 systems, direct operational support to the Deputy Director for Operations J3, comprehensive information assurance and continuous oversight. JSSC also operates and maintains critical decision support system for the National Military Command Center (NMCC) and the National Joint Operations-Intelligence Center in the Pentagon and at Site R.

JSSC also provides 24x7 watch/monitoring of nuclear support operations for C2, Communications, Computer and Intelligence systems for worldwide situational monitoring,

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

rapid decision-making and force direction. Operation services provide strategic threat operational warning, situational awareness, course of action development, and national senior leadership decision-making through sustainment of systems such as Global Command and Control System – Joint, Processing and Display System-Migration, and Nuclear Planning and Execution System. Sustainment of these capabilities is assured through a robust Continuity of Operations capability at an alternate installation (Site R). JSSC also provides full-service television production and multimedia support (studio and remote video and audio recordings, electronic graphics, post production editing for training, informational, gun camera and battle damage assessment assistance, guidance for video teleconferencing networks and operations, and operation of the NMCC secure cable television system) to the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Joint Staff and other DoD agencies. In addition, JSSC provides tactical, strategic, and collaborative planning support for various JS IT initiatives such as NMCS transformation and JS IT migration. JSSC also provides valuable assistance and DISA liaison and customer advocacy support to the Joint Staff Hampton Roads and other regional mission partners as they transition their IT services to DISA-based offerings, resulting in horizontal fusion across all projects being worked by DISA. Operations and Maintenance (O&M) resources include civilian pay and benefits, travel and training as well as sustainment support required to keep fielded systems fully operational during its life cycle, including maintenance of operational environments.

6. Defense Industrial Base (DIB) (FY 2019: $9,529 thousand): The DISA, in concert with the Defense Industrial Base Cyber Security Task Force (DIBCS), is a critical enabler in securing DoD data on DIB networks and information systems. The DISA is instrumental in providing IA/CND support to the DIB through rapid dissemination of cyber threat, vulnerability, and analysis information. This initiative supports USCYBERCOM operations, intelligence, and analysis devoted exclusively to cyber indications and warning,

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

intrusion detection, incident analysis, incident response, information sharing/knowledge management, and planning. Additionally, this initiative provides critical system enhancements and new CYBERCOM personnel at the DoD-DIB Collaboration Information Sharing Environment (DCISE), establishing information sharing between the two organizations to promote synergy and streamline operations. Detailed information is submitted separately in classified DoD exhibits.

Mission Area: Exploit the DODIN for Improved Decision Making (FY 2019: $810,809 thousand)

1. <u>Global Command and Control System-Joint (GCCS-J) (FY 2019: $104,531 thousand)</u>: The GCCS-J is DoD's Joint Command and Control (C2) System of record providing the foundation for migration of service-unique C2 systems into a joint, interoperable environment. The GCCS-J incorporates the core planning and assessment tools required by Combatant Commanders and their subordinates and the Joint Task Force (JTF) Commanders while meeting the readiness support requirements of the Services. Adaptive Planning and Execution Joint Planning Services are being developed to modernize the adaptive planning functions in a net-centric environment. The DISA, through its Joint C2 entities, continues to provide critical C2 capabilities to the Commander-in-Chief, Secretary of Defense, National Military Command Center, COCOMs, Joint Force Commanders, and Service Component Commanders. The DISA portfolio includes funding in support of GCCS-J to include the Joint Operations Planning and Execution Services (JOPES) which supports an expanding Adaptive Planning capability mission.

2. <u>Global Combat Support System-Joint (GCSS-J) (FY 2019: $16,802 thousand)</u>: GCSS provides a Joint Logistics Common Operational Picture (JLogCop) and Decision Support Tools to ensure the right personnel, equipment, supplies, and support are in the right

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

place, at the right time, and in the right quantities across the full spectrum of military operations. The GCSS Program continues to develop new and enhanced capabilities to meet critical requirements of the joint logistics warfighter on-time and within budget. GCSS provides actionable information in the form of WatchBoards and widgets in the form of reports and mapping visualizations. A widget is a generic term for a small, stand-alone, downloadable application which looks and acts like traditional apps, but are implemented using web technologies. The benefit for the end user is that the widget provides access to multiple capabilities from one workspace. GCSS supports the mission of the joint logisticians who are the planners, executors, and controllers of the core logistic capabilities.

3. <u>National Military Command System (NMCS) (FY 2019: $7,008 thousand)</u>: National Military Command System (NMCS) provides the President, Office of the Secretary of Defense (OSD), Chairman of the Joint Chiefs of Staff, National Military Command Center (NMCC) and NMCC Site R, and the Executive Travel Fleet with the ability to execute C2 over all US military forces across the full spectrum of threats/contingencies. Within the Strategic and National Command, Control, Communications, and Intelligence (SNC3I) Joint Systems Engineering and Integration Office (JSEIO), DISA performs engineering support to meet its assigned NMCS Systems Engineer responsibilities, per Department of Defense Directive (DoDD) S-5100.44 and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3280.01B, to provide the Joint Staff with operationally efficient and cost-effective engineering solutions to ensure that NMCS components and facilities satisfy operational requirements including emergency messaging, situational awareness, crisis action, and information management. NMCS engineering projects support DISA's mission of providing responsive, timely, and accurate information to the warfighter.

I.   Description of Operations Financed (cont.)

4. Senior Leadership Enterprise (SLE)/Logistics Support Activities (LSA) (FY 2019: $148,525 thousand): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits.

5. Combined Advanced Applications (FY 2019: $38,836 thousand): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits.

6. Multinational Information Sharing (MNIS) Program (FY 2019: $0 thousand): The MNIS Program is a portfolio of four coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS) (to include the CENTRIXS Cross Enclave requirement), Pegasus (formerly Griffin), Unclassified Information Sharing (UISS) and Combined Federated Battle Laboratory Network (CFBLNet). Through this portfolio, MNIS provides information sharing capabilities designed to enable and improve sharing of operational and intelligence information among US forces and multinational partners.

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

An improvement to the CENTRIXS coalition network, Common Mission Network Transport (CMNT), provides distinct and permanent transport capabilities; enabling network

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

operation centers to priority command and control information more efficiently. CMNT supports DoD instruction 8110.1 guidance for integrating CENTRIXS and other operational networks into existing DoD general service communications infrastructure as a separate network servicing all DoD MNIS requirements. This capability provides a common transport for encrypted traffic. CMNT will be the established encrypted network to facilitate the movement of virtual private network traffic between segments.

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

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

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

that bridge the gap between government, non-government, coalition, interagency, and international organizations.

In FY 2019, the Multinational Information Sharing (MNIS) Program responsibilities and resources are functionally transferred from DISA to USAF to develop and field a Mission Partner Environment to address COCOM data sharing requirements with allies.

7. <u>Joint Service Provider (JSP) (FY 2019: $477,916 thousand)</u>: The Joint Service Provider (JSP) provides Information Technology infrastructure and office automation systems, components, supporting software, and IT support services for the Office of the Secretary of Defense (OSD), Washington Headquarters Services (WHS), Pentagon Force Protection Agency (PFPA), Consolidated Adjudication Facility (CAF), and other WHS-supported users and communities supported within the Pentagon Reservation and other areas in the National Capitol Region. The funding levels represent transfers from the legacy organizations, WHS-EITSD, Joint Staff, and OAA-Army, to support their ongoing consolidated mission. The purpose of the JSP IT Program is to provide end-user computing capabilities needed to fulfill the JSP components' missions, and is comprised of departmental local area networks, computer servers, network storage subsystems, network printers, workstations, a full suite of desktop office applications, development of custom tools and application, and system firmware integrated into a distributed computing network environment for unclassified and classified information processing. The program provides JSP organizations with ubiquitous access to reliable, decision-quality information through a net-based services infrastructure. Funded initiatives include support of the Deputy Secretary of Defense Pentagon IT consolidation memorandum which promotes the consolidation of common IT systems and, where proper analysis suggests, additional consolidation of IT support organizations and structures will be accomplished. Commonality will be leveraged wherever it makes sense, consistent with agency business

I. <u>**Description of Operations Financed (cont.)**</u>
processes, to better support mission requirements in local and national emergencies.

8. <u>Other Programs (FY 2019: $17,191 thousand)</u>: The funding associated with other programs is primarily for the infrastructure costs for DISA's interoperability facility in the National Capital Region.

Mission Area: Deliver Capabilities Effectively/Efficiently (FY 2019: $87,590 thousand)

1. <u>Management Headquarters (FY 2019: $36,749 thousand)</u>: Management Headquarters funding is utilized for salaries and operating expenses associated with the Command and Executive Staff and their key control organizations, which provide oversight, direction, and control of DISA activities. Command and Executive staffs enable DISA to continuously operate and assure a global net-centric enterprise in direct support to the joint warfighter, national level leaders, and other mission and coalition partners across the full spectrum of operations.

2. <u>Pentagon Reservation Maintenance Revolving Fund (PRMRF) (FY 2019: $20,564 thousand)</u>: United States Code, Title 10, Section 2674 established the Pentagon Reservation Maintenance Revolving Fund (PRMRF), authorizing the Secretary of Defense to establish rates and collect charges for space, services, protection, maintenance, construction, repairs, and alterations of facilities provided at the Pentagon Reservation.

3. <u>Shared Services Units/Program Executive Offices (FY 2019: $30,277 thousand)</u>: This activity funds foundational operating capabilities for DISA, such as: financial management, information technology, strategic planning, manpower/personnel security, and acquisition products and services to all agency programs and business areas world-wide.

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

4. <u>Other Programs (FY 2019: $0 thousand)</u>: The Foreign Military Sales (FMS) program is the government-to-government method for selling US defense equipment, services, and training.

Mission Area: Special Mission Area (FY 2019: $238,553 thousand)

1. <u>White House Communications Agency (WHCA) (FY 2019: $184,251 thousand)</u>: WHCA is a joint service military agency under the operational control of the White House Military Office (WHMO) and administrative control of the DISA. WHCA's mission is to provide information services to the President, Vice President, National Security Council, United States Secret Service and others as directed by WHMO ensuring the ability to communicate anywhere, anytime, by any means to anyone in the world, in accordance with Public Law 109-163. This support is provided in Washington, DC, worldwide travel sites, and second residences. Information services are also provided to the Presidential Information Technology Community. To meet its requirements, WHCA is structured to allow for fixed and travel (deployable) information services.

2. <u>White House Situation Support Staff (WHSSS) (FY 2019: $17,733 thousand)</u>: The WHSSS was created by Presidential direction and provides classified communications, computer, and intelligence systems for the National Security Advisor, White House Situation Room, the National Security Council (NSC) staff, and other White House offices. WHSSS funds support the information systems used by the National Security Staff (NSS) and others. WHSSS provides upgrades and sustainment to the classified network systems used by the White House Situation Room and the NSC supporting the President, Vice President, National Security Advisor, and their staff.

I.   Description of Operations Financed (cont.)

3. Crisis Management System (CMS) (FY 2019: $11,084 thousand): CMS is owned and operated by the National Security Staff (NSS) but maintained by DISA under the National Security Council direction and a National Security Decision Directive. The program provides state-of-the-art video teleconferencing (SVTS), facsimile, and the Executive Voice over Secure Internet Protocol (VoSIP) phone network (including the National Intelligence Watch Officers Network (NOIWON)) as directed by the NSS. The system functions in both fixed and mobile modes for exchange of time sensitive high interest information which extends the White House Situation Room presence. The system supports the President, National Security Council, Cabinet Members, Joint Chiefs, various agency watch centers, headquarters, and Continuity of Operations (COOP) sites.

Crisis Management System funding provides maintenance, configuration management, certification and accreditation activities including system security monitoring and testing, and engineering support. The system provides real-time Top Secret/Sensitive Compartmented Information (TS/SCI) secure video conference communications for the President and high level advisors including multi-party calls between fixed and mobile sites for day-to-day and crisis operations.

4. Minimum Essential Emergency Communications Network (MEECN) (FY 2019: $24,283 thousand): MEECN is a highly survivable communications capability which transmits Nuclear Command and Control (NC2) messages and establishes crisis conferences with the President, Vice President, Secretary of Defense, and the Chairman of the Joint Chiefs of Staff to the Commanders of the COCOMs and to deployed US nuclear forces. The DISA via the Strategic and National Command, Control, Communications, and Intelligence (SNC3I) Joint Systems Engineering and Integration Office (JSEIO) will support MEECN as the Nuclear Command, Control, and Communications (NC3) system engineer by providing architectures, performing systems engineering and analyses and assessments to support the

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

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

5. <u>Communications Management Control Activity (CMCA) (FY 2019: $1,202 thousand)</u>: CMCA provides communications support to the United States Secret Service (USSS) for the presidential campaigns, as well as for dignitary protective duties. CMCA also supports the Joint Staff/J6, Joint Directorate of Military Support (JDOMS) for special events. Public Law 106-544 assigned USSS responsibility for coordinating, planning, exercising, and implementing security for National Special Security Events (NSSE). Additionally, DoD Directive 3025.13 mandated that DISA provide CMCA Headquarters with operations and maintenance funding.

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

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III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
1. Transition to Net Centric Environment	122,458	140,281	0	0.0	0	140,281	233,443
2. Eliminate Bandwidth Constraints	258,974	239,688	0	0.0	0	239,688	217,754
3. DoDIN Network Operations and Defense	444,656	486,158	0	0.0	0	486,158	518,781
4. Exploit the DoDIN for Improved Decision Making	364,583	822,460	0	0.0	0	822,460	810,809
5. Deliver Capabilities Effectively/Efficiently	105,518	83,741	0	0.0	0	83,741	87,590
6. Special Missions	212,240	237,374	0	0.0	0	237,374	238,553
Total	**1,508,429**	**2,009,702**	**0**	**0.0**	**0**	**2,009,702**	**2,106,930**

* The FY 2017 Actual column <u>includes</u> $48,814.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $64,137.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $111,702.0 thousand of FY 2019 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	2,009,702	2,009,702
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	2,009,702	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	2,009,702	
Supplemental	64,137	
Reprogrammings		
Price Changes		30,645
Functional Transfers		-50,720
Program Changes		117,303
Current Estimate	2,073,839	2,106,930
Less: Wartime Supplemental	-64,137	
Normalized Current Estimate	2,009,702	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**2,009,702**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**2,009,702**
2. War-Related and Disaster Supplemental Appropriations		64,137
a. OCO Supplemental Funding		
1) FY18 OCO Funding	64,137	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**2,073,839**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**2,073,839**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-64,137
FY 2018 Normalized Current Estimate		**2,009,702**
6. Price Change		30,645
7. Functional Transfers		-50,720
a. Transfers In		
b. Transfers Out		
1) Multinational Information Sharing (MNIS) Program: A decrease of $-50,720 thousand and (-19) FTEs reflects the functional transfer of the Multinational Information Sharing (MNIS) Program responsibilities and resources from DISA to USAF to develop and field a Mission Partner Environment. (FY18 Baseline: $50,701 thousand)	-50,720	
8. Program Increases		185,980

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Background Investigation IT Systems:	66,657	

National Background Investigation IT Systems (NBIS) will be in operation and production mode requiring system operations support, hardware/software repairs and Information Assurance Vulnerability Management (IAVM) updates. An increase of $66,657 thousand will sustain the following key capabilities: automated records checking, continuous evaluation, fingerprint and biometric processing, investigation adjudication, collection and validation of SF-86 data, designation of position sensitivity and integrated case management; provide key supporting infrastructure (e.g. data center hosting fees, government cloud, integration lab maintenance) and program management support. (FY18 Baseline: $50,154 thousand)

| 2) Net-Centric Enterprise Services (NCES): | 22,000 | |

An increase of $22,000 thousand supports application rationalization activities to modernize legacy applications and transition them to commercial or DoD cloud infrastructure. (FY18 Baseline: $40,667 thousand)

| 3) Joint Service Provider (JSP) (4th Estate IT Onboarding): | 20,000 | |

An increase of $20,000 thousand is attributed to additional requirements for Fourth Estate organizations that will require Joint Service

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

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

Provider (JSP) support. Additional scope of responsibility will include 200,000+ new users and will provide for network discovery, cyber posture reviews, and Command Cyber Readiness Inspections (CCRIs). (FY18 Baseline: $443,484 thousand)

4) Information Systems Security Programs (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) – Joint Regional Security Stacks (JRSS): 16,732

 An increase of $16,732 thousand primarily funds the sustainment of Cyber Situational Awareness Analytic Capabilities (CSAAC) and support for Joint Regional Security Stacks (JRSS) migration. (FY18 Baseline: $222,720 thousand)

5) Global Command and Control System-Joint (GCCS-J): 10,662

 An increase of $10,662 thousand primarily funds the modification of obsolete, high-security risk GCCS-J hardware needed to ensure compatibility with current industry standard hardware. The increase also provides additional maintenance releases for the Joint Planning and Execution Services (JPES) Framework. (FY18 Baseline: $91,628 thousand)

6) Information Systems Security Programs (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI): 10,028

 An increase of $10,028 thousand is primarily due to the purchase of ADP software licenses and lab equipment in support of the integration of Containment and EndPoint Detection and Response

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

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

capabilities. Increase also provides hosting and engineering support to maintain and migrate engineering architecture review capabilities in support the NIPRNet and SIPRNet Cybersecurity Architecture Review (NSCSAR). (FY18 Baseline: $222,720 thousand)

7) Combined Advanced Applications: 7,195
Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY18 Baseline: $30,268 thousand)

8) Compensation and Benefits (Shared Services):   4,985
An increase of $4,985 thousand and (+38) FTEs primarily reflects an increase in non-technical support due to increased mission requirements throughout the Agency. These FTEs will consist of developmental level financial, acquisition and human resource analysts to compliment an aging workforce in these career fields. In addition, the increase reflects the realignment of non-major headquarters activities from Management Headquarters to Shared Services in order to comply with the Department's revised definitions of major headquarters activities and functions. (FY18 Baseline: $414,861 thousand)

9) Joint Service Provider (JSP) (Rental Payments to GSA   4,861
Leases):
An increase of $4,861 thousand funds Joint Service Provider GSA leased space. Funding is realigned from equipment maintenance by contract for proper execution of funding. (FY18 Baseline: $443,484

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

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

thousand)

10) Compensation and Benefits (Joint Service Provider (JSP)):   3,828

An increase of $3,828 thousand and (+29) FTEs will fund additional IT specialists, computer scientists and engineers performing 24x7, secure and modern end-to-end IT services and architect and develop IT technology capabilities in the Pentagon and other locations within the National Capital Region (NCR). (FY18 Baseline: $414,861 thousand)

11) Compensation and Benefits (Department of Defense Information Network Engineering Services (DODIN ES)):   3,740

An increase of $3,740 thousand and (+29) FTEs is the result of the realignment from RDT&E to O&M. These FTEs will provide IT systems analysis, requirements analysis, cost analysis, and acquisition expertise to develop mission and business case analysis, and NIPRNet/SIPRNet Cyber Security Architecture Review (NSCAR) requirements for a quantitative analysis tool. (FY18 Baseline: $414,861 thousand)

12) Joint Service Provider (JSP):   3,683

An increase of $3,683 thousand is attributable to increased service support funding for the Joint Service Provider (JSP). The increase primarily provides funding for Pentagon Rent, security clearance processing, DFAS and audit support, disability compensation, mass transit benefits, and training not transferred by Army in the functional transfer. (FY18 Baseline: $443,484 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
13) Pentagon Reservation Maintenance Revolving Fund (PRMRF):	3,134	
An increase of $3,134 thousand reflects the realignment of funding from equipment maintenance by contract to correctly align Joint Service Provider's Pentagon Rent costs to the proper cost category. (FY18 Baseline: $17,537 thousand)		
14) National Military Command System (NMCS):	2,103	
An increase of $2,103 thousand is primarily attributed to increased operational assessment requirements to provide National Leadership Command Capabilities (NLCC) architectural and engineering support. (FY18 Baseline: $4,801 thousand)		
15) Defense Information Systems Network (DISN) Enterprise Activities (EA):	1,500	
An increase of $1,500 thousand is due to support for the Airborne Intelligence Surveillance Reconnaissance (AISR) Integration team responsible for program planning, execution and sustainment support for AISR Transport capabilities. (FY18 Baseline: $147,007 thousand)		
16) Shared Service Units/Program Executive Offices:	1,238	
An increase of $1,238 thousand is primarily attributed to increased facility repairs, renovations, and general construction to the DISA Fort Meade, Maryland facility. (FY18 Baseline: $26,779 thousand)		
17) Compensation and Benefits (Change in Compensable Days):	1,237	

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

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

Civilian personnel funding increases $1,237 thousand
as a result of one more compensable workday in FY
2019 than in FY 2018. (FY18 Baseline: $414,861
thousand)

18) Compensation and Benefits (Combined Advanced   828
Applications):
    Details provided for this program are submitted in
appropriately classified DoD exhibits submitted
separately. (FY18 Baseline: $414,861 thousand)

19) Field Commands and Field Offices: 794
    An increase of $794 thousand is primarily due to
additional contractor support for country
characterization assessments for the Critical
Infrastructure Protection (CIP) program. (FY18
Baseline: $70,267 thousand)

20) Department of Defense Information Network   505
Engineering Services (DODIN ES):
    An increase of $505 thousand provides support
services required to develop business cases and
return on investments (ROI) analysis for enabling
decision making. (FY18 Baseline: $46,239 thousand)

21) Compensation and Benefits (Defense Information   270
Systems Network (DISN) Enterprise Activities (EA)):
    An increase of $270 thousand and (+2) FTEs provide
additional support for the Mobility Program's
Morpheus Database and application development. (FY18
Baseline: $414,861 thousand)

9. Program Decreases   -68,677
  a. Annualization of FY 2018 Program Decreases

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

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

b. One-Time FY 2018 Increases
c. Program Decreases in FY 2019

1) Senior Leadership Enterprise (SLE)/Logistics Support   -22,248
Activities (LSA):
   Details provided for this program are submitted
   separately in appropriately classified DoD budget
   exhibits. (FY18 Baseline: $167,630 thousand)

2) Defense Information Systems Network (DISN) Enterprise   -17,108
Activities (EA):
   A decrease of $-17,108 thousand is primarily due to
   the contract consolidation for maintenance of DoD
   Mobility Unclassified Capability (DMUC), DoD Mobility
   Classified Capability Secret (DMCC-S), and DoD
   Mobility Classified Capability Top Secret (DMCC-TS).
   (FY18 Baseline: $147,007 thousand)

3) DoD Teleport Program: -6,608
   A reduction of $-6,608 thousand is primarily due to
   decreased support requirements resulting from the
   completion of the Enhanced SATCOM Gateway Modem
   deployment. (FY18 Baseline: $29,601 thousand)

4) Joint Service Provider (JSP) (Realignment):   -4,861
   A reduction of $-4,861 thousand in the equipment
   maintenance by contracts reflects a realignment to
   GSA leased space for proper execution of funding.
   (FY18 Baseline: $443,484 thousand)

5) Joint Service Provider (JSP):   -3,400
   A decrease of $-3,400 thousand is due to the transfer
   of JSP funding from the DISA to the Office of the
   Secretary of Defense for the Principal Staff

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

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

Assistants (PSA) to migrate, implement, and sustain the DoD NIPRNet-Demilitarized Zone (DMZ) efforts. (FY18 Baseline: $443,484 thousand)

6) Net-Centric Enterprise Services (NCES):   -2,440
A decrease of $-2,440 thousand is primarily attributed to contract efficiencies achieved in the renewal of contracts for Enterprise Messaging and Identity Synchronization Services. (FY18 Baseline: $40,667 thousand)

7) Network Operations (NetOps):   -2,429
A decrease of $-2,429 thousand and reduced contract support is primarily due to the loss of one shift per day as the boundary defense for the DoD goes from a 24x7 to 16x7 operation. (FY18 Baseline: $122,065 thousand)

8) Defense Information Systems Network (DISN)   -2,291
Infrastructure Services (DISN-IS):
A decrease of $-2,291 thousand is primarily due to reduced Global Video Services (GVS) and Global Video Desktop Services (GVDS) requirements. (FY18 Baseline: $24,793 thousand)

9) Compensation and Benefits (Management Headquarters):   -2,240
A decrease of $-2,240 thousand and (-14) FTEs reflects the realignment of non-major headquarters activities from Management Headquarters to Shared Services in order to comply with the Department's revised definitions of major headquarters activities and functions. (FY18 Baseline: $414,861 thousand)

10) Minimum Essential Emergency Communications Network   -2,130

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

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

(MEECN):
    A decrease of $-2,130 thousand is attributed to
decreased operational assessment requirements to
execute National Leadership Command Capabilities
(NLCC) architectural and engineering. (FY18 Baseline:
$26,029 thousand)

11) Defense Spectrum Organization (DSO):   -1,185
    A decrease of $-1,185 thousand is primarily due to
the transition of services to MILCLOUD, requiring
less contractor support. (FY18 Baseline: $37,078
thousand)

12) Joint Staff Support Center (JSSC):   -887
    A decrease of $-887 thousand is due to anticipated
reductions in HVAC requirements. (FY18 Baseline:
$26,384 thousand)

13) Global Combat Support System-Joint (GCSS-J):   -430
    A decrease of $-430 thousand is due to reduced
hardware maintenance costs as GCSS-J transitions to a
virtual environment. (FY18 Baseline: $16,989
thousand)

14) Defense Industrial Base (DIB):   -178
    Details provided for this program are submitted
separately in appropriately classified DoD budget
exhibits. (FY18 Baseline: $9,535 thousand)

15) Crisis Management System (CMS):   -177
    A decrease of $-177 thousand is primarily attributed
to the elimination of a CMS circuit. (FY18 Baseline:
$11,085 thousand)

16) Management Headquarters: -65

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
A decrease of $-65 thousand is primarily due to a reduction in court reporter services due to reduced litigation. (FY18 Baseline: $39,051 thousand)		
FY 2019 Budget Request		**2,106,930**

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
<u>Net-Centric Enterprise Services (NCES)</u>: 1. Customer usage/satisfaction -- Receive an overall customer usage/satisfaction rating ≥ 3 on a scale of 1 to 5 where 1 is "no mission effectiveness", 3 is "supports mission effectiveness and is relevant to evolving mission needs", and 5 is "maximum mission effectiveness". 2. Availability -- Operational enterprise services sustain the customer requirement of ≥ .997 availability/reliability	1. Met 2. Met	1. ≥ 3 2. ≥ .997	1. ≥ 3 2. ≥ .997
<u>Department of Defense Information Network Engineering Services (DODIN ES)</u>: 1. Maintain at least 25% spare capacity, to allow for provisioning of unforeseen requirements and rerouting under outages. 2. Total number of engineering artifacts adopted greater than 5.	1. Met 2. Met	1. ≥ 25% 2. ≥ 5	1. ≥ 25% 2. ≥ 5

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
<u>National Background Investigation Services (NBIS)</u>: 1. FTE Percentage: Establishment and full staffing of the PMO.	1. 90%	1. 100%	1. N/A
<u>Standardized Tactical Entry Point (STEP)</u>: 1. STEP Resource Availability: Probability that STEP resources are operable or usable to perform it's designated or required function (ratio of time the system is functional). Target is no more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per year. 2. STEP Reliability: Probability that STEP will accurately perform its specified task under stated environmental conditions (ability of the system to perform consistently to its design). Target is no more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per	1. Met 2. Met	1. ≤ 8 hours, 45 minutes, and 36 seconds 2. ≤ 8 hours, 45 minutes, and 36 seconds	1. ≤ 8 hours, 45 minutes, and 36 seconds 2. ≤ 8 hours, 45 minutes, and 36 seconds

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
site per year.			
<u>DoD Teleport Program</u>: Teleport system availability -- Utilizing two-in-view architecture, maintain 99% of global availability of Teleport systems.	1. Met	1. 99%	1. 99%
<u>Defense Information Systems Network (DISN)</u> <u>Enterprise Activities (EA)</u>: 1. Enhanced Pentagon Capability/Survivable Emergency Conferencing Network (EPC/SECN): Ensure that EPC/SECN resources are operable or usable to perform their designated or required function at a targeted level of 99.99% without system interruption or downtime.	1. Met	1. ≥ 99.0%	1. ≥ 99.0%
2. Defense Satellite Communications system (DSCS/Global SATCOM Support Center (GSSC) Support Element. To support approved mission requests (100% completion)at a targeted level of 99.99%. An	2. Met	2. ≥ 99.0%	2. ≥ 99.0%

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
"approved mission request" is a Satellite Access Request (SAR).			
Defense Information Systems Network (DISN) Infrastructure Services: 1. Non-Secure Internet Protocol Network (NIPRNet) access circuit availability. Target: ≥ 98.50% 2. Secure Internet Protocol Router Network (SIPRNet) latency (measurement of network delay). Target: Not to exceed 100 Milliseconds 3. Defense Red-Switch Network (DRSN) switch availability.	1. Met 2. Met 3. NA	1. ≥ 98.50% 2. ≤ 100 Milliseconds 3. ≥ 99.99%	1. ≥ 98.50% 2. ≤ 100 Milliseconds 3. ≥ 99.99%
Network Operations (NetOps): 1. Percent SATCOM network fully operational -- Conduct operational management of all apportioned and non-apportioned DISA Satellite Communications (SATCOM)/Gateway resources to ensure full service	1. Met	1. 99.9%	1. 99.9%

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan

reliability and availability of the SATCOM network for our customers.
 	
Target is to maintain 99.9% of service availability at all times to the user.
 	
2. Number of Mission Denials -- Global Tactical Mission Manager and Gateway Service Desk (GSD) plan and support missions entering 16 DoD Gateways.
 	
Target is less than 1% per year.
 	
3. JFHQ-DODIN synchronizes forces to harden the DODIN.
   a. % of task orders completed
   b. % of planned COCOM CONPLAN and OPLAN defensive cyber support plans completed
	2. Met
	
	3a. N/A
	
	3b. 100%
		2. < 1% per year
		
		3a. 85%
		
		3b. 85%
			2. < 1% per year
			
			3a. 85%
			
			3b. 85%

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI):			
1. PKI -- Certificate Revocation Status. Target: < 5 seconds	1. < 3 seconds	1. < 5 seconds	1. < 5 seconds
2. CMRS -- How many new user accounts with defined permissions were created in the past 30 days? (NIPR & SIPR) Target: 50	2. 50	2. 50	2. 50
3. CSAAC Analytics -- Number of OPT Sensors Deployed/Maintained. Target: 9000	3. 9000	3. 9000	3. 9000
4. JRSS -- Implement JMS CSAAC analytic capability at 12 JRSS locations by FY 2018.	4. 11	4. 1	4. N/A
Field Commands and Field Offices:			
1. Bring DISA exercise programs into full compliance with Joint Staff Standards. Target is the number	1. 10	1. 5	1. 5

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
COCOM Tier 1 exercises in full compliance with Joint Staff Standards (FY16 Measurable Target: 5 exercises). 2. Leverage CIP programs to identify risk and mitigation strategies. FY16 Target is 22 mitigation strategies reviewed/ developed.	2. 30	2. 22	2. 22
<u>Joint Staff Support Center (JSSC)</u>: 1. JSSC provides over 250 thousand patches per year for NC, & C2 Systems and 12 thousand patches per year for Video, Graphic, Intel and VTC products. Target is 100% resolution of all incidents; elevate incidents to program manager as required. Target is 100% resolution of all incidents.	1. Met	1. 100%	1. 100%
2. IT Support for over 1000 Nuclear Decision Conferences and over 600 Worldwide GCCS-J/JOPES/ SORTS sites. Target is to maintain 99% of global availability of critical sites world-wide and 24x7 monitoring and reporting of GCCS-J and NCCS systems	2. Met	2. 100%	2. 100%

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
status, and operational impacts.			
<u>White House Situation Support Staff (WHSSS)</u>: 1. 99.9% uptime availability of classified networks, phones and peripherals in support of the WH Situation Room and NSC	1. Met	1. 99.0%	1. 99.0%
2. Ensure 99.9% network uptime for COOP and COG facilities.	2. Met	2. 99.9%	2. 99.9%
<u>Minimum Essential Emergency Communications Network (MEECN)</u>: 1. Product Delivery -- Provide engineering products in all task areas that satisfy customer needs at least 90% of the time.	1. Met	1. 90%	1. 90%
2. Systems Assessments -- Conduct assessments of the Nuclear C3 system and the SLC3S that provide actionable results and recommendations for the Joint Staff and OSD/CIO to pursue improvements to these capabilities at least 90% of the time.	2. Completed 90% of scheduled assessments	2. Assessments conducted 90% of the time	2. Assessments conducted 90% of the time

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

Metric Description by Program	2017 Actual	2018 Plan	2019 Plan
3. Reliability -- 98.9% availability of the DISA-managed infrastructure.	3. Met	3. 98.9%	3. 98.9%
<u>Communications Management Control Activity (CMCA)</u>: Service Availability -- The performance will be measured based on maintaining 99.9% availability of the CATT tool to the authorized users in a reliable, responsive, and timely manner at all times.	1. Met	1. 99.9%	1. 99.9%

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V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	1,320	1,668	1,661	348	-7
Officer	322	381	375	59	-6
Enlisted	998	1,287	1,286	289	-1
Reserve Drill Strength (E/S) (Total)	14	15	15	1	0
Officer	1	1	1	0	0
Enlisted	13	14	14	1	0
Civilian End Strength (Total)	2,512	3,116	3,223	604	107
U.S. Direct Hire	2,454	3,019	3,090	565	71
Total Direct Hire	2,454	3,019	3,090	565	71
Reimbursable Civilians	58	97	133	39	36
Active Military Average Strength (A/S) (Total)	1,320	1,668	1,661	348	-7
Officer	322	381	375	59	-6
Enlisted	998	1,287	1,286	289	-1
Reserve Drill Strength (A/S) (Total)	14	15	15	1	0
Officer	1	1	1	0	0
Enlisted	13	14	14	1	0
Civilian FTEs (Total)	2,436	3,116	3,223	680	107
U.S. Direct Hire	2,383	3,019	3,090	636	71
Total Direct Hire	2,383	3,019	3,090	636	71
Reimbursable Civilians	53	97	133	44	36
Average Annual Civilian Salary ($ in thousands)	147.9	137.4	138.2	-10.5	.8
Contractor FTEs (Total)	3,308	4,098	4,173	790	75

FY 2017-2018: The FTE change from FY 2017 - FY 2018 is (+680) FTEs. The FTE change is due to the following:

Functional Transfer (+462) FTEs: An increase of (+462) FTEs reflects the functional transfer from the Army Information Technology Agency (ITA) (+247), Washington Headquarters Services (WHS) Enterprise Information Technology Services Directorate (EITSD) (+169), and the Joint Staff Director of IT Services (+46) to DISA as a result of the consolidation of IT services in the Pentagon and National Capital Region (NCR).

Departmental Adjustments (+51) FTEs: An increase of (+44) FTEs provides for engineering, network, and White House IT helpdesk support required to successfully field and sustain the Presidential Information Technology Community (PITC) mission. An increase of (+5) FTEs provides IT Engineers to support the modernization of endpoint security on DoD networks and to implement pilot and test security solutions within the DODIN. The Joint Service Provider (JSP) program increases (+2) FTEs. Details provided for this program are submitted separately in appropriately classified DoD budget exhibits.

DISA Internal Adjustments (+141) FTEs: An increase of (+141) FTEs is due to increased hiring actions to fill vacancies created from retirements and attrition in FY 2017.

Management Headquarters Reduction (-18) FTEs: A (-18) FTE reduction is primarily attributed to a DoD efficiency reduction in management headquarters staffing.

Reimbursable Workload: An increase of (+44) FTEs is due to an increase in anticipated reimbursable workload.

FY 2018-2019: The FTE change from FY 2018 - FY 2019 is (+107) FTEs. The FTE change is due to the following:

DISA Internal Adjustments (+84) FTEs: An increase of (+38) FTEs primarily reflects an increase in non-technical support due to increased mission requirements throughout the Agency. These FTEs will consist of developmental level financial, acquisition and human resource analysts to compliment an aging workforce in these career fields. In addition, the increase reflects the realignment of non-major headquarters activities from Management Headquarters to Shared Services in order to comply with the Department's revised definitions of major headquarters activities and functions. An increase of (+29) FTEs is the result of the realignment from RDT&E to O&M. These FTEs will provide IT systems analysis, requirements analysis, cost analysis, and acquisition expertise to develop mission and business case analysis, and NIPRNet/SIPRNet Cyber Security Architecture Review (NSCAR) requirements for a quantitative analysis tool. An increase of (+29) FTEs for the Joint Service Provider (JSP) will fund additional IT specialists, computer scientists and engineers to perform 24x7, secure and modern end-to-end IT services and architect and develop IT technology capabilities in the Pentagon and the National Capital Region (NCR). An increase of (+2) FTEs provide additional support for the Mobility Program's Morpheus Database and application development. A (-14) FTE decrease reflects the realignment of non-major headquarters activities from Management Headquarters to Shared Services in order to comply with the Department's revised definitions of major headquarters activities and functions.

Departmental Adjustments (+6) FTEs: The Combined Advanced Application Program increases (+6) FTEs. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately.

Functional Transfer (-19) FTEs: A decrease of (-19) FTEs reflects the functional transfer of the Multinational Information Sharing (MNIS) Program responsibilities and resources from DISA to USAF to develop and field a Mission Partner Environment.

Reimbursable Workload (+36) FTEs: An increase of (+36) FTEs establishes the reimbursable manpower required for the Joint Service Provider (JSP) Telecommunication Program.

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

		Change FY 2017/FY 2018			Change FY 2018/FY 2019		
OP 32 Line	FY 2017 Actuals	Price	Program	FY 2018 Estimate	Price	Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	352,344	6,885	55,632	414,861	2,116	9,989	426,966
107 Voluntary Sep Incentives	16	0	-16	0	0	0	0
199 Total Civ Compensation	**352,360**	**6,885**	**55,616**	**414,861**	**2,116**	**9,989**	**426,966**
308 Travel of Persons	36,237	616	-6,087	30,766	554	-224	31,096
399 Total Travel	**36,237**	**616**	**-6,087**	**30,766**	**554**	**-224**	**31,096**
671 DISA DISN Subscription Services (DSS)	25,643	487	20,196	46,326	834	-994	46,166
672 PRMRF Purchases	18,071	-92	-124	17,855	-109	3,134	20,880
677 DISA Telecomm Svcs - Reimbursable	0	0	43,720	43,720	831	-5,959	38,592
696 DFAS Financial Operation (Other Defense Agencies)	7,658	-93	-1,395	6,170	318	0	6,488
699 Total DWCF Purchases	**51,372**	**302**	**62,397**	**114,071**	**1,874**	**-3,819**	**112,126**
771 Commercial Transport	2,345	40	1,805	4,190	75	0	4,265
799 Total Transportation	**2,345**	**40**	**1,805**	**4,190**	**75**	**0**	**4,265**
901 Foreign National Indirect Hire (FNIH)	41	1	-42	0	0	0	0
912 Rental Payments to GSA (SLUC)	1,165	20	835	2,020	36	4,862	6,918
913 Purchased Utilities (Non-Fund)	3,909	66	7,382	11,357	204	-887	10,674
914 Purchased Communications (Non-Fund)	29,575	503	7,917	37,995	684	-308	38,371
915 Rents (Non-GSA)	78	1	50	129	2	0	131
917 Postal Services (U.S.P.S)	12	0	204	216	4	0	220
920 Supplies & Materials (Non-Fund)	9,446	161	-1,011	8,596	155	0	8,751
921 Printing & Reproduction	27	0	62	89	2	0	91
922 Equipment Maintenance By Contract	885,079	15,047	280,412	1,180,538	21,250	39,091	1,240,879
923 Facilities Sust, Rest, & Mod by Contract	12,241	208	-5,004	7,445	134	1,151	8,730
925 Equipment Purchases (Non-Fund)	48,091	818	-10,203	38,706	697	619	40,022
932 Mgt Prof Support Svcs	351	6	1,357	1,714	31	0	1,745

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
933 Studies, Analysis & Eval	877	15	1,285	2,177	39	0	2,216
934 Engineering & Tech Svcs	470	8	1,164	1,642	30	0	1,672
957 Other Costs (Land and Structures)	43	1	-44	0	0	0	0
987 Other Intra-Govt Purch	18,682	318	38,762	57,762	1,040	2,580	61,382
989 Other Services	56,028	952	38,448	95,428	1,718	13,529	110,675
999 Total Other Purchases	**1,066,115**	**18,125**	**361,574**	**1,445,814**	**26,026**	**60,637**	**1,532,477**
Total	**1,508,429**	**25,968**	**475,305**	**2,009,702**	**30,645**	**66,583**	**2,106,930**

* The FY 2017 Actual column <u>includes</u> $48,814.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $64,137.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $111,702.0 thousand of FY 2019 OCO Appropriations funding.

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Operation and Maintenance, Defense-Wide

Defense Logistics Agency

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DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 Budget Estimates

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DLA	343,213	5,789	51,420	400,422	5,201	-26,348	379,275

I.   Description of Operations Financed:

The following is a description of the Defense Logistics Agency's (DLA) Operation and Maintenance (O&M) activities:

Administration and Service-Wide Activities: Includes contracts, supplies, equipment maintenance, communications, personnel costs, travel, and training. The two sub-categories are:

DoD Programs — These include program offices under the Office of the Secretary of Defense (OSD) direction for which DLA provides budget administration support. Assigned personnel work exclusively on their respective programs. The activity group, described below, includes:

1. Defense Property Accountability System (DPAS)
2. Property & Equipment Policy (P&EP)
3. Business Process Reengineering Center (BPRC)
4. Continuity of Operations Program (COOP)/Classified Program
5. Defense Standardization Program Office (DSPO)
6. Logistics Transformation

I.   <u>**Description of Operations Financed (cont.)**</u>
   7. Automatic Identification Technology (AIT)
   8. Joint Purchase Card Program Office (JPCPO)
   9. DoD Enterprise Business Systems (DEBS)

   1. <u>Defense Property Accountability System (DPAS)</u>: DPAS is an Accountable Property
      System of Record (APSR) that meets the property accountability requirements for the
      Army, Navy, Marine Corps, Air Force and 26 Defense Agencies/Field Activities
      (DA/FA). DPAS provides support for over 6,500 users, and is accountable for
      approximately 3.8 million assets valued at over $430 billion. DPAS is an enduring
      system that interfaces with Enterprise Resource Planning (ERP) and legacy accounting
      systems and is a critical financial feeder system for the Services and DA/FA. DPAS
      provides capital asset values (acquisition value less accumulated depreciation) that
      are reported on Component financial statements for personal, military, heritage, and
      real property accounts which are required to meet the mandated audit ready date of
      2017 per the National Defense Authorization Act of 2010. DPAS maintains a clean
      Statement on Standards for Attestation Engagements (SSAE)-16 audit which validates
      controls within the system significantly reducing its customers audit requirements
      and is scheduled to add 8,000 new users over the next 18 months to satisfy emerging
      audit readiness needs. DPAS is the Fleet Management Information System for the
      Defense Agencies, Air Force and the Army. This provides the ability to track the
      maintenance actions, to include preventive and breakdown/emergency actions, usage of
      the assets (miles/hours/rounds fired) and scheduling of dispatch. An interface was
      created with the General Services Administration (GSA) Fleet Automotive Statistical
      Tool to eliminate the manual entry of data for annual reporting. To assist the
      Department in eliminating the material weakness identified in the Statement of
      Assurance, DPAS also provides the capability to manage assets that have been
      provided to contractors (Government furnished property). This includes an automated

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

interface with the Wide Area Workflow to automate the identification of assets being transferred to and from the contractors. The system is web-enabled and is continually upgraded to comply with the latest business transformation initiatives. A Warehouse Management module has been added to provide support for the management of Organizational Clothing and Individual Equipment (OCIE) assets for the Marine Corps, Navy, Air Force and Army. This module is also being used to manage Operating Materials and Supplies (OM&S) parts and spares in many organizations. The Under Secretary of Defense Acquisition, Technology and Logistics (OUSD(AT&L)) provides program management oversight.

2. Property & Equipment Policy (P&EP): P&EP office is the lead OUSD(AT&L) office for equipment accountability, policy, and audit readiness. P&EP office mission areas include:

a) Working to improve equipment life-cycle visibility from initial acquisition through final disposition processing;

b) Examining Department policies and establishing improvement plans to obtain a higher degree of asset visibility;

c) Establishing requirements for Accountable Property Systems of Record (APSR);

d) Managing Federal fleet management requirements as implemented within the Department;

e) Setting Internal Use Software (IUS) accountability requirements; and

f) Leveraging Proper Financial Accounting Treatment for General Equipment (PFAT4GE) contract structuring with the use of Wide Area Workflow (WAWF) and the Item Unique Identification (IUID) Registry to collect valuable equipment information.

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

In addition, P&EP is the responsible office for DoD Instruction (DoDI) 5000.64, "Accountability and Management of DoD Equipment and Other Accountable Property," which sets accountability policy for equipment, special tools, special test equipment, or other accountable property, and DoDI 5000.xa, "Accountability and Management of Internal Use Software," which provides accountability requirements for IUS as a subset of General PP&E.

3. <u>Business Process Reengineering (BPR) Center (BPRC)</u>: BPRC focuses on a management analysis discipline that redesigns processes, organizations, and the culture of DoD activities through functional leaders who apply improvement tools and techniques. The BPR technique of redesign can be radical or incremental to achieve dramatic improvements. BPRC achieves results by analyzing processes through a cross-functional, integrated analysis of multiple activities or functions. BPRC is chartered to support OUSD (AT&L), and includes services to carry out activities such as:
   a) Strategic planning, outlining vision and goals;
   b) Activity modeling of current and future processes, including cross-functional and integration analyses;
   c) Data modeling (including data standardization) associated with activity modeling;
   d) Benchmarking to identify and evaluate best practices and their application to DoD;
   e) Development of functional economic analyses;
   f) Planning for BPR implementation and assessment;
   g) Analysis leading to the selection of migration systems following BPR;

I.   <u>**Description of Operations Financed (cont.)**</u>
        h) Development and identification of BPR tools.

   4. <u>Continuity of Operations (COOP)/ Classified Program</u>: This program is reported in
      accordance with Title 10, United States Code (USC), Section 119(a)(1) in the Special
      Access Program Annual Report to Congress. Additional details pertaining to the
      justification of Special Access Programs (SAP), Military Intelligence Program (MIP),
      National Intelligence Program (NIP), and all other classified programs are in
      sections 4E (Procurement), 4F (Research & Development) and 4M of the annual report.
      In accordance with DoD Directive 5111.1 and DoD Directive 5111.13, Defense
      Continuity & Mission Assurance (DC&MA) was established to consolidate continuity-
      related policy and oversight activities within DoD in order to ensure the Secretary
      of Defense, the Deputy Secretary of Defense and their senior and supporting staffs,
      and the DoD Components in coordination with the Chairman of the Joint Chiefs of
      Staff can perform their mission essential functions under all circumstances.

      DC&MA provides the DoD with policy, plans, oversight of crisis management and
      continuity related programs. The DC&MA's primary mission is to support the continued
      execution of the Department's mission essential functions across the full spectrum
      of threats. The threats range from major natural disasters to weapons of mass
      destruction in major metropolitan areas, as well as large-scale terrorist attacks.
      The Executive Director, DLA J32 Mission Support in coordination with the Deputy
      Assistant Secretary of Defense (DASD) for DC&MA oversees the implementation of
      Defense continuity policy, including activities supporting continuity of operations,
      continuity of government, and enduring constitutional government.

   5. <u>Defense Standardization Program Office (DSPO)</u>: The DSPO is made up of the Defense
      Standardization Program (DSP) and the Government Industry Data Exchange Program

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

   a) <u>DSP</u> is authorized by Sections 2451-2452 of Title 10, USC, and the DoDI 4120.24, which implements the DSP in the DoD. DSPO is the Executive Agent responsible for developing DoD policy and procedures for the DSP, to include the development and use of military specifications and standards; DoD adoption of non-Government standards; Diminishing Manufacturing Sources and Material Shortages (DMSMS); Government-Industry Data Exchange Program; and a variety of related issues. DSPO represents the Department to DoD communities, other Federal agencies, and the private sector by providing tools, training, and outreach with materiel standardization products and services that enhance and facilitate understanding, communication, and coordination to improve interoperability and logistics readiness and reduce total ownership costs. DSPO also represents the United States on NATO materiel standardization policy committees.

   b) <u>GIDEP</u> is a part of DSPO. GIDEP's mission is to foster and facilitate the exchange of technical information between Government agencies and industry to increase systems safety, reliability, and readiness while reducing systems development, production, and ownership costs. Member agencies include the DoD, Army, Navy and Marine Corps, Air Force, the Department of Energy, and National Air and Space Administration. Information exchanged has been focused on nonconforming parts (including counterfeits), obsolescence management, product change, engineering, reliability/ maintainability, and metrology. GIDEP members provide information to the GIDEP database through a web interface and/or through custom reports. GIDEP has been designated by OMB Policy Letter 91-3 as the provider of the Government's central database for receiving and

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

disseminating information about nonconforming products and materials (including suspected counterfeits) and by DoD as the DMSMS centralized database for sharing DMSMS information among DoD and Industry groups. GIDEP supports approximately 2,000 organizations, who have reported approximately $2 billion in savings and cost avoidance to date, through the use of this information exchange.

6. Logistics Transformation: This program supports the logistics mission activities to move the Department towards critical improvements in logistics systems and processes. The program facilitates efforts to develop and implement effective supply chain management and logistics processes in the Department, from sources of supply to operational customers, and from early acquisition planning through sustainment and disposal.

7. Automatic Identification Technology (AIT): AIT is a suite of technologies (e.g., bar codes, smart cards, satellite tracking systems, and Radio Frequency Identification (RFID) tags) used to capture, aggregate, and transfer data automatically to the Automated Information Systems (AIS). The use of AIT with AIS provides timely visibility of logistics assets, whether in-process, in-storage, or in-transit. Current DoD policy requires the use of active (high capacity) RFID tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.

8. Joint Purchase Card Program Office (JPCPO): The JPCPO function was realigned from the Army to DLA in FY 2010, to minimize purchase card related fraud, waste, and

I. **Description of Operations Financed (cont.)**
    abuse and enable the transition to a procurement portfolio e-business environment.
    The OUSD (AT&L) provides program management oversight.

9. DoD Enterprise Business Systems (DEBS): With the disestablishment of the Business
   Transformation Agency (BTA), DLA O&M assumed responsibility on 1 August 2011 for 15
   systems collectively referred to as DEBS. Since that date: Synchronized Pre-
   Deployment Operational Tracker (SPOT) was transferred to the Defense Human Resources
   Activity (DHRA) in FY 2012; Virtual Interactive Processing System (VIPS) was
   terminated in FY 2013; Global Exchange (GEX) and Electronic Document Access (EDA)
   transferred in FY 2013 and Wide Area Workflow (WAWF) transferred in FY 2014 to the
   Defense Working Capital Fund (DWCF); Business Enterprise Information System (BEIS)
   was transferred to the Defense Finance and Accounting Service (DFAS) in FY 2015; and
   Defense Travel System (DTS) and the Defense Information System for Security (DISS)
   transferred to the Defense Human Resources Activity in FY 2016. Currently, the five
   remaining systems and DEBS Infrastructure are managed under the DEBS portfolio as
   follows:

       a) Defense Agencies Initiative (DAI): The objective is to achieve auditable,
          Chief Financial Officer-compliant business environments for the Defense
          Agencies with accurate, timely, authoritative financial data. DAI will also
          provide time and labor accounting for the Defense Agencies. The primary goal
          is to deploy a standardized system solution to improve overall financial
          management and comply with Business Enterprise Architecture (BEA), Standard
          Financial Information Structure (SFIS), and Office of Federal Financial
          Management (OFFM) requirements. The desired end state is to provide
          Department leadership with financial visibility on a common accounting

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

auditable financial management system available 24/7 worldwide via Non-classified Internet Protocol (IP) Router Network (NIPRNet).

Common business functions within budget execution include: Procure to Pay (P2P); Order to Cash (O2C); Acquire to Retire (A2R); Budget to Execute (B2E); cost accounting; Hire to Retire (H2R) (time/Labor reporting and absence management); absence management; budget formulation; Treasury direct disbursing; DWCF and General fund accounting, re-sales accounting; and grants financial management. These correspond to DoD BEA End-to-End business Processes that include: P2P, B2E, Cost Accounting, O2C, A2R, H2R, and Proposal to Reward (Grants financial management accounting).

DAI will continue its expansion of the DAI capability to additional Defense Agencies and users. DAI will fully develop DWCF accounting and re-sale accounting capabilities consistent with the requirements defined in the September 2010 Capabilities Development Document (CDD) and the updated November 2016 Business Case Analysis. Prior development of these capabilities was not required by the Defense Agency users for Increments 1 and 2. At full deployment, DAI is expected to have over 60,000 users.

b) <u>Defense Retiree and Annuitant System 2 (DRAS2)</u>: The DFAS is transitioning the technology architecture from a DRAS legacy mainframe environment to a proven commercial-off-the-shelf (COTS) system. DRAS2 will be an enterprise system to pay military retirees, former spouses, and survivor beneficiaries. DRAS2 will support the growing number of retirees and annuitants that are entering the system at a rate of 2-5% per year and supports an annual payroll in excess of $40 billion for 2.7 million people. DRAS2 will provide enhanced

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

system functionality, flexibility, and a modern architecture to improve efficiency and reduce costs by streamlining processes, and focusing on new ways of doing business. DRAS2 will be on a cost effective modern platform that enables the rapid insertion of new statutory and regulatory requirements.

c) Enterprise Funds Distribution (EFD): EFD provides a web-based application for the automated pre-planning, apportionment, reprogramming, rescission, continuing resolution, congressional tracking, and reporting of appropriated funding distributed throughout DoD. The EFD system streamlines core funds distribution capabilities across Components and provides visibility both vertically and horizontally. EFD provides the Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) with an automated funds distribution system that will track congressional action, create baselines (DD 1414), and produce funding authorization and control documents for all DoD appropriations. OUSD(C) will use EFD for funds distribution for all components at distribution levels I and II, and the Defense Agencies will use EFD for funds distribution for all levels.

d) Standard Procurement System (SPS): SPS is the DoD contract writing system used by 27,000 procurement professionals, in over 500 contracting offices, in each military Services and 16 other Defense agencies world-wide. It automates the contracting process from procurement request, through award and administration, to final closeout. SPS accomplishes three main functions: contract placement, procurement, and contract administration.

I.   Description of Operations Financed (cont.)

> The SPS Joint Program Management Office (JPMO) manages the acquisition of SPS software and support, which is distributed to and operated by the DoD Components, and maintains the suite of applications by providing version releases approximately once a year. Since the program is in the sustainment phase of its lifecycle, version releases are limited to security updates, policy updates, technology updates, and product defect fixes. SPS JPMO also provides help desk services, deployment support, and integration support to its customers. SPS Milestone Decision Authority is the DLA Program Executive Officer. The Director of Defense Procurement and Acquisition Policy (DPAP) is the Principal Functional Proponent.

> e) <u>Joint Contingency Contract System (JCCS)</u>: JCCS is the primary source for Iraq and Afghanistan vendor information. JCCS is designed to provide a capability to register host nation (HN) vendors in English and Arabic, vendor past performance, allow posting of Iraqi/Afghani reconstruction solicitations, provide a location for vendors to submit proposals, track historical reconstruction contract data, and allow oversight of in-theatre contracts to monitor cost, schedule, performance, and vendor activities. JCCS provides the CENTCOM-Joint Theater Support Contracting Command (C-JTSCC) professionals a single source of data for HN vendor management to include: HN vendor registration, past performance, vetting, invoice and payment for contracting and financial data to support mission spend analysis, strategic sourcing and staffing requirements. JCCS produces a myriad of contract and financial reports to support the warfighter's overall acquisition forecasting. JCCS is also a platform for web services delivery of expeditionary and contingency business applications to include SPS, SPOT, EDA, GEX, and FPDS-NG, TBC, cASM, OCONTRAX and WAWF. JCCS supports

I.   Description of Operations Financed (cont.)

contingency initiatives to include the 3in1 Handheld Device and ACSA-Global Acquisition Tracking Reporting Tool - AGATRS and Theater Business Clearance.

f) DoD Enterprise Business System (DEBS) Infrastructure: This consolidated support provides key skill sets that can be shared among the programs (EFD, DRAS2, DAI, JCCS, SPS) reducing overall unique program costs and using standard and repeatable processes to manage programs throughout all phases of the acquisition life cycle.

HQ DLA Programs includes programs associated with the DLA logistics mission as well as Departmental programs. DLA provides budget administrator support that is responsible for program oversight and policy guidance for these programs, described in the paragraphs that follow:

1. Audit Readiness
2. Contingency Logistics
3. Continuing Health
4. Defense Critical Infrastructure Program (CIP)
5. Defense Finance and Accounting Service (DFAS)
6. Defense Information System Network (DISN)
7. Disability Compensation
8. Homeless Blankets
9. Joint Contingency Acquisition Support Office (JCASO)
10. Law Enforcement Support Office (LESO)
11. Logistics and Manufacturing Technology

I.   Description of Operations Financed (cont.)

12. Managerial Support

13. Mapping

14. Morale, Welfare and Recreation (MWR)

15. Procurement Technical Assistance Program (PTAP)

16. Unemployment Compensation

17. Warstopper

1.   Audit Readiness: The Audit Readiness funding supports DLA General Fund Audit
   Readiness in sustainment of DEBS, other systems, and micro applications identified as
   pertinent to DLA's Audit Readiness. This includes: 1)Audit readiness support;
   2)Business Process Controls (BPC) support to include Process Cycle Memorandum (PCM)
   Review, BPC identification and testing, Corrective Action Plans (CAP), Software Change
   Requests (SCR) and CAP validation and documentation remediation; 3)Service provider
   support which will include updated Memorandum of Agreements (MOA), Memorandum of
   Understanding (MOU), or Service Level Agreements (SLA) and Defense Information Systems
   Agency (DISA) support; and 4)Other systems and micro applications, CAPs, SCRs, CAP
   validation and update System Assertion Work Products (SAWP).

2.   Contingency Logistics: The Contingency Logistics program supports military unique
   (DoD-Mandated) tasks, such as readiness support, that a commercial distribution company
   would not experience. Contingency Logistics helps to keep the DLA's prices competitive
   with those of the private sector, which do not include overhead for DoD unique costs.
   For example, a commercial operation would either dispose of inventory demanded only in
   wartime (War Reserve Materiel) or charge the customer for the costs of retaining this
   inventory. By funding the cost of retaining this inventory outside customer prices, DLA
   can reduce the materiel surcharge (Cost Recovery Rate) to achieve more comparable

I.   Description of Operations Financed (cont.)

pricing. The baseline includes peacetime contingency planning and Command and Control Center costs, and the Department's hazardous and ozone depleting substances programs.

3.   Continuing Health: The Continuing Health program provides coverage for DLA employees affected by reductions-in-force and Base Realignment and Closure (BRAC).

4.   Defense Critical Infrastructure Program (DCIP): DCIP supports DoD-wide risk management decisions by enabling responsible authorities to execute a wide variety of mission essential functions in support of national security objectives. The Defense Logistics Infrastructure Sector Lead Agent funding was realigned from ASD (Homeland Defense & Americas Security Affairs) in FY 2009 to DLA. This allows Logistics DCIP program management to take place closer to the execution source. DLA facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets. This information is shared with the Combatant Commands, Services, and other Defense Agencies via a DCIP shared data environment for integrated, DoD-wide DCIP risk management. This enables the prioritization of scarce Component resources for remediation of infrastructure vulnerabilities, mitigation of impact of incidents upon infrastructure, and reconstitution of DoD infrastructure capabilities by allowing resources to be applied to Defense critical infrastructure assets essential to project, support, and sustain military forces and operations.

5.   Defense Finance and Accounting Service (DFAS): DFAS requires reimbursement for accounting services provided to the General Fund activities (DoD Programs and HQ DLA Programs).

6.   Defense Information System Network (DISN): DISN requires reimbursement for services.

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

7.   <u>Disability Compensation</u>: The Disability Compensation program funding provides
    required funding for disability compensation for the Clothing Factory closed by BRAC
    1993.

8.   <u>Homeless Blankets</u>: The Stewart B. McKinley Homeless Assistance Act of 1987 enables
    DLA to provide blankets to qualified US 501(c)3 organizations working with the
    homeless. Homeless shelters request blankets, which are issued on a first-come, first-
    served basis up to the amount of funding.

9.   <u>Joint Contingency Acquisition Support Office</u>: JCASO provides contingency acquisition
    support across the Geographic Combatant Commands (GCC) and U.S. Government agencies.
    JCASO operationalizes program management of Operational Contract Support (OCS) for
    planning, exercises, training, and real world combat/humanitarian operations. JCASO has
    the centralized capability and resources to assist a GCC in planning for and providing
    program management for OCS throughout all phases of an operation and has planners that
    are subject matter experts on OCS embedded in the GCC staffs to provide planning
    guidance and analysis for contracting and contractor management. Upon request, JCASO
    can deploy scalable teams that provide an expeditionary, joint OCS program management
    capability to the GCC or Joint Force Commander (JFC) that synchronizes OCS to support
    contingency acquisition, strategic planning, contract formation/management, and would
    assist in maintaining visibility/accountability of contractors accompanying the force.

    The majority of the JCASO baseline budget funds personnel salaries and travel directed
    in DoDI 3020.41 and Joint Publication (JP) 4-10. JCASO supports and average of thirteen
    Title 10 exercises per year. Each 2-week exercise also has an initial, mid, and final

I.   Description of Operations Financed (cont.)

planning conference, which each last 1 week. JCASO also supports/has supported numerous contingencies to include Operation UNIFIED RESPONSE, Operation ODYSSEY DAWN, Operation TOMODACHI, Operation UNITED ASSISTANCE, Operation INHERENT RESOLVE, Operation RESOLUTE SUPPORT and Operation SAHAYOGI HAAT. Additionally, JCASO assists during relief operations and has provided key support during Hurricanes Sandy, Harvey, Irma, and Maria.

10. <u>Law Enforcement Support Office (LESO)</u>: LESO administers the transfer of excess DoD personal property suitable for use by other Federal and State agencies in law enforcement activities, including preference to the Department of Homeland Security, counter-drug/counter terrorism and border security activities, as prescribed in the under Section 1033 of the FY 1997 National Defense Authorization Act (NDAA) (10 USC 2576a); LESO provides information and training on the process and procedures of the excess property program to Federal and State agencies annually in accordance with Section 1401 of the FY 2003 NDAA (10 USC 380). The 1033 Program has transferred $6.8 billion in materiel since the program's inception and $504 million in FY 2017. More than 8,000 law enforcement agencies nationwide currently participate in this highly visible program that enhances law enforcement capabilities while saving the taxpayer dollars. LESO has consultation and coordination of authority with the OSD, Department of Justice (DoJ), and the Office of National Drug Control Policy (ONDCP) in an effort to aide in the National Military Strategy and the National Drug Control Strategy.

11. <u>Logistics and Manufacturing Technology</u>: This funds expenses for Headquarters Research and Development Management, organizational management analyses, test and evaluation for systems sustainment personnel and command support, and product improvement within the current performance envelope for systems out of production.

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

12. Managerial Support: Expenses of Director's coins, interest, investigative support, Official Representation Funds (ORF) and prior year programs that have incurred a bill in the current year but the program no longer exists.

13. Mapping: DLA serves as the DoD Integrated Materiel Manager and Distributor of approximately 70,000 map items that transferred from the National Geospatial-Intelligence Agency (NGA). DLA provides a unified world-wide tailored distribution system for all geospatial products; which are no longer strictly hard copy map products but also include a wide variety of classified and unclassified hydrographic, topographic, aeronautical and digital maps, charts and various publications required to support the warfighter.

14. Morale, Welfare and Recreation (MWR): MWR programs provide support to DLA military, civilians, military retirees and their families. MWR enhances DLAs readiness and resilience by offering services that reduce stress, and promote self-confidence and foster strong esprit de corps. Included are family programs, child and youth programs, recreation and sports programs, and leisure activities. Funding is based on cost estimates for operating DLA MWR activities.

15. Procurement Technical Assistance Program (PTAP): Title 10 USC Chapter 142 authorizes the Secretary of Defense, acting through the Director, DLA, to enter into cost sharing cooperative agreements with state and local governments, nonprofit organizations, Indian tribal organizations and Indian economic enterprises to establish and maintain procurement technical assistance centers. The purpose of the program is to enhance the industrial base, improve local economies and generate employment by assisting businesses in obtaining and performing under contracts with DoD as well as other federal agencies and state and local governments. Under the PTAP statute, DLA can pay

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

up to $0.75 million for statewide programs and $0.45 million for regional (less than statewide) programs during the fiscal year.

16. Unemployment Compensation: The DLA pays the Unemployment Compensation bill for all Defense Agencies.

17. Warstopper Program: The Warstopper Program implements specific industrial preparedness measures for certain supply items, and preserves critical industrial capabilities to support the Department's readiness and sustainment requirements. These measures are applied to selected items such as chemical protective suits, nerve agent antidote auto-injectors, meals-ready-to eat, and some specialty steels. Peacetime demand for these items is inadequate to sustain an industrial base sufficient to meet readiness and mobilization requirements. DLA uses a rigorous business case evaluation to obtain a return on investment that maximizes warfighter benefits. The Warstopper Program is the single Agency program for the preservation of essential production capability. It provides the means to invest in improving industry responsiveness, typically without purchasing finished goods inventory. It includes the funding of Industrial Preparedness Measures (IPMs) that support the "surge" of go-to-war materiel to increase supply availability of DLA procured items and provides for War Reserve Materiel (WRM) items as directed in Defense planning documents. The Warstopper Program has led to cumulative inventory, War Reserve Materiel, cost avoidance of nearly $6 billion through the investment of approximately $927 million over the program's lifetime (1993).

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

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

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 Budget Estimates

III. Financial Summary ($ in thousands)

		FY 2018					
		Budget Request	Congressional Action			Current Estimate	FY 2019 Estimate
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
BA4 Administration and Service-Wide Activities: DoD Programs	**60,546**	**62,930**	**0**	**0.0**	**0**	**62,930**	**67,293**
Automatic Identification Technology	1,256	2,536	0	0.0	0	2,536	2,574
Business Process Reengineering Center	2,389	2,647	0	0.0	0	2,647	2,676
Continuity of Operations	31,356	31,632	0	0.0	0	31,632	35,564
Defense Property Accountability System	8,244	7,742	0	0.0	0	7,742	7,851
Defense Standardization Program Office	9,003	7,713	0	0.0	0	7,713	7,832
Joint Purchase Card Program Office	1,453	1,506	0	0.0	0	1,506	1,528
Logistics Transformation	6,265	8,118	0	0.0	0	8,118	8,241
Property & Equipment Policy	580	1,036	0	0.0	0	1,036	1,027
BA4. Administration and Service-Wide Activities: DoD Programs - DoD Enterprise Business Systems	**65,955**	**104,086**	**0**	**0.0**	**0**	**104,086**	**91,594**

III. Financial Summary ($ in thousands)

			FY 2018					
				Congressional Action				
A. BA Subactivities	**FY 2017 Actuals**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2019 Estimate**
Defense Agencies Initiative	36,804	58,222	0	0.0	0	58,222	50,518
Defense Retiree and Annuitant System 2	3,649	5,707	0	0.0	0	5,707	7,448
DoD Enterprise Business Systems Infrastructure	8,526	15,484	0	0.0	0	15,484	9,617
Enterprise Funds Distribution	3,181	7,318	0	0.0	0	7,318	6,452
Joint Contingency Contract System	0	2,404	0	0.0	0	2,404	2,382
Standard Procurement System	13,795	14,951	0	0.0	0	14,951	15,177
BA4. Administration and Service-Wide Activities: HQ DLA Programs	**216,712**	**233,406**	**0**	**0.0**	**0**	**233,406**	**220,388**
Audit Readiness	1,779	3,049	0	0.0	0	3,049	2,823
Contingency Logistics	53,969	61,117	0	0.0	0	61,117	56,551
Continuing Health	101	106	0	0.0	0	106	108
Counter Drug	559	0	0	0.0	0	0	0
Defense Critical Infrastructure Program	415	1,149	0	0.0	0	1,149	1,166
Defense Environmental Restoration Account	6,593	0	0	0.0	0	0	0
Defense Finance & Accounting Service	3,133	3,100	0	0.0	0	3,100	3,074

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action			Current Estimate	FY 2019 Estimate
			Amount	Percent	Appropriated		
Defense Information System Network	10,374	8,695	0	0.0	0	8,695	7,052
Disability Compensation	763	784	0	0.0	0	784	795
Homeless Blankets	3,324	3,447	0	0.0	0	3,447	3,500
Joint Contingency Acquisition Support Office	8,300	6,793	0	0.0	0	6,793	6,657
Law Enforcement Support Office	3,243	3,108	0	0.0	0	3,108	3,426
Logistics & Manufacturing Technology	0	3,000	0	0.0	0	3,000	2,974
Managerial Support	6	23	0	0.0	0	23	25
Mapping	28,937	29,971	0	0.0	0	29,971	30,249
Morale, Welfare & Recreation	28,080	25,941	0	0.0	0	25,941	26,668
Procurement Technical Assistance Program	34,762	24,158	0	0.0	0	24,158	24,525
Unemployment Compensation	5,680	11,025	0	0.0	0	11,025	5,683
Warstoppers	26,694	47,940	0	0.0	0	47,940	45,112
Total	**343,213**	**400,422**	**0**	**0.0**	**0**	**400,422**	**379,275**

III. __Financial Summary__ ($ in thousands)

B. __Reconciliation Summary__	Change FY 2018/FY 2018	Change FY 2018/FY 2019
__Baseline Funding__	400,422	400,422
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
__Subtotal Appropriated Amount__	400,422	
Fact-of-Life Changes (2018 to 2018 Only)		
__Subtotal Baseline Funding__	400,422	
Supplemental		
Reprogrammings		
Price Changes		5,201
Functional Transfers		
Program Changes		-26,348
__Current Estimate__	400,422	379,275
Less: Wartime Supplemental		
__Normalized Current Estimate__	400,422	

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 Budget Estimates

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**400,422**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**400,422**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**400,422**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**400,422**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**400,422**
6. Price Change		5,201
7. Functional Transfers		
8. Program Increases		6,378
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) COOP	3,411	
Increase is in support of an expansion of a current classified requirement and an additional classified requirement that falls under Title 10, USC, section 119(a)(1) Special Access Program Annual Report to Congress and DoDD 5111.1 & 5111.13. (FY 2018 Baseline: $31,632 thousand)		
2) DRAS	1,646	

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

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

DRAS2 is an enterprise system to pay military
retirees, former spouses, and survivor beneficiaries.
The system will support the growing number of
retirees and annuitants that are entering the system
at a rate of 2-5% per year and supports an annual
payroll in excess of $40 billion for 2.7 million
people. The increase is due to the system's reaching
full deployment, which requires additional
sustainment and post production software support.
Under sustainment, the program will perform system
maintenance to include web administration, software
updates and patches, interface maintenance, hosting
monitoring, and cyber security activities to mitigate
system threats. (FY 2018 Baseline: $5,707 thousand)

3) EFD   646

The EFD provides a web-based application for the
automated pre-planning apportionment, reprogramming,
rescission, continuing resolution, congressional
tracking, and reporting of appropriated funding
distributed throughout DoD. The EFD system
streamlines core funds distribution capabilities
across components and provides visibility both
vertically and horizontally. The program growth
supports the development and deployment of system
increments and expansion of support from nearly 50
users to 2500 users. (FY 2018 Baseline: $7,318
thousand)

4) MWR   293

The MWR program enhances DLA's readiness and

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

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

resilience by offering services that reduce stress,
promote self-confidence and foster strong esprit de
corps. The program increase is attributed to the
expansion of 2 fitness centers at the San Joaquin,
California location, which includes the purchase of
new equipment and additional contract labor support.
(FY 2018 Baseline: $25,941 thousand)

5) LESO	268	

LESO administers the transfer of excess DoD personal
property suitable for use by other Federal and State
agencies in law enforcement, along with providing
annual training.
+$50 thousand is due to the hazardous material
disposal cost of night vision googles that are
returned by the law enforcement agencies. There has
been an increase in the number of goggles being
turned in that drives increased disposal costs.

+$218 thousand supports increase of system cost and
increase workload usage. The LESO adopted the USFS
Federal Excess Property Management Information System
(FEPMIS) as the automated property management system
to provide accountability and management of property.
(FY 2018 Baseline: $3,108 thousand)

6) Labor	114	

Increase is due to an extra compensable days (261) in
FY 2019; 260 compensable days in FY 2018 (FY 2018
Baseline: $29,971 thousand)

9. Program Decreases		-32,726

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

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

a. Annualization of FY 2018 Program Decreases
b. One-Time FY 2018 Increases

    1) DEBS Infrastructure   -6,000

DEBS Infrastructure is a consolidated support center that provides key skill sets that are shared amongst the DEBS programs. The FY 2018 President's Budget included a one-time increase of $6,000 for the Transportation Financial Auditability (TFA) use of the Document Automation Content Service (DACS) to address the audit readiness of the transportation billing and payment processes that need to be sustainable. The current processes and systems used for retention and retrieval of transportation Key Supporting Documents do not support the DOD transportation enterprise's financial auditability requirements. (FY 2018 Baseline: $15,484 thousand)

    2) EFD   -1,790

In FY 2018 President's Budget included a one-time increase of $1,790 for EFD hosting and sustainment costs. (FY 2018 Baseline: $7,318 thousand; +0 FTEs)

c. Program Decreases in FY 2019

    1) DAI   -8,421

DAI program is to achieve auditable, Chief Financial Officer-compliant business environments for the Defense Agencies. The primary goal is to deploy a standardized system solution to improve overall financial management and comply with Business Enterprise Architecture. In FY 2018, DAI established infrastructure capacity for two agencies, Washington

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

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

Headquarters Services (WHS) and Defense Contract
Audit Agency (DCAA) which required a much more
intensive effort to stand up the capabilities at
those organizations. In FY 2019, DAI does not
require the same level of resources, as they continue
to support these agencies. (FY 2018 Baseline: $58,222
thousand)

2) Contingency Logistics   -5,587
Contingency Logistics program supports military
unique (DoD) mandated tasks, such as readiness
support, that the commercial distribution company
would not experience. Program decrease is attributed
to workload reduction in multiple program areas such
as contingency planning, command control centers, and
disposal of hazardous ozone depletion subsistence.
(FY 2018 Baseline: $61,116 thousand)

3) Unemployment   -5,342
DLA pays the unemployment compensation bill for all
Defense Agencies. The unemployment decrease is based
on the actuals paid out for unemployment over the
past 3 years. This decrease is reflected in the OP-
32 Civilian Compensation lines. (FY 2018 Baseline:
$11,025 thousand)

4) Warstoppers   -3,629
Recent suppliers' proposals to maintain the medical
readiness Warstopper investments have shown lower
rates to maintain the same amount of coverage. This
appears to be the result of a growing industry
acceptance to this contracting arrangement and the

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

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

       historically low interest rates. (FY 2018 Baseline:
       $47,940 thousand)

    5) DISN   -1,207
       DISN Subscription Services (DSS) is a concept for
       billing customers using DISN services to support the
       operational, direct, production, and overhead costs
       of the DISN. The DISN subscription is a combination
       of DISN services and bandwidth ordered by the
       customer based on their mission requirement at a
       specific site. The decrease reflects the FY 2019
       savings from changing to the DISA DSS model in FY
       2017. (FY 2018 Baseline: $8,695 thousand)

    6) Audit Readiness   -277
       This funding supports the AR sustainment cost for the
       General Fund programs. The decrease is due to the
       efficiencies that were put into place to validate the
       data and minimize the need for substantive testing.
       (FY 2018 Baseline: $3,049 thousand)

    7) JCASO   -250
       JCASO provides contingency acquisition support across
       the GCCs and U.S. Government agencies. JCASO
       operationalizes program management of Operational
       Contract Support for planning, exercises, training,
       and real world combat/humanitarian operations.
       Contracting costs for planning, exercises, training
       and real world combat/humanitarian operations are
       decreasing. (FY 2018 Baseline: $6,793 thousand)

    8) Mapping   -223
       The Mapping program serves as the DoD integrated

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
Material Manager and Distributor, which provides a unified world-wide tailored distribution system for all geospatial mapping products. Program operational expenses have decreased due to a reduction in facility support and reducing the GSA vehicle fleet from 3 vehicles to 1 vehicle. (FY 2018 Baseline: $29,971 thousand)		
FY 2019 Budget Request		**379,275**

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

All DoD Programs and HQ DLA Programs have performance evaluations primarily based on funding execution. Monthly Obligation Plans (MOP) are developed and actual execution is reported each month. Programs that are 3% off plan must provide senior management an explanation and corrective action plan with a projected completion date. The following programs have additional metrics for performance evaluations:

<u>Defense Property Accountability System (DPAS)</u>: DPAS currently supports 3.8 million assets worth $430 billion. DPAS is utilized as the solution for tracking Government Furnished Equipment and accountable property in accordance with DoD Instruction (DoDI) 5000.64, and for providing accounting and accountability of DoD property and equipment for the Army, Air Force, Navy, Marine Corps, and 26 Defense Agencies. DPAS metrics provide statistics on several categories such as IUID registry usage and compliance, inventory frequency and compliance with industry standards, and capital asset reporting, as well as having audit capabilities on several life cycle stages.

<u>Business Process Reengineering Center (BPRC)</u>: BPRC proposes redesign of processes, organizations and culture to streamline functions and reduce inefficiencies across the Department. Metrics include execution of the planned redesign and streamline functions to reduce inefficiencies in AT&L.

<u>Defense Standardization Program Office (DSPO)</u>: DSPO develops policies, procedures, and guidance ensuring standardized policy across the Military Departments and Defense Agencies. The qualitative performance indicators for the DSPO are:
- Effectiveness of the DSP as a single source for information exchange and coordination of all defense standardization efforts, measured by increased number of

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

> organizations participating in information exchange, and increased customer satisfaction based on survey results; and

- Success in institutionalized development and use of performance and Non-Government Standards (NGSs) in the DoD, measured by increased usage of performance and NGSs, and decreased usage of military-unique specifications and standards.

<u>Logistics Transformation</u>: Logistics Transformation is measured by the Department's wartime readiness to improve the Department's ability to prepare and oversee execution of a rigorous "To-Be" Capability Roadmap, in coordination with the Joint Staff, Military Departments, Combatant Commands, and Defense Agencies to include ongoing assessments stemming from the Quadrennial Review (QDR). The ability to monitor and enhance the Department's logistics performance and resource application, through continuous process improvement for the end-to-end value chain, will provide a cost-effective logistics and materiel readiness program. These metrics will provide the basis to issue, validate, and revise policy. The policies will provide guidance for the implementation of RFID (Radio Frequency Identification Tags) in the Supply Chain. This will support both the current active Intransient Visibility/Total Asset Visibility RFID capability in support of ongoing Combatant Command operations and future emerging passive RFID capabilities in support of improvements to the integrated end-to-end DoD Enterprise.

<u>DoD Enterprise Business Systems (DEBS)</u>: Monthly program reviews are held with the DEBS programs' functional sponsors and the Program Executive Officer (PEO), along with semi-annual PEO Business Systems Reviews (BSR), under the assigned Acquisition Portfolio, to provide updates on the delivery of business capabilities for the respective programs within the agreed upon cost, schedule and performance parameters. Metrics include

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

meeting Key Performance Parameters (KPP) for development programs; executing less than 10% rework on delivered capability releases, remaining within the established system availability goals and the DLA Information Operations standard ticket resolution rates. These forums also provide an opportunity to communicate extenuating circumstances that affect cost, schedule or performance to the PEO, and to leverage the applicable instructions and regulations, such as DoD Instruction 5010.43 (Continuous Process Improvement Program) and the Defense Federal Acquisition Regulation Supplement (DFARS) and Procedures, Guidance, and Information (PGI) 216.104 in the execution of Continuous Process Improvements; the Better Buying Power (BBP) initiatives, and DoDI 5000.75 Business Systems Requirements and Acquisition.

<u>Law Enforcement Support Office (LESO)</u>: This high visibility program will retain focus on inventory control and accountability through Program Compliance Reviews, identifying and implementing enhancements to the Federal Excess Property Management Information System (FEPMIS) and sustaining the inventory reconciliation process. On average, 26 Program Compliance Reviews are executed annually; each includes a minimum of 20% weapons inventory and 100% inventory on high visibility property such as Aircraft and Tactical Vehicles.

<u>Morale, Welfare & Recreation (MWR)</u>: MWR performance metrics track readiness support as it relates to quality child care, physical fitness and family support programs and relocation assistance; Non-Appropriated Fund accountability and reinvestment; and customer service provided in the areas of recreation activities such as lodging, pools, dining facilities and information, ticketing and reservations.

<u>Procurement Technical Assistance Program (PTAP)</u>: PTAP awards stipulate recipient responsibilities for monitoring performance and reporting results to DLA. Performance

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

reports received under the program allow the DLA to compare actual accomplishments with established goals, capture other quantitative performance data and monitor developments that could have a significant impact on awards. The data reported to DLA is validated during performance reviews.

<u>Warstopper</u>: Warstopper metrics are requirements validation, industry capability validation, requirements offset capability, and resource availability/ management and percent of items with surge coverage. The metrics account for coverage of war reserve requirements, surge testing, and return on investment, which is calculated against the offset of unfunded War Reserve Requirements identified by the Services.

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 Budget Estimates

V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Active Military End Strength (E/S) (Total)	58	58	58	0	0
Officer	17	16	17	-1	1
Enlisted	41	42	41	1	-1
Civilian End Strength (Total)	189	201	204	12	3
U.S. Direct Hire	143	144	144	1	0
Total Direct Hire	143	144	144	1	0
Reimbursable Civilians	46	57	60	11	3
Active Military Average Strength (A/S) (Total)	58	58	58	0	0
Officer	17	16	17	-1	1
Enlisted	41	42	41	1	-1
Civilian FTEs (Total)	180	201	204	21	3
U.S. Direct Hire	134	144	144	10	0
Total Direct Hire	134	144	144	10	0
Reimbursable Civilians	46	57	60	11	3
Average Annual Civilian Salary ($ in thousands)	208.3	244.8	208.1	36.5	-36.7
Contractor FTEs (Total)	137	138	138	1	0

Footnote: The DLA Average Annual Civilian Salary amount includes unemployment compensation for all of the Defense Agencies. The decrease in this rate from FY 2018 to FY 2019 reflects the decrease in the Unemployment Compensation bill based on the actuals paid out for unemployment over the past three years.

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 Budget Estimates

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	21,972	429	1,818	24,219	124	-55	24,288
106 Benefit to Fmr Employees	5,941	0	5,084	11,025	0	-5,342	5,683
199 Total Civ Compensation	**27,913**	**429**	**6,902**	**35,244**	**124**	**-5,397**	**29,971**
308 Travel of Persons	550	9	261	820	15	-16	819
399 Total Travel	**550**	**9**	**261**	**820**	**15**	**-16**	**819**
416 GSA Supplies & Materials	23	0	35	58	1	-1	58
499 Total Supplies & Materials	**23**	**0**	**35**	**58**	**1**	**-1**	**58**
647 DISA Enterprise Computing Centers	0	0	16,250	16,250	-975	-1,642	13,633
679 Cost Reimbursable Purchase	0	0	38,625	38,625	695	-107	39,213
695 DFAS Financial Operations (DLA)	0	0	4,900	4,900	-141	141	4,900
699 Total DWCF Purchases	**0**	**0**	**59,775**	**59,775**	**-421**	**-1,608**	**57,746**
771 Commercial Transport	174	3	-108	69	1	-1	69
799 Total Transportation	**174**	**3**	**-108**	**69**	**1**	**-1**	**69**
912 Rental Payments to GSA (SLUC)	54	1	1,344	1,399	25	187	1,611
914 Purchased Communications (Non-Fund)	11	0	309	320	6	84	410
915 Rents (Non-GSA)	1,826	31	-1,290	567	10	30	607
921 Printing & Reproduction	0	0	47	47	1	-1	47
922 Equipment Maintenance By Contract	0	0	1,000	1,000	18	2,384	3,402
923 Facilities Sust, Rest, & Mod by Contract	5	0	5,585	5,590	101	49	5,740
930 Other Depot Maintenance (Non-Fund)	8,752	149	947	9,848	177	-672	9,353
932 Mgt Prof Support Svcs	8,091	138	2,981	11,210	202	1,569	12,981
933 Studies, Analysis & Eval	0	0	1,643	1,643	30	93	1,766
934 Engineering & Tech Svcs	33,624	572	18,731	52,927	953	1,687	55,567
960 Other Costs (Interest and Dividends)	2	0	2	4	0	-1	3
987 Other Intra-Govt Purch	214,171	3,641	-25,689	192,123	3,458	-24,444	171,137

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 Budget Estimates

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
988 Grants	33,998	578	-11,148	23,428	422	-65	23,785
989 Other Services	14,019	238	-9,907	4,350	78	-225	4,203
999 Total Other Purchases	**314,553**	**5,348**	**-15,445**	**304,456**	**5,481**	**-19,325**	**290,612**
Total	**343,213**	**5,789**	**51,420**	**400,422**	**5,201**	**-26,348**	**379,275**

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Defense Legal Services Agency

February 2018

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Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DLSA	135,896	2,431	-114,120	24,207	137	3,059	27,403

* The FY 2017 Actual column <u>includes</u> $111,132.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $115,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $127,023.0 thousand of FY 2019 OCO Appropriations funding.

I.   Description of Operations Financed: The Defense Legal Services Agency (DLSA) provides legal services to the Office of the Secretary of Defense (OSD), Department of Defense (DoD) Field Activities, and Defense Agencies. Among other responsibilities, DLSA administers the DoD Standards of Conduct Program; supports and assists the Assistant Secretary of Defense for Legislative Affairs in developing the DoD Legislative Program. The largest component of DLSA, the Defense Office of Hearings and Appeals (DOHA), adjudicates cases that arise across all Military Departments and Defense Agencies.

DOHA Functions Include:

• Conducts hearings and issues decisions in personnel security clearance cases for contractors performing classified work for DOHA-serviced DoD components and 30 other Federal Agencies. The DOHA conducts personal appearances hearings and issues decisions in security clearance and sensitive national security position cases for DOHA-serviced DoD civilian employees and military.

• Conducts hearings and issues decisions in cases involving disputes over the provision of special educational services by the DoD Education Activity or the provision of early intervention or related services by the other DoD Components. Additionally, the DOHA

I. <u>**Description of Operations Financed (cont.)**</u>
conducts hearings and issues decisions in cases involving TRICARE payment for medical services.

• Issues appeal decisions for claims involving uniformed service member (within and outside of the DoD) pay and allowances; unused leave; transportation; travel; retired pay; survivor's benefits; and other financial claims. The DOHA issues initial and appeal decisions granting or denying waivers of collection of overpayments made to, or on behalf of, uniformed service members (within and outside of the DoD) and employees within DoD.

• Coordinates and monitors policies and procedures pertaining to DoD alternative dispute resolution (ADR) activities and conflict management within the DoD; and serves as a source of training, obtaining and providing third-party neutrals for ADR. DOHA conducts hearings and issues decisions for revocation of DoD credentials to non-cleared contractors pursuant to Homeland Security Presidential Directive 12 (HSPD-12).

The DLSA's budget includes all customary expenses required to operate a government activity, including salaries and benefits, travel, rental of equipment, postal services, communications, and the cost of supplies and equipment.

Changes from FY 2018 to FY 2019: The FY 2019 budget reflects a net increase of $3,196 thousand (price change of $+137 thousand and a program change of $3,059 thousand) attributable to the following areas: compensation and benefits; contractor support; administrative support, other intra-governmental purchases.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	**FY 2017 Actuals**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2019 Estimate**
DLSA HQ	115,181	8,652	0	0.0	0	8,652	11,783
DOHA	20,715	15,555	0	0.0	0	15,555	15,620
Total	**135,896**	**24,207**	**0**	**0.0**	**0**	**24,207**	**27,403**

* The FY 2017 Actual column <u>includes</u> $111,132.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $115,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $127,023.0 thousand of FY 2019 OCO Appropriations funding.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

B. **Reconciliation Summary**	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**24,207**	**24,207**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**24,207**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**24,207**	
Supplemental		
Reprogrammings		
Price Changes		137
Functional Transfers		
Program Changes		3,059
Current Estimate	**24,207**	**27,403**
Less: Wartime Supplemental		
Normalized Current Estimate	**24,207**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**24,207**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**24,207**
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
1) OCO Supplemental		
OCO Supplemental (FY 2018 Baseline: $0 thousand; +0 FTEs)		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**24,207**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**24,207**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**24,207**
6. Price Change		137
7. Functional Transfers		
8. Program Increases		3,062
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Compensation and Benefits - Major DoD Headquarters Activities (MHA)	2,937	
Increase reflects the continued plan to influence major headquarters as part of the DoD agenda and		

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

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

maintain appropriate levels of workforce. The
increase supports 15 additional FTEs and allows
support to the Defense Agencies, DoD Field
Activities, and, as assigned, other organizational
entities within the DoD. (FY 2018 Baseline: $8,652
thousand; +15 FTEs)

2) Compensation and Benefits - One Additional Compensable Day	70	

One additional compensable day is added for FY 2019.
The number of paid work days changes from 260 in FY
2018 to 261 in FY 2019. (FY 2018 Baseline: $23,265
thousand; +0 FTEs)

3) Supplies and Materials	42	

The increases supports additional supplies and
materials for legal administration, resulting from
the increased volume and frequency of DOHA hearings
that will be conducted in FY 2019. (FY 2018 Baseline:
$145 thousand; +0 FTEs)

4) Other Costs and Purchases	13	

The increase in funding supports additional off-site
litigation activities which satisfies support
agreements to assist other governmental agencies.
Specifically, the funds reimburse the Department of
Justice (DOJ) for attorneys detailed to provide
prosecutorial assistance associated with the Military
Commissions hearings. In addition, the increase
supports administration costs of contract services
and transportation benefits, utilities, postal
services and communication requirements needed to

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
support the mission. (FY 2018 Baseline: $797 thousand; +0 FTEs)		
9. Program Decreases		-3
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Service Requirements Review Board (SRRB)	-3	
As part of the Department of Defense reform agenda, savings were identified during the SRRB process. Savings reflect a reduction in Purchased Communications. (FY 2018 Baseline: $347 thousand; +0 FTEs)		
FY 2019 Budget Request		**27,403**

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

 The DLSA provides legal advice, services, and support to the Defense Agencies, DoD Field Activities, and other organizational entities within the DoD. Services include administering the DoD Standards of Conduct Program; support and assist the Assistant Secretary of Defense for Legislative Affairs in developing the DoD Legislative Program, including drafting legislation and comments; negotiating on behalf of the DoD clients with private entities and other Government agencies; ensuring proper use of Government funds and property; providing opinions and counseling on legal compliance issues; and participating in contractual matters. The DLSA is evaluated on the basis of the quality of its many services; adherence to appropriate standards of professional conduct and DoD ethical and adjudicative standards; the professional independence, impartiality and competence exhibited by its attorneys; and its overall responsiveness to the needs of its clients.

<u>The Defense Office of Hearings and Appeals (DOHA)</u>: DOHA provides administrative procedures involving fair and impartial decision making, including, but not limited to: (1) performing legal reviews and approvals of statements of reasons, conducting hearings, and issuing Administrative Judge and appellate decisions in personnel security clearance cases for contractor personnel doing classified work for DOHA-serviced DoD Components and 30 other Federal Agencies and Departments; (2) conducting personal appearance hearings and issuing decisions in security clearance and sensitive national security position cases for DOHA-serviced DoD civilian employees and military personnel serviced by DOHA; (3) performing legal reviews and approvals of statements of reasons, conducting hearings, and issuing decisions in cases under DOHA jurisdiction requiring trustworthiness decisions for contractor performance of sensitive duties; (4) conducting hearings and issuing decisions in cases involving disputes over the provision of special educational services by the DoD Education Activity or the provision of early intervention or related

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

services by the other DoD Components; (5) conducting hearings and issuing decisions in cases involving TRICARE payment for medical services; (6) issuing appeal decisions for claims involving uniformed service members (within and outside of the DoD) pay and allowances, unused leave, transportation, travel, retired pay, survivor's benefits, and other financial claims; (7) issuing initial and appeal decisions granting or denying waivers of collection of overpayments made to, or on behalf of, uniformed service members (within and outside of the DoD) and employees within the DoD; (8) coordinating and monitoring policies and procedures pertaining to DoD alternative dispute resolution (ADR) activities and conflict management within the DoD; and serving as a source of training and obtaining and providing third-party neutrals for ADR; (9) performing such further missions as may be assigned to the DOHA, including, but not limited to, the conduct of hearings and issuance of decisions for the denial or revocation of DoD credentials to non-cleared contractors pursuant to Homeland Security Presidential Directive 12 (HSPD-12); and (10) providing legal advice and services for assigned organizations, as deemed necessary and appropriate, through DOHA Department Counsel. DOHA has several elements: a Director; a Deputy Director; an Appeal Board; Administrative Judges; Department Counsel; Security Specialists; the Claims Division including the Claims Appeals Board; the Center for Alternative Dispute Resolution; and Support Staff.

<u>Industrial Security Clearance Review (ISCR) Program</u>: The due process hearings and appeals of the Industrial Security Program are DOHA's central mission, implementing Department of Defense Directive 5220.6. The Industrial Security Program was created as a result of the Supreme Court's decision in *Greene v. McElroy*, 360 US 474, 79 S. Ct. 1400, 3 L. Ed.2d 1377 (1959), which noted the need for basic due process rights for contractors. In response to the *Greene* decision, President Eisenhower signed Executive Order 10865 on February 20, 1960, providing contractors with clearance due process.

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

Executive Order 10865 requires a hearing in which contractor employees are given the opportunity to appear before the decision-maker to confront and cross-examine witnesses and attempt to rebut or mitigate the Government's case. The DoD is the executive agent for the entire federal government's implementation of the National Industrial Security Program (NISP) along with continuing responsibility for implementation of the procedural requirements of Executive Order 10865. DOHA implements these established administrative due process requirements for the Department.

<u>Personal Appearance (PA) Program</u>: Executive Order 12968 mandates that the "opportunity to appear personally" shall be part of security clearance due process for all military and civilian clearance applicants. The DoD Regulation 5200.2-R provides for "personal appearances" by military and civilian clearance applicants, which are handled by the same DOHA Administrative Judges who provide the established administrative due process in cases involving employees of Defense contractors and NISP contractors. This decision was made in part due to the collective experience of DOHA Administrative Judges in convening industrial security clearance hearings and the logic of centralizing security clearance due process proceedings generally in the Department. DOHA is the only DoD entity with experience providing a clearance applicant with the opportunity to appear personally under the Department's established administrative due process requirements.

<u>Uncleared Contractor CAC Eligibility Process</u>: The due process hearings and appeals for uncleared contractors whose jobs require them to be eligible to hold a Common Access Card (CAC) pursuant to Homeland Security Presidential Directive 12 (HSPD-12) are provided by DOHA under Department of Defense Instruction 5200.46 (2014) using the established administrative procedures found in DoD Directive 5220.6. DOHA implements these established administrative due process requirements for the Department.

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

<u>Sunken Craft Process</u>: The Department of the Navy may issue notices of violation and assess penalties against anyone that violates permitting requirements or otherwise disturbs, injures, or damages protected sunken military craft, to include certain government and foreign craft. Pursuant to the due process standards associated with this statutory authority and implementing regulations at 32 CFR Part 767, DOHA provides impartial Administrative Hearings before DOHA Administrative Judges, final written decisions and Department Counsel to represent the Government.

<u>Claims Appeals Board</u>: The Claims Appeals Board has ultimate settlement authority over many different types of claims and related matters. The DoD settles claims involving uniformed service members' pay, allowances, travel, transportation, retired pay, and survivor benefits. For some of these claims, DOHA has been delegated the authority of the Secretary of Defense to waive the statute of limitations for amounts up to $25,000. Additionally, the DoD settles claims by transportation carriers involving amounts collected from them for loss or damage incurred to property incident to shipments at government expense. The Department's responsibilities in these areas are not restricted to DoD. The DoD also has the statutory responsibility for settling the accounts of deceased DoD service members. As a result of an Office of Management and Budget (OMB) Determination Order, the Secretary of Defense was given the OMB Director's general claims settlement authority over most activities within DoD, and the bulk of the waiver authority within the Federal government; that is, the Secretary now exercises the former authority of the Comptroller General to consider applications by service members and DoD employees to waive overpayment debts exceeding $1,500 for civilians and $10,000 for military members and upon request advises non-DoD agencies on waiver applications by their civilian employees.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
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V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	205	205	205	0	0
Officer	114	114	114	0	0
Enlisted	91	91	91	0	0
Civilian End Strength (Total)	239	125	140	-114	15
U.S. Direct Hire	239	125	140	-114	15
Total Direct Hire	239	125	140	-114	15
Civilian FTEs (Total)	239	125	140	-114	15
U.S. Direct Hire	239	125	140	-114	15
Total Direct Hire	239	125	140	-114	15
Average Annual Civilian Salary ($ in thousands)	198.5	186.1	188.5	-12.4	2.4

FY 2017 reflects both Base and OCO FTEs. The FY 2019 Compensation and Benefits program increased by 15 FTEs to ensure that the Department's client-driven legal services are provided to the greatest extent possible.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

		Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	FY 2017 Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	47,438	927	-25,100	23,265	119	3,007	26,391
199 Total Civ Compensation	**47,438**	**927**	**-25,100**	**23,265**	**119**	**3,007**	**26,391**
308 Travel of Persons	2,658	45	-2,616	87	2	1	90
399 Total Travel	**2,658**	**45**	**-2,616**	**87**	**2**	**1**	**90**
771 Commercial Transport	29	0	19	48	1	1	50
799 Total Transportation	**29**	**0**	**19**	**48**	**1**	**1**	**50**
912 Rental Payments to GSA (SLUC)	140	2	-142	0	0	0	0
913 Purchased Utilities (Non-Fund)	746	13	-729	30	1	8	39
914 Purchased Communications (Non-Fund)	2,793	48	-2,494	347	6	-13	340
915 Rents (Non-GSA)	10,831	184	-11,015	0	0	0	0
917 Postal Services (U.S.P.S)	4	0	36	40	1	1	42
920 Supplies & Materials (Non-Fund)	816	14	-685	145	3	42	190
921 Printing & Reproduction	38	1	-39	0	0	0	0
922 Equipment Maintenance By Contract	8,039	136	-8,175	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	4,211	72	-4,283	0	0	0	0
925 Equipment Purchases (Non-Fund)	29	0	-29	0	0	0	0
932 Mgt Prof Support Svcs	39,457	671	-40,128	0	0	0	0
934 Engineering & Tech Svcs	6,170	105	-6,275	0	0	0	0
959 Other Costs (Insurance Claims/Indmnties)	70	1	-71	0	0	0	0
960 Other Costs (Interest and Dividends)	5	0	20	25	0	6	31
987 Other Intra-Govt Purch	1,303	23	-1,191	135	2	6	143
989 Other Services	9,616	163	-9,694	85	2	0	87
990 IT Contract Support Services	1,503	26	-1,529	0	0	0	0
999 Total Other Purchases	**85,771**	**1,459**	**-86,423**	**807**	**15**	**50**	**872**
Total	**135,896**	**2,431**	**-114,120**	**24,207**	**137**	**3,059**	**27,403**

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
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* The FY 2017 Actual column <u>includes</u> $111,132.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $115,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $127,023.0 thousand of FY 2019 OCO Appropriations funding.

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Defense Media Activity

February 2018

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Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DMA	228,998	4,053	-15,466	217,585	2,953	-13,001	207,537

* The FY 2017 Actual column <u>includes</u> $13,317.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $13,255.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $14,377.0 thousand of FY 2019 OCO Appropriations funding.

I.   <u>**Description of Operations Financed**</u>:

The Defense Media Activity (DMA) is the DoD's internal news and media production organization with the mission of supporting public affairs (internal communications) operations of the Office of the Secretary of Defense (OSD) and each of the Military Departments by gathering information on DoD policies, messages, programs and priorities and delivering it to the DoD worldwide military audience – active, reserve, civilian and contractors, including their families, on land and at sea. DMA preserves the DoD's visual information records, including Combat Camera images, makes them available to support military operations and to the public, and provides them to the National Archives and Records Administration in accordance with federal law. DMA provides initial, intermediate and senior level training and education for all DoD, some inter-agency and coalition/Allied personnel in the areas of Public Affairs (PA) and Visual Information (VI) (to include Combat Camera) through the Defense Information School (DINFOS).

The DMA accomplishes this mission through the following programs:

• **Overseas Radio and Television**: American Forces Network (AFN) provides U.S. radio and television news, information, and entertainment programming to active, guard, and reserve

I.   Description of Operations Financed (cont.)

military service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and to other authorized users.

• **News and Media Information Products**: Includes media and visual information products provided to the internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media. It includes motion and still imagery; print; radio; television; web and related social media, mobile, and other communication technologies. Also includes communication of messages and themes from senior DoD leaders in order to support and improve quality of life and morale, promote situational awareness, provide timely/immediate force protection information, and sustain readiness.

• **Defense Video and Imagery Distribution System (DVIDS**: a state-of-the-art, 24/7 operation that provides a timely, accurate and reliable connection between the American people, the media around the world and the military serving at home and abroad. Through a global network of portable Ku-band satellite transmitters, robust IP connectivity and a distribution hub, DVIDS makes available real-time broadcast-quality video, audio, still images and print products, as well as immediate interview opportunities with service members, commanders and subject matter experts. The DVIDS360 Content Management System also provides unrivaled, customized analytics capability for its clients.

• **Stars and Stripes**: Provides daily newspapers and other products, such as a web site and weekly supplemental publications to internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees). Provides readers news and information independent of chain of command influence to better enable them to exercise the responsibilities of citizenship. Stars and Stripes use all available media, including print and related emerging internet communication technologies.

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

• **Defense Information School (DINFOS):** Provides joint-service training to Defense personnel in the career fields of Public Affairs and Visual Information.

<u>**Narrative Explanation of Changes**</u>: Change in total funding between FY 2018 and FY 2019 consists of $2.953 million price growth and $-13.001 million program reduction for a total change of $-10.048 million.

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

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III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
1. Defense Media Operations	228,998	217,585	0	0.0	0	217,585	207,537
Total	**228,998**	**217,585**	**0**	**0.0**	**0**	**217,585**	**207,537**

* The FY 2017 Actual column <u>includes</u> $13,317.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $13,255.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $14,377.0 thousand of FY 2019 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**217,585**	**217,585**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**217,585**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**217,585**	
Supplemental	13,255	
Reprogrammings		
Price Changes		2,953
Functional Transfers		
Program Changes		-13,001
Current Estimate	**230,840**	**207,537**
Less: Wartime Supplemental	-13,255	
Normalized Current Estimate	**217,585**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**217,585**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**217,585**
2. War-Related and Disaster Supplemental Appropriations		13,255
a. OCO Supplemental Funding		
1) Overseas Contingency Operations	13,255	
Supports DMA's Contingency Operations. (FY 2018 Baseline: $13,317 thousand)		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**230,840**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**230,840**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-13,255
FY 2018 Normalized Current Estimate		**217,585**
6. Price Change		2,953
7. Functional Transfers		
8. Program Increases		2,959
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) News and Media Information	2,567	
Funding supports transition from multiple separate storage systems into the cloud, new cloud-based media asset records management system, and digitization of		

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

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

historic physical media assets for electronic access
and long-term preservation. (FY 2018 Baseline: $5,526
thousand)

2) Civilian Pay: One additional Compensable Day in 2019	280	
3) Stars and Stripes	112	

Increase reflects the Stars and Stripes move from
National Press Building to GSA leased office space
with anticipated increase in costs. (FY 2018
Baseline: $0 thousand)

9. Program Decreases		-15,960

a. Annualization of FY 2018 Program Decreases
b. One-Time FY 2018 Increases
c. Program Decreases in FY 2019

1) Civilian Pay	-8,500	

Decrease reflects the Public Affairs Transformation
and Reform Initiative (PATI). Reductions will be
realized in News and Media Information Products;
Overseas Radio and Television Program. Reduction in
personnel supporting American Forces Network services
(via radio, television and social media) to DoD
audiences overseas and Sailors on Ships, Media
Production Services for the Secretary of Defense,
Joint Chiefs of Staff, and Combatant Commanders
worldwide and the receipt, storage and archival of
DoD Visual Information records. (FY 2018 Baseline:
$78,113 thousand; -74 FTEs)

2) Overseas Radio and Television-Communications	-6,208	

Decrease in communications cost reflects an on-going
effort to reduce overseas use of satellite

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
communications. (FY 2018 Baseline: $57,921 thousand)		
3) Equipment Maintenance	-1,000	
Efficiencies realized by the change in copier purchase and maintenance across the DMA enterprise including DMA HQs, Atlantic and Pacific regions, DINFOS, and Broadcast Center at Riverside, CA. Transitioned to the DLA Document Services Program. Measures are underway to consolidate IT maintenance contracts across DMA enterprise for additional efficiencies. (FY 2018 Baseline: $6,071 thousand)		
4) Other Efficiencies	-133	
Reflects decreases in other mission support areas.		
5) DFAS Services	-119	
Reflects continuing effort to reduce DFAS services by improving accounting functions in Defense Agency Initiative (DAI) by reducing transaction errors. (FY 2018 Baseline: $1,332 thousand)		
FY 2019 Budget Request		**207,537**

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

 Defense Media Activity (DMA) provides a broad range of high-quality media services to inform, educate, and entertain Department of Defense (DoD) audiences around the world.

    Provide a wide variety of information products to the entire DoD family (Active, Guard, and Reserve Military Service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media, including: motion and still imagery; print; radio; television; Web and related emerging Internet, mobile, and other communication technologies.

    Communicate messages and themes from senior DoD leaders (Secretary of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Military Service Chiefs of Staff, Combatant Commanders), as well as other leaders in the chain-of-command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.

    Provide U.S. radio and television news, information, and entertainment programming to Active, Guard, and Reserve Military Service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and other authorized users.

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

Provide, throughout the Department of Defense and to the American public, high-quality visual information products, including Combat Camera imagery depicting U.S. military activities and operations.
Provide joint education and training for military and civilian personnel in the public affairs, broadcasting, and visual information career fields to meet DoD-wide entry-level skills and long-term career development requirements.

Star & Stripes, is one of the primary sources of independent news available to DoD's internal family, and operates on both appropriated (O&M - Defense-Wide) – and non-appropriated funds.

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V. <u>Personnel Summary</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	**Change FY 2017/ FY 2018**	**Change FY 2018/ FY 2019**
<u>Active Military End Strength (E/S) (Total)</u>	<u>877</u>	<u>877</u>	<u>877</u>	<u>0</u>	<u>0</u>
Officer	52	52	52	0	0
Enlisted	825	825	825	0	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>34</u>	<u>34</u>	<u>34</u>	<u>0</u>	<u>0</u>
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
<u>Civilian End Strength (Total)</u>	<u>657</u>	<u>680</u>	<u>606</u>	<u>23</u>	<u>-74</u>
U.S. Direct Hire	595	616	542	21	-74
Foreign National Direct Hire	25	27	27	2	0
Total Direct Hire	620	643	569	23	-74
Foreign National Indirect Hire	37	37	37	0	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>877</u>	<u>877</u>	<u>877</u>	<u>0</u>	<u>0</u>
Officer	52	52	52	0	0
Enlisted	825	825	825	0	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>34</u>	<u>34</u>	<u>34</u>	<u>0</u>	<u>0</u>
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
<u>Civilian FTEs (Total)</u>	<u>629</u>	<u>680</u>	<u>606</u>	<u>51</u>	<u>-74</u>
U.S. Direct Hire	572	616	542	44	-74
Foreign National Direct Hire	25	27	27	2	0
Total Direct Hire	597	643	569	46	-74
Foreign National Indirect Hire	32	37	37	5	0
Average Annual Civilian Salary ($ in thousands)	119.1	114.9	115.6	-4.2	.7

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V. <u>Personnel Summary</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>	**Change** <u>**FY 2017/**</u> <u>**FY 2018**</u>	**Change** <u>**FY 2018/**</u> <u>**FY 2019**</u>
<u>Contractor FTEs (Total)</u>	<u>282</u>	<u>246</u>	<u>246</u>	<u>-36</u>	<u>0</u>

FTE reduction is a result of the Public Affairs Transformation and Reform Initiative (PATI).

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	72,901	1,424	1,372	75,697	386	-8,444	67,639
103 Wage Board	258	5	-22	241	1	-1	241
104 FN Direct Hire (FNDH)	409	8	208	625	3	-3	625
199 Total Civ Compensation	**73,568**	**1,437**	**1,558**	**76,563**	**390**	**-8,448**	**68,505**
308 Travel of Persons	4,284	73	-1,028	3,329	60	-3	3,386
399 Total Travel	**4,284**	**73**	**-1,028**	**3,329**	**60**	**-3**	**3,386**
696 DFAS Financial Operation (Other Defense Agencies)	1,002	-12	342	1,332	69	-119	1,282
699 Total DWCF Purchases	**1,002**	**-12**	**342**	**1,332**	**69**	**-119**	**1,282**
771 Commercial Transport	219	4	180	403	7	0	410
799 Total Transportation	**219**	**4**	**180**	**403**	**7**	**0**	**410**
901 Foreign National Indirect Hire (FNIH)	1,342	26	182	1,550	8	-8	1,550
912 Rental Payments to GSA (SLUC)	0	0	0	0	0	800	800
913 Purchased Utilities (Non-Fund)	2,887	49	979	3,915	70	-3	3,982
914 Purchased Communications (Non-Fund)	38,154	649	19,118	57,921	1,043	-6,208	52,756
915 Rents (Non-GSA)	993	17	1,974	2,984	54	-688	2,350
917 Postal Services (U.S.P.S)	16	0	27	43	1	0	44
920 Supplies & Materials (Non-Fund)	1,395	24	312	1,731	31	-3	1,759
921 Printing & Reproduction	8,576	146	-8,318	404	7	0	411
922 Equipment Maintenance By Contract	2,118	36	3,917	6,071	109	-971	5,209
923 Facilities Sust, Rest, & Mod by Contract	7,999	136	-4,517	3,618	65	112	3,795
925 Equipment Purchases (Non-Fund)	9,174	156	-7,170	2,160	39	-1	2,198
960 Other Costs (Interest and Dividends)	1	0	8	9	0	0	9
987 Other Intra-Govt Purch	1,727	29	16,678	18,434	332	-19	18,747
988 Grants	13	0	3	16	0	0	16
989 Other Services	32,735	556	-110	33,181	597	2,567	36,345

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
990 IT Contract Support Services	42,792	727	-39,860	3,659	66	-4	3,721
991 Foreign Currency Variance	3	0	259	262	5	-5	262
999 Total Other Purchases	**149,925**	**2,551**	**-16,518**	**135,958**	**2,427**	**-4,431**	**133,954**
Total	**228,998**	**4,053**	**-15,466**	**217,585**	**2,953**	**-13,001**	**207,537**

* The FY 2017 Actual column <u>includes</u> $13,317.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $13,255.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $14,377.0 thousand of FY 2019 OCO Appropriations funding.

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Operation and Maintenance, Defense-Wide

DoD Dependents Education

February 2018

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DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 04: Administration and Service-wide Activities

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DoDDE	2,705,111	50,973	40,005	2,796,089	48,530	47,665	2,892,284

* The FY 2017 Actual column <u>includes</u> $67,000.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>includes</u> the Emergency Amendment: Hurricane Recovery and excludes $31,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $31,620.0 thousand of FY 2019 OCO Appropriations funding.

I. <u>Description of Operations Financed</u>: [(www.dodea.edu)](www.dodea.edu) The Department of Defense Dependents Education (DoDDE) program includes the Department of Defense Education Activity (DoDEA) and the Family Assistance (FA)/Family Advocacy Program (FAP).

DoDEA is the Department of Defense's (DoD) showcase for education excellence. DoDEA provides a world-class education program that inspires and prepares students in military communities around the world to be successful and responsible citizens in a dynamic global environment. The DoDEA schools' diverse curriculum offerings fully support the DoDEA Community Strategic Plan (CSP). DoDEA is a DoD field activity operating under the direction, authority, and control of the Under Secretary of Defense for Personnel and Readiness (P&R) and Assistant Secretary of Defense for Manpower & Reserve Affairs (M&RA). DoDEA is comprised of the Department of Defense Dependents Schools (DoDDS), the DoD Domestic Dependent Elementary and Secondary Schools (DDESS), the Management Headquarters, and the Consolidated School Support.

The mission of the **DoDDS** program is to provide a superior educational program that educates, engages, and empowers students to succeed in a dynamic world. In accomplishing its mission, the DoDEA looks to National education initiatives to continually enhance its

I.   Description of Operations Financed (cont.)

programs. DoDDS educates 49,349 students in 111 schools located in 11 countries
(Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and
the United Kingdom), and oversight of the DoDEA Virtual High School (DVHS) to offer
online courses to meet academic and career oriented goals. The DoDDS program is
supported by 6,973 full-time equivalent staff. The DoDDS program also provides funds for
3,497 students enrolled in Non-DoD Schools.

The DoDEA Non-DoD Schools program (NDSP) supports the primary and secondary school
education of eligible dependents of active duty U.S. military and DoD civilians assigned
to remote, overseas areas where DoDEA schools are unavailable. Eligible dependents of
military and civilian sponsors must be included on official orders and meet age
requirements. To help defray education expenses for eligible dependents, NDSP assists
with funding for tuition and other costs. Currently, DoDEA funds the cost to educate
over 3,497 dependents who attend schools throughout the world in Asia, Africa, Europe,
and the Americas. Regulations governing NDSP includes: Title 20 U.S. Code section
926(b), DoDEA Regulation 1342.13, DoDEA Regulation 1035.1, and the U.S. Department of
State Standardized Regulation (DSSR) Section 270.

Like DoDDS, the **DDESS** program seeks to provide a world class education to students in
military communities in the United States, Guam, and Puerto Rico. In accomplishing its
mission, DoDEA looks to national education initiatives to continually enhance its
programs. DDESS educates 23,783 students in 55 schools located in seven states (Alabama,
Georgia, Kentucky, New York, North Carolina, South Carolina, and Virginia), the Territory
of Guam, and the Commonwealth of Puerto Rico. The DDESS program is supported by 4,549
full-time equivalent staff. The DDESS program also provides funds for 489 students
enrolled in NDSP whose active duty U.S. military and DoD civilians are assigned in
Canada, Mexico, and South America. DDESS manages Special Arrangement contracts for 1,500

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

students with local school districts. The contracts provide funds for payment of tuition and transportation services at locations not served by DDESS. Special Arrangement contracts are located in Delaware, Massachusetts, New York, and Puerto Rico.

A Special Arrangement is an agreement under 10 U.S.C. 2164 between the Secretary of Defense, or designee, and a public Local Educational Agency (LEA) whereby a school or school system operated by the LEA provides educational services to eligible dependent children of military personnel and federally employed civilian personnel. Special Arrangements support partial or total Federal funding to the LEAs for the educational services provided. Special Arrangement contracts with LEAs that provide full educational services, to include transportation for military dependents, exist at Hanscom Air Force Base (MA), Dover Air Force Base (DE), and West Point (NY). In 2004, two additional Special Arrangement contracts were established in order to provide educational services to dependents residing in the commuting areas of Ceiba and Ponce, Puerto Rico. These two Special Arrangement contracts were established as a result of the closure of DoD installations in Puerto Rico and the requirement to transport children to English-speaking schools.

The **Management Headquarters** is responsible for overseeing, directing, and controlling Agency activities as well as establishing educational standards, developing Agency-wide policy and guidance, monitoring programs and outcomes, providing technical assistance, and garnering resources for DoDEA. The Management Headquarters provides educational leadership, support, and direction to area directors, district superintendents, and school administrators. Additionally, the Management Headquarters develops the pre-K-12 curriculum; conducts educational program evaluations; coordinates curriculum materials adoptions; implements consistent, rigorous educational programs that reflect national trends; and, coordinates systemic professional development and accountability profiles.

I.   Description of Operations Financed (cont.)

Lastly, Management Headquarters provides counsel to the Under Secretary of Defense, P&R, on matters relating to educational programs for pre-K-12 dependents of service members.

The **Consolidated School Support** (CSS) program streamlines financial management, logistics, procurement, human resources, education, information technology, internal review, manpower management, and safety and security at DoDEA. These functions directly support specific day-to-day operations, including resource management personnel who are responsible for area office and district budgets and accounting records, procurement personnel who manage and procure contracts for the area offices, districts, and schools; human resources personnel who process personnel actions for area offices, districts, and school personnel; engineers who coordinate school facility projects; and, instructional support specialists who coordinate and conduct assessments, staff development, and curriculum reviews in support of the educational programs for grades Pre-K-12. The Educational Partnership Program (EPP) responds to Congressional direction in Section 574(d) of P.L. 109-364, as amended (codified at 20 USC 7703b note), to ease the transition of military dependent students to LEAs. It is estimated that 80% of military children in the United States attend public schools (approximately 1.2 million children). Due to continuous deployments, the intense burden borne by our military families and their school-age children demands more focus, action, and coordination.

DoDEA Schools: To ensure sustained, high levels of student achievement, the DoDEA CSP contains goals and benchmarks that drive resources and organizational improvements. The CSP is the catalyst for changing the teaching and learning process; raising the standard of learning to ensure excellence; creating greater local autonomy in devising methods and strategies to meet standards; creating a common language for communication among all stakeholders; and creating greater accountability for reaching expected outcomes. The DoDEA CSP unifies the strategic direction for both DoDDS and DDESS, yet provides the

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

flexibility to address each program and community's unique issues and challenges. The plan provides a road map for keeping DoDEA at the forefront in advancing the DoD's agenda for education, and as a leader in the Nation for improving student performance and achievement.

DoDEA's schools are primarily overseas. DoDEA performs its mission in many unique and demanding circumstances due to geography, U.S. national interests, and the current military environment; despite heightened security and the perpetual threat of terrorism. This budget request supports DoDEA's plan to:

Strengthen the high school (9-12) program to include advanced studies; support and enrichment in academic courses; enhanced college and career counseling; professional/technical preparation; increased distance learning for student learning; and professional staff development.

Provide specialized equipment and furnishings for children with moderate to severe disabilities to comply with the Individuals with Disabilities Education Act (IDEA); maintain staffing and provide professional development and materials for special education staff.

Infuse technology into the curriculum and enhance distance learning system capabilities.

Maintain and further develop a virtual school curriculum and an enhanced instructional delivery system. The 21st Century Military Child Initiative will provide synchronous and asynchronous learning opportunities aligned with DoDEA's curriculum to address the educational needs of military dependent students in transition via a fully-accredited Virtual School program. The initiative will also create a systemic approach of blended

I.   Description of Operations Financed (cont.)

learning via a system of reusable, object-based digital resources to support face-to-face instruction and professional development within DoDEA.

Maintain quality programs with increased academic rigor through thorough data analysis of student performance.

Focus on continuous professional staff growth and development so our teachers can provide quality instruction and optimize student achievement.

Provide students with uniform curricula and standards that mitigate the stress of frequent moves, unit deployments, redeployments, and extensions.

Implement ambitious strategic goals and performance metrics for optimum student achievement.

The DoD global defense posture review and known plans for realignment and closures of domestic base structures are not reflected herein. As restructuring plans progress, the impact on DoDEA budgets will be addressed.

FAMILY ASSISTANCE (FA):

The FA program provides programs and outreach services to include, but not limited to: the 1-800 Military OneSource; the Military and Family Life Counseling Program; financial outreach and non-medical counseling; Spouse Education and Career Opportunities; child care services; youth programs; morale, welfare and recreation programs; and, support to the Guard and Reserve service members, their families, and survivors. Funding supports DoD-

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

wide service delivery contracts to support all Active Duty, Guard, and Reserve Components, and is aimed at providing outreach on and off installations with emphasis on geographically dispersed populations. Military OneSource serves as the single DoD point of contact for the collection of personnel accounting information from the DoD Components (DoDI 3001.02 Personnel Accountability in Conjunction with Natural or Manmade Disasters) and has become the Department's standard for providing 24/7 assistance to military members and their family members around the world.

The Department is committed to providing support for service members and their families by applying resources to:

Provide access to confidential, non-medical counseling services world-wide to include readjustment counseling for returning service members, child and youth behavioral issues, stress management, financial counseling, educational and employment counseling/coaching for spouses, counseling on relationships, and communication issues. The Military and Family Life Counselors can also provide "surge" counseling support to address needs such as units returning from combat or in the aftermath of disaster.

Provide 24/7/365 assistance and referral service via a call center and website that provides access to free telephonic on-line or face-to-face counseling. Telephonic and video counseling is available for those not in close proximity to an installation or unable to leave the home due to child care, illness, etc.; on-line counseling is available from any computer with Internet connection, which includes a warm hand-off to TRICARE for situations that warrant medically related assistance.

I.   **Description of Operations Financed (cont.)**
Provide military spouses expert career and educational counseling/coaching; tools and
resources designed to assist them in meeting their educational and career goals;
assistance with credentialing and licensing; assessing readiness for employment; and
connecting them to employers through the Spouse Education and Career Opportunities (SECO)
program. Spouse employment plays a key role in financial and personal well- being of
military families and satisfaction with career development has direct effects on spouse
well-being and Service member retention. Two-thirds of married military members report
that their decision to reenlist was largely or moderately affected by their spouse's
career prospects.

Provide support for the DoD Child Development system of quality, affordable child care in
child development centers at over 300 locations, as well as child care spaces to Reserve
Component families, geographically dispersed Active Duty military families, and Active
Duty families who are unable to access child care programs on the installations by
sustaining Private Partnership Ventures. The DoD Child Development system serves over
200,000 children daily in full-day, part-day, and hourly child care; part-day preschools;
and, before-and-after school programs for school-age children. Also provides extended
hour care for nights, weekends, and shift workers.

Provide assistance to the youth of the Active Duty, Guard, and Reserve and their families
for programs and initiatives that support lifelong health and wellness, educational
success, exploration of the arts, and character development.

Provide infrastructure and program support to the Guard and Reserve, Active Duty Forces
and their families who are geographically dispersed through dynamic deployment of Military

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

One Source Consultants and Military and Family Life Counselors in all 50 states, four territories, and the District of Columbia.

Provide support for military families with special needs. The Exceptional Family Member Program provides information and referral, training, non-medical case management, advocacy, enrollment, and assignment coordination which ensures the family member's special needs are considered during the assignment process.

Provide support to the DoD Relocation Assistance Program (RAP), which offers military members and their families' information and services during permanent change of stations or transition.

Provide support to the Joint Online Library and Information Services Program, including online library databases, the Summer Reading Program, and online tutoring for children.

Provide support to the DoD MWR Internet Café Program and Morale Satellite Program providing Service members satellite-based Internet access and Voice over Internet Protocol (VoIP) telephone services at main operating and remote and isolated contingency operation locations 24 hours a day, seven days a week to enable them to communicate with family and friends back home. The programs support Sec. 347 of the 2017 NDAA encouraging access to wireless high-speed internet and network connections at military installations outside of the United States without charge to members. Supports readiness and quality of life for Service members and their families. A longitudinal study of military families found that more frequent communication with the Service member during deployment, and higher satisfaction with the amount of that communication, associated with more favorable resiliency outcomes post-deployment (RAND, The Deployment Life Study, 2016).

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

DoD and international Paralympic military adaptive sports events, such as the Warrior Games and the Invictus Games, are events designed to showcase the resilient spirit of our nation's wounded, ill and injured service members from all branches of the military. Using the power of sport to inspire recovery, support rehabilitation, and to generate a wider understanding and respect for those who serve their country, these competitions increase public exposure of the competitors and provide opportunities to showcase their strength, resilience, and dedication. The Games also provide a valuable family component and contribute significantly to their transition process.

Provide support to Service members and their families, survivors, and service providers, with training opportunities through My Training Hub, a web-based training site that provides self-directed, user-focused courses on quality-of-life topics. This web-based training addresses the wide-ranging information and training needs in support of the military community including the military sponsorship program, community capacity building, "MilFam 101" staff training modules, FAP training including the FAP "Intimate Partner Physical Injury Risk Assessment" mandatory staff training, EFMP training modules for service providers and families, MWR training modules and support to survivors.

FAMILY ADVOCACY (FAP):

The FAP funds are sent to each of the Military Services for use in their Family Advocacy Programs to ensure delivery of evidence-based prevention and clinical intervention programs in the areas of domestic abuse, intimate partner violence, and child abuse and neglect. Funding is distributed to the Military Services for program requirements to provide services at 300 installations. The FAP staff of over 2,000 government and contract staff executes the FAP within the Military Department down to the installation

I.   Description of Operations Financed (cont.)

level. The FAP program includes the New Parent Support home visitation program for prevention of child abuse and neglect to parents who screen as high risk and domestic abuse victim advocates who provide confidential safety assessment, information about available military and civilian resources, and ongoing victim support, including support in obtaining civilian and military protection orders for current and former spouses and intimate partners. This budget includes funding for the DoD Family Advocacy Command Assistance Team (FACAT) deployments as needed to respond to allegations of multiple victim child sexual abuse in the DoD sanctioned out-of-home activities. The budget also includes the operation of the DoD Hotline for reporting allegations of child abuse or safety violations within military child care settings; installation-based public awareness activities for domestic abuse and child abuse and neglect; training for professionals required to report suspected child abuse and neglect; appropriate command responses to allegations of family violence; and, research to support a better understanding of family violence in military families, drive program improvement, and impact policy (as needed). The budget also includes the monitoring of the Service implementation of research-based Incident Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool, the development of a comprehensive Command/Leadership training, and the implementation of the National Child Traumatic Stress Network (NCTSN) learning collaborative platform to train clinical staff on core training requirements and evidenced-based programs.

FINANCIAL READINESS:

The Office of Financial Readiness was established to address the needs of Service members and their families to make informed financial decisions and meet professional and personal goals throughout the military lifecycle. 10 U.S. Code § 992, requires the Secretary of Defense to carry out a program to provide comprehensive financial literacy training to members of the armed forces. Public Law 114-92, the National Defense Authorization Act for Fiscal Year 2016 (NDAA FY16), greatly expanded the required education of Service

I.   Description of Operations Financed (cont.)

members on various financial matters and services under Section 992 of Title 10, U.S. Code. The Office of Financial Readiness provides policies and programs including centralized counseling support, education strategies, communication efforts, innovative learning modalities, and collaborative partnerships to sustain the overall financial well-being of Service members and families. The Office of Financial Readiness serves as the Department's focal point to carry out the Secretary of Defense's responsibility for prescribing rules to carry out 10 U.S.C. § 992, commonly referred to as the Military Lending Act.

TROOPS TO TEACHERS (TTT):

The TTT program provides military personnel and veterans with the opportunity to begin a new career in primary and secondary education. This program was funded and administered by the Department of Education from 2001 through 2013. Title 10 U.S.C. 1154 authorizes the Secretary of Defense to administer and fund the TTT program providing assistance to eligible members and former members to obtain employment as teachers.

Provide funds to pay stipends to eligible service members for teaching licenses and certifications, and bonuses to those choosing to teach, science, mathematics, special education, or vocational or technical subjects in high needs schools.

Provide opportunities for transitioning service members to become teachers and fill positions in eligible schools that are experiencing a shortage of highly qualified teachers.

Make grants up to $5 million for each fiscal year to States, or consortia of states, (to operate offices for the purposes of recruiting eligible members of the armed forces for

I.   Description of Operations Financed (cont.)

participation in the program and facilitating the employment of participants as elementary school teachers, secondary school teachers, and career or technical school teachers. Grantees execute counseling advisement and placement services.

II. Force Structure Summary:

N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action — Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
1. DoDEA	**1,846,754**	**1,908,421**	**0**	**0.0**	**0**	**1,908,421**	**1,975,002**
1. Mgt HQ	16,294	14,548	0	0.0	0	14,548	14,770
2. Consolidated School Support	134,151	119,273	0	0.0	0	119,273	137,389
3. DoDDS	1,156,647	1,172,696	0	0.0	0	1,172,696	1,233,478
4. DDESS	539,662	601,904	0	0.0	0	601,904	589,365
2. Family Assistance/Family Advocacy Programs	**858,357**	**887,668**	**0**	**0.0**	**0**	**887,668**	**917,282**
1. Family Assistance	596,207	619,582	0	0.0	0	619,582	646,873
2. Family Advocacy Program	194,324	196,267	0	0.0	0	196,267	198,230
3. Financial Education	55,951	56,819	0	0.0	0	56,819	57,179
4. Troops To Teachers Program	11,875	15,000	0	0.0	0	15,000	15,000
Total	**2,705,111**	**2,796,089**	**0**	**0.0**	**0**	**2,796,089**	**2,892,284**

* The FY 2017 Actual column <u>includes</u> $67,000.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>includes</u> the Emergency Amendment: Hurricane Recovery and excludes $31,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $31,620.0 thousand of FY 2019 OCO Appropriations funding.

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	2,796,089	2,796,089
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	2,796,089	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	2,796,089	
Supplemental	31,000	
Reprogrammings		
Price Changes		48,530
Functional Transfers		321
Program Changes		47,344
Current Estimate	2,827,089	2,892,284
Less: Wartime Supplemental	-31,000	
Normalized Current Estimate	2,796,089	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**2,796,089**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**2,796,089**
2. War-Related and Disaster Supplemental Appropriations		31,000
a. OCO Supplemental Funding		
1) FY 2018 Defense-Wide Overseas Contingency Operations	31,000	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**2,827,089**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**2,827,089**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-31,000
FY 2018 Normalized Current Estimate		**2,796,089**
6. Price Change		48,530
7. Functional Transfers		321
a. Transfers In		
1) DoD Consolidated Audit Full-time Equivalent Personnel Transfer from OSD to finance dedicated civilian full-time equivalent personnel. (FY 2018 Baseline: $321 thousand; +3 FTEs)	321	
8. Program Increases		96,441
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) (101) Civilian Compensation - Exec, Gen & Sp Sched	36,798	

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

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

Increase reflects realignment of FTEs to comply with current staffing standards, increased enrollment to meet military re-stationing needs, and one additional workday for FY 2019.

HQ: (+$88; 0 FTE)
CSS: (+$20,274; 149 FTE)
DoDDS: (+$14,924; 199 FTE)
DDESS: (+$1,431; 0 FTE)
FA: (+$81; 0 FTE) (FY 2018 Baseline: $1,219,187 thousand; +348 FTEs)

2) (103) Wage Board	164	

Increase reflects one additional workday for FY2019.

DDESS: (+$164; 0 FTEs) (FY 2018 Baseline: $16,012 thousand; +0 FTEs)

3) (308) Travel of Persons	5,790	

Increase supports Worldwide Teacher training of the new College and Career Readiness Standards and Curriculum.

CSS: (+$119; 0 FTE)
DoDDS: (+3,390; 0 FTE)
DDESS: (+2,281; 0 FTE) (FY 2018 Baseline: $92,002 thousand; +0 FTEs)

4) (696) DFAS Finance and Accounting Services	2,415	

This is attributable to the DFAS billing rates increase for workload requirements, to include PCS settlement vouchers and Audit Readiness outputs.

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

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

    CSS: (+$40; 0 FTE)
    DoDDS: (+$1,506; 0 FTE)
    DDESS: (+$869; 0 FTE) (FY 2018 Baseline: $6,400
    thousand; +0 FTEs)
5) (771) Commercial Transportation   7,745
    The increase is attributable to the shipment of
    household goods (HHGs). Shipment of HHGs has
    increased from $18K to $24K per move.

    CSS: (+$50; 0 FTE)
    DoDDS: (+$5,823; 0 FTE)
    DDESS: (+$1,872; 0 FTE) (FY 2018 Baseline: $24,035
    thousand; +0 FTEs)
6) (901) Foreign National Indirect Hire (FNIH)   44
    Increase reflects 1 additional workday for FY2019.

    DoDDS: ($44; 0 FTE) (FY 2018 Baseline: $7,149
    thousand; +0 FTEs)
7) (925) Equipment Purchases (Non-Fund)   21,595
    Increase to support outfitting of 15 newly
    constructed schools.

    DoDDS: (+$9,835; 0 FTE)
    DDESS: (+$11,760; 0 FTE) (FY 2018 Baseline: $59,525
    thousand; +0 FTEs)
8) (933) Studies, Analysis and Eval   3,000
    Realignment of Federally Funded Research and
    Development Centers (FFRDC) funding into the correct

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

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

            expenditure line from Other Intra-Government
            Purchases (987).

            FA: (+$3,000; 0 FTE) (FY 2018 Baseline: $0 thousand;
            +0 FTEs)

      9) (987) Other Intra-Government Purchases   17,035
            Increase funds to incorporate the Services Contract
            Act into the Military Family Life Counseling (MFLC)
            contract and to increase the number of counselors.

            FA: (+$17,035; 0 FTE) (FY 2018 Baseline: $899,035
            thousand; +0 FTEs)

     10) (989) Other Services   1,855
            Increase is in support of the Special Arrangements
            Contracts located at Hanscom AFB, MA; Dover AFB, DE;
            West Point, NY and Puerto Rico.

            DDESS: (+$1,855; 0 FTE) (FY 2018 Baseline: $90,260
            thousand; +0 FTEs)

9. Program Decreases   -49,097
  a. Annualization of FY 2018 Program Decreases
  b. One-Time FY 2018 Increases
  c. Program Decreases in FY 2019
    1) (101) Civilian Compensation--Exec, Gen & Sp Sched   -30,132
       Realignment of FTEs to comply with Restructuring for
       Student Achievement, current staffing standards and
       military restationing in CONUS.

            DDESS: (-$30,132; -352 FTEs) (FY 2018 Baseline:

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

$1,219,187 thousand; -352 FTEs)

2) (104) Foreign National Direct Hire (FNDH)   -229
Decrease reflects the required FTEs in support of
military restationing OCONUS.

DoDDS: (-229; -4 FTEs) (FY 2018 Baseline: $3,194
thousand; -4 FTEs)

3) (987) Other Intra-Government Purchases   -18,646
Decreases based on savings achieved through the IT
Commodity Management best practices.

CSS: (-$4,438; 0 FTE)

Realignment of FFRDC studies funding into the correct
expenditure line, Studies, Research and Evaluation
(933). Adjustment is based on realignment with
fiscal codes and expenditure types within DAI which
ensures Financial Improvement and Audit Readiness
compliance.

FA: (-$3,000; 0 FTE)

Decrease implements additional Service Requirements
Review Board (SRRB) contract reductions.

FA: (-$3,148; 0 FTE)

CSS: (-$8,060; 0 FTE) (FY 2018 Baseline: $899,035
thousand; +0 FTEs)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4) (988) Grants	-90	

Troops to Teachers program is only authorized to make grants up to $5M for each fiscal year. This program is already at the maximum of $5M.

FA (-$90; ; 0 FTE) (FY 2018 Baseline: $60,000 thousand; +0 FTEs)

FY 2019 Budget Request		**2,892,284**

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

Enrollment and Number of Schools:

<u>**DoDDE Enrollment**</u>:	<u>**FY 2017**</u> <u>**Enacted**</u>	<u>**FY 2018**</u> <u>**Estimate**</u>	<u>**FY 2019**</u> <u>**Estimate**</u>
Special Education	1,295	1,283	1,181
Sure Start	867	915	850
Pre-Kindergarten	2,478	2,750	2,272
Kindergarten	7,247	7,311	7,275
Grades 1 through 12	60,338	60,510	61,554
Non-DoD Schools Program	3,635	3,635	3,986
Special Arrangements	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
Total DoDDE	**77,360**	**77,904**	**78,618**

Note: Special Education enrollment reflects students enrolled in Pre-school Children with Disabilities and other self-contained special education programs only. Kindergarten through Grade 12 enrollment includes special education students which are educated in the least restrictive age appropriate classroom environment.

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

<u>DoDDS Enrollment</u>:	<u>FY 2017</u> <u>Enacted</u>	<u>FY 2018</u> <u>Estimate</u>	<u>FY 2019</u> <u>Estimate</u>
Special Education	652	640	1,015
Sure Start	867	892	850
Pre-Kindergarten	324	652	88
Kindergarten	4,335	4,391	4,344
Grades 1 through 12	42,441	42,483	43,052
Non-DoD Schools Program	3,223	3,223	3,497
Special Arrangements	<u>0</u>	<u>0</u>	<u>0</u>
Total DoDDS	**51,842**	**52,281**	**52,846**

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

<u>**DDESS Enrollment**</u>:	<u>**FY 2017**</u> <u>**Enacted**</u>	<u>**FY 2018**</u> <u>**Estimate**</u>	<u>**FY 2019**</u> <u>**Estimate**</u>
Special Education	643	643	166
Sure Start	0	23	0
Pre-Kindergarten	2,154	2,098	2,184
Kindergarten	2,913	2,920	2,931
Grades 1 through 12	17,897	18,027	18,502
Non-DoD Schools Program	412	412	489
Special Arrangements	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
Total DDESS	**25,519**	**25,623**	**25,772**

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

Number of Schools:	<u>**FY 2017 Enacted**</u>	<u>**FY 2018 Estimate**</u>	<u>**FY 2019 Estimate**</u>
DoDDE Total	168	169	166
DoDDS	111	111	111
DDESS	57	58	55

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

<u>Funding Levels</u>	<u>FY 2017</u> <u>Enacted</u>	<u>FY 2018</u> <u>Estimate</u>	<u>FY 2019</u> <u>Estimate</u>
Sustainment	95,703	98,354	100,625
Restoration and Modernization	50,000	50,000	50,000
Demolition	0	0	0
Total	145,703	148,354	150,265
DoDEA Sustainment Rate	90%	90%	90%
Department Sustainment Goal for DoDEA	90%	90%	90%

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

Performance Criterion #1: Cost and productivity Metrics: There are three supporting educational initiatives that are vital to DoDEA successfully establishing and sustaining a standards-based educational system.

   Goal 1 for FY 2019: Sustainment of a robust educator professional development framework that supports the successful development and implementation of our new standards-based educational system which largely depends on the efficacy of our educational professionals (teachers, principals and above school level education staff).
Results: To ensure our workforce has the requisite skills, knowledge, and strategies to achieve the required reform, we will place considerable emphasis on the development and implementation of a robust, system-wide professional development framework.
   Goal 2 for FY 2019: Improve student readiness and motivation for an increase in academic rigor.
Results: Acknowledging and working to mitigate the many non-school factors that influence our school environments to properly prepare students for the learning process and meet each student's unique learning needs.
   Goal 3 for FY 2019: Establishment of an integrated data management system that reflects each student's academic performance and progress by content area and grade.
Results: In order to ensure essential student performance data is consistently available to system stakeholder in order to facilitate timely decisions/actions, we will pursue a system-wide, integrated data management system composed of data management policies, standardized procedures, and a system-of-record infrastructure.

FAMILY ASSISTANCE:

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

Performance Criterion #1: Provide programs and services supporting military members and their families that are cost effective, efficient, and focused on outcomes. The planned strategy is as follows: re-balance program delivery by center-based, virtual, and community-based outreach, leveraging technology when and where appropriate, to adapt to the agile military life style and the needs of both the Service members and families living on installations along with those living off installation, with special emphasis on the geographically dispersed and isolated populations.

Goal for FY 2019: To continue to provide Family Assistance that optimizes utilization of in-person service delivery and innovative technology to provide increased access, improve the quality of lives, and have measurable impact and positive outcomes resulting in improved military readiness. Complete the Annual Report on Family Readiness Programs which will allow data collection on utilization, demographics, and trends. Develop program evaluation metrics to enhance the assessment of effectiveness, efficiency and outcomes of assistance provided. Have results of and access to a completed triennial Needs Assessment. Realization of accreditation or certification of family support services based on jointly developed national standards.

Results: The use of valid and reliable measures (e.g. cost, quality, customer satisfaction, accessibility, and user participation) that are linked to outcomes will align the collection of information about the well-being of service members and families across multiple levels and capture emerging needs in a timely manner. Support to Military Service Members and their families through programs, research, and evaluation of the communities in which they reside will lead to new and innovative means to better serve all Americans. Improved efficiencies will be achieved by identifying gaps and limiting duplication of programs and services.

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

Performance Criterion #2: Diminish negative effects of stigma associated with seeking counseling for issues unique to military life. The planned strategy is as follows: Provide policy and guidance to promote integrated services targeting deployment, reunion, casualty, and other contingency situations and to reduce the incidence and effects of all forms of family stress. Provide non-medical counseling and interventions to create a positive outlet for emotions and other stressors to prevent negative behaviors that are harmful to military members and their families. Provide education and integration of non-medical counseling services within the military medical construct.

Goal for FY 2019: Optimize data collection and analysis for strategic management of support services for military members and their families. Leverage evidence based data to measure program outcomes/impact and make program adjustments to ensure confidential non-medical counseling, financial counseling, health and wellness coaching will be provided in critical need areas. Provide focused outreach to ensure all levels from senior leadership to newly minted service members and their families are educated on the capabilities and flexibility of Military OneSource and the Military and Family Life counseling programs to positively impact recruitment, retention, readiness and resiliency of the military community.

Results: Components of the integrated counseling program are being delivered to support both Active Duty and the Guard and Reserve components and their families to include: 1) MFLCs who provide direct services and outreach on and off active duty installations (in military units, in Child Development Centers, in schools, at summer programs for youth, and "surge" counseling for emerging issues such as crisis or disaster response and units returning from combat) as well as at Guard and Reserve weekend drills and family

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

reintegration special events; 2) Personal Financial Counselors who provide direct services on and off military installations or by phone to Active Duty and the Guard and Reserves and their families; 3) direct services available via a toll-free number, audio/video contact, on-line chat, and outreach via Military OneSource website; 4) health and wellness coaching via Military OneSource to help service members and families gain control in areas such as exercise, nutrition and diet, and 5) military spouse career counseling. Utilize the case management system to collect data on utilization, demographics, trends, and outcome measures that identify impact of non-medical counseling services.

Performance Criterion #3: Maintain the current level of child care capacity through both installation-based and community-based delivery systems. The Strategies include: analyzing changes in child demographics to ensure capacity meets the need; analyzing trends in child care capacity shortfalls using data to determine future expansion needs; analyzing current and future trends for child care quality including health/safety and risk management issues, of community-based delivery systems; and assessing state of current capacity to determine capital improvement needs for aging child and youth facilities.

Goal for FY 2019: Use analysis and continuous process improvement to provide the required level of support for the families with children.

Results: Military families will have access to affordable quality child care enabling them to manage the military lifestyle while serving their country.

Performance Criterion #4: Maximize the use of resources and state-of-the-art technology to improve the ability to access and deliver child care services when and where needed. The strategies include: streamline and clarify the request for child care processes

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

coordinating with the Military Services to ensure consistency; identify tools and resources to support increased efficiencies in providing child care services; identify tools and resources needed to ensure a well-trained and competent workforce, and utilize a myriad of delivery systems to include existing child care facilities, schools, recreation and after-school programs, and home-based care.

Goal for FY 2019:   Anticipate and prepare to act swiftly in meeting sizeable, sudden and unforeseen child care requirements nation-wide through use of community-based resources while maintaining current child care capacity.

Results: Military families will be better able to manage their current child care needs and plan for future child care needs.

Performance Criterion #5: Maximize the use of resources and relationships with partner organizations to improve access to programs for the youth of the Guard and Reserve and Active Duty Forces. Strategies include: identify research-based, evidence-informed program and organizations that support positive youth development; identify service delivery systems on and off the installation; support staff recruitment efforts and internship opportunities within child and youth programs to ensure a qualified and reliable labor force; and to support families with children throughout the deployment cycle through a variety of educational programs.

Goal for FY 2019: Provide opportunities for military youth to develop the skills necessary to succeed and to deal with the stresses of military family life.

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

Results: Provide opportunities for military families to access quality youth programs on the installation and in their communities. Youth will benefit from available opportunities to develop resiliency skills, experience educational successes, explore the arts, and develop healthy habits.

Performance Criterion #6: Partnership opportunities to leverage efficiencies in service delivery and ensure common standards and goals. The planning strategy is to engage those involved in or potentially able to provide support to military families within the DoD, other federal, state, and local department and agencies.

Goal for FY 2019: Sustain existing communities of practice/concentration areas currently supported by the Military Families Learning Network (MFLN) and the MC&FP Learning Management Platform in support of an increasingly seamless Family Readiness System through which military families and service providers are able to access support when and where and at the level it is needed. Add communities of practice/concentration areas where needed to ensure comprehensive and collaborative support. Increase use of the community Capacity Inventory (CCI) tool in conjunction with Community Capacity Building (CCB) Curriculum as a catalyst for service providers in both military and civilian communities to engage in efforts to build community capacity at the local level.

Results: Military and civilian community service providers will participate in webinars, social media and other means of professional development provided by MFLN. These same providers will be trained in developing community capacity to meet the needs of military families using the CCB curriculum and its support tools.

Performance Criterion #7: Maximize the use of resources and state-of-the-art technology to

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

provide smooth relocation assistance for military families. The strategies include: Provide information technology tools and resources to support efficient and effective delivery systems. Leverage resources through on-line training and assistance for military members and their families so they are better able to manage their permanent change of station moves in a fiscally responsible manner, reducing the impact of economic issues on their overall quality of life.

Goal for FY 2019: Use technological applications to augment in-person service delivery to service members and their families and to improve access to relocation assistance when and where it is needed. Using the eSponsorship application, provide training and resources to support sponsors and relocating military members.

Results: Military members will be enabled to use web-based tools to manage their own permanent change of station moves, as well as, enhance sponsorship of a military member and family arriving at a new duty station.

FAMILY ADVOCACY:

Performance Criterion #1: Utilize the Centers for Disease Control (CDC) National Intimate Partner and Sexual Violence Study (NISVS) Military Report which measures the prevalence of Intimate Partner Violence in comparison with the general population to determine where to target resources and identify the most effective evidenced-based programs to use.

Goal for FY 2019: Reduce the prevalence of reported child abuse and neglect and domestic abuse in active component families. Provide effective treatment to strengthen family

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

functioning in a manner that increases the competency and self-efficacy of military families. Maximize utilization, increase collaboration with other organizations with common risk and protective factors (SAPRO, DSPO, ODMEO, etc) and leverage innovative technology to provide increased access, improve the quality of life, and have measurable impact and positive outcomes that result in improved military readiness and resilience.

Results: Targeted resources and evidence-based programs will reduce the prevalence of child abuse and neglect and domestic abuse. Continued technological enhancements to include web-sites, blogs, apps to increase access to families and support their healthy family functioning. A collection of data and metrics with which to perform analysis to determine gaps and redundancies. Collaboration with CDC and DoD Sexual Assault Prevention and Response Office (SAPRO) to continue another NISVS military study.

Performance Criterion #2: Utilize evidenced-based practices/programs across the Department for counseling and interventions to reduce the prevalence of reported child abuse and neglect and domestic abuse in military families. Utilize metrics and outcomes to measure effectiveness of the counseling and intervention for Service members and family members. Continue to track incidents of child abuse and neglect and domestic abuse and report the number of total incidents and the number of incidents that "meet criteria" for maltreatment to be included in the Central Registry. Provide annual Fiscal Year statistics and trends to Congress.

Goal for FY 2019: Utilize the Clearinghouse and our Federal Partners to determine the most effective evidenced-based treatment practices and programs to address child maltreatment and domestic abuse in the military environment. Support the Uniformed Services University of the Health Sciences research study on military-specific risk factors for child

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

maltreatment. Implement the evidence-based Family Foundations program through train-the-trainers across the Department.   Implement the National Child Traumatic Stress Network (NCTSN) learning platform to enhance clinical competency and skills for FAP clinicians Department-wide.   Track and report the annual Fiscal Year reports and trends of child abuse and neglect and domestic abuse that "meet criteria" for inclusion in the central registry; and monitor the outcomes and metrics of all treatment programs. Implement Purple Crying National Center on Shaken Baby Syndrome (NCSBS) in partnership with Health Affairs and Service medical to provide resources and support to parents.

Results: Treatment and intervention practices will be evidenced-based; tracked with metrics and outcome focused on keeping the fidelity of the model. Experts from the Clearinghouse for Military Family Readiness and NCTSN will be used to provide objective evaluative input and processes on the programs and practices provided. Duplicative programs will be eliminated. Metrics will be tracked and reported. Fiscal year reports of FAP data will continue to be released to Congress annually; noting trends and prevention efforts.

Performance Criterion #3: Reduce the prevalence of reported child abuse and neglect in high-risk active component families through the New Parent Support intensive home-visitation program. Utilize Continuous Quality Improvement (CQI) pilot project and expanded evaluation of the New Parent Support intensive home-visitation program (NPSP) to inform policy and changes to the NPSP Department-wide.

Goal for FY 2019: Reduce the prevalence of reported child abuse and neglect in active component families who participated in the New Parent Support intensive home-visiting program. Enhance NPSP based on evaluation of the program and use of the protective

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

factors. Continue the NPSP Continuous Quality Improvement Project. Adjust the number of home visitor positions as applicable to meet the needs.

Results: DoD NPSP intensive home-visitation programs have standardized requirements, training, and metrics and increased use of the nationally used protective factors. Of high-risk active component families who participated in the New Parent Support intensive home-visiting program in FY 2017, the prevalence of child abuse and neglect reports that meet FAP criteria for entry into the FAP Central Registry is below the FY 2016 level.

Performance Criterion #4: Continuous process improvement of FAP to include 1) monitoring the Service implementation of research-based Severity Scales which are standardized definitions for severity of child abuse and neglect and domestic abuse incidents across the Department, 2) monitoring the implementation of the evidence-based Intimate Partner Physical Injury Risk Assessment tool (IPPI-RAT) and tracking for domestic violence across the DOD, 3)implementing recommendations made in the DOD annual Fatality Review of deaths related to child abuse, neglect and domestic abuse, 4) continuing to execute an Integrated Project Team (IPT) with senior executive leaders to govern the implementation of approved recommendations from the FY 2014 Rapid Improvement Events by the functional components of the Coordinated Community Response (medical, legal, law enforcement, FAP, and DoDEA), 5) supporting the Service determination to certify Domestic Abuse Victim Advocates (DAVAs) through an accredited national organization, and 6) tracking metrics in the NPSP CQI Program Evaluation project.

Goal for FY 2019: DoD implemented research based Severity Scales and training across the Department and will monitor the trends. The Severity Scales determination is made if the incident "met criteria" in the Incident Determination Committee for maltreatment and

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

inclusion in the Central Registry. DoD also implemented the IPPI-RAT DoD-wide and all clinicians will take the training that is housed on the Military OneSource platform. DoD will track trends and use of the IPPI-RAT. DoD will continue to hold an annual Fatality Review Summit and will track implementation of DoD recommendations. DoDI 6400-06, "Domestic Abuse Involving DoD Military and Certain Affiliated Personnel" will be revised include revisions to the definition of Intimate Partner, the implementation of a new MPO form, distinct roles, training requirements, and responsibilities for DAVAs and revised language on the Lautenberg Amendment.

Results: Process improvement in FAP. Improvements will be tracked and reported to the HASC/SASC in quarterly meetings, in any required Reports to Congress, and to senior leadership within the Department. The Services will utilize the Severity Scales decision tree-standardized definitions, and Intimate Partner Physical Injury Risk Assessment tool. DoD will write an annual DoD Fatality Review report to include the current and implementation of previous recommendations. FAP policy for DAVAs will be revised to include language about training requirements and standards. The revision of DoDI 6400.06 will positively impact the program and further define the differences between FAP and SAPR. DoD will release the FY17 annual FAP Data Report to Congress on 30 April 2018.

FINANCIAL READINESS:

Performance Criterion #1: Continue implementation of financial education strategy and programs to improve the financial literacy/preparedness of Service members to include development of training courses, and strategic communication products.

Goal for FY 2019: Deliver education courses, to include Blended Retirement System (BRS)

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

sustainment training and stratcom products addressing BRS topics at mandatory touchpoints such as new accession training, TSP vesting, Promotion through pay grades E-5 and O-4, upon eligibility for Continuation Pay, and at career transition.

Results: Military leaders, Service members and family members have access to education on a full range of financial literacy subjects to include BRS. Service members complete mandatory financial literacy training requirements in accordance with Title 10 U.S.C. § 992.

Performance Criterion #2: Direct and oversee policies and programs to support the financial readiness of Service members and their families.

Goal for FY 2019: Provide comprehensive training for Personal Financial Managers as the first line of education for Service members and families; develop a mobile training application and micro-learning curriculum for military members and families to support compliance with NDAA FY16; complete comprehensive research and analysis to better understand financial readiness needs of the force; manage MLA database to assist the financial industry in identifying covered borrowers under 32 CFR, Part 232; and develop and deliver Financial Readiness stratcom products to include infographics, videos, articles, multimedia, and print materials for educating the force.

Results: Standards established to assess the Financial Readiness of Service members and their families, and measured improvement to the overall Financial Literacy of the Force.

Performance Criterion #3: Provide proactive personal life cycle financial management

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

services to Service members and their families through the Personal Financial Counselor (PFC) Program. PFC services augment DoD personal financial readiness services/programs through the provision of tools and information to assist Service members in achieving financial goals and addressing financial challenges.

Goal for FY 2019: Expand PFC footprint to address the requirements as submitted by the Military Services. Ensure all PFCs are properly credentialed, trained and ready to perform, and compliant with industry-accepted standards for the delivery of personal financial management services.

Results: Address Military Service needs through diverse forms of service delivery including, but not limited, to face-to-face counseling, individual and group coaching, and in classroom learning, usually at or near participating duty stations, but also within the civilian communities.

Performance Criterion #4: Assess the financial readiness of the Force to evaluate programs and identify and respond to educational needs.

Goal for FY 2019: Develop, deploy, and analyze a survey and assessment of financial literacy and preparedness in the annual Status of Forces Survey in accordance with 10 U.S.C. 992(d). Determine the overall financial condition of the Force and develop strategies to address educational needs

Results: The Department and Military Services have a quantitative evaluation of the financial literacy and preparedness to identify educational needs in order to ensure

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

continued financial readiness of the Force.

TROOPS TO TEACHERS:

Performance Criterion #1: Through National, state-level and regional personnel, expand outreach programs to recently retired or separated military veterans and those members who are transitioning from military service to provide information designed to cultivate their interest in teaching as a second career. Program outreach will be provided in a cost effective manner, engaging efficiencies by using technology and focusing on areas with high density of potential candidates. The strategy includes a multi-step approach: using the new Transition Assistance Program to generate names of interested individuals, providing teaching as a second career seminars, individual counseling sessions and use of various social media (e.g. Facebook) to cultivate interest.

Goal for FY 2019: Expand the Troops to Teachers (TTT) number of registrations and participants within the confines and structure permitted by the legislation governing TTT and available funding.

Results: Support those veterans interested and eligible for the TTT program in making decisions about choosing teaching as a second career.

Performance Criterion #2: Expand outreach activities to school districts and hiring officials of all public schools, bureau schools and public charter schools.

Goal for FY 2019: Expand awareness of the value and benefits of hiring TTT candidates

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

among key stakeholders in educational systems.

Results: By improving existing and developing new relationships with key personnel, successful TTT candidates will have better opportunities to get hired, especially those in low income school districts and teaching in high demand subject areas (science, mathematics, special education, or vocational and technical subjects).

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V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Civilian End Strength (Total)	13,688	12,461	12,494	-1,227	33
U.S. Direct Hire	13,427	12,213	12,246	-1,214	33
Foreign National Direct Hire	77	77	73	0	-4
Total Direct Hire	13,504	12,290	12,319	-1,214	29
Foreign National Indirect Hire	184	171	175	-13	4
Civilian FTEs (Total)	11,803	11,972	11,966	169	-6
U.S. Direct Hire	11,560	11,724	11,717	164	-7
Foreign National Direct Hire	70	77	73	7	-4
Total Direct Hire	11,630	11,801	11,790	171	-11
Foreign National Indirect Hire	173	171	176	-2	5
Average Annual Civilian Salary ($ in thousands)	100.4	104.7	105.4	4.3	.7
Contractor FTEs (Total)	14	12	12	-2	0

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

OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	1,151,715	162	22,508	44,802	1,219,187	2,822	6,232	-1,073	1,227,168
103 Wage Board	14,433	0	282	1,297	16,012	0	82	164	16,258
104 FN Direct Hire (FNDH)	4,377	0	86	-1,269	3,194	0	16	-229	2,981
107 Voluntary Sep Incentives	2,887	0	0	-2,887	0	0	0	0	0
111 Disability Compensation	3,424	0	0	111	3,535	0	0	0	3,535
121 PCS Benefits	3,656	0	0	737	4,393	0	0	0	4,393
199 Total Civ Compensation	**1,180,492**	**162**	**22,876**	**42,791**	**1,246,321**	**2,822**	**6,330**	**-1,138**	**1,254,335**
308 Travel of Persons	94,427	180	1,608	-4,213	92,002	910	1,672	5,790	100,374
399 Total Travel	**94,427**	**180**	**1,608**	**-4,213**	**92,002**	**910**	**1,672**	**5,790**	**100,374**
696 DFAS Financial Operation (Other Defense Agencies)	8,148	0	-99	-1,649	6,400	0	330	2,415	9,145
699 Total DWCF Purchases	**8,148**	**0**	**-99**	**-1,649**	**6,400**	**0**	**330**	**2,415**	**9,145**
771 Commercial Transport	22,863	138	391	643	24,035	698	445	7,745	32,923
799 Total Transportation	**22,863**	**138**	**391**	**643**	**24,035**	**698**	**445**	**7,745**	**32,923**
901 Foreign National Indirect Hire (FNIH)	4,000	4	78	3,067	7,149	18	37	44	7,248
912 Rental Payments to GSA (SLUC)	10,816	0	184	-3,332	7,668	0	138	0	7,806
913 Purchased Utilities (Non-Fund)	39,095	91	666	-4,655	35,197	459	642	0	36,298
914 Purchased Communications (Non-Fund)	41,076	25	699	-11,057	30,743	130	556	0	31,429

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OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
915 Rents (Non-GSA)	5,897	81	102	5,249	11,329	411	211	0	11,951
917 Postal Services (U.S.P.S)	200	0	3	159	362	0	7	0	369
920 Supplies & Materials (Non-Fund)	55,224	118	941	-17,946	38,337	598	701	0	39,636
921 Printing & Reproduction	2,630	0	45	-1,369	1,306	0	24	0	1,330
922 Equipment Maintenance By Contract	29,134	0	495	-14,361	15,268	0	275	0	15,543
923 Facilities Sust, Rest, & Mod by Contract	109,843	663	1,879	48,083	160,468	3,352	2,949	0	166,769
925 Equipment Purchases (Non-Fund)	17,700	59	302	41,464	59,525	298	1,077	21,595	82,495
933 Studies, Analysis & Eval	1,221	0	21	-1,242	0	0	0	3,000	3,000
987 Other Intra-Govt Purch	850,453	93	14,459	34,030	899,035	470	16,191	6,449	922,145
988 Grants	75,776	0	1,288	-17,064	60,000	0	1,080	-90	60,990
989 Other Services	145,556	754	2,487	-56,794	92,003	3,813	1,725	1,855	99,396
990 IT Contract Support Services	10,560	0	180	-1,799	8,941	0	161	0	9,102
999 Total Other Purchases	**1,399,181**	**1,888**	**23,829**	**2,433**	**1,427,331**	**9,549**	**25,774**	**32,853**	**1,495,507**
Total	**2,705,111**	**2,368**	**48,605**	**40,005**	**2,796,089**	**13,979**	**34,551**	**47,665**	**2,892,284**

* The FY 2017 Actual column <u>includes</u> $67,000.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).

* The FY 2018 Estimate column <u>includes</u> the Emergency Amendment: Hurricane Recovery and excludes $31,000.0 thousand of FY 2018 OCO Appropriations Funding.

* The FY 2019 Estimate column <u>excludes</u> $31,620.0 thousand of FY 2019 OCO Appropriations funding.

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Defense POW/MIA Accounting Agency

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DPAA	113,176	2,023	16,069	131,268	1,611	-2,183	130,696

I.   Description of Operations Financed: The Defense POW/MIA Accounting Agency (DPAA) provides families and the Nation with the fullest possible accounting for missing personnel from past conflicts (World War II, the Korean War, Cold War, Indochina (Vietnam) War, Persian Gulf War, the Iraq Theater of Operations) and other conflicts or incidents as the Secretary of Defense (SECDEF) directs. As a Defense Agency, the DPAA leads the national effort to develop and implement DoD policy on all matters relating to past conflict personnel accounting; conducts global search, recovery, and laboratory operations to identify and account for personnel from past conflicts; provides information and answers to the families and shares their stories. The DPAA also provides analytical support to official United States delegations and conducts technical discussions with host nation officials. Additionally, DPAA continues to transform the Department's past conflict personnel accounting mission, which includes the development, implementation, and incorporation of public-private partnerships into global field operations and into scientific and other operations, so as to more effectively and efficiently account for missing personnel and ensure their families receive the answers they seek.

Communication Line of Effort (LOE): Communication is the foundational LOE. The DPAA's ability to effectively communicate to families and external stakeholders is vital to providing the fullest possible accounting of missing personnel to the families and the Nation. While the Outreach and Communications Directorate is primarily responsible for

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

many of the tasks within this LOE, the entire agency has important supporting and supported responsibilities as well.

Pursuant to Title 10 § 1501, the Department is responsible for informing the families, Congress, veterans service organizations, military service organizations, family advocacy groups, and the general public about ongoing efforts to recover and account-for our missing. In compliance with this law, each year DPAA conducts communications and outreach programs, including seven regional family member update meetings and two annual government briefings to provide information on the Department's personnel accounting and recovery activities and progress, as well as conduct individual family updates on the known details of their loved ones' loss incident, and to collect DNA family reference samples. The seven family member updates involve DPAA staff and other USG officials travelling to major cities across the United States to inform, educate, and build trust with approximately 1,800 family members every year. Similarly, the two annual government briefings achieve the same objectives for the Vietnam War and Korean/Cold War families, respectively; however, unlike the family member updates, the USG pays travel costs to Washington, D.C. for no more than two family members.

The DPAA is also engaged in responding to requests for information from families of the missing, veterans, the public, and Members of Congress; the declassification and transfer of information to the Library of Congress and the National Archives; and maintaining a website detailing POW/MIA information and accounting efforts for families, veterans, and public access.

Accounting LOE: This LOE is critical to DPAA's efforts to research, investigate, disinter, recover and identify those who served the nation. The optimal objective of this

I.   Description of Operations Financed (cont.)

effort is to increase the number of personnel accounted for annually while providing the results of all of our accounting efforts to the families of the missing, even when it does not result in an individual identification. The entire agency has important supporting and supported responsibilities across this LOE.

The DPAA conducts research, investigation, excavation, and recovery operations worldwide to find the remains of missing personnel. Agency personnel also manage the command and control, logistics, and in-country support to deployed personnel during those missions. The DPAA is the DoD lead agency for coordinating with other USG agencies, foreign governments through the Department of State, and non-governmental organizations (NGO) on all matters related to the past conflict accounting mission, including conducting international negotiations to achieve access to loss sites and/or information leading to the recovery of artifacts or the remains of personnel missing from past conflicts. In addition, DPAA supports the U.S. side of the U.S.-Russia Joint Commission on POW/MIAs to include serving as the DoD Commissioner on the behalf of the Secretary of Defense.

The DPAA operates three laboratories for forensic, anthropological, and odontological analyses of remains, as well as material analysis of artifacts and other items related to personnel losses and loss sites. The work done at these laboratories is critical to the accurate and scientific identification of remains. The forensic laboratories coordinate with the Armed Forces Medical Examiner System and the Armed Forces DNA Identification Laboratory to collect DNA samples and make identifications.

The DPAA also prepares for operations by conducting research in U.S. and international archives; analyzing data; creating and maintaining comprehensive records (including official list of unaccounted-for by conflict), interviewing witnesses, and investigating losses in the field. Key projects in this area include:

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

1. Development of a Case Management System (CMS) for use by DPAA and USG entitles to improve collaboration and information sharing by creating case files, which contain information regarding the disappearance, whereabouts, and status of missing persons. This cloud-based system will increase DPAA's analytical capabilities as well as productivity and efficiencies among the various DPAA stakeholders. A component of CMS is a public portal that provides accessibility to ensure accuracy, completeness, and declassification of the data before release to the families, in compliance with 10 U. S. C. § 1509.
2. Complete the digitization of Individual Deceased Personnel Files of U.S. Service Members missing since WWII for upload into the CMS, as directed by the Congress in 10 U.S.C. 1509.

Synchronization LOE: For the DPAA to continue to succeed as a global, geographically dispersed agency, it must further prioritize efforts to synchronize and integrate multiple offices and functions. The Synchronization LOE is designed to do this while also improving processes and strategies. This LOE includes the integration of public-private partnership initiative, as well as information modernization efforts, which are perhaps DPAA's two most important long-term investments and most promising opportunities for increased results.

Mission Support LOE: The DPAA's ability to perform this complex and continuous world-wide mission depends upon integrated support provided by the Logistics, Expeditionary Support, Human Capital and Comptroller directorates of the Agency.

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

N/A

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

A. <u>BA Subactivities</u>	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
4. Administration and Servicewide Activities	113,176	131,268	0	0.0	0	131,268	130,696
Total	**113,176**	**131,268**	**0**	**0.0**	**0**	**131,268**	**130,696**

DPAA continues to review, refine, and prepare better budget estimates as our program matures. DPAA is employing new tools within the Defense Agencies Initiative (DAI) accounting system to improve budget formulation, execution, and meet agency audit requirements.

In FY 2019 DPAA will undertake two facility relocations and modernization efforts. DPAA headquarters will relocate from commercial leased space in Crystal City, VA to the Mark Center in Alexandria, VA. The DPAA laboratory at Offutt, NE is scheduled to relocate from obsolete, converted hangar space to a renovated, historic U. S. Strategic Command Headquarters building. Details for both efforts are developing and DPAA will minimize impact to missions and personnel to the maximum extent possible.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**131,268**	**131,268**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**131,268**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**131,268**	
Supplemental		
Reprogrammings		
Price Changes		1,611
Functional Transfers		
Program Changes		-2,183
Current Estimate	**131,268**	**130,696**
Less: Wartime Supplemental		
Normalized Current Estimate	**131,268**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**131,268**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**131,268**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**131,268**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**131,268**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**131,268**
6. Price Change		1,611
7. Functional Transfers		
8. Program Increases		12,273
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) DPAA transitions from contracted IT services to a government service provider to facilitate Headquarters move from leased facility to the Mark Center. Offset to program reductions in OP-32 code 990.	5,789	
2) Civilian compensation increase - hire civilians to fill critical vacant positions. Re-price and better estimate of FTE consistent with prior year execution.	4,036	
3) Increase for planned facility projects associated	2,222	

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
with Headquarters relocation and Offutt Lab relocation.		
4) One additional compensable day for civilian compensation.	226	
9. Program Decreases		-14,456
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Commercial IT service reduction as the agency migrates to a government service provider associated with the Headquarters move from commercial space to the Mark Center in late FY 2019.	-5,789	
2) Reduced commercial transportation requirement for overseas helicopter contract and blade-hours.	-5,770	
3) Reduced estimate for travel, especially to high-cost overseas locations. Estimate is consistent with FY 2017 execution and expected pace of operations.	-2,894	
4) Agency fact-of-life adjustments.	-3	
FY 2019 Budget Request		**130,696**

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

DPAA is developing performance criteria and metrics consistent with the accounted for definition in subsection (f)(1) of section 1509 of title 10, United States Code.

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V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	239	238	278	-1	40
Officer	62	61	88	-1	27
Enlisted	177	177	190	0	13
Reservists on Full Time Active Duty (E/S)	0	4	0	4	-4
Officer	0	4	0	4	-4
Civilian End Strength (Total)	293	346	336	53	-10
U.S. Direct Hire	293	324	314	31	-10
Foreign National Direct Hire	0	22	22	22	0
Total Direct Hire	293	346	336	53	-10
Active Military Average Strength (A/S) (Total)	239	238	278	-1	40
Officer	62	61	88	-1	27
Enlisted	177	177	190	0	13
Reservists on Full Time Active Duty (A/S) (Total)	0	4	0	4	-4
Officer	0	4	0	4	-4
Civilian FTEs (Total)	287	334	336	47	2
U.S. Direct Hire	287	312	314	25	2
Foreign National Direct Hire	0	22	22	22	0
Total Direct Hire	287	334	336	47	2
Average Annual Civilian Salary ($ in thousands)	140.2	124.6	137.0	-15.6	12.4
Contractor FTEs (Total)	75	75	75	0	0

Military end-strength increase corrects a database discrepancy from the merger of legacy DPAA elements (JPAC and DPMO).

Civilian FTE increase of two (2) planned in FY 2019 as DPAA continues to fill critical, vacant scientific, research, anthropologic, forensic, and program management positions.

FY 2017 and FY 2018 civilian salary estimates were understated. Average annual civilian salary increases in FY 2019, compared to FY 2018, and is consistent with prior year execution history. DPAA is employing better civilian pay forecasting tools to manage the civilian workforce.

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	39,414	770	601	40,785	208	4,223	45,216
103 Wage Board	0	0	186	186	1	-187	0
107 Voluntary Sep Incentives	25	0	-25	0	0	0	0
199 Total Civ Compensation	**39,439**	**770**	**762**	**40,971**	**209**	**4,036**	**45,216**
308 Travel of Persons	9,351	159	5,612	15,122	272	-2,894	12,500
399 Total Travel	**9,351**	**159**	**5,612**	**15,122**	**272**	**-2,894**	**12,500**
634 NAVFEC (Utilities and Sanitation)	0	0	1,001	1,001	-20	24	1,005
647 DISA Enterprise Computing Centers	0	0	2,242	2,242	-135	144	2,251
699 Total DWCF Purchases	**0**	**0**	**3,243**	**3,243**	**-155**	**168**	**3,256**
771 Commercial Transport	4,607	78	10,315	15,000	270	-5,770	9,500
799 Total Transportation	**4,607**	**78**	**10,315**	**15,000**	**270**	**-5,770**	**9,500**
901 Foreign National Indirect Hire (FNIH)	788	15	-169	634	3	163	800
912 Rental Payments to GSA (SLUC)	1,220	21	261	1,502	27	-6	1,523
913 Purchased Utilities (Non-Fund)	40	1	758	799	14	137	950
914 Purchased Communications (Non-Fund)	2,246	38	-1,543	741	13	30	784
915 Rents (Non-GSA)	186	3	298	487	9	-6	490
920 Supplies & Materials (Non-Fund)	2,868	49	-1,669	1,248	22	2,222	3,492
921 Printing & Reproduction	56	1	-55	2	0	-1	1
922 Equipment Maintenance By Contract	1,603	27	-1,416	214	4	-3	215
923 Facilities Sust, Rest, & Mod by Contract	178	3	4,621	4,802	86	-38	4,850
925 Equipment Purchases (Non-Fund)	147	2	571	720	13	114	847
932 Mgt Prof Support Svcs	11,243	191	-4,240	7,194	129	205	7,528
985 Research & Development, Contracts	50	0	-50	0	0	0	0
987 Other Intra-Govt Purch	7,314	124	11,548	18,986	342	5,789	25,117

Defense POW/MIA Accounting Agency
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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
988 Grants	0	0	500	500	9	-9	500
989 Other Services	21,829	371	-13,827	8,373	151	-457	8,067
990 IT Contract Support Services	10,011	170	549	10,730	193	-5,863	5,060
999 Total Other Purchases	**59,779**	**1,016**	**-3,863**	**56,932**	**1,015**	**2,277**	**60,224**
Total	**113,176**	**2,023**	**16,069**	**131,268**	**1,611**	**-2,183**	**130,696**

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Operation and Maintenance, Defense-Wide

Defense Security Cooperation Agency

February 2018

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Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) 04: Administration & Servicewide Activities

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DSCA	1,730,235	29,535	-1,037,274	722,496	12,679	19,536	754,711

* The FY 2017 Actual column <u>includes</u> $1,305,017.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $2,208,442.0 thousand of FY 2019 OCO Appropriations funding.

I.   **<u>Description of Operations Financed</u>**: The Defense Security Cooperation Agency (DSCA) leads the Security Cooperation Community (SCC) in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests. DSCA plans, directs, implements, administers and provides Department of Defense (DoD)-wide guidance for the execution of assigned Security Cooperation programs and activities and facilitates the planning, implementation, monitoring, and evaluation of security cooperation activities funded through the DSCA budget. DSCA activities encourage and enable foreign partners to act in support of U.S. national security objectives. DSCA issues are often complex, urgent, and span the phases of conflict from shaping the environment to enabling civil authority activities. The agency performs these activities by collaborating closely with the interagency, industry and partner nations. Moreover, DSCA seeks to maximize Security Cooperation program effectiveness and ensures that efforts align with national security priorities.

The FY 2019 budget request supports the day-to-day operations of the DSCA Headquarters, the DoD Regional Centers for Security Studies, Defense Institute of Security Cooperation Studies (DISCS), and the Defense Institute of International Legal Studies (DIILS). Under the provisions of the FY 2017 National Defense Authorization Act (NDAA), the FY 2019 budget request will also support ongoing efforts to develop a DoD framework for the

I.   <u>**Description of Operations Financed (cont.)**</u>
assessment, monitoring, and evaluation of security cooperation activities and expand a workforce development program targeting all DoD professionals supporting security cooperation efforts, including the execution of security sector assistance programs and activities under the Foreign Assistance Act and the Arms Export and Control Act. Additionally, the DSCA budget request supports program management and administration of the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs funded within the Overseas Humanitarian, Disaster and Civic Aid (OHDACA) appropriation.

<u>**Regional Centers for Security Studies**</u>
The Regional Centers provide key strategic communication tools, assisting U.S. policymakers in formulating and articulating effective policy, as well as foreign perspectives, advancing U.S. security policy priorities and building support for U.S. security policies abroad. Funding for the Regional Centers addresses: (1) the ability of the five Regional Centers to harmonize views of common security challenges by expanding their program of seminars and courses to affect a wider and more appropriate audience in their respective regions; (2) increase sustainable security communities that provide access to DoD leaders and provide critical regional policy feedback through a mix of conferences, seminars, and web-based discussion groups; (3) facilitate efforts to combat transnational security threats, such as terrorism, that cross Geographic Combatant Commands (GCCs) through a series of collaborative working groups that partner centers and their networks; (4) conduct activities that leverage the network of past Regional Centers' graduates to advance U.S. interests and share lessons learned and best practices; and (5) build a federated network of functional communities of influential individuals, including U.S. and foreign partner personnel, who actively exchange insights on security issues, evaluate security trends, and provide feedback on national and security policies.

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

The Regional Centers for Security Studies are the Near East South Asia Center for Strategic Studies (NESA), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS), Honolulu, Hawaii; William J. Perry Center for Hemispheric Defense Studies (WJPC), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany.

<u>Security Cooperation Workforce Development</u>
The National Defense Authorization Act for Fiscal Year (FY) 2017 enacted Title 10, U.S. Code, Section 384, which directs the Secretary of Defense to establish a DoD Security Cooperation Workforce Development Program (SCWDP). Additionally, Section 384 directs that the Defense Security Cooperation Agency (DSCA) manage the SCWDP.

The SCWDP applies to DoD civilian and military personnel in positions with security cooperation responsibilities, including Title 10 Building Partner Capacity and Title 22 Security Assistance functions. Major elements of the SCWDP include, but are not limited to, identification of DoD billets/positions with security cooperation responsibilities, development of security cooperation career paths, workforce certification based on training and experience, a mechanism for assigning certified personnel into workforce positions, and a school to train and educate the security cooperation workforce.

The Section 384 requirements are new to DoD and DSCA, and will require considerable time and resources to fully implement. While there is an existing school, program of instruction must be updated and expanded considerably in both scope and scale, utilizing a collaborative *university* model to meet Section 384 requirements. All other program

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I. Description of Operations Financed (cont.)

requirements – position identification, career paths, certification, an assignments mechanism, etc. – are in development. These efforts will be completed and implemented in phases from FY 2018 to FY 2022.

Defense Institute of Security Cooperation Studies (DISCS)

The DISCS provides a comprehensive education platform for training U.S. personnel assigned to embassies, headquarters, Geographic Combatant Commanders (GCCs), and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts. Additionally, the DISCS educates and trains partner country personnel involved in the planning, management, and assessment of security cooperation programs.

DSCA Headquarters

The DSCA Headquarters fund salaries and operating expenses of the workforce providing program and financial management support to the DoD-funded security cooperation programs, to include Humanitarian Assistance, Foreign Disaster Relief, and Mine Action programs. Additionally, this account resources operational and information technology system support costs for the Defense Finance and Accounting Services (DFAS).

Security Cooperation (SC) Data Management

The Partnership Outreach and Collaboration Support (POCS) program is an open source information technology solution that assists the Regional Centers for Security Studies, DoD academic institutions and activities, and partners in improving international outreach efforts, track alumni for continuing outreach, and fostering collaboration among their faculty, current and former participants, and other designated DoD and partner educational institutions. The POCS outreach, education, and collaboration efforts are

I.   Description of Operations Financed (cont.)

directly linked to DoD's building partnership capacity efforts. The POCS is a valuable tool that enables approximately 70,000 international community members to share information, collaborate on national security projects, build international communities of interest on security issues, and improve administrative activities resulting in time and manpower savings.

The Global Theater Security Cooperation Management Information System (G-TSCMIS) is the information portal for the Department's security cooperation efforts, providing decision makers, planners, and other users with the ability to plan, execute, monitor, manage, forecast, assess, evaluate, and report on global SC activities and events.

The goal of G-TSCMIS is to deliver a comprehensive picture of whole-of-government security cooperation activities and contribute to planning more effective cooperative activities that align or meet desired outcomes in support of defense strategy.

Wales Initiative Fund (WIF)/Partnership for Peace (PfP)

The WIF/PfP program, a bilateral U.S. security cooperation program, supports defense reform efforts and defense institution building with developing partners and seeks to deepen interoperability through exercises. The WIF/PfP program supports countries of Eastern Europe and Central Asia, and all developing North Atlantic Treaty Organization (NATO) Partners, such as Mediterranean Dialogue and Istanbul Cooperation Initiative countries. WIF program efforts are conducted in accordance with regional and country-specific priorities established by OSD Policy, applicable Geographic Combatant Commands (GCCs), the NATO Individual Partnership Action Plan (IPAP) and Partnership Goals (PGs) as agreed to by the Partners. WIF supports an array of programs, conferences, exchanges, seminars, military exercises, studies, advisory services and support to execute these activities. The WIF/PfP program is a critical tool in supporting development of joint-

I.   Description of Operations Financed (cont.)

NATO Partnership goals for PfP nations, strengthening U.S. capabilities for multinational operations, facilitating access for our armed forces during peacetime or contingency operations, and building relationships that promote U.S. security interests.

Combating Terrorism Fellowship Program (CTFP)

The CTFP, authorized in the FY 2004 National Defense Authorization Act (10 USC 2249c), provides foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The CTFP is a key tool for GCCs to foster regional and global cooperation in the war against terrorism. The CTFP enhances the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program supports mobile and resident institutional courses tailored to the specific needs of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human rights issues. Funding for the CTFP: (1) builds and strengthens a global network of combating terrorism experts and practitioners at the operational and strategic levels; (2) builds and reinforces the combating terrorism capabilities of partner nations through operational and strategic-level education; (3) contributes to counterterrorism ideology efforts; and (4) provides the DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

Security Cooperation Account

The FY 2017 NDAA transitioned the Counterterrorism Partnership Fund (CTPF) into a cross-regional partner support account, the "Security Cooperation Account". The goal of this account is to enable the Geographic Combatant Commanders (GCCs) to comprehensively plan and implement security cooperation activities with minimal programmatic or administrative

I.   <u>**Description of Operations Financed (cont.)**</u>
burdens that challenge the Department's ability to apply resources to the right
activities with the right partners at the right times. DSCA will use a variety of
authorities to implement these resources.

The combined security cooperation account and consolidation of security cooperation
authorities provides flexibility to meet evolving security challenges and will be
indispensable in carrying out the Department's key policy priorities. The integrated
approach to planning was mandated by the FY 2017 NDAA to strengthen partner nations'
capacity to absorb, apply, and sustain capabilities. Programs developed under the section
333 authority are co-formulated, reviewed, and vetted by the Secretary of Defense and the
Secretary of State, facilitating stronger unity of effort across the U.S. government's
security sector assistance activities.

Most activities funded through the Security Cooperation Account will be conducted
pursuant to the Authority to Build the Capacity of Foreign Security Forces (10 U.S.C. §
333). This new, combined authority under the provisions of the FY 2017 NDAA expands the
Global Train and Equip scope for the purpose of building the capacity of foreign national
security forces to conduct one or more of the following: counterterrorism operations;
counter-weapons of mass destruction operations; counter-illicit drug trafficking
operations; counter-transnational organized crime operations; maritime and border
security operations; military intelligence operations; and operations or activities that
contribute to an international coalition operation.

In addition to the counterterrorism partnership objectives, on which the former
counterterrorism partnership fund had focused, the security cooperation account will
continue to address the following security cooperation objectives:

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

   –   Counter Weapons of Mass Destruction Partnership Activities: These activities enable
       military and civilian first responder organizations of partner nations to enhance the
       capability of such partner nations to respond effectively to potential incidents
       involving weapons of mass destruction, to include training, equipping, and supplies.
       This improves interoperability with U.S. Forces supporting Chemical, Biological,
       Radiological and Nuclear (CBRN) preparedness and response assistance to these
       countries.

   –   Drug Interdiction and Counterdrug Activities International Support: These activities
       enable partners to detect, interdict, disrupt or curtail activities related to
       substances, material, weapons or resources used to finance, support, secure,
       cultivate, process, or transport illegal drugs. This request supports activities by
       the geographic combatant commands to build the capacity of the national security
       forces of foreign countries to conduct counter-illicit drug trafficking operations and
       counter-transnational organized crime operations pursuant to 10 U.S.C. 333. These
       funds will support validated requirements as developed by the Combatant Commands and
       are designed to be complimentary to other counter-drug partnership activities
       implemented under other authorities and funded by the Counter-drug Central Transfer
       Account.

Assessment, Monitoring, and Evaluation (AM&E)
Assessment, Monitoring, and Evaluation (AM&E) is a new statutory requirement for the
Department to establish an enterprise-wide view of security cooperation to enable
strategic decision making. Under the provision and in accordance with a new DoD policy
issuance on AM&E, the Department will establish a comprehensive framework to assess,

I.   Description of Operations Financed (cont.)

monitor, and evaluate security cooperation programs and activities from inception to completion. DoD is also committed to providing public summaries of the evaluations it conducts, and to provide Congress an annual report on the AM&E program and the lessons learned and best practices identified by the program.

Defense Institution Reform Initiative (DIRI)

The DIRI program is a core Department of Defense security cooperation tool that works with partner nations to build defense institutions and enhance institutional governance and management capabilities. DIRI projects focus on developing accountable, effective, efficient, and transparent defense institutions that enhance partner governance and enable defense capabilities. At the heart of these efforts is a fundamental program value aimed at supporting the capacity of foreign partners to exercise responsible civilian control of national security forces. Through extensive consultation with U.S. government and partner nation stakeholders, DIRI identifies and conducts projects that meet shared strategic priorities. DIRI program efforts focus on achieving the following objectives: (1) supporting the establishment and improvement of functional capabilities necessary to manage, organize, train, equip, sustain, deploy, and utilize security forces under civilian control; (2) Defense sector governance and management; (3) Defense and security policy, strategy and planning; (4) resource management, human resource management, logistics, and infrastructure; (5) supporting the establishment and improvement of civil-military relations and inter-ministerial coordination; (6) facilitation of DoD to Ministry of Defense engagements that strengthen relationships with partners and allies; and (7) development of the Department's methodology, approach and expertise to conduct defense governance and management activities.

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

<u>Defense Institute of International Legal Studies (DIILS)</u>

The Defense Institute of International Legal Studies (DIILS) is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally. The DIILS legal capacity-building programs help achieve an international order that advances U.S. interests by reinforcing the rights and responsibilities of all nations.

<u>Ministry of Defense Advisors (MoDA) Program</u>

The MoDA program supports institutional capacity building by deploying trained, senior civilian experts as advisors to partner nation ministries of defense and regional organizations with security missions. MoDA advisors generally focus on higher level ministerial functions such as personnel and readiness, acquisition and procurement, logistics and sustainment, strategy and policy, and financial management, but can be utilized for civilian function.

The MoDA program supports DoD priorities to prevent and deter conflict, and build the security capacity of key partners, by addressing partners' institutional needs and helping them to build the core competencies needed for an effective and accountable defense ministry. Although initially conceived in response to operational requirements in Afghanistan, global MoDA authority was granted in the FY 2012 NDAA and made permanent in the FY 2017 NDAA Section 332a. Key aspects of the MoDA program includes a 7-week pre-deployment training program; temporary backfill funding for the advisors' parent organizations; the establishment of long-term, civilian relationships between DoD and partner ministries; and uniquely valuable professional development opportunities for senior DoD civilian advisors.

I. Description of Operations Financed (cont.)

Southeast Asia Maritime Security Initiative (MSI)

The MSI represents a fundamental, steady-state component of Department of Defense's contribution to address regional security concerns in the Asia-Pacific and to improve the maritime security of our partners and allies in the Southeast Asia. MSI funds equipment, supplies and defense services, training, and small-scale construction to support the national military or security forces that have maritime security missions as their fundamental responsibilities. In FY 2019, the Department will continue to focus on increasing partner nations' maritime domain awareness capacity, assist in the modernization and training for maritime patrolling, and assist regional efforts aimed at increasing interoperability and shared response to shared transnational threats. Recipient countries include: Indonesia, Malaysia, the Philippines, Thailand, and Vietnam.

Performance measures support oversight, planning, and implementation of the defense strategy and Geographic Combatant Commanders' (GCCs) Theater Security Cooperation strategies. These programs enable the Department of Defense (DoD) to strengthen and deepen partnerships across the globe both to address the dynamic security environment, as no country alone can address the globalized challenges we collectively face, and to help manage our fiscal realities. With reduced force structure and resources, the Department must make greater efforts to coordinate our planning to optimize allies' and partners' contributions to their own security and to our combined activities.

II. Force Structure Summary:
N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	FY 2018 Congressional Action Percent	FY 2018 Congressional Action Appropriated	Current Estimate	FY 2019 Estimate
1. Regional Centers	63,293	61,802	0	0.0	0	61,802	65,401
2. Wales Initiative Fund	18,173	28,569	0	0.0	0	28,569	27,626
3. Combating-Terrorism Fellowship Program	24,343	26,786	0	0.0	0	26,786	24,021
4. DSCA Headquarters	19,577	15,555	0	0.0	0	15,555	22,155
5. Security Cooperation Data Management	2,444	2,999	0	0.0	0	2,999	4,305
6. Defense Institute of Security Cooperation Studies	3,466	3,938	0	0.0	0	3,938	4,923
7. Defense Institution Reform Initiative	20,951	30,061	0	0.0	0	30,061	30,308
8. Defense Institute of International Legal Studies	2,185	2,525	0	0.0	0	2,525	2,573
9. Security Cooperation Base	218,875	440,710	0	0.0	0	440,710	457,205
10. Ministry of Defense Advisors Program	2,910	6,948	0	0.0	0	6,948	6,952
11. Southeast Asia Maritime Security Initiative	47,656	99,603	0	0.0	0	99,603	98,242
12. Assessment, Monitoring, and Evaluation	1,350	3,000	0	0.0	0	3,000	6,000
13. Security Cooperation Workforce Development	0	0	0	0.0	0	0	5,000
14. OCO Coalition Support	629,068	0	0	0.0	0	0	0

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Funds							
15. OCO Counterterrorism Partnerships Fund	342,887	0	0	0.0	0	0	0
16. OCO Lift and Sustain	103,859	0	0	0.0	0	0	0
17. OCO Ministry of Defense Advisors Program	13,300	0	0	0.0	0	0	0
18. OCO Security Cooperation	67,262	0	0	0.0	0	0	0
19. OCO Ukraine Security Assistance Initiative	148,636	0	0	0.0	0	0	0
Total	**1,730,235**	**722,496**	**0**	**0.0**	**0**	**722,496**	**754,711**

* The FY 2017 Actual column <u>includes</u> $1,305,017.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $2,208,442.0 thousand of FY 2019 OCO Appropriations funding.

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III. Financial Summary ($ in thousands)

	Change FY 2018/FY 2018	Change FY 2018/FY 2019
B. Reconciliation Summary		
Baseline Funding	722,496	722,496
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	722,496	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	722,496	
Supplemental	2,312,000	
Reprogrammings		
Price Changes		12,679
Functional Transfers		30,253
Program Changes		-10,717
Current Estimate	3,034,496	754,711
Less: Wartime Supplemental	-2,312,000	
Normalized Current Estimate	722,496	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**722,496**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**722,496**
2. War-Related and Disaster Supplemental Appropriations		2,312,000
a. OCO Supplemental Funding		
1) Coalition Support Funds	1,000,000	
2) Security Cooperation	850,000	
3) Lift and Sustain	300,000	
4) Ukraine Security Assistance Initiative	150,000	
5) Ministry of Defense Advisors Program (Afghanistan)	12,000	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**3,034,496**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**3,034,496**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-2,312,000
FY 2018 Normalized Current Estimate		**722,496**
6. Price Change		12,679
7. Functional Transfers		30,253
a. Transfers In		
1) Drug-Interdiction and Counter-Drug Program	30,000	
Transfer of funds to DSCA to support counter-illicit drug operations pursuant to Title 10, USC, Sec 333. (FY 2018 Baseline: $75,000 thousand)		
2) DoD Audit Readiness	253	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Funding supports the DoD Consolidated Audit, from the start of the audit engagement until findings are fully remediated. (FY 2018 Baseline: $15,555 thousand; +2 FTEs)		
8. Program Increases		196
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Compensable Day	196	
There will be one additional compensable day in FY 2019. This will result in an increase in civilian manpower costs due to additional workday in FY 2019 (261 days) as compared to FY 2018 (260 days). (FY 2018 Baseline: $51,551 thousand)		
9. Program Decreases		-10,913
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Building Partnership Capacity Activities	-4,953	
Decrease in global train and equip requirements. (FY 2018 Baseline: $540,313 thousand)		
2) Travel Efficiencies	-2,597	
Funding reduced due to travel efficiencies gained through use of virtual technologies. (FY 2018 Baseline: $33,734 thousand)		
3) Service Requirements Review Board	-2,065	
Reduces funding through efficiencies found in service support contracts. Planned training events postponed and planned capabilities reduced in institutional		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
programs. (FY 2018 Baseline: $95,363 thousand)		
4) Information Technology Efficiencies	-1,298	
Funding reduced based on efficiencies in service support contracts. Planned training events postponed and planned capabilities reduced in institutional programs. (FY 2018 Baseline: $95,363 thousand)		
FY 2019 Budget Request		**754,711**

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

Performance measures support oversight, planning, and implementation of the defense strategy and Geographic Combatant Commanders' (GCCs) Theater Security Cooperation strategies. These programs enable the Department of Defense to strengthen and deepen partnerships across the globe both to address the dynamic security environment, as no country alone can address the globalized challenges we collectively face, and to help manage fiscal realities. With reduced force structure and resources, the Department must make greater efforts to coordinate our planning to optimize the contributions of our allies and partners to their own security and to Department of Defense combined activities.

<u>Regional Centers for Security Studies</u>

A. FY17 PRIOR YEAR ASSESSMENT
<u>Africa Center for Security Studies (ACSS)</u>
- ACSS successfully leveraged its resources to conduct programming and activities in accordance with the organization's vision and mission. ACSS activities focused on strengthening leadership, strategy, and institutions in Africa's security sectors. The ACSS research program produced practical, strategic analysis of contemporary Africa security challenges relevant to the United States Government and African practitioners and policymakers, as well as external stakeholders to inform and advance understanding of Africa's security challenges.
- ACSS conducted outreach events to the alumni community that served to simultaneously develop new relationships and deepen existing ones within the alumni community and host nation. Outreach events also served as a platform to promote key ACSS academic and research priorities in accordance with relevant policy priorities.
- ACSS facilitated the Yaoundé Code of Conduct for Maritime Security in the Gulf of Guinea, which established guidelines for regional cooperation to combat piracy for

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

> 22 countries in Western and Central Africa. This agreement was instrumental in enhancing U.S. African operational cooperation in the Gulf of Guinea resulting in the interdiction of pirate vessels.
> — ACSS initiated a workshop designed to address the necessary foundation of a National Security Strategy. This workshop provided the architecture for several other institution building and strengthening programs to include Maritime Safety and Security, Counter-Terrorism, and Counter Insurgency strategies.

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>
— DKI APCSS addressed regional and global security issues in a suite of twelve courses supporting 1,204 mid-grade to senior security officials. This level of throughput achieved another milestone, increasing from 996 Fellows from the previous fiscal year levels. Courses included the Advanced Security Cooperation Course, which enabled military and civilian leaders to deepen their understanding of security issues within political, socio-economic, defense, and environmental contexts, to the Comprehensive Crisis Management Course, focused on enhancing capacity among security practitioners for crisis preparation, mitigation, response, and recovery. The *Transnational Security Cooperation* course enhanced awareness of transnational security issues, exploring opportunities to strengthen states' capacities and collaborative policies to address them.
— In addition to the enhanced knowledge, skills, and abilities, the course *Fellows* identified specific opportunities to enhance security in partner nations or sub-regions with tangible work plans they implement upon returning to their country. A Jordanian Fellow assembled a panel of experts that enabled him to develop a standard operating procedure for a counter-terrorism program. A Fellow from Maldives received approval for and is currently developing both the logistics and regulatory documents necessary to establish a Counterterrorism Intelligence Fusion Center within the National Counter Terrorism Centre. Notable were ten projects related to Women, Peace, and Security (WPS) from one course alone, with several focused on building national actions plans with WPS objectives.

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

– DKI APCSS, in accordance with the Department's guidance and priorities, developed
   and conducted eleven seminars and workshops, both resident and in-region, involving
   638 participants. These workshops enhanced knowledge, skills, and values relevant
   to regional security cooperation. Regional workshops conducted in FY 2017
   emphasized maritime security and safety issues, with four workshops focusing on
   maritime security challenges and operational safety at sea, as well as maritime
   shared awareness and maritime capacity-building activities throughout the Indo-
   Asia-Pacific. The events provided the opportunity for national experts to focus on
   areas of common interest in the maritime domain, such as avoiding unsafe incidents
   at sea to ensure that maritime commerce and economic development are unimpeded; and
   reinforcing the United State Government's commitment to working with the
   Association of Southeast Asian Nations (ASEAN) to foster peace and prosperity
   through maritime information sharing. Other topical areas included Security Sector
   Development (SSD), bringing together a cohort from selected Indian Ocean littoral
   countries to foster creation of country-specific plans related to important
   national SSD issues, along with a networking mechanism for enhanced security sector
   collaboration within each participant country. A workshop focused on violent
   extremism in Southeast Asia identified the violent extremist challenges impacting
   the region and explored opportunities for regional cooperation and collaboration.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
– In FY 2017, WJPC conducted six resident courses for 314 participants from 30
   countries. WJPC also conducted seven in-region seminars in seven different
   countries for 234 participants from 30 countries. WJPC hosted three local
   Hemispheric Forum events on the Colombian peace process, Caribbean security, and
   threat convergence in the Americas, each attended by over 100 people. There were
   also 18 virtual presentations for four countries.
– WJPC designed and offered courses and seminars to support the Department of
   Defense's efforts to build and sustain transparent, capable defense and security
   governance institutions. The flagship FY 2017 program was the *Managing Security*

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

    and Defense (MSD) Executive Seminar for senior policymakers capable of implementing reform. MSD satisfied the short-range indicators of success, including appropriate level of seniority for partner nation participants (vice-ministers and one minister of defense for MSD) and survey results indicating both receptiveness to and command of defense governance principles presented. The United States Embassy in Honduras noted a marked and positive change in the Government of Honduras' disposition to institutional governance reform following the minister of defense's MSD participation.

- WJPC conducted the *Defense Policy and Complex Threats* (DPCT) course, in which mid-level policymakers learn how to build credible future alternative scenarios for security and defense challenges and identify institutional gaps in confronting complex adaptive conflicts. DPCT satisfied short- and medium-range indicators of success identified by OSD, including appropriate level of seniority for partner nation participants and the application of course content and methodologies in ministries and armed services.
- WJPC conducted transnational threats programs with an emphasis on Combating Trans-regional Transnational Threats Networks in the format of resident courses (*Countering Transnational Organized Crime and Illicit Networks in the Americas, and Cyber Policy Development*) and three sub-regional seminars focused on the specific challenges faced by Central America, South America, and the Caribbean, respectively. These programs satisfied short- and medium-range indicators of success for two Department policy priorities; supported Department of Defense efforts to combat transnational threats, and supported partners exporting security.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- GCMC continued to build capacity and network security sector professionals regionally across Europe/Eurasia and transnationally from across the globe. During FY 2017, GCMC conducted 11 resident courses with 784 participants and graduated 369 participants in 30 Partner Language Training Center Europe (PLTCE) courses. GCMC completed over 19,895 participant days for resident courses alone. For non-resident

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

       events, GCMC conducted over 247 outreach, Partnership for Peace Consortium (PfPC), PLTCE, and alumni events reaching 13,568 total participants.

- GCMC served as a mentor and clearing house for the alumni network. Alumni were assisted continuously in gaining access or information and connecting with other alumni and/or US/German stakeholders to address regional concerns. GCMC stays in contact with its 12,600+ member network through a variety of outreach events and digital communication tools.
- *Transnational*: Conducted 57 transnational related events with 3,355 participants. These can be divided into 21 capacity building events (687 participants) and 36 networking events (2,668 participants). Examples of transnational resident events include the *Program in Cyber Security Studies, the Program on Terrorism Security Studies, the Senior Executive Seminar, and the Program on Countering Transnational Organized Crime*.
- *Regional*: Conducted 251 regional events with 9,842 participants. These can be divided into 143 capacity building events (1,051 participants) and 108 networking events (8,791 participants). Regional events are focused on Europe and Eurasia.
- *Capacity Building*: Enlightened security sector professionals continue to return to their countries and build upon what they have learned at GCMC.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- NESA Center, using a whole-of-society approach to addressing critical national security issues, was successful in completing 55 resident programs with participants from 106 countries resulting in 945 new alumni-with the addition of numerous topical seminars and meetings-and the engagement of 1,443 participants. NESA's unique ability to use the collaborative interests and knowledge of regional combatant commands and U.S. military organizations including U.S. Central Command, U.S. Africa Command, U.S. Pacific Command, U.S. Army Central, and the Joint Staff, in order to render a specialized set of 22 programs, to address specific regionally sensitive security and defense issues.

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

   − NESA's unique relationship with numerous universities, connected to regional think-tanks and other government agencies, facilitates strategic dialogues making NESA an excellent resource for international policymakers. NESA programs, in coordination with the University of California at Los Angeles, the University of Ottawa, the Hoover Center at Stanford University, the Middle East Institute, and the International Institute for Strategic Studies, cover strategic international challenges such as the Arab-Israeli Peace Discussions, the U.S.-Iran Nuclear Dialogue, South Asian Regional Security, Middle East-North Africa Security, the India-Pakistan Nuclear Settlement, and the India-Pakistan Military to Military Relationship.

   − NESA's relationship with in-region partners, United States Government stakeholders, alumni, American embassies, and U.S. allies allows for the successful continuity of NESA programs. With their efforts, foreign policy communities around the world are better able to collaborate and provide answers and analysis of tough security challenges that impact global affairs. NESA's partnership of Strategic Studies Network with nearly sixty strategic centers continues to provide USG with feedback from the region, national security issues recommendations to regional governments, and understanding of policies that assist in maintaining access. As extremism becomes a more prevalent topic in the international community, with the rise of terrorist groups like Daesh, NESA hosted a *Peer-2-Peer* workshop in collaboration with the NESA region academic institutions. NESA's *Next Generation* seminars also incorporate and cultivate ideas from youth leaders within the region to present solutions of complex regional crises to key U.S. policymakers.

B. **FY18 CURRENT YEAR ASSESSMENT**

   <u>Africa Center for Security Studies (ACSS)</u>

   − ACSS programs will continue to follow a strategic work stream of programming and activities with concrete goals and objectives to secure positive outputs and advance peer learning through the application of an effective theory of change.

   − ACSS activities remain consistent with and supportive of Department priorities working with African countries and organizations to promote security sector

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

governance and strengthen defense institutions through U.S. security cooperation in Africa. The strategic framework applied to its program streams will have imbedded guideposts for assessing, monitoring, and evaluating short-, medium-, and long-range indicators of success. This model will produce benchmarks for further curriculum review, ensuring the basis for institutional effectiveness and efficiency while maintaining sustained relevance, better alignment to U.S. policy objectives, safeguarding stakeholder support and producing greater return on investment. FY 2018 will continue to focus on:

- Strengthening Leadership, Strategy & Institutions in Africa's Security Sectors;
- Addressing of the underlying causes of Insecurity and Improving Collective Security and crisis response;
- Addressing the Governance-Security-Development Nexus; and
- Focusing on Women, Peace, and Security

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>

- DKI APCSS will continue to build partner capacity and maintain security networks through its executive education programs that reinforce the importance of security cooperation and a rules-based system for the Indo-Asia-Pacific. The workshop and dialogue programs will continue to emphasize maritime security cooperation, defense institution building and security sector development, countering violent extremism, humanitarian assistance/disaster relief, Association of Southeast Asian (ASEAN), and the role of regional institutions in security cooperation. Collectively courses, workshops, dialogues, and other outreach events ensure sub-regional and functional-area coverage.
- DKI APCSS programs will continue emphasis on executive education through resident and in-region courses, workshops, dialogues, and related programs. The suite of resident courses support guidance through tailored curricula and targeted participation primarily by key Indo-Asia-Pacific countries and organizations.

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

- DKI APCSS courses continues to provide foundational grounding in regional security issues and opportunities for cooperation among security practitioners. These are complemented by a cutting-edge, topically-focused workshop and dialogue program, which produces policy-based outcomes and deliverables addressing key topics derived directly from OSD and USPACOM guidance.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
- In FY 2018, Defense governance remains the top priority for WJPC. WJPC's academic offerings will continue to support efforts of the Department of Defense to build and sustain transparent, capable defense and security governance institutions. FY 2018 programs include the *Defense Policy and Complex Threats* course, in which mid-level policymakers learn how to build credible future alternative scenarios for security and defense challenges and identify institutional gaps in confronting complex adaptive conflicts; the inclusion of governance themes and modules into all English and Spanish foundational courses; publication of independent research on governance, including chapters in *Effective, Legitimate, Secure: Insights for Defense Institution Building* and other edited volumes; and short bilateral and sub-regional seminars on defense governance which are programmed in response to partner nation requests and guidance from OSD Policy and U.S. Country Teams.
- WJPC will continue to build and leverage Communities of Practice (COP) in accordance with Department guidance. WJPC will cultivate these COPs as venues for transnational cooperation, forums for Department of Defense strategic messaging, and contributors to and repositories of a growing knowledge base in Defense Institution Building activities.
- WJPC will continue to develop programs that address regional security needs in the cyber domain. Academic programs on cyber security and defense continue to be a top request from partner nation counterparts. WJPC will expand existing cybersecurity programs, including Principles of Cyber Policy Development, incorporate more cyber domain content into transnational threats programs, and seek partnership opportunities with international leaders in cyber defense.

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

- WJPC will continue to support the *Transnational Security Studies Program* at the GCMC by recommending the best English-speaking candidates from priority nations and continue the use of virtual engagement and the entrepreneurial model which leverages some partners' facilities and personnel resources for hosting Perry Center in-region programs, greatly reducing the costs for facility rental and billeting.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- As a vital instrument of German-American cooperation, GCMC will continue to support a more stable security environment by advancing democratic institutions and relationships; promoting active, peaceful, whole-of-government approaches to address transnational and regional security challenges; and creating and enhancing enduring partnerships worldwide. The desired intermediate outcome is to develop and sustain a network of policy practitioners that build joint, interagency, and multinational and interoperable partner capacity. Advances toward this outcome will be made through a focus on transnational and regional issues conducted via resident programs, non-resident outreach courses, and non-resident alumni events.
- Transnational issues will be addressed by continuing to offer existing programs such as the Counter Transnational Organized Crime program, the Program in Cyber Security Studies, the Program in Terrorism and Security Studies, and the Senior Executive Seminar. Additionally, many transnational themes will be incorporated into the Program in Applied Security Studies.
- Regional issues will be addressed by existing courses such as *the Seminar on Regional Security, the Program in Applied Security Studies, the European Security Seminar-East, and the European Security Seminar-South.*

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- NESA will actively pursue opportunities to enhance the capabilities of our regional partners by integrating our efforts through strategic-level education. The Center's

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

fifty-three professional military and civilian strategic education initiatives and programs constitute our main effort and create a long-term culture of communication and coordination with US Central Command, US Africa Command, US Pacific Command, and United States Government agencies and other regional partners to achieve Department of Defense objectives. For the past five years, NESA has been the academic partner for the strategically important UAE National Defense College Foreign Military Sales (FMS) program. Since its inception, the United Arab Emirates National Defense College (UAE NDC) has provided this key coalition partner with 160 Military Education Learning 1 and Joint Professional Military Education graduates. Currently, the Kingdom of Saudi Arabia seeks an academic partnership for the purpose of transforming their Armed Forces Staff College into a world-class, internationally accredited National Defense University. Combining these programs will greatly enhance the military capabilities of key regional partners and have the potential to shape strategic-level military education across the region.

— NESA will continue its long-term, Track II programs with the University of California at Los Angeles, the London-based International Institute for Strategic Studies, the University of Ottawa, and the Middle East Institute to directly assist in preparing the environment with its regional partners. Track II programs concentrate on the practice of non-governmental, informal, and unofficial contacts and activities between private citizens or groups of individuals, sometimes called non-state actors. Track Il efforts provide unprecedented access to current and former regional policy-makers on key strategic issues such as biannual Arab-Israeli dialogue; Pakistan-India Nuclear dialogue; Pakistan-India Military to Military/Line of Contract discussions; Afghan, Pakistan and Indian intelligence programs; and opportunities to dialogue with Iranians following the PS+ 1 Agreement, which is the preamble of the Joint Plan of Action to ensure Iran's nuclear program remains exclusively peaceful.

— NESA's partnership of Strategic Studies Network (SSN) links NESA with nearly sixty strategic centers and think-tanks from across North Africa and the Middle East, and South and Central Asia and is an increasingly important United States Government

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

> outreach tool. NESA brings key regional influencers from these centers together annually to survey regional issues and capture security, diplomatic, political, economic, and resource trends. Our SSN partners provide a unique platform to engage academics and young, emerging future regional leaders that will enhance our long-term ability to prevail in combat.
> — Additionally, NESA in coordination with Office of the Secretary of Defense for Policy and U.S. Embassy Abu Dhabi is partnering with the United Arab Emirates' Office of the Crown Prince to establish a Regional Strategic Policy Center (RSPC). The RSPC partnership will provide assessments and studies in various national security areas of mutual interest, UAE National Security Council workshops, and other regional partners with opportunities to contribute to regional policy and decision making.

C. FY19 PLANS AND OBJECTIVES

<u>Africa Center for Security Studies (ACSS)</u>

> — ACSS plans to increase program requirements to support executive-level security and governance priorities (e.g. Security Governance Initiative), Office of the Secretary of Defense for Policy priorities (Countering Terrorism and Transnational Threats, Security Sector Reform, and Strengthening Defense Institutions), U.S. Africa Command and its Service Components Theater Campaign Plan (TCP) and Lines of Effort, and other interagency security priorities.

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>

> — Efficiencies will continue to be achieved by carefully growing our Regional Security Studies Intern Program (RSSIP), aimed at attracting carefully-selected students for limited internships, and our military Service Fellowships, which provide a blended learn/teach/research experience to meet specific requirements of the Service.

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

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
  – WJPC will continue to provide programming that directly addresses Department policies and priorities. WJPC will host the *Managing Security and Defense (MSD)* executive seminar in FY 2019 that imparts to senior policy makers the strategic benefits of modernized defense governance institutions and instructs them on the theory and principles of executive leadership of organizations in transformation.
  – Through Communities of Practices, WJPC will build a shared knowledge base of Defense Institution Building principles and methods that can be utilized by partner nations and, when appropriate, employed by other security cooperation partners outside the Americas. This knowledge base will proactively capture lessons learned from multiyear defense governance reform efforts, including country programs in Guatemala and Trinidad and Tobago.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
  – GCMC continues to build capacity and network security sector professionals regionally across Europe/Eurasia and transnationally from across the globe. The Marshall Center maintains and engage a network of trained security professionals to create a positive change for a more stable world through democratic principles. The success of this network begins with selecting the best international candidates nominated through U.S. military combatant commands and U.S. and German country teams. Nomination criteria takes careful consideration of key demographics (whole-of-government diversity, gender, professional background, seniority, likelihood of future success, etc) for participation in GCMC events. The network is further strengthened through community of interest and outreach events where alumni from different resident courses are reengaged to discuss specific threats and to share global best practices for addressing the threat.

  – Additionally, GCMC serves as a mentor and clearing house for the alumni network. Alumni are assisted continuously in gaining access or information and connecting

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

with other alumni and/or US/German stakeholders to address a concern. GCMC stays in contact with its 12,600+ member network through a variety of outreach events and digital communication tools. During FY16, GCMC conducted 11 resident courses with 793 participants and graduated 420 participants in 30 PLTCE courses. GCMC completed over 24,219 participant days for resident courses alone. For non-resident events, GCMC conducted over 251 outreach, PfP Consortium, PLTCE, and alumni events across the region reaching 11,471 total participants.

- *Transnational:* Conducted 23 transnational related events with 1073 participants. These can be divided into 11 capacity building events (498 participants) and 12 networking events (575 participants). Examples of transnational resident events include the Program in Cyber Security Studies, the Program on Terrorism Security Studies, the Senior Executive Seminar, and the Program on Countering Transnational Organized Crime. Transnational networking events included separate community of interest engagements for each of the transnational resident courses listed above, as well as non-resident events such as a seminar discussing how events in the Middle East and North Africa affect southern Europe, a workshop to discuss crossborder identification of foreign terrorist fighters, and a conference that discusses how the security environment has changed across the broader Euro-Atlantic community.

- *Regional.* Conducted 57 regional events with 1602 participants. These can be divided into 26 capacity building events (985 participants) and 31 networking events (617 participants). Regional events are focused on Europe and Eurasia. Examples of resident regional events included the Program in Applied Security Studies, the European Security Seminar-East, the European Security Seminar-South, and the Seminar on Regional Security. Examples of non-resident regional events included a Central European Cyber Workshop addressing "Strategy and Policy Solutions to Protecting Cyberspace", a seminar addressing "Civil Security Operations in Managing Refugee Flows", a consequence management

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

    seminar regarding "Migrant Flows in Southeast Europe", and Outreach Networking Events (ONEs).
- *Capacity Building.* Enlightened security sector professionals continue to return to their countries and build upon what they have learned at GCMC.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- NESA will continue to connect regional countries with United States Government agencies and other partners to achieve Office of the Secretary of Defense for Policy's national security objectives through professional education seminars provided by highly qualified faculty members and supporting staff in Washington D.C. and in region.
- NESA will continue its United Arab Emirates National Defense College (UAE NDC) partnership and its FMS case efforts with the Kingdom of Saudi Arabia to assist in transforming its professional military education system. Both efforts are a key component to building USG allies' ability to operate at the strategic level as part of coalition and joint operations.
- NESA will continue, and modify as necessary, Track II programs with the University of California at Los Angeles, the London-based International Institute for Strategic Studies, the University of Ottawa, and the Middle East Institute to directly assist in preparing the environment with our regional partners.
- NESA will continue its partnership of Strategic Studies Network with nearly sixty strategic centers and think tanks from across North Africa and the Middle East, and South and Central Asia. The RSPC partnership with the UAE will complete its first year and conduct program reviews to determine if the FMS case will expand roles related to providing mutual national security assessments and studies, workshops for the UAE National Security Council or others, and increase regional partner opportunities to engage in dialogue resulting in policy recommendation to senior decision makers.

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

<u>**Defense Institute of Security Cooperation Studies (DISCS)**</u>

A. FY17 PRIOR YEAR ASSESSMENT
   – A total of 2,888 students completed focused instruction in the *International Programs Security Requirements Course (IPSR), Missile Technology Control Regime (MTCR), Security Cooperation Management Action Officer (SCM-AO), and Security Cooperation Management – Overseas (SCM-O)* courses.
   – Expanded the number of overall course offerings to increase the number of opportunities for SC workforce personnel to attain desired training levels and continually integrated use of critical building partnership capacity and other Title 10 partner-relations building programs into appropriate Defense Institute of Security Cooperation Studies' courses.
   – Enhanced online learning opportunities with revised *Security Cooperation Management Familiarization and International Programs Security Requirements Course* online courses reaching over 5,700 students. Developed and posted on the Defense Institute of Security Cooperation Studies' website are several stand-alone modules of instruction and learning guides for training and/or reference for the security cooperation workforce.
   – In support of improved training for security cooperation offices, the Defense Institute of Security Cooperation Studies initiated transition to electronic tablet technology for both staff and classroom use. Additionally, upgraded the audiovisual technology in several classrooms to ensure proper delivery of all course material.

B. FY18 CURRENT YEAR ASSESSMENT
   – Efforts will continue scoping of education, training, and certification requirements for the security cooperation workforce for Operation and Maintenance, Defense-Wide personnel.

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

- Efforts will continue to educate the SC workforce by resident, online learning and onsite education and expand academic partnerships with other institutions and organizations.

C. FY19 PLANS AND OBJECTIVES
- Effort will continue to meet the objectives in the FY 2017 NDAA and security cooperation community efforts to improve the education and professionalization of the SC workforce. Specific activities include on-line and resident courses to meet continually changing education requirements.

<u>**Security Cooperation Workforce Development Program (SCWDP)**</u>
The FY 2017 National Defense Authorization Act, Section 384 mandates the Department of Defense to establish a Security Cooperation Workforce Development Program (SCWDP), managed by DSCA. The SCWDP is intended to ensure that Department of Defense has the capacity, in both personnel and skills, needed to properly perform its security cooperation missions.

C. FY19 PLANS AND OBJECTIVES
- Key elements of the SCWDP will include(1) workforce analysis, including identification of positions in the workforce and the SC training and experience requirements associated with those positions, (2) establishment of career paths and retention policies, (3) establishment of a professional certification program with training and professional development requirements, (4) establishment of a school to train and educate the workforce, and (5) development of a mechanism for tracking SC positions and personnel, and assigning appropriately certified personnel into key positions.

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

- In addition to addressing these elements, DSCA, via the Defense Institute of Security Cooperation Studies will continue to provide training for the workforce even as courses are revised and new courses are developed. Additionally, DSCA will work to synchronize program requirements with other workforce certification programs such as the Defense Acquisition Workforce Improvement Act (DAWIA) program.

<u>**Defense Security Cooperation Agency (DSCA) Headquarters**</u>

A. FY17 PRIOR YEAR ASSESSMENT
- DSCA's mission is to lead the Security Cooperation community in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests. The mission is only successful with a strong foundation of workforce expertise required to efficiently and effectively manage security cooperation programs. Approximately 70 percent of the overall Headquarters Administrative Operations budget funds civilian pay for the agency, while the remaining 30 percent is allocated to non-pay requirements. These non-pay requirements include support contracts, building rent, security, supplies, and agency-paid morale benefits. The majority of non-pay headquarters operations falls within support contracts, supporting the Department's Financial Improvement Audit Readiness efforts, Defense Finance and Accounting Services' support, and the newly deployed Defense Agency Initiative accounting system.
- The FY 2017 NDAA provided the mechanism, in which DSCA and the larger security cooperation enterprise would use to ensure security cooperation tools were used strategically and effectively in support of advancing the Department's mission of defending the homeland; building global security; and projecting power while remaining prepared to win decisively against any adversary, should deterrence fail. As the security cooperation enterprise expands its roles and responsibilities to meet the intent of security cooperation reform, the need for

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

the Department to prioritize, align, and allocate resources has become increasingly important to achieve the Secretary's goals and maximize the return on investment.

B. FY18 CURRENT YEAR ASSESSMENT
- DSCA plans to continue audit readiness efforts and continue to deploy and integrate DSCA's Enterprise Resource Planner (ERP), required to execute security cooperation programs across its Components and the Geographic Combatant Commands. Additionally, DSCA plans to implement the consolidated management, administration, and consolidated reporting of security cooperation activities as required by the FY 2017 NDAA.

C. FY19 PLANS AND OBJECTIVES
- DSCA will continue to restructure the management of programs and current organizations implementing security cooperation efforts to maximize synchronization across the enterprise in support of Department of Defense objectives.

<u>Security Cooperation (SC) Data Management</u>

A. FY17 PRIOR YEAR ASSESSMENT
- Partner Outreach and Collaboration Support (POCS): The POCS program provided IT solutions to enhance alumni tracking, collaboration, and outreach for more than 780,000 alumni of Regional Center programs and other alumni from various Department of Defense and Partner educational and cooperation institutions. Additionally, GlobalNET, an open source collaboration IT system, provided international partners and alumni the ability to continue collaboration with U.S.

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

    and other foreign partners on important security issues. GlobalNET also provided
    the means for U.S. academic institutions to maintain contact with their alumni to
    sustain lasting relationships.
 — Global Theater Security Cooperation Management Information System (G-TSCMIS):
    Successfully operated the G-TSCMIS Help Desk to support the fielded Release 2
    software. The Help Desk runs 24/7 to meet the needs of the worldwide Department of
    Defense security cooperation community, including Combatant Command HQ staff and
    security cooperation personnel assigned to U.S. embassies overseas. With this
    support users throughout the SC community are able to accurately track and manage
    global events. Expanded the G-TSCMIS user base to include non .mil/.smil domain
    users, which would allow users from the Department of Homeland Security and USAID
    to access G-TSCMIS.

B. **FY18 CURRENT YEAR ASSESSMENT**
 — Partner Outreach and Collaboration Support (POCS): Continue to provide the
    GlobalNET and RCPAMS platform operations and maintenance support, to include
    internet hosting for the GlobalNET platform, and RCPAMS, to include monitoring for
    intrusions, malware, system performance, and uptime in a certified Risk Management
    Framework certified facility. Implement upgrades and development as required.
    Personnel support will be provided to assist institutions and partners globally
    during courses, seminars, outreach events, and the GlobalNET development team;
    conduct operational testing, and tier one support. Continue support to partner
    countries. Continue to support NATO's e-Learning and Advanced Distributed Learning
    (ADL) efforts. Maintain mechanisms for partners to collaborate and continue to
    update the GlobalNET technology to ensure the system remains relevant. Upgrade
    system to latest version of open source software. Implement GlobalNET application
    for smart phone use.
 — Global Theater Security Cooperation Management Information System (G-TSCMIS):
    Continue support for DSCA program management and Department of Navy Program Office

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

> sustainment support. Additionally, efforts will be made to modify G-TSCMIS to support security cooperation reform management and reporting.

C. FY19 PLANS AND OBJECTIVES
- Partner Outreach and Collaboration Support (POCS): Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, monitor the system for intrusions, malware, system performance, and uptime in a risk management framework certified facility. Implement upgrades and development as required.
- Global Theater Security Cooperation Management Information System (G-TSCMIS): Continue FY 2018 planning objectives and deployment of system enhancements to support FY 2017 NDAA security cooperation tracking and reporting.

<u>**Wales Initiative Fund (WIF)**</u>
WIF enables developing countries to participate in Partnership for Peace (PfP) programs, thus supporting NATO partnership goals and Department of Defense objectives in the region. Through the Defense Governance Management Team (DGMT) and associated Defense Institution Building (DIB) partners, WIF efforts will institute effective and efficient state defense institutions under civilian and democratic control to meet domestic needs, support national interests and international commitments, and strengthen stability. More broadly, WIF encompasses an ability to define roles and relationships within the defense sector and determine how the institutions that comprise that sector relate to counterparts in other government sectors (particularly the security and justice sectors).

A. FY17 PRIOR YEAR ASSESSMENT
- WIF supported important institution building requirements for NATO PfP countries and partners, to include support to our partners as they work to determine how the defense sector serves national interests. Specific regional WIF accomplishments include:

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

- **U.S. European Command (EUCOM):** WIF resources were used for 105 exercises, 157 multi-lateral engagements, and 171 other various events to include, but not limited to: Tactical Medicine, Military Police Capabilities, Combat Engineering, Medical Co-Deployment, Emergency Response Management, and Logistics in Support of Contingency Operations. These events were in collaboration with eleven EUCOM PfP countries: Armenia, Azerbaijan, Belarus, Bosnia-Herzegovina, Georgia, Kosovo, Macedonia, Moldova, Montenegro, Serbia, and Ukraine. These programs fostered interoperability and NATO integration, promoted regional defense cooperation and stability, and supported development of defense institutions needed to maintain interoperability and expeditionary capability made over the past decade. Through these activities, WIF fostered regional partnering and collaboration, contributing to the broader regional stability in the Black Sea, Caucasus, and Western Balkans. WIF provided critical resources for security cooperation activities conducted by USEUCOM and its Service Components, the George C. Marshall Center (GCMC), and other force providers. WIF programs included bilateral activities in the areas of: air and land forces interoperability, professional military development, maintenance and logistics capability, C4 interoperability, financial and human resources reform, disaster preparedness and response, military medical capability, cyber security and intelligence security cooperation.

- **U.S. Central Command (CENTCOM):** WIF resources were used for military-to-military commitments and overall bilateral engagement strategy with five countries in Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. WIF funding and activities comprised a large percentage of USCENTCOM's partner engagements in Central Asia outside of counter-terrorism and counter-narcotics programs. The flexibility of the WIF program was particularly useful in responding to a range of emergent requirements that ensure continued and uninterrupted access to the Northern Distribution Network and support to coalition operations in Afghanistan. WIF-supported

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

activities served as a resilient enabler for building and sustaining regional influence for NATO and the United States. Additionally, FY 2017 marked the first year of WIF engagement with Iraq. DSCA was engaged in a multifaceted DIB project with Iraq supporting the modernization of defense structures and processes, with a focus on future force structure and national logistics. Early efforts resulted in the stand-up of new structures – notably a Reform Committee and legislative liaison office – that enhance parliamentary / interagency coordination, improve civil-military relations, and support civilian leader decision making. Future efforts will focus on strategic planning, human resource management, and logistics systems and processes that will enable sustainment of Iraqi defense and security capabilities to ensure territorial integrity and support ongoing anti-terrorism operations. Additionally, key WIF engagements between Tajikistan and U.S. CENTCOM were the Central and South Asia (CASA) Director of Military Intelligence (DMI) Conference, which is designed to familiarize partner nation DMI with CENTCOM's intelligence organization and promote interoperability, as well as to pursue high-level discussions on intelligence sharing, engagements, and cooperation. Moreover, Exercise Regional Cooperation which was hosted by Tajikistan, demonstrated Tajikistan's ability, capacity and desire to work in a more western orientated security sphere.

- **Defense Governance Management Team (DGMT)** conducted 103 highly tailored partner nation engagements with over 3,800 participants in 13 countries worldwide. Depending on the country, DGMT often directly participated in and supported the objectives of bilateral working groups between the U.S. and counterpart Ministries of Defense, General Staffs, Service Headquarters, and Defense Agencies. The WIF program relied heavily on DGMT expertise to collaborate with NATO Projecting Stability efforts, and helped shape Defense and Related Security Capacity Building (DCB) packages and NATO partnership goal-setting with partner nations. Additionally, the DGMT contributed significantly to DCB packages in Georgia, Jordan, and Iraq, and is critical

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

in supporting institutional capacity building in Ukraine and other NATO PfP nations.

- **Civil-Military Emergency Preparedness (CMEP)**: CMEP's mission is to develop and conduct bilateral and multinational civil-military projects in support of Department of Defense security cooperation and capacity building objectives by enhancing partner preparedness, interoperability, and civil-military cooperation related to disaster mitigation and relief, combating weapons of mass destruction, consequence management, stability operations, and other country-specific priorities. Additionally, the CMEP program is a Department of Defense security cooperation program designed to support NATO Partner Nations in addressing disaster preparedness and interoperability challenges. In FY 2017, CMEP executed 30 partner engagements with over 800 participants in 11 partner countries in Europe and supported the NATO Partner Cooperation Menu in the areas of Crisis Management and Civil Emergency Planning.

- **Partnership for Peace Consortium (PfPC)**: In FY 2017, the U.S. contributed to the Partnership for Peace Consortium (PfPC) through the Defense Education Enhancement Programs (DEEP). PfPC implementation included faculty and curriculum development with: Armenia, Kazakhstan, Mauritania, Serbia and Ukraine professional military education (PME) institutions. In Ukraine, the DEEP-supported Master Instructor program began to create partner pedagogy specialists at three PME schools (National Defense University, Ground Forces Military Academy, and Kiev National University ROTC-like School). The PfPC engaged through 45 partner countries, conducting 58 events with 1,230 participants. Additionally, they completed two reference curricula: Counterinsurgency and Cyber, and have started work on a Counterterrorism reference curriculum. The counterterrorism working group conducted a very timely Table Top Exercise (TTX) on "Foreign Terrorist Fighter Networks: Threats, Challenges and Responses". Featuring moderated scenario-based discussions and role-playing through two task forces, the TTX is intended for use in defense curricula and security institutions. This model employs a case

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

> study methodology using a multinational, whole-of-society approach. The conference explored concepts related to broadened partnership efforts, positive narrative development, youth engagement, enhanced information-sharing, and strengthened defense and border security. The wide variety of PfPC working groups and their (academic and practitioner) subject matter experts contributed a richness to Security Cooperation and Defense Institution Building (DIB) discussions & products, by virtue of their multi-national nature. This year marked the launch of the PfPC DIB sub-working group. The United States co-chairs this effort, which focuses on joint implementation and programming, and supports further development and articulation of the DIB discipline.

B. **FY18 CURRENT YEAR ASSESSMENT**
- DSCA guidance prioritizes the type, nature and objectives required to maximize impact in the regions. FY 2018 funding supports an increase to NATO's Defense Capacity Building packages, prioritizes Section 333 Train and Equip projects, and deepens engagement with Mediterranean Dialogue countries. Specifically, DSCA prioritization will include:
  - Initiatives that enhance the institutional capacity of partner nations to exercise responsible civilian control of national security forces, contribute to collective security, and absorb, exercise and sustain national security and defense capabilities;
  - Complementary projects to USD(P)-prioritized 10 U.S.C. section 333 Authority to Build Capacity proposals in WIF-eligible countries;
  - Support to defense reform in Ukraine and other Eastern European Partners in line with the objectives of the European Reassurance Initiative;
  - Bilateral and regional programs and activities that support Partner integration and interoperability with NATO;

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

- Logistics capacity building, including enhancement of Reception, Staging and Onward Movement (RSOM) and Host Nation Support (HNS) capabilities among partners.

C. FY19 PLANS AND OBJECTIVES

- In FY 2019, through efforts to implement Department of Defense security cooperation reform, the WIF program will prioritize substance-based planning to better support U.S. strategic security objectives and align with the new security cooperation governance framework. DSCA is working with OSD and U.S. NATO to help shape NATO Partnership Goals and maximize alignment with U.S. security interests, as a means to enable Geographic Combatant Commands (GCCs) better access to WIF as a security cooperation tool and collaborate with NATO Projecting Stability efforts.

<u>**Combating Terrorism Fellowship Program (CTFP)**</u>

A. FY17 PRIOR YEAR ASSESSMENT

- The CTFP trained and educated approximately 3,000 foreign security officials in a wide range of combating terrorism skills. The CTFP focused on developing partner nation long term capabilities by enhancing and broadening understanding of the root causes of terrorism and violent extremism. The programs tiered approach of developing mid to senior level counterterrorism professionals with a common understanding of root causes of terror is providing the Department of Defense with a solid network of international partners willing to assist in the global efforts against terror. Many individuals who participated in educational events in years past are now in senior level positions in their countries and are assisting U.S. efforts to further train and education individuals in these areas. Senior Ministry

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

of Defense officials in Romania, Uganda, Malta and Bosnia have all stepped forward offering their countries as locations for future regional education and training venues. In addition to these regions, the CTFP was also able to directly address specific gaps in counterterror understanding in Africa. Due to feedback and continued interaction by the CTFP network in Africa, programs were developed and executed that specifically addressed key problem areas such as Boko Haram in Nigeria, al-Shabaad in Somalia, al-Qaida in the Islamic Maghreb, and the Libyan Islamic Fighting Group.

- The CTFP was also very active in Africa, training more than 400 security officials. These officials returned to their respective countries with a better understanding of how to collaborate effectively to develop and strengthen human and intellectual capital to counter ideologies and mechanisms of terrorism; build combating terrorism capabilities and strengthen global network of experts; counter violent extremisms proactively; and harmonize views about threats from VEOs and their evolution.

- In addition to these shorter duration programs, the CTFP also sponsored more than 60 international officials in three different Masters' degree programs. These programs are the capstone of the education opportunities provided by the CTFP. Officials attending these longer duration programs have a greater opportunity to interact with not only their American counterparts, but other international combating terrorism officials, as well. Unlike similar programs that fund graduate studies, the CTFP aims to remain in contact with its graduates in order to further enhance the global combating terrorism network. Many of the CTFP graduates are now in notable positions of influence within their countries. More importantly, many of them reach back to the CTFP drawing on the programs resources to further combating terrorism efforts. For example, a recent graduate of the CTFP master's program is now a Division Commander in the Kenyan Army. Other alumni include the Director of Military Intelligence for Niger and Afghanistan's Ambassador to India.

B. FY18 CURRENT YEAR ASSESSMENT

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

- In FY 2018, the CTFP will continue to be a valuable tool for the Department of Defense and will continue to support U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism. The FY 2018 programs plans will maintain the initiatives of previous years and expand and operationalize the global network of professionals through targeted continuing education events. Specifically, the CTFP will engage with alumni in Africa to combat the spread of violent extremism. Additionally, the program will work directly with Middle Eastern alumni to provide a counter narrative to the Islamic State in Iraq and Syria.

C. FY19 PLANS AND OBJECTIVES

- CTFP program plans will maintain the initiatives of previous years and expand and operationalize the global network of security cooperation professionals. The program will target expansion into areas of the world that will continue to experience an equal expansion of terrorist threats. In FY 2018, the CTFP anticipates the ability to allow ~3000 foreign military and security officials to attend CTFP-funded programs, continue the expansion and utilization of virtual education opportunities and programs, and provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This will include combating terrorism education and training support to emerging regional and sub-regional organizations and alliances.

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The foreign security forces capacity building programs are designed to build partner nation capacity enabling foreign countries to conduct a wide array of defense and security operations and/or to support on-going allied or coalition military or stability operations that benefit the national security interests of the United States. The purpose of this authority is to advance U.S. national security interests by leveraging the interests the United States shares with its partners. The authority builds off of the consolidation of multiple security cooperation authorities. The authority is timely, strategy-driven, integrated across diplomacy and defense, and measurable.

A. FY17 PRIOR YEAR ASSESSMENT
  – Previously conducted solely as Global Train and Equip programs, DSCA supported development and implementation of 177 building partner capacity cases aligned with priorities in the Department of Defense's OSD-Policy guidance, the Guidance on Employment of the Force, and the Geographic Combatant Commanders' Country Campaign Plans. Global Train and Equip programs met field-identified requirements with the Geographic Combatant Commands, leading the annual effort to produce and submit proposals, with the Joint Staff, Defense Security Cooperation Agency, Military Departments, and other DoD Components in support. Proposals leveraged both political and military expertise to ensure impacts in the country or region are strategic and benefit U.S. national security objectives.
  – Previously, the *Authority to Build the Capacity of Foreign Security Forces* provided Combatant Commanders with the resources to enable partner nations to participate in counterterrorism operations and stability operations. In FY 2017, the program was used to support 56 individual Department of Defense and Department of State approved programs in 29 countries valued at more than $706 million. Additionally, the Global Train and Equip program executed over 108 shipments of equipment to 27 countries throughout the Geographic Combatant Commands with a material value of over $385 million. These programs ranged from support to African partners in Cameroon to Pacific partners in Indonesia.

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

B. FY18 CURRENT YEAR ASSESSMENT
- In FY 2018, Title 10 U.S.C., Chapter 16, Section 333 train and equip authorities will be used to address Combatant Commander's identified priorities to support partner nations in conducting a wide array of functional operations. The Department of Defense and the Department of State will approve each program. The Department of Defense will notify all programs to Congress.

C. FY19 PLANS AND OBJECTIVES
- In FY 2019, the program will be used to address Combatant Command identified priorities to support partner nations in conducting counterterrorism operations; counter-illicit drug trafficking operations; counter weapons of mass destruction operations; counter-transnational organized crime operations; maritime and border security operations; military intelligence operations, operations or activities that contribute to international coalition operations, and other security cooperation requirements. The Department of State is required to concur on each program implemented under section 333. The Department of Defense will notify all section 333 programs to Congress.

<u>Assessment, Monitoring, and Evaluation (AM&E)</u>

AM&E is a new statutory requirement for the Department to establish an enterprise-wide view of security cooperation to enable strategic decision making. Under the provision and in accordance with a new policy issuance on AM&E, the Department will establish a comprehensive framework to assess, monitor, and evaluate security cooperation programs and activities from inception to completion. The AM&E program will improve accountability by ensuring that resources address requirements that serve broader U.S. foreign policy objectives. Additionally, the program will ensure allies and partners' efforts promote U.S. national security interests. It will promote effective resource decisions grounded in rigorous analysis.

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

B. FY18 CURRENT YEAR ASSESSMENT
- FY 2018 focuses on the continued effort to implement the FY 2017 NDAA guidance to develop a framework for multi-year assessment, monitoring and evaluation of all significant security cooperation initiatives. This is designed to improve the overall effectiveness of security cooperation assistance, better inform the U.S. Congress on performance of that assistance, as well as to provide information to support decisions on resource allocations. By the end of this fiscal year, the Department will focus on increasing partner nations' AM&E awareness and support each GCC in completing at least one pilot Initial Assessment/Initiative Design Document mandated in DODI 5132.14.
- Proposed planning includes a phased approach. Phase 1 will focus on each Geographic Combatant Commands' initial assessment, monitoring, and evaluation efforts on FY 2018, Section 333 initiatives, applying simple AM&E frameworks. Phase 2 will pilot use of the Initiative Design Document, with a requirement for each Geographic Combatant Command to develop at least (1) Initiative Design Document from the list of authorized Section 333 or other significant security cooperation initiatives.
- In response to the requirement for centralized evaluation, the Department will conduct a strategic centralized evaluation measuring success of Logistics Security Cooperation capabilities and capacity of partner contributions to the achievement of broader security cooperation outcomes (i.e., objectives in Theater Campaign Plans, country plans, or other foreign policy objectives). The Strategic Evaluation of Logistics Security Cooperation will include 10-12 case studies using rigorous methods in order to be sufficiently representative. This will evaluate the impact, outcomes, and effectiveness of logistics initiatives. Case studies will be compared and contrasted to understand lessons learned and best practices, which can be applied to all future logistics security cooperation initiatives.
- *Defining Success*: Success will be defined by creating enduring capabilities and laying the foundation for a more capable, interconnected AM&E community of effort, better suited to the new security environment.

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

- **Milestones**:
  - AM&E guidance in support of the DoD Instruction 5132.14 will be issued in 2nd Quarter FY 2018
  - Design of strategic evaluation on logistics security cooperation by end of 2nd Quarter FY 2018
  - Draft case study on assessment of workforce required to execute quality assessment, monitoring, and evaluation by end of 3rd Quarter FY 2018
  - Complete six country case studies of the strategic evaluation on logistics security cooperation; two strategic evaluations; and evaluation analysis and reports on country case studies and strategic evaluations by end of 4th Quarter FY 2018

C. FY19 PLANS AND OBJECTIVES
- In FY 2019, OUSD Policy Security Cooperation (SC) will continue to refine the focus around AM&E's primary objectives of strengthening strategic bilateral and regional relations, institutional and security sector reform, and adherence to norms of human rights by continuing to refine guidance and support the implementation of the AME framework in collaboration with DSCA, the GCCs, and the Services. Stronger AME of SC initiatives will promote broader holistic efforts that lead to greater impact, outcomes and effectiveness in support of USG objectives for security cooperation.
- In FY 2019, OUSD Policy SC will complete three to four independent strategic evaluations on key security cooperation topics. These evaluations will lead to dissemination of key recommendations and lessons learned to inform current and future security cooperation activities. Additionally, priority will be given to institutionalizing a new planning process leading to development of IDDs at each GCC. Sustainment of this process will include development of an AM&E training

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

   program at the Defense Institute of Security Cooperation Studies (DISCS). OUSD Policy SC will continue to support assessment, monitoring and evaluation as part of the AM&E guidance package. IDDs will begin to be institutionalized as part of Phase 3 where lessons learned will be applied from the Phase 2 IDD pilot and implementation of the new planning process. GCCs will submit IDDs for broad concepts and proposals for significant SC initiatives across multiple authorities.
   — Four new strategic evaluations will be initiated based on pattern analysis and stakeholder input into new topics.

   — **Milestones:**
      • Four Strategic Evaluations of Logistics Security Cooperation will be completed synthesizing up to 10-12 country case studies for each evaluation (noting that final evaluation design will determine the exact number of case studies needed). Evaluations will identify findings, conclusions, recommendations, lessons and best practices.
      • OSDP SC will continue to collaborate with DSCA to provide assistance to GCCs and the Military Services in order to accomplish strong IA/IDDs as well as performance monitoring.
      • OSDP SC will support DSCA in determining reporting procedures and systems for the performance monitoring data collected.

<u>**Defense Institution Reform Initiative (DIRI)**</u>
Established in 2010, DIRI is the Department of Defense's primary security cooperation tool to support a partner nation's efforts to develop its defense institutions' capacity to decide, plan, resource, and manage relevant military capabilities and oversee and direct their use in an accountable, transparent, efficient, and democratic manner. DIRI engaged with partner nation Ministries of Defense, joint/general staffs, and service headquarters to develop the processes, policies, relationships, and plans necessary for effective direction, development, management and sustainment of a nation's armed forces.

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DIRI worked with USG and partner nation stakeholders to identify projects that meet shared strategic priorities – often addressing institutional gaps that were preventing the realization or sustainment of security cooperation investments; strengthening high-level relations between OSD and Ministries of Defense; and advancing the principles of transparency, accountability, and rule of law.

By the end of FY 2017, DIRI conducted 154 highly tailored partner nation engagements with nearly 7,800 participants in 35 countries worldwide. DIRI efforts remain focused on supporting the partner-nation and USG meet shared priorities through bilateral and multilateral frameworks. Highlights of DIRI FY 2017 efforts include:

A. **FY17 PRIOR YEAR ASSESSMENT**
   - **Africa:** Department of Defense and DIRI lead the defense sector contributions for almost all Security Governance Initiative (SGI) countries and conducted 31 successful workshops in Mali, Ghana, Kenya, Niger, Nigeria, and Tunisia. DOD-lead SGI efforts in Mali, Ghana, Niger, and Nigeria are active and progressing, with more limited progress in Tunisia. DIRI continued to support broader CTPF efforts within several SGI countries, as well as Chad and Cameroon. Specific DIB work is still progressing in Kenya and a limited program with Liberia is ongoing.
   - **Western Hemisphere:** DIRI efforts in Chile, Colombia, Guatemala and Trinidad and Tobago continued to strengthen the linkages between governmental, defense and security sector leaders by building defense governance and management systems able to link policy objectives to budget requirements. The DIRI project, recently launched with Argentina has started to take shape and initial planning with Guyana was underway.
   - **Asia-Pacific:** Ongoing DIRI efforts in Indonesia and Thailand continued to work with critical stakeholders on defense management concepts intended to increase readiness and capability. DIRI has continued addressing the Royal Thai Army's challenges with its UH-60 fleet by conducting a series of pilot life cycle costing

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

projects that will improve the RTA's ability to compare and fund future investments. Similarly, DIRI has familiarized key Indonesian personnel with defense management concepts, particularly as they relate to sustainment and operating as a joint partner. FY 2017 engagements in Indonesia also laid the groundwork for further resource management efforts to support the Navy in improving its budgeting for maritime operations and increase readiness of its ships and aircraft. DIRI projects were launched in Mongolia and Nepal in late FY 2017 and are in the early phases of implementation.

- **Middle East:** The DIRI project in Iraq was focused on supporting institutional strategic planning capacity by supporting the Iraqi defense ministry in developing future force structure. DIRI efforts in Lebanon continued to support Lebanese Armed Forces in developing capacity to plan for, acquire, sustain, and integrate defense capabilities. These efforts are being further refined to more closely tie to LAF needs and better align with DOD capability development efforts. The country project in Jordan has found a rhythm supporting Jordan's defense review and planning capability efforts. DIRI efforts in Saudi Arabia are focused on supporting capability development and Saudi plans to continue defense reform efforts.

B. FY18 CURRENT YEAR ASSESSMENT
- The DIRI program is leaning forward on key elements of the recent Department of Defense Assessment, Monitoring and Evaluation (AM&E) Instruction, ensuring causal relationships are identified and monitored to ensure Department of Defense strategic objectives are supported by DIRI's DIB efforts and the broader security cooperation objectives. DSCA is working closely with the DGMT on how best to evaluate the effectiveness of DIB programs and integrate planning in security cooperation in order to best support the Department of Defense's strategic objectives. Further, the Defense Governance Management Team will enhance the Defense Security Cooperation Agency's capabilities to begin the implementation of

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

new security cooperation authorities, specifically requirements for institutional capacity building in accordance with the 10 USC, Section 333 authority.

C. **FY19 PLANS AND OBJECTIVES**
   – The DIRI program will be at the core of implementing 10 USC, Section 332b and providing the defense institution implementation support to relevant 10 USC, Section 333 capability development packages. Specific priorities for both of these authorities remain in development, but it is expected that most work begun or continuing in FY 2017-2018 will continue, with several efforts moving into a new phase or more mature level of engagement, and that additional efforts tied to capability development efforts will be launched. More specific partner nation engagements in FY 2019 will be dependent on FY 2018 developments and emerging priorities.

<u>**Defense Institute of International Legal Studies (DIILS)**</u>

A. **FY17 PRIOR YEAR ASSESSMENT**
   – In FY 2017, DIILS supported 48 Rule of Law engagement events with 24 countries. These events align with priorities in the Department of Defense Guidance on Employment of the Force, the FY 2017 Department's Defense Institution-Building priorities, and the Geographic Combatant Commanders' Country Campaign Plans. In FY 2017, DIILS engaged in all geographic areas of responsibility, except for U.S. Northern Command.

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

- DIILS's strength is the modest investment required to execute strategically agile, programmatically flexible, timely, sustained engagements in support of evolving security cooperation priorities. DIILS leverages Active Duty, Reserve and National Guard JAG officers, as well as government and civilian legal experts at minimal cost (travel and per diem) to serve as instructors for these engagements. Here are three examples of FY 2017 DIILS engagements and the resulting increase in rule-of-law capacity.

- DIILS has engaged in Mali's military justice reform effort since 2015. In Mali, the Directorate of Military Justice has resumed proceedings in Military Courts, a process that had been stagnant since 2011. On August 24, 2017, Mali announced the judgement in its first successfully completed court-martial. With assistance from DIILS, the Ministry of Defense published, for the first time, a compendium of military law reference materials. These are vital tools for the civilian and military lawyers working within the military justice system, and reinforce the public, and the military's perception of a fair judicial system. Also for the first time, the allocated resources for the construction and manning of military courts outside of the capital, including in the northern region of the country, where Malian forces are combating terrorists affiliated with Al-Qaeda and the Islamic State in West Africa. This ties in well with similar DIILS efforts throughout the Sahel and the neighboring Lake Chad basin countries.

- In Guatemala, DIILS continued to support US Southern Command efforts to encourage the establishment of operational legal advisors by regional militaries, as a means to promote human rights compliance. DIILS engaged with the Ministry of National Defense to plan the re-structuring of the Legal Affairs Directorate to create 19 brigade-level legal advisors. The required Governmental Agreement is awaiting presidential signature. Concurrently, DIILS worked with the Guatemalans to draft a training plan for the first group of legal advisors. In FY 2017, DIILS also began planning maritime legal Defense Institution Building (DIB) activities with the Guatemalan Navy for implementation in FY 2018.

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

- In Sri Lanka, DIILS successfully engaged the military on human rights, even though Sri Lanka had consistently refused to discuss such matters with foreign civilians or civil society groups. As a result of discussions with DIILS, Sri Lanka's armed forces are developing a feasible way forward for transitional justice that will help them re-establish stability and reintegrate the parties of a bitter civil war.

B. **FY18 CURRENT YEAR ASSESSMENT**
- In FY 2018, DIILS will continue to support the development and global implementation of rule of law engagement in accordance with Departmental Policy guidance on which countries to engage on rule of law issues. DIILS plans to execute this guidance to the extent feasible, given the enactment of 10 USC 333.

C. **FY19 PLANS AND OBJECTIVES**
- In FY 2019, DIILS will continue to develop and implement legal engagement in accordance with Departmental guidance and priorities to the extent feasible. Fulfilling the requirement for sustained rule of law engagement with international partners is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. Rule of law engagement also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.
- DIILS will also evaluate additional workload requirements imposed by 10 U.S.C. 333, which expands the requirement for human rights training to seven categories of security cooperation, and adds complementary institutional capacity building requirements in each area.

Ministry of Defense Advisors (MoDA) Program

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

The FY 2017 National Defense Authorization Act requires that the Department of Defense undertake institutional capacity building efforts for building partner capacity programs. The MoDA program deploys U.S. Department of Defense civilians to help foreign partners improve ministerial defense capabilities, such as personnel and readiness, strategy and policy, acquisition and maintenance processes, and financial management. Following a two year MoDA pilot program in Afghanistan, the FY 2012 National Defense Authorization Act granted Department of Defense temporary global authority to deploy civilian advisors to support security cooperation and defense institution building activities worldwide.

A. FY17 PRIOR YEAR ASSESSMENT
- — The MoDA program met expectations in FY 2017 by maintaining support to the NATO and Department of Defense missions in Southeast Asian Nations, Botswana, Georgia, Indonesia, Botswana, Ukraine, Uzbekistan, and Indonesia; deploying new advisors to Georgia, Latvia, and Ukraine; and developing requirements in a number of other countries which were executed in FY 2017. Key indicators of achievement include: increasing Afghan capacity in the Ministries of Defense and Interior to direct and manage defense resources professionally, effectively and efficiently without external support; and advisor effectiveness in improving ministerial capacity to enhance U.S. national security. Throughout FY 2017, the MoDA program continued to evaluate global nominations and developed individual MoDA country requirements.

B. FY18 CURRENT YEAR ASSESSMENT
- — The MoDA team will maintain a balanced program management capability, including government as well as contractor support, based on operational experience. In FY 2017, the MoDA global program will maintain and expand support to building partner capacity missions worldwide. The program will continue to provide administrative and reach-back support to the advisors deployed in FY 2017 and expand the program to a target of 18 deployed global advisors by the end of FY 2018. Although the distribution of supported countries will depend heavily on the absorptive capacity

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

of partner nations, the program will balance resources across the Geographic Combatant Commands in accordance with global priorities established by the Department. Additionally, as the program expands, the Defense Security Cooperation Agency's program office will continue to evolve the training program to make greater use of broader Departmental resources.

C. FY19 PLANS AND OBJECTIVES
- Increase awareness and integration of the program into the Geographic Combatant Commands' planning processes, which will result in significantly increased demand and continued expansion of the MoDA global program as required to meet Department security cooperation goals.

<u>**Southeast Asia Maritime Security Initiative (MSI)**</u>

A. FY17 PRIOR YEAR ASSESSMENT
- MSI represented a fundamental, steady-state component of Department of Defense's contribution to address regional security concerns in the Asia-Pacific region. Countries eligible to receive assistance were identified through the FY 2016 National Defense Authorization Act, MSI and include: Malaysia, the Philippines, Indonesia, Thailand, and Vietnam.
- In FY 2017, the Department of Defense set the foundation for MSI by assessing capability gaps for each MSI partner, cross-walking existing authorities and baselining ongoing maritime security and maritime domain awareness programs by country. Overarching goals of MSI included establishing a functional Regional Maritime Picture (RMP), addressing maritime capability gaps with enduring solutions, and increasing bilateral and multilateral habits of cooperation. The initial MSI efforts included conducting detailed assessments, socializing key initiatives at the strategic-level, and initiating several well-aligned maritime

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

> capacity-building projects. FY 2017 activities were focused on providing maritime security platforms at the point of need in Indonesia, Malaysia, and Vietnam, and completing funding for some programs in the Philippines started in FY 2016. These projects included providing upgraded excess defense articles (EDA) Hamilton Class High Endurance Cutters, two Aerostat radar sensor suite implementations, and integrating the requisite C4ISR infrastructure to facilitate information-sharing.

B. FY18 CURRENT YEAR ASSESSMENT
- FY 2018 will represent the full implementation of MSI and in this year, the Department will focus on increasing partner nations' maritime domain awareness capacity, assist in the modernization and training for maritime patrolling, and assist regional efforts aimed at increasing interoperability and shared response to common transnational threats. The priority projects in FY 2018 will include enhancements to existing Maritime Patrol Aircraft fleets with Thailand and Malaysia, continuing to improve information-sharing networks, and solidifying long-term efforts through training, education, and exercises. MSI will expand to incorporate partners from South Asia including Bangladesh, Sri Lanka, Myanmar, and India.
- *Defining Success*: Success will be defined by creating enduring capabilities and laying the foundation for a more capable, interconnected region, better suited to the new security environment. Key to this success is long-term USG and partner nation commitments to develop, maintain, and use this capacity and expanded cooperation to greater effect in the region.

C. FY19 PLANS AND OBJECTIVES
- In FY 2019, the Department will continue to refine the focus around MSI's primary objectives by utilizing the newly-established Regional Maritime Picture in cooperative activities, enhancing maritime capacity through vessels, aircraft, and sensors in identified gaps, and expanding the scope of our bilateral and

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

multilateral exercises. The next phase of MSI will increase the ability of the various regional partners to sense, share, and contribute in the maritime space. Some of the primary efforts in FY 2019 include reinforcing maritime logistics and training institutions, expanding capacity in maritime patrol and ISR, and providing a comprehensive approach to increasing regional information-sharing.

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V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Civilian End Strength (Total)	369	430	429	61	-1
U.S. Direct Hire	335	388	387	53	-1
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	350	403	402	53	-1
Reimbursable Civilians	19	27	27	8	0
Civilian FTEs (Total)	360	427	434	67	7
U.S. Direct Hire	327	387	393	60	6
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	342	402	408	60	6
Reimbursable Civilians	18	25	26	7	1
Average Annual Civilian Salary ($ in thousands)	141.2	128.2	134.4	-13.0	6.2
Contractor FTEs (Total)	80	80	80	0	0

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

OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	46,332	0	905	2,635	49,872	0	254	2,743	52,869
104 FN Direct Hire (FNDH)	1,947	0	38	-306	1,679	0	9	296	1,984
199 Total Civ Compensation	**48,279**	**0**	**943**	**2,329**	**51,551**	**0**	**263**	**3,039**	**54,853**
308 Travel of Persons	27,804	0	472	572	28,848	0	519	-2,597	26,770
399 Total Travel	**27,804**	**0**	**472**	**572**	**28,848**	**0**	**519**	**-2,597**	**26,770**
614 Space & Naval Warfare Center	0	0	0	741	741	0	7	1,252	2,000
671 DISA DISN Subscription Services (DSS)	230	0	4	-234	0	0	0	0	0
696 DFAS Financial Operation (Other Defense Agencies)	0	0	0	2,839	2,839	0	146	1,000	3,985
699 Total DWCF Purchases	**230**	**0**	**4**	**3,346**	**3,580**	**0**	**153**	**2,252**	**5,985**
771 Commercial Transport	478	0	8	231	717	0	13	0	730
799 Total Transportation	**478**	**0**	**8**	**231**	**717**	**0**	**13**	**0**	**730**
912 Rental Payments to GSA (SLUC)	50	0	1	835	886	0	16	0	902
914 Purchased Communications (Non-Fund)	245	0	4	442	691	0	12	1	704
915 Rents (Non-GSA)	1,148	0	20	54	1,222	0	22	0	1,244
917 Postal Services (U.S.P.S)	6	0	0	70	76	0	1	0	77
920 Supplies & Materials (Non-Fund)	30,755	0	523	-29,138	2,140	0	39	0	2,179

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OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
921 Printing & Reproduction	115	0	2	-38	79	0	1	-1	79
922 Equipment Maintenance By Contract	648	0	11	263	922	0	17	0	939
923 Facilities Sust, Rest, & Mod by Contract	61,964	0	1,053	-62,367	650	0	12	0	662
925 Equipment Purchases (Non-Fund)	602	0	10	76	688	0	12	1	701
926 Other Overseas Purchases	0	0	0	172	172	0	3	0	175
932 Mgt Prof Support Svcs	60,075	0	1,021	-56,947	4,149	0	75	5,183	9,407
933 Studies, Analysis & Eval	1,350	0	23	21,351	22,724	0	409	-6,306	16,827
934 Engineering & Tech Svcs	17	0	0	-17	0	0	0	0	0
960 Other Costs (Interest and Dividends)	25	0	0	89	114	0	2	0	116
964 Other Costs (Subsistence and Support of Persons)	9,408	0	160	-9,085	483	0	9	-1	491
986 Medical Care Contracts	37	0	1	-38	0	0	0	0	0
987 Other Intra-Govt Purch	305,394	0	5,192	270,875	581,461	0	10,466	20,545	612,472
988 Grants	2	0	0	-2	0	0	0	1	1
989 Other Services	1,178,647	0	20,037	-1,177,886	20,798	0	374	-2,328	18,844
990 IT Contract Support Services	2,955	0	50	-2,460	545	0	10	-2	553
991 Foreign Currency Variance	1	0	0	-1	0	246	5	-251	0
999 Total Other	**1,653,444**	**0**	**28,108**	**-1,043,752**	**637,800**	**246**	**11,485**	**16,842**	**666,373**

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OP 32 Line	FY 2017 Actuals	Foreign Currency Rate Diff	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Foreign Currency Rate Diff	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
Purchases									
Total	1,730,235	0	29,535	-1,037,274	722,496	246	12,433	19,536	754,711

* The FY 2017 Actual column <u>includes</u> $1,305,017.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).

* The FY 2018 Estimate column <u>excludes</u> $2,312,000.0 thousand of FY 2018 OCO Appropriations Funding.

* The FY 2019 Estimate column <u>excludes</u> $2,208,442.0 thousand of FY 2019 OCO Appropriations funding.

* The FY 2018 to FY 2019 change column includes $2,065.0 thousand reductions in lines 932 and 989, service contracts as a result of the SRRB.

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Defense Security Service

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DSS	550,451	9,599	123,615	683,665	10,763	94,747	789,175

I. Description of Operations Financed: The Defense Security Service (DSS) mission through partnership with industry and innovation, is to safeguard our Nation's interests as the premier provider of industrial security risk management and security professional development services. The world is rapidly changing and the DSS is changing too. Where the agency once concentrated on schedule-driven National Industrial Security Program Operating Manual (NISPOM) compliance, DSS is now transitioning to an intelligence-led, asset-focused, and threat-driven approach to security oversight. As the Industrial Security functional manager for the Department of Defense (DoD), DSS provides security education, training, certification, and professional development for DoD and other U.S. Government personnel, contractor employees, and U.S. foreign government partners. The DSS oversees the protection of classified information and technologies, and materials in the hands of cleared industry by providing professional risk management services on behalf of 26 Department of Defense (DoD) components and 32 other U.S. Federal agencies. The NISP serves as a single, integrated, cohesive industrial security program to protect classified information and to preserve our Nation's economic and technological interests. The DSS provides security oversight, counterintelligence coverage and support to approximately 10,000 cleared companies (comprising over 12,800 industrial facilities and approximately 850,000 cleared contractors), and accreditation of more than 55,000 workstations across multiple and differing classified networks that process classified information and 160 Secure Internet Protocol Router Network (SIPRNet) nodes. The DSS NISP oversight role includes responsibility for the majority of the cleared contractors in the United States to include determination, issuance, and oversight of facility security

I.   Description of Operations Financed (cont.)

clearances and determinations that contractor employees are eligible to access classified information. In accordance with the FY 2017 National Defense Authorization Act(NDAA), Section 951, *Enhanced Security Programs for Defense Personnel and Innovation Initiatives*, which directed the Secretary of Defense to develop an implementation plan and related reports to transfer responsibility for conducting Background Investigations (BI) for DoD personnel from the Office of Personnel Management (OPM) National Background Investigation Bureau (NBIB) to the DSS. In the subsequent FY2018 NDAA, Section 925, *Background and Security Investigations for the Department of Defense Personnel*, Congress directed the realignment of the BI mission to DSS to provide a single capability for the centralized funding, submissions and processing of all DoD BIs. Not later than October 1, 2020, the Secretary of Defense shall commence carrying out the implementation plan for BI. This oversight role includes:

- Conducting required NISP assessments to deter, detect, and identify loss or compromise of classified information and ensure corrective actions

- Accrediting classified contractor computer systems to allow industry to perform on classified programs

- Completing Foreign Ownership, Control and Influence (FOCI) mitigation agreements and properly analyzing, evaluating and providing oversight to cleared firms under FOCI agreements

- Increasing International Security training and personnel needed to facilitate timely secure shipment of commercially sold classified export controlled materials to and from U.S. cleared contractors and 65 foreign countries

- Providing proactive training and support to DSS field personnel, industry, and government agencies

- Liaison with government Special Access Program (SAP) customers, and increase/improve analysis of SAP security issues

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

- Executing elements of the DoD Insider Threat program to include Continuous Evaluation, Unauthorized Disclosure, the DoD Insider Threat Management and Analysis Center (DITMAC) and other Insider Threat activities
- Beginning 1 October 2020, providing background investigations for all DoD personnel

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

<u>**Operational Elements:**</u>

a. <u>**Industrial Operations**</u>:

	<u>**Dollars in Thousands**</u>	
FY 2017	**FY 2018**	**FY 2019**
<u>**Actual**</u>	<u>**Enacted**</u>	<u>**Estimate**</u>
$100,327	**$111,580**	**$135,835**

The Industrial Operations consist of the Industrial Security Field Operations (ISFO) and the Industrial Security Integration and Application (ISIA).

The ISFO directorate clears defense contractors to perform on classified programs, provide oversight and assessment of security programs, and mitigate potential loss or compromise of national security information. ISFO's mission essential tasks include:

- Serving as the DSS "first responder" to Industry for all industrial security matters;
- Partnering with industry to develop security programs compliant with national standards
- Assessing security posture of cleared Industry to detect, deter and mitigate security vulnerabilities
- Providing threat information to industry to enhance awareness and enable better safeguarding of national security information
- Processing cleared Industry's Information Systems classified information through the Risk Management Framework process
- Conducting Command Cyber Readiness Inspections to ensure security of cleared Industry SIPRnet connections

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

The ISIA directorate administers the NISP pursuant to Executive Order (EO) 12829 to ensure the protection of federal government classified information provided to industry. ISIA's mission essential tasks include:

- Interpret policy and provide guidance for the NISP for DoD and other US government agencies
- Mitigate FOCI for U.S. companies with classified contracts
- Assess and verify NISP facilities' data to highlight vulnerabilities in the defense industrial base and recommend strategies for mitigating risks to National Security
- Manage the security oversight function of DSS' direct and indirect support for the Special Access Program community
- Ensure protection and oversight of secured international transfers of classified information
- Manage the oversight of the DoD's Advisory Committee on Industrial Security and Industrial Base Policy, in accordance with the Federal Advisory Committee Act

b. **Personnel Security Investigations for Industry (PSI-I)**:   **Dollars in Thousands**

FY 2017 Actual	FY 2018 Enacted	FY 2019 Estimate
$282,565	$378,439	$398,007

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

The DSS facilitates security clearance requirements and costs for personnel security investigations for industry (PSI-I) personnel in support of all DoD components and 31 other federal agencies participating in the National Industrial Security Program (NISP). Cleared contractor personnel employed on classified projects are in support of multiple Executive Branch Agencies, requiring the facilitation of a centrally funded and managed program to provide economy of scale cost and savings for the federal government. The PSI-I budget is based on total number of forecasted investigations, by case type, and the corresponding Office of Personnel Management (OPM) Federal Investigation Notice (FIN) rate, and adjusted to include costs on a case by case basis for Triggered Enhanced Subject Interviews (TESI) and Reimbursable Security Investigations (RSI). The DSS administers requests for initial and periodic reinvestigations for contractor personnel to include Tier 5 for Top Secret/SCI, and Tier 3 for Secret and Confidential clearances. The OPM annual price rate for industry background investigations is anticipated to increase by 1.7% over FY 2018 rates. Additionally, the DSS included $23.4M in the PSI-I budget for credit monitoring for contractor employee whose data was compromised as part of the OPM breaches.

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

c. **Center for Development of Security Excellence (CDSE)**:

	Dollars in Thousands	
FY 2017 Actual	**FY 2018 Enacted**	**FY 2019 Estimate**
$26,366	$27,466	$33,105

The DSS Center for Development of Security Excellence (CDSE) is DoD's functional manager for security education, training, awareness, and certification for DoD personnel and contractors under the NISP, employees of other Federal agencies, and select foreign governments. CDSE provides over 400 security courses and products, using a variety of platforms to include virtual, instructor-led and eLearning courses, security shorts, webinars, and performance support tools. CDSE provides entry level to advanced training for DoD's security professionals. Areas of concentration include: Information, Industrial, Personnel, and Physical Security, Special Access Programs, Cybersecurity, Counterintelligence, and Insider Threat topic areas. Course formats range from short eLearning to full semester graduate level courses. Educational courses and a growing number of training courses have received the American Council on Education's College Credit Recommendation Service ACE College Credit (ACE CREDIT). CDSE provides comprehensive training that addresses security requirements for industry personnel under the National Industrial Security Program and additionally provides awareness courses and products for DoD and cleared industry personnel (i.e., derivative classification, insider threat, protecting your identity, etc.). CDSE operates the nationally accredited Security Professional Education Development (SPēD) Certification Program that consists of three core certifications, four specialty certifications, and one professional credential. As the premier provider of security education, training, and certification CDSE

I. **Description of Operations Financed (cont.)**
   prepares personnel across the DoD and Industry for significant roles in protecting
   critical assets and technologies, operations, and National Security.

d. **Counterintelligence Program (CI):**

	Dollars in Thousands	
FY 2017	**FY 2018**	**FY 2019**
Actual	**Enacted**	**Estimate**
$28,981	**$31,030**	**$39,885**

The CI Directorate identifies threats to U.S. technology and programs resident in
cleared industry and articulate that threat to stakeholders.
Partnering with cleared industry, U.S. Government agencies, its CI and law
enforcement (LE) counterparts, and DOD components, DSS' CI Directorate:

- Provides support to federal law enforcement agencies targeting intelligence
  operators, terrorists and criminals attempting to steal U.S. Defense technology;
  the Defense Intelligence Agency's Campaign and Castle programs; the U.S.
  Intelligence Community, the FBI Strategic Partnership Program; and produces several
  annual reports to Congress

- Identifies known and suspected Foreign Intelligence Entity (FIE) operating within
  cleared industry and refers information to federal investigative and operational
  agencies for exploitation

- Provides overt collection of CI information indicating FIE threats to the
  national industrial base, to include threats resident in the cyber-domain

- Assists cleared industry and its personnel identify and counter threats to
  high-priority classified research, development and technology; cleared
  facilities and cleared contractor personnel

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

- Provides analytic products and services that link industry reporting, critical technologies and adversaries' attempt to illegally acquire classified information to provide actionable products and operational and investigative referrals to the IC community

- Produces threat awareness products at the strategic level that inform key government decision makers of the risks to critical cleared industry and classified research, development, and technology

- Produces threat awareness products specifically that inform and provide cleared industry with increased countermeasures

- Provides CI subject matter experts to Combatant Commands and select defense agencies in order to increase the integration of CI capabilities into requirements development, collection planning, and operational processes to ensure DoD assets are synchronized effective

- Identifies vulnerabilities and threats (internal and external to DSS) and facilitates the exchange of security and CI-related information between DSS components

e. <u>**Insider Threat**</u>

	Dollars in Thousands	
FY 2017	FY 2018	FY 2019
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
$30,740	$51,871	$55,310

The DoD Insider Threat program provides an integrated capability to monitor and audit information for insider threat detection and mitigation. The program gathers, integrates, reviews, assesses, and responds to information derived from CI, security, cybersecurity, civilian and military personnel management, workplace violence, anti-terrorism risk management, law enforcement, the monitoring of user

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I. Description of Operations Financed (cont.)

activity on DoD information networks, and other sources as necessary and appropriate to identify, mitigate, and counter insider threats. Funds key insider threat initiatives including Continuous Evaluation (CE), Unauthorized Disclosure, the Defense Insider Threat Management and Analysis Center (DITMAC), and associated activities. CE systems and analysis will provide automated record checks of trusted data sources on cleared personnel to supplement periodic reinvestigations for security clearances. The DITMAC will play a key role in combating insider threat activity across the DoD by enabling information sharing, collaboration, analysis, and risk mitigation across 43 Components to address current and emerging threats to DoD personnel, assets and information.

f. Personnel Security Suitability Directorate (PSDD)

	Dollars in Thousands		
	FY 2017	FY 2018	FY 2019
	Actual	Enacted	Estimate
	$0	$0	$44,400

In response to the perceived evolving risks to national security resulting from the continued growth and latency of background investigation backlog inventory and the data breach of the Office of Personnel Management OPM)/National Background Investigations Bureau (NBIB), Congress signed into law the National Defense Authorization Act(NDAA)for FY17, Section 951, Enhanced Security Programs for Department of Defense Personnel and Innovation Initiatives, directs the Department to develop plans for the potential transfer of responsibility for conducting background investigations on DoD personnel from the Office of Personnel Management (OPM)/National Background Investigations Bureau (NBIB) to DoD by 1 October 2017. The FY18 NDAA, Section 925, Background and Security Investigations for Department of Defense Personnel, directed the realignment of the background investigation (BI) mission to DSS to provide a single capability for the centralized funding,

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

submissions and processing using a risk management approach consistent with the transition from legacy information technology operated by the OPM to the new information technology, including the National Background Investigation System to begin the establishment and expansion of investigative capability to support the phased transfer of the background investigative functions of all DoD personnel from OPM/NBIB to the Defense Security Service.

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

<u>Operational Support Activities</u>

a. <u>Management HQ Activities</u>:   <u>Dollars in Thousands</u>

FY 2017	FY 2018	FY 2019
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
$33,096	$35,805	$29,949

The DSS Headquarters enables mission execution through the management of strategic priorities common to all initiatives within the agency and ensure direct service support to field operations. These functions provide critical enterprise management support devoted to keeping the daily operations of DSS aligned with the agency's tag line "Partnering With Industry to Protect National Security". The support consists of financial management, acquisitions, human capital management, legal advice and assistance through the general counsel and inspector general, public affairs, security, maintenance of facilities, strategic management, logistical, property management, and EEO.

b. <u>Office of the Chief Information Officer (OCIO)</u>:   <u>Dollars in Thousands</u>

FY 2017	FY 2018	FY 2019
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
$48,376	$47,474	$52,784

OCIO leads the DSS effort in defining the enterprise information strategy through a shared vision of agency policy, standards, and infrastructure that supports the national industrial security oversight and security education missions. The OCIO team delivers IT services to DSS as part of enterprise applications, mobile IT solutions, secure communications, and a full range of support and troubleshooting

I.   **Description of Operations Financed (cont.)**
services to the DSS community. The OCIO's vision includes partnering with agency and industry leaders to strategically integrate data driven solutions to ensure mission success.

II. **Force Structure Summary**:

N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Center for Development of Security Excellence	26,366	27,466	0	0.0	0	27,466	33,105
Counterintelligence Program	28,981	31,030	0	0.0	0	31,030	39,885
Industrial Operations and Policy	100,326	111,580	0	0.0	0	111,580	135,735
Insider Threat	30,740	51,871	0	0.0	0	51,871	55,310
Management HQ Activities	33,097	35,805	0	0.0	0	35,805	29,949
Office of Chief Information Officer	48,376	47,474	0	0.0	0	47,474	52,784
Personnel Security Suitability Directorate	0	0	0	0.0	0	0	44,400
PSI for Industry	282,565	378,439	0	0.0	0	378,439	398,007
Total	**550,451**	**683,665**	**0**	**0.0**	**0**	**683,665**	**789,175**

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**683,665**	**683,665**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**683,665**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**683,665**	
Supplemental		
Reprogrammings		
Price Changes		10,763
Functional Transfers		1,020
Program Changes		93,727
Current Estimate	**683,665**	**789,175**
Less: Wartime Supplemental		
Normalized Current Estimate	**683,665**	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**683,665**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**683,665**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**683,665**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**683,665**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**683,665**
6. Price Change		10,763
7. Functional Transfers		1,020
a. Transfers In		
1) Insider Threat	863	
Realign six civilian FTEs from WHS Consolidated Adjudication Facility to perform continuous evaluation functions. (FY 2018 Baseline: $51,871 thousand; +6 FTEs)		
2) Audit Readiness	157	
Transfer from the Office of the Secretary of Defense to provide for one dedicated civilian full time equivalent personnel to support the DoD consolidated audit to validate internal controls and substantive testing of reporting entities that are material to		

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
the overall DoD financial statement. (FY 2018 Baseline: $35,805 thousand; +1 FTEs)		
8. Program Increases		101,183
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Personnel Security Suitability Directorate (PSSD) Section 925 of the FY18 National Defense Authorization Act directed the realignment of the background investigation (BI) mission to DSS to provide a single capability for the centralized funding, submissions and processing of all DoD BIs. The increase provides funding to begin the establishment and expansion of investigative capability to support the phased transfer of the investigative functions of DoD personnel from the Office of Personnel Management - National Background Investigation Bureau to the Defense Security Service (FY 2018 Baseline: $0 thousand)	44,400	
2) Personnel Security Investigation - Industry (PSI-I) Provides funding to meet the anticipated demand, enhanced investigations and psychological evaluations for initial and periodic reinvestigations for contractor personnel requiring access to classified information to include initial Top Secret, Top Secret Reinvestigations, Secret and Secret Reinvestigations, and Confidential clearances in an effort to provide industry with a timely cleared workforce to perform on classified contracts. (FY 2018 Baseline: $378,439	14,299	

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
thousand)		
3) Counter Intelligence (CI) - Support Provides management support analytical services to identify adversary threats working against the Defense Industrial Base developing the technology used to produce U.S. military capability to actively respond to evolving threats and mitigate potential losses to the Major Defense Acquisition Programs and critical technologies. Funds Adaptive Data Exchange for cyber protection at cleared defense contractor sites. (FY 2018 Baseline: $31,030 thousand)	8,296	
4) Industrial Operations - DSS in Transition Provides advanced information technology and analytical tools, and equipment in support of DSS' transition of the Industrial Security System Professionals (ISSP) and Industrial Security Representatives (ISR) workforce and environment from a compliance based Security Vulnerability Assessment (SVA) framework to a more responsive, agile and Risk Based Management Approach that allows for increased production and monitoring of contractor cleared facilities. The risk-based approach is a more flexible security methodology that is asset based, and factors in intelligence and the methods used to steal information and technology, to create a tailored security program for each facility. (FY 2018 Baseline: $111,580 thousand; +44 FTEs)	8,172	
5) Industrial Operations - Microelectronics Innovation Provides forty four civilian full time equivalents	8,000	

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

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

and management professional support services to
research and promote the development of the next
generation microelectronics, investments to foster
transition and decrease time to market of applied
research to economically viable companies and
harvest innovation to gain assured access to the
leading edge commercial semiconductor supply chain
and develop radiation hardened chips. (FY 2018
Baseline: $111,580 thousand; +44 FTEs)

6) Office of the Chief Information Officer (OCIO)   5,254
   Provides equipment maintenance support to host, and
   maintain mission and enterprise applications
   providing an integrated automated solution for in-
   scope services to facilitate effective execution of
   the DSS core mission to drive smoother user
   workflows, enhance decision-making, timelier
   synthesis of information and to improve transparency
   of data across functional areas. (FY 2018 Baseline:
   $47,474 thousand)

7) Center for Development of Security Excellence (CDSE)   3,245
 - SKMS
   Provides additional equipment maintenance support for
   the Security Knowledge Management System (SKMS) to
   replace the legacy Security, Training, Education,
   Professionalization Portal (STEPP) that is a costly
   license based learning delivery paradigm. SKMS
   initial capabilities will include: content
   management; content delivery; learning record
   storage; and student assistance collaborative tools.

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

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

SKMS will function as an enterprise management system integrating relevant data sources and standardizing business processes to include reports, metrics, and course assessments generation. (FY 2018 Baseline: $27,466 thousand)

8) Industrial Operations - Support	3,000	

Provides management professional support services to augment DSS enabling elements in the transition of evolving DSS mission scope to include DITMAC, Unauthorized Disclosure, Continuous Evaluations, and Enterprise Program Management Office. (FY 2018 Baseline: $111,580 thousand)

9) Insider Threat - Support	2,977	

Provides 21 civilian FTEs to streamline and expedite the implementation of the DoD Continuous Evaluations (CE) innovation into the background investigation mission to provide a stable analytical support workforce to maintain the DoD CE vetting program; support the DoD Unauthorized Disclosure program to deter,identify and mitigate threat by insider to disclose information; support the Enterprise Program Management Office (EPMO) promoting efficiency and effectiveness across the enterprise enabling informed strategy, policy and resource recommendations for the DoD Insider Threat Enterprise. (FY 2018 Baseline: $51,871 thousand; +21 FTEs)

10) Center for Development of Security Excellence (CDSE) - Courseware	1,900	

As DoD functional manager for security training

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
provides management professional support services to develop DoD Insider Threat and Continuous Evaluation security related training courseware. (FY 2018 Baseline: $27,466 thousand)		
11) Industrial Operations – JWICS to the Field	1,100	
Provides advanced technology and equipment to implement JWICS capabilities at various DSS field locations to provide immediate access to TS/SCI information necessary to monitor and protect the Industrial Security community. (FY 2018 Baseline: $111,580 thousand)		
12) Civilian Personnel – Compensable Workday	540	
Increase for one additional compensable day (FY 2018 Baseline: $122,656 thousand)		
9. Program Decreases		-7,456
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Management Headquarters – Acquisition Strategy Initiatives	-4,098	
Funding decrease is attributed to cost savings and avoidance through contract consolidation, innovative acquisition strategies and leveraging economy of scale. (FY 2018 Baseline: $35,805 thousand)		
2) Management Headquarters – Service Requirements Review Board (SRRB)	-2,559	
Funding decrease is attributed to efficiency saving in contracted support costs for major headquarters activities (FY 2018 Baseline: $35,805 thousand)		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
3) Office of the Chief Information Officer DoD implementation of institutional IT reform opportunities and cost reductions (FY 2018 Baseline: $47,474 thousand)	-799	
FY 2019 Budget Request		**789,175**

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

<u>National Industrial Security Program (NISP)</u>

NISP Performance Measure #1: Facilities of Interest (FIL) Assessments Completed.

Comments: The 12,800 cleared facilities are geographically dispersed across the United States and range from small consulting firms with part-time, inexperienced security managers to large manufacturing and research and development plants with professional security staffs, but possessing large amounts of highly classified information and hugely complex security requirements.

The geographic dispersion of the work and widely varying complexity of the cleared industry facilities provides DSS a unique challenge to meet industry's security requirements or provide the required expertise and oversight. ISFO prioritizes its mission responsibilities based on a Facilities of Interest List (FIL) incorporating the value of a contractor's program, seriousness of known threats, and vulnerabilities to security programs.

	FY 2017 Assessments Completed	Facilities Overdue Assessments	Facilities Not Overdue Assessments	Total Amount of Facilities	% Assessments Completed/Not Overdue	Goal	Below Goal
FIL1	1,260	382	1,358	1,740	92.78%	100%	7.2%
FIL2	922	1,805	1,340	3,145	68.81%	100%	31.19%
FIL3	769	436	1,151	1,587	66.81%	80%	13.19%
FIL4	2,155	1,896	3,953	5,849	54.52%	80%	25.48%
Total	5,106	4,519	7,802	12,321	65.44%	92%	26.56%

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

NISP Performance Measure #2: First Responder to Cleared Industry.

Comments: If a contractor is not in compliance with the requirements of the NISPOM, DSS will identify the issue as either an "Acute Vulnerability," a "Critical Vulnerability" or a "Vulnerability." DSS pursues root cause analysis against vulnerabilities in the form of Administrative Inquiries. DSS also engages in proactive industrial security oversight by providing tailored threat briefings to Cleared Industry. Finally, Change-2 of the NISPOM introduced the requirement for Insider Threat Program Senior Officials to be identified as Key Management Personnel.

> # Vulnerabilities Mitigated = 6101
> # Acute/Critical Vulnerabilities Mitigated = 586
> # Administrative Inquiries = 945
> # Threat Briefings to Cleared Industry = 623
> # Companies registering their Insider Threat Programs = 11922

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

NISP Performance Measure #3: Average Information System Accreditation Cycle Time

Comments: This output performance measure displays the average number of days for the DSS to issue an accreditation that enables a contractor information system to process classified information. Accreditation cycle time for each system processed is determined by comparing the date an information system security plan is received by the DSS to the date the DSS issues an accreditation for that system. The actual average number of days it takes to complete an accreditation is calculated by taking the combined number of calendar days it takes to complete all of the accreditations divided by the number of accreditations completed.

Average Information System Accreditation (days)	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sep 2017
Monthly # Accredited	104	175	224	331	312	352	325	289	307	277	340	322
Actual Days Average/Target	27/30	25/30	30/30	24/30	33/30	39/30	41/30	40/30	37/30	34/30	34/30	38/30
# Accredited > 45 days	7	4	6	3	15	19	22	23	17	15	12	15

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

1. <u>**Center for Development of Security Excellence (CDSE)**</u>

CDSE Performance Measure #1: Requested FY 2017 Course Iterations Scheduled

Comments: This performance measure is used to compare the number of classroom course iterations requested by the security community versus available resources.

Requested FY2017 Course Iterations Scheduled	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sep 2017
Cum Monthly Schedule	1	2	2	4	5	11	13	16	20	22	25	27
Requested Total for FY2017	29	29	29	29	30	30	30	30	30	30	31	33
% of Scheduled vs. Requested	3%	6%	6%	13%	16%	36%	43%	53%	66%	73%	80%	81%

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

CDSE Performance Measure #2: Required Active Course Inventory.

Comments: This output performance measure provides the actual number of Training and Education active courses (Virtual and Instructor Led Training, eLearning and Short Format Learning courses) in inventory compared with the total number of active courses required by the security community.

Requested FY2017 Course Iterations Scheduled	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sep 2017
Cum Monthly Schedule	408	413	418	422	423	429	431	438	442	444	446	446
Requested Total for FY2017	574	581	580	578	564	572	560	562	560	562	558	551
% of Scheduled vs. Requested	71%	71%	72%	73%	75%	75%	77%	78%	79%	79%	80%	81%

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

1. **Counterintelligence (CI):**

Performance Measure: Annual Rate of Identification (efficiency/output).

DSS CI Identifies threats to classified information and technology resident in the cleared U.S. industrial base and articulates that threat to stakeholders. Based on data accumulated over the past four fiscal years, DSS estimates approximately 3000+ foreign entities or others attempt to exfiltrate classified information and technology per year – attempts that warrant investigative or operational action by U.S. law enforcement and intelligence agencies or offer opportunities for exploitation against countries of interest targeting cleared industry when and IF identified. DSS CI's annual rate of identification attempts to measures CI's ability to efficiently and effectively assess and refer actionable information leading to investigative SUBJECTs, operations, or operational Sources to LE/CI organizations. DSS' FY16 rate of identification was 6.2 sources or subjects identified per CI resource. **DSS CI's FY17 efficiency rate (performance metric) is 5.0 – 6.0. However, between FY17 – FY18 DSS CI plans to improve its current measures or transition to new ones that more accurately capture DSS' contributions to the nation's security. The transition is in response to the changing operational environment, to include a greater presence in the cyber-domain and anticipated improvement to CI's ability to collect and analyze data.**

Comments: In support of DSS CI's mission as referenced above, the CI Directorate assists cleared industry in recognizing and reporting foreign contacts, incidents and collection attempts, and in applying threat-appropriate countermeasures; provides threat information to cleared industry; assists DoD Components and 31 other federal agencies ensure the protection of critical research and technology resident in cleared industry; and refers all cases of CI or criminal interest to the appropriate DoD or U.S. law enforcement or intelligence agency for investigative or operational action and exploitation.

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

	FY 2017				FY2018			
	Dec 2016	Mar 2017	Jun 2017	Sep 2017	Dec 2017	Mar 2018	Jun 2018	**Sep 2018
Rate of ID per Avg Available CI Resource*	6.89	7.27	6.93	6.27	5.95	4.96	4.21	4.12
Number of SUBJECTs and Sources Identified (most recent 12-months)	1109	1194	1184	1117	1081	895	753	795
Number of SUBJECTs and Sources identified FYTD	263	585	877	1117	227	363	513	514
Average Available (FTE) CI Resource (includes contractor support)	161	164	171	178	182	181	179	188

* Calculating the Rate of Identification: The annual rate of identification is calculated monthly as of the last day of each month. To calculate the rate, divide the sources/subjects identified for the most recent 12-month period (as of the last day of a month) by the "average available" CI resources for the same month. "Average available resources" is the average number of FTEs & CTRs assigned to CI over the same 12-month period. ** PROJECTION: Projections for number of the sources/subjects identified for most recent 12-month period and FYTD were calculated using a straight line projection based on the sources/subjects identified per month for prior seven quarters.

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V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Civilian End Strength (Total)	814	883	963	69	80
U.S. Direct Hire	814	883	963	69	80
Total Direct Hire	814	883	963	69	80
Civilian FTEs (Total)	840	853	925	13	72
U.S. Direct Hire	840	853	925	13	72
Total Direct Hire	840	853	925	13	72
Average Annual Civilian Salary ($ in thousands)	144.3	143.8	144.5	-0.5	.7
Contractor FTEs (Total)	172	172	200	0	28

Note:
*Does not include GDIP.

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	120,490	2,354	-848	121,996	622	10,395	133,013
121 PCS Benefits	727	0	-67	660	0	0	660
199 Total Civ Compensation	**121,217**	**2,354**	**-915**	**122,656**	**622**	**10,395**	**133,673**
308 Travel of Persons	3,683	63	2,039	5,785	104	1,994	7,883
399 Total Travel	**3,683**	**63**	**2,039**	**5,785**	**104**	**1,994**	**7,883**
696 DFAS Financial Operation (Other Defense Agencies)	1,779	-22	-519	1,238	64	0	1,302
699 Total DWCF Purchases	**1,779**	**-22**	**-519**	**1,238**	**64**	**0**	**1,302**
771 Commercial Transport	106	2	420	528	10	-1	537
799 Total Transportation	**106**	**2**	**420**	**528**	**10**	**-1**	**537**
912 Rental Payments to GSA (SLUC)	1,225	21	26	1,272	23	-1	1,294
913 Purchased Utilities (Non-Fund)	11	0	0	11	0	0	11
914 Purchased Communications (Non-Fund)	9,232	157	-1,433	7,956	143	-8	8,091
915 Rents (Non-GSA)	0	0	2,704	2,704	49	1,497	4,250
917 Postal Services (U.S.P.S)	29	0	1	30	1	0	31
920 Supplies & Materials (Non-Fund)	2,035	35	-220	1,850	33	2,499	4,382
921 Printing & Reproduction	235	4	-99	140	3	137	280
922 Equipment Maintenance By Contract	47,692	811	-25,779	22,724	409	12,616	35,749
923 Facilities Sust, Rest, & Mod by Contract	387	7	1,873	2,267	41	-2	2,306
925 Equipment Purchases (Non-Fund)	7,347	125	1,220	8,692	156	4,008	12,856
932 Mgt Prof Support Svcs	44,608	758	35,466	80,832	1,455	44,877	127,164
934 Engineering & Tech Svcs	847	14	3	864	16	-1	879
957 Other Costs (Land and Structures)	265	5	462	732	13	-1	744
959 Other Costs (Insurance Claims/Indmnties)	4	0	-4	0	0	0	0
987 Other Intra-Govt Purch	304,666	5,179	106,535	416,380	7,495	16,745	440,620
989 Other Services	5,083	86	1,835	7,004	126	-7	7,123

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
999 Total Other Purchases	423,666	7,202	122,590	553,458	9,963	82,359	645,780
Total	550,451	9,599	123,615	683,665	10,763	94,747	789,175

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Operation and Maintenance, Defense-Wide

Defense Threat Reduction Agency

February 2018

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DTRA	505,697	9,034	27,873	542,604	6,920	3,805	553,329

* The FY 2017 Actual column <u>includes</u> $62,800.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> FY 2019 OCO Appropriations funding.

I.   **<u>Description of Operations Financed</u>**: The Defense Threat Reduction Agency's (DTRA's) mission is to safeguard the United States and its allies from global weapons of mass destruction (WMD) and improvised threats by integrating, synchronizing, and providing expertise, technologies, and capabilities.

WMD and improvised-threats are unique due to their asymmetric effect. A single use of WMD has the potential to significantly alter international order. Similarly, the interconnected nature of our modern world has created an environment where improvised-threats - once a tactical nuisance - now have the potential to impact the course of a conflict. Russia, China, North Korea, and others possess nuclear weapons, currently the most devastating WMD. Moreover, biological and chemical threats exist in several nation states and are likely to grow. We must continue to deter the use of WMD, prevent other states from developing or acquiring them through proliferation, and defeat them prior to use. Improvised-threat employment against U.S. forces and our partners poses a significant tactical risk to operations and increased strategic risk to national goals in overseas conflicts. The nation must invest in material, capabilities, intelligence, and tactics that counter destructive weapons from the tactical to the strategic level.

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

The Defense Threat Reduction Agency's (DTRA) combating WMD (CWMD) mission space supports all objectives and lines of effort stated in the National Defense Strategy for CWMD. DTRA's newest mission – countering improvised threats – supports disrupting violent extremist organizations planning and operations and enables our deployed forces to sustain operational maneuverability and force protection capabilities. CWMD and countering improvised threats are at the forefront of defense priorities and are DTRA's primary focus.

DTRA is the Department of Defense (DoD) Combat Support Agency and Defense Agency for CWMD and countering improvised threats. As a Combat Support Agency, DTRA's primary customer is the U.S. Warfighter deployed or preparing to deploy in support of national objectives. DTRA enables the Warfighter through close relationships with Combatant Commands (CCMDs) and Military Services. As a Defense Agency, DTRA works alongside these same stakeholders to ensure unity of effort in addressing the most consequential risks to our nation. DTRA is responsible for enabling DoD actions to counter improvised threats with tactical responsiveness in support of Combatant Commanders' (CCDRs) efforts to prepare for and adapt to battlefield surprise.

DTRA provides specialized intelligence and planning support; threat reduction and security cooperation activities; Research, Development , Testing, and Evaluation (RDT&E) ranging from Basic Research through Advanced Component Development and Prototypes to providing unique testing and evaluation facilities; rapid and deliberate capability delivery; and inter-organizational cooperation. We conduct these activities united by a common goal – to make the world safer.

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

DTRA's mission is to enable the DoD and U.S. Government (USG) to combat WMD and improvised-threats, and to ensure nuclear deterrence. DTRA's FY 2019 budget request is aligned with overarching guidance from the National Security Strategy; the National Defense Strategy; the National Military Strategy; the Defense Planning Guidance (DPG); the Nuclear Posture Review; the National Strategy for Countering Biological Threats; the 21st Century Science, Technology, and Innovation Strategy for America's National Security; and Budget Guidance for Countering Biological Threats Resource Priorities. Furthermore, DTRA supports DoD's strategic CWMD priorities and requirements articulated in Joint Publication 3-40, "Countering Weapons of Mass Destruction;" the Guidance for the Employment of the Force; the Joint Strategic Capabilities Plan; the Combatant Commanders' Campaign Plans; Contingency Plans; and Theater Campaign Plans.

DTRA's strategy-driven budget request responds to Warfighter needs across the chemical, biological, radiological, nuclear, and improvised threat spectra and supports our chartered responsibilities and national commitments. These commitments focus on: continuous operational support to the CCMDs for their CWMD and counter improvised threat mission requirements; developing and deploying advanced monitoring and detection systems in support of counterterrorism, counter-insurgency, counter-improvised-threat, and arms control treaty obligations; supporting international cooperative efforts to interdict WMD; establishing and maintaining Cooperative Threat Reduction (CTR) program activities both inside and outside of the former Soviet Union; coordinating with the interagency to enable USG actions against threat support networks; and delivering robust technological, analytical, and operational support for nuclear deterrence.

DTRA is continuing to identify efficiencies by implementing reductions to Major Headquarters Activities (MHA) and associated personnel, supervisory ratios, and

I.   Description of Operations Financed (cont.)

organizational delayering. These efficiencies present a challenge; however, DTRA will continue to pursue all viable incentives to attract and retain the needed skillsets to accomplish the mission.

The Operation and Maintenance programs emphasize implementing non-proliferation, building partner capacity initiatives, the President's arms control vision, and support to the Nuclear Enterprise. These programs eliminate, secure, or consolidate WMD-related materials, associated delivery systems, and infrastructure at their source. They also support the CCMD responses to WMD threats and ensure the security, safety, and reliability of the U.S. nuclear weapons enterprise.

DTRA's FY 2019 budget request is identified in the following three subactivity groups:

1) Nonproliferation Activities;
2) WMD Combat Support and Operations; and
3) Core Mission Sustainment

Funding for the U.S. Strategic Command (USSTRATCOM) Center for Combating WMD subactivity group ended in FY 2017 with the transfer of the CWMD synchronizer role from USSTRATCOM to U.S. Special Operations Command (USSOCOM) in accordance with the Unified Campaign Plan (UCP).

Narrative Explanation of Changes:

DTRA rebalanced the overall portfolio to align with strategic direction and minimize

I.   Description of Operations Financed (cont.)

risk. The FY 2019 Operation and Maintenance budget request reflects an overall increase of $10.7 million when compared to the FY 2018 current estimate. This net increase includes a price adjustment of +$6.9 million; program increases of +$12.9 million; and program decreases of -$9.1 million.

DTRA continually strives to achieve the right balance of travel, civilian FTEs, and service support contracts. DTRA has continued to make adjustments in controlling Major Headquarters Activities (MHA) and is on track to meet the Department's mandated 25% reduction (in funding and manpower) no later than FY 2020. The Agency remains focused on the quality of services that we provide. In the face of rapidly growing and evolving CWMD and countering improvised threat requirements, DTRA will continue to work to strike the right balance across our mission portfolio to ensure support for the highest priorities within overall resource constraints and the targeted efficiencies.

	$ in thousands		
	FY 2017	**FY 2018**	**FY 2019**
	Actuals	**Estimate**	**Estimate**
A. Nonproliferation Activities	60,533	72,294	73,618

As an essential element of nonproliferation efforts, arms control activities enhance confidence in treaty and agreement compliance through effective inspection, monitoring, and verification. In addition, arms control activities contribute to a more stable and calculable balance of world power. The United States seeks to reduce the threat from WMD in a number of ways, particularly through treaty and non-treaty efforts to control, safeguard, and eliminate existing weapons and to verify and monitor compliance with

I.   Description of Operations Financed (cont.)

agreements intended to prevent the proliferation of nuclear weapons. As the focal point for U.S. treaty implementation, DTRA executes current arms control treaties and agreements and prepares for new initiatives. DTRA is increasingly involved in shaping the international security environment through on-site activities in post-conflict stabilization operations because of its arms control experience. DTRA's inspectors provide the Secretary of Defense with first-hand evidence that international commitments are fulfilled through the verifiable reduction of the world's stockpiles of nuclear, chemical, and conventional weapons (which includes the training and equipping of law enforcement and border guard personnel in the former Soviet Union, Eastern Europe, Baltics, Balkans, South Asia, Southeast Asia, and Africa). DTRA's arms control mission directly enhances U.S. security interests.

The three primary objectives of DTRA's arms control activities are to:
- conduct U.S. Government inspections of foreign facilities, territories, or events;
- coordinate and conduct the escort of inspection teams for inspections or continuous monitoring activities in the United States and at U.S. facilities overseas; and
- acquire and field technology capabilities required to implement, comply with, and allow full exercise of U.S. rights and prerogatives under existing and projected arms control treaties and agreements.

Implementation of existing arms control agreements is an important nonproliferation element. DTRA trains, equips, organizes, deploys, and exercises operational control over inspection, monitoring, and escort teams, ensuring the U.S. Government can exercise its full treaty rights for on-site inspection and protect U.S. treaty rights with respect to inspected sites or activities. DTRA also installs, operates, maintains, and sustains U.S. nuclear detonation verification and monitoring radionuclide and waveform stations as

I. Description of Operations Financed (cont.)

part of the U.S. contribution to the Comprehensive Nuclear-Test-Ban Treaty Organization's International Monitoring System. DTRA provides technical advice to U.S. Government elements concerned with developing, implementing, or evaluating compliance with arms control treaties and agreements.

DTRA continues its efforts to carry out the inspection, escort, and monitoring provisions of the New START Treaty, the Plutonium Production Reactor Agreement, the Conventional Armed Forces in Europe Treaty, the Vienna Document 2011, the Open Skies Treaty, the Chemical Weapons Convention Treaty, and Comprehensive Nuclear-Test-Ban Treaty (when ratified).

DTRA executes other missions requiring its unique skills, organization, and experience, including the International Counterproliferation Program; support for the Dayton Peace Accords; Biological Weapons Convention; Confidence and Security Building Measures; the International Atomic Energy Agency Integrated Safeguards; and the Technical Equipment Inspection Program.

DTRA's budget submission for nonproliferation arms control activities provides support for the full range of treaty implementation requirements and reflects the latest revision to treaty entry-into-force dates and projections for FY 2019 inspection and compliance requirements.

I.   Description of Operations Financed (cont.)

TREATY/AGREEMENT ASSUMPTIONS

TREATY/AGREEMENT	ENTRY-INTO-FORCE
Comprehensive Nuclear-Test-Ban Treaty	TBD
Vienna Document 2011	1 Dec 2011
New START Treaty	5 Feb 2011
International Atomic Energy Agency Integrated Safeguards	6 Jan 2009
Open Skies Treaty	1 Jan 2002
Plutonium Production Reactor Agreement	23 Sept 1997
Chemical Weapons Convention	29 Apr 1997
International Counterproliferation	1 Dec 1996
Dayton Peace Accords	14 Dec 1995
Conventional Armed Forces in Europe Treaty	17 Jul 1992
Biological Weapons Convention	26 Mar 1975

START/Nuclear Missions

DTRA's START/Nuclear Missions are conducted under the auspices of the New START Treaty, Plutonium Production Reactor Agreement, International Atomic Energy Agency Integrated Safeguards, and the Comprehensive Nuclear-Test-Ban Treaty. This strategic program supports the non-proliferation pillar and overall CWMD mission by conducting on-site inspections and monitoring by the U.S. Government in accordance with strategic/nuclear arms control agreements; performing activities associated with on-site inspections; and monitoring by foreign inspectors at U.S. facilities. The program includes funding for

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

mission costs, mock/training inspections, and essential support requirements. It includes inspections of United States and Russian strategic weapons facilities under the New START Treaty. It supports monitoring activities of closed reactors of the United States and Russian reactors, and Russian plutonium oxide storage facilities under the Plutonium Production Reactor Agreement. The program funds DoD Host Team missions that ensure protection of DoD equities during International Atomic Energy Agency (IAEA) Integrated Safeguards inspections conducted in the United States. The program also provides on-site inspection support to the Comprehensive Nuclear-Test-Ban Treaty Organization and conducts annual exercises in the United States and the Republic of Korea with the Korean Arms Verification Agency.

<u>**Conventional Weapons Missions**</u>

Conventional weapons missions are conducted under the auspices of three international treaties and agreements. These include inspection, escort, and liaison missions supporting the Conventional Armed Forces in Europe Treaty carried out by 29 countries. Russia suspended operations of the treaty activities for an unspecified duration; however, Russia has the legal right to resume and continue treaty verification operations at any time. The U.S. Government has a binding legal and political commitment to immediately fulfill its treaty implementation and compliance responsibilities in the event Russia resumes operations. In addition, the program covers confidence and security building measures conducted under the Vienna Document 2011, which has 56 partner nations, and the Dayton Peace Accords. The Russian Federation's illegal annexation of Crimea and Sevastopol and its destabilizing actions in Eastern Ukraine have profoundly strained its relationship with the United States and many of its regional partners. As a result, conventional weapons inspectors also conduct short notice Chapter III, Risk Reduction and Chapter X, Regional Measures Vienna Document 2011 inspections in Ukraine to provide

I.   Description of Operations Financed (cont.)

transparency on Russian activity and demonstrate support for Ukraine. These short-notice missions are in addition to the previously agreed upon missions during the treaty year and are expected to continue for an unspecified amount of time. Resources also provide operational support activities, including Site Assistance Visits, mock inspections, treaty training, language training, and weapons recognition training.

Arms Control Enterprise System

The Arms Control Enterprise System (ACES) is a mission essential information system for facilitating compliance with legally and politically binding arms control treaties and agreements. ACES provides asset accountability, notification processing, and data management support for the following conventional and strategic treaties and agreements: Conventional Armed Forces in Europe Treaty, Vienna Document 2011, Open Skies Treaty, New START Treaty, Global Exchange of Military Information, United Nations Transparency in Armaments, the Wassenaar Arrangement, and on-going notifications for the Intermediate-Range Nuclear Forces Treaty. ACES generates the finished product for annual treaty data exchange reports for the Conventional Armed Forces in Europe Treaty, the Vienna Document, Global Exchange of Military Information, and the New START Treaty. ACES provides detailed asset reports and uses complex algorithms for maintaining accurate asset inventories for treaties/agreements for similar equipment but with different equipment categorizations. The program manages and executes the Inspection Planning Module database application to aid in meeting U.S. Government treaty obligations. The Inspection Planning Module provides passport/visa management for arms control inspectors and escorts, treaty inspector list management, treaty training administration, and mission planning.

Open Skies Missions

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

The Open Skies Treaty is multilateral and involves 34 signatory nations, including many European states, the Republic of Belarus, the Russian Federation, the United States, and Canada. It involves reciprocal over-flights of states using specific aircraft with specified sensors. DTRA plans and prepares for receiving and conducting Open Skies observation missions; conducting and participating in aircraft and sensor certification inspections; and essential training and support requirements. Example missions include those conducted to support the certification of U.S. and Russian aircraft that are incorporating new digital technology and a new airframe in the case of the Russian Tu-214. This program has also been called upon to support humanitarian operations efforts following Hurricane Katrina and the devastating earthquake in Haiti.

<u>Chemical Weapons Convention Missions</u>

The program accomplishes DTRA's DoD-directed Chemical Weapons Convention (CWC) treaty implementation responsibilities in support of CWC compliance requirements by DoD entities. DTRA provides DoD host team leadership and DTRA national escort team oversight for the Organization for the Prohibition of Chemical Weapons (OPCW) inspections, to include short-duration inspections of chemical weapons and other treaty-relevant facilities, continuous destruction monitoring operations at Pueblo, CO, and Blue Grass, KY, and oversight visits by the Executive Council and senior Technical Secretariat staff of the OPCW. The program provides interagency liaison and planning support between the DoD CWC Treaty Manager, the Joint Staff, the Office of the Secretary of Defense (OSD), Department of State, Military Services, and the OPCW. The program supports training and readiness/preparatory activities for CWC inspections, including exercises with the Military Services and implementing a DoD-level training program for CWC Challenge Inspections.

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

<u>International Counterproliferation</u>

The DoD International Counterproliferation Program is a congressionally mandated interagency program that operates throughout Eastern Europe, the former Soviet Union, the Balkans, Asia, and Africa to cooperatively reduce the threat of WMD proliferation. This program builds the capacity of international partners to prevent proliferation attempts and disrupt proliferation networks by applying U.S. interagency expertise to improve training, equipment, and doctrine. The program improves the capacity of partners to deter, detect and interdict, investigate, and prosecute individuals and organizations that seek to proliferate WMD through the provision of training and equipment, and the development of doctrine for international civilian law enforcement components, counterterrorism units, border security/customs agents, and other ministerial executives and agencies that have a CWMD function. Counterproliferation goals and objectives are derived and prioritized based on broader U.S. CWMD strategy, known proliferation threats and vulnerabilities, and capability gaps of international partners. The program directly supports Intermediate Military Objectives of Geographic Combatant Commands' Theater Campaign Plans and, by extension, Guidance for Employment of the Force.

<u>Technical Equipment Inspections</u>

The Technical Equipment Inspection Program is a one-of-a-kind U.S. Government security program established in response to the potential hazards posed by foreign-owned and controlled inspection equipment being introduced in U.S. facilities during arms control inspections. The program is designed to ensure that all equipment used during arms control activities meets the agreed treaty specifications and parameters and will not present a safety hazard. This is done via equipment certification, equipment inspection,

I.   Description of Operations Financed (cont.)

technical consultation, analyses, on-site support, and training. Arms control treaties supported include the Open Skies Treaty, the New START Treaty, the International Atomic Energy Agency Integrated Safeguards, the Chemical Weapons Convention, and the Comprehensive Nuclear-Test-Ban Treaty.

Arms Control Treaty Training

The Arms Control Treaty Training Program serves as the U.S. Government's sole source for all arms control treaty training. Students attend training from DTRA, U.S. Government agencies, and U.S. facilities subject to inspection. This program provides training for the New START Treaty, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the International Atomic Energy Agency Integrated Safeguards, and the Chemical Weapons Convention. The program also contracts for additional training needed for both the personal safety and knowledge of arms control inspectors, to include: the Radiological Worker Safety Class, Graphite Moderated Reactor Seminar, and the Rocket Motor Production Course. The program ensures U.S. Arms Control Treaty inspection and escort teams are trained and certified prior to worldwide deployment.

Language Training

The Language Training Program provides centralized support for the overall on-site inspection mission by funding military linguist recruiting, in-house and contracted language training, and linguistic support to the New START Treaty, the Plutonium Production Reactor Agreement, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the Vienna Document of 2011, and the Dayton Peace Accords. The program is responsible for the recruitment of professional military linguists, their training at the

I.   Description of Operations Financed (cont.)

Defense Language Institute, and their day-to-day mission support of arms control operations from three different locations. In-house Russian language instructors provide daily treaty-specific, technical, and global language training to over 100 professional military linguists and Foreign Area Officers and play a central role in ensuring language professionals are able to carry out their vital mission. In addition, the program conducts external language immersion courses for languages other than Russian to ensure DTRA has the proper unique language professionals to support its expanding regional focus.

Nuclear Arms Control Technology (NACT)

The Nuclear Arms Control Technology Program installs, operates, and sustains the waveform and radionuclide nuclear detonation detection stations and the U.S. radionuclide laboratory comprising the majority of the U.S. portion of the International Monitoring System. The laboratory and detection stations deliver data to the U.S. monitoring and verification community and enable U.S. compliance with the terms of the Comprehensive Nuclear-Test-Ban Treaty in support of U.S. and DoD nonproliferation objectives. NACT directly provides for WMD monitoring and nonproliferation requirements and ensures these monitoring capabilities are certified for operations and available when and where required.

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

	$ in thousands		
	FY 2017 Actuals	**FY 2018 Estimate**	**FY 2019 Estimate**
B. WMD Combat Support and Operations	213,006	227,020	229,184

DTRA provides combat and warfighter support to the Chairman, Joint Chiefs of Staff (CJCS), the Combatant Commanders, and Military Services as they engage the threat and challenges posed to the United States, its forces, and allies by any WMD to include chemical, biological, radiological, nuclear, and high-yield explosive weapons. DTRA supports the essential WMD response capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces within their areas of responsibility at all levels of warfare – strategic, operational, and tactical. DTRA also supports DoD with programs that provide oversight for DoD nuclear matters; providing expert and responsive DoD nuclear mission support to OSD, Joint Staff, CCMDs, and the Military Services. DTRA successfully collaborates with the National Nuclear Security Administration and other interagency partners and programs, supporting the viability and credibility of the U.S. Strategic Deterrent, the forward deployed deterrent, and their transformation into the 21st century. Additionally, DTRA's operational programs are closely tied with its RDT&E programs that provide technical support to DoD components and other organizations in areas related to WMD and designated advanced weapons.

Within the WMD Combat Support and Operations subactivity group, the demand for combat and Warfighter support to the CCMDs continues to increase because of the threat of WMD attacks against the United States, its partners and interests, and U.S. counterterrorism operations. This subactivity group integrates the requirements of the national strategies, Quadrennial Defense Review, the Joint Strategic Capabilities Plan, the Nuclear Posture Review, Guidance for the Employment of the Force, and the Unified Command

I.   Description of Operations Financed (cont.)

Plan. Moreover, DTRA has placed emphasis on meeting emerging threats and leveraging strategic planning principles to assist in the long range planning efforts for DTRA's combat support mission and providing a starting point for future operational endeavors. DTRA is continuing to expand combat support missions to be dual-purposed, synergistic, and closely aligned with joint operational efforts, providing a foundation for transformational initiatives within the WMD arena.

DTRA executes a number of programs within the WMD Combat Support and Operations subactivity group:

Balanced Survivability Assessments

DTRA has played a vital national security role by conducting over 400 Balanced Survivability Assessments (BSA) for organizations since 1987. BSAs are mission survivability assessments of critical national/theater mission systems, networks, architectures, infrastructures, and assets of the United States and its allies.

BSA teams focus on mission continuity and assess against a broad spectrum of threats including accidents, natural disasters, technological failure, information system attacks, terrorists, radio frequency weapons, sabotage, and weapons of mass destruction (WMD). BSAs are conducted on DoD hardened and underground facilities, critical communication networks, command and control centers, critical infrastructure, military installations and research campuses, and other federal government facilities. BSAs have also been conducted on dams, ports, and medical research centers.

Assessment areas include surveillance operations, physical security, telecommunications,

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

information operations, computer network defense, cyber security analysis, structural protection and response, utility subsystems, WMD protection, emergency operations, and electromagnetic protection. The BSA teams identify mission vulnerabilities and recommend ways to mitigate or eliminate them. They also provide senior U.S. Government and DoD leaders and managers with a long-term investment strategy for risk management.

Assessment teams consisting of 10-15 specialists are dispatched to a site location and are on site for two to three weeks. Key BSA features include mission focus, integration, broad applicability, and security and critical infrastructure protection/homeland security support. BSA specialists also provide technical support such as reviewing planning activities for new facilities to ensure that mission survivability is considered prior to construction and conducting smaller assessments that focus on specific survivability issues.

<u>DoD Red Team</u>

The DoD Red Team performs vulnerability analyses of DoD and non-DoD strategic assets, operations, and facilities relating to Continuity of Government, strategic command, control, and communications, and mission essential assets and infrastructure. The DoD Red Team provides a unique assessment capability simulating an independent, multidisciplinary adversary and performs all assessments entirely from an adversarial perspective. The Team emulates adaptive, networked adversaries, including terrorists, hostile state Special Operations Forces and their proxies, and Foreign Intelligence Entity activities that include insiders with placement and access. The DoD Red Team gives the supported CCMD or Defense Agency a unique assessment as it provides a true "outside looking in" perspective. Unlike other assessments, the DoD Red Team uses no

I.   Description of Operations Financed (cont.)

insider information; only the customer's senior leadership and a few trusted agents are aware of the effort. Utilizing the full spectrum of identified adversarial capabilities limited only by legal requirements and restrictions mandated by the customer, these assessments provide a ground truth perspective of the customer's protection programs while adhering to a strict non-attribution policy. DoD Red Team assessments provide a means to evaluate and test protection strategies for mission assurance, including force protection, defense critical infrastructure protection, cyber security, counterterrorism, and emergency response from violent extremist groups and aggressor states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment. The customers are responsible for the appropriate funding and implementation of the Team's recommendations.

Joint Mission Assurance Assessment Program

The Joint Mission Assurance Assessment Program (JMAAP) is a risk-based assessment program that replaced the legacy Joint Staff Integrated Vulnerability Assessments program. The JMAAP originates in the Deputy Secretary of Defense approved Mission Assurance Strategy that focuses on the protection, continued function, and resilience of DoD capabilities and assets to support the Department's Mission Essential Functions. The JMAAP provides direct support to the Joint Staff, CCMDs, Military Services, and Defense Agencies in compliance with statutory and regulatory DoD Mission Assurance Assessment requirements. The JMAAP provides a risk-to-mission focused assessment of military installations, task critical assets, and missions worldwide. JMAAP teams are comprised of active duty military and DoD civilians with expertise in assessing assets/missions against a broad spectrum of hazards and threats. The assessment process includes analysis, pre-site survey, vulnerability assessment, and risk response planning. Additional support to

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

CCMDs and Military Services includes mobile training teams to train personnel on the DoD methodology to conduct mission assurance assessments, technology development for physical security equipment, reach-back, and other protection-related technologies, such as blast migration systems.

Nimble Elder

The Nimble Elder Program provides the CCMDs with Technical Support Groups (TSGs) who are either forward deployed or able to rapidly deploy across the globe to provide the CCMDs and other U.S. Government agencies with the capability to counter WMD threats by utilizing low visibility chemical, biological, radiological, and nuclear (CBRN) search. DTRA's TSGs provide equipment, training, scientific on-site subject matter expertise, and direct operational assistance to CCMDs' designated search forces. The TSGs bring a 24/7 reachback capability through the DTRA Joint Operations Center with a linkage to multiple U.S. Government laboratories (providing additional subject matter expertise). DTRA is in the process of adding a chemical and biological search capability to the TSGs' toolkit, expanding its ability to counter WMD.

Additionally, the program provides tailored Countering Weapons of Mass Destruction – Terrorism (CWMD-T) exercise support (subject matter experts, academics, and training) to CCMDs, Theater Special Operations Commands, and other designated commands in order to increase U.S. capability to respond to CWMD-T threats. The supported exercises and training occur both in the United States and OCONUS and emphasizes WMD crisis response. No other DoD agency or command provides this level of support to exercises or training across the spectrum of a terrorist organization acquiring and attempting to employ chemical, biological, radiological, nuclear and high-yield explosive (CBRNE) weapons.

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

The Stockpile Logistics Program provides support to the Office of the Secretary of Defense (OSD), Joint Staff, CCMDs, Military Services, National Nuclear Security Administration, and North Atlantic Treaty Organization for day-to-day activities necessary to maintain an effective nuclear deterrent. The program provides nuclear weapons expertise in the areas of maintenance, safety, technical procedures, discrepancy resolution, nuclear weapons-related materials, logistics, policy, and technical matters. The program develops and maintains the Defense Stockpile Management System (DSMS), a suite of software services for nuclear weapons information, which includes the Defense Integration and Management of Nuclear Data Services (DIAMONDS) system. DIAMONDS is the sole DoD-level nuclear weapons reporting system and system of record for all nuclear weapons sustainment records. The prime function is to account for, track, and inventory the U.S. nuclear weapon, component, and assembly stockpiles. This critical system contains accurate, near real-time nuclear weapon stockpile data and provides the capability to perform worldwide nuclear stockpile emergency verifications, which provides an emergency inventory capability. DIAMONDS supports the DTRA Director's role as the Executive Agent for three main functions: manage the U.S. nuclear stockpile and provide nuclear weapon data to the President, Congress, and Joint Staff; manage the Unsatisfactory Reporting System to resolve nuclear weapons related discrepancies; and manage the Joint Nuclear Weapons Publication System for the preparation and distribution of electronic technical publications.

Nuclear Surety

The Nuclear Surety Program provides expertise related to nuclear policy, safety, security, planning, studies, weapon systems, and use control project officer groups and

I.   Description of Operations Financed (cont.)

provides reports for DoD in partnership with the National Nuclear Security
Administration. The program serves as the focal point for nuclear deterrence, policy and
planning, forces, and modernization and provides senior leader focus in multiple nuclear
enterprise-related forums (e.g., Nuclear Weapons Council and associated subordinate
committees), USAF oversight, and Congressional/Executive Branch studies and reports. The
Nuclear Surety Program provides maintenance and improvements to nuclear surety through
nuclear and physical security efforts, Mighty Guardian force-on-force exercises, control,
modeling and simulation for the Center of Excellence, out-of-cycle testing, and Nuclear
Security Enhancement Programs.

Defense Nuclear Weapons School

The Defense Nuclear Weapons School (DNWS) Program, formerly Defense Threat Reduction
University, provides specialized training in U.S. nuclear weapons, incident and accident
response, explosive ordnance disposal (EOD) threat awareness/assessment, and
counterproliferation with emphasis on operational support. DNWS develops and
orchestrates the delivery of essential WMD training and knowledge management efforts for
DoD. It executes courses to familiarize the U.S. nuclear enterprise on the national
nuclear weapons stockpile, nuclear surety inspections, and the nuclear weapons program.
Additionally, DNWS provides training to the global nuclear community in nuclear weapons
accident and incident response procedures and to customers in CBRN modeling and
simulation and the EOD arena. DNWS provides training in the only DoD live radioactive
field training sites. DNWS also maintains an extensive nuclear weapons instructional
museum (both classified and unclassified exhibits) to enhance the comprehensive training.
DNWS trains students from all levels of DoD, federal and state agencies, and allied
countries.

I. Description of Operations Financed (cont.)

Technical Information Management/Defense Threat Reduction Information Analysis Center

The Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC) Program supports the preservation and archiving of all scientific and technical information related to nuclear test and other CWMD-related programs. DTRIAC also acquires, digests, analyzes, evaluates, synthesizes, stores, publishes, and disseminates scientific and technical data pertaining to all of DTRA's mission areas to support other DoD and Government agencies, the Military Services, and other entities with valid and verified needs for the information. It provides on-line access to this information through its Scientific Technical Information Archival and Retrieval System (STARS).

Defense Nuclear Surety Inspection Oversight

The Defense Nuclear Surety Inspection Oversight (DNSIO) Program provides the CJCS with an independent assessment of Air Force and Navy Nuclear Surety Inspection teams' compliance with DoD and Joint Staff Nuclear certification and inspection requirements. The DNSIO assessment aids in maintaining the highest standards of integrity and objectivity within the Nuclear Weapons Enterprise and supports public confidence that the Nation's nuclear assets are, and will remain, safe, secure, and reliable. The DNSIO team also conducts Personnel Reliability Program (PRP) staff assessment visits to provide assurance of PRP oversight at the nuclear-capable CCMDs and training and development for a wide array of customer needs.

Readiness and Exercises

I.   Description of Operations Financed (cont.)

DTRA's Readiness and Exercises program prepares, trains and assesses DTRA joint forces to conduct CWMD operations as required and in accordance with the Joint Training Manual for the Armed Forces of the United States (CJCSM 3500.03E). Accordingly, Readiness and Exercises conducts collective staff joint training to ensure mission readiness. Readiness and Exercises plans, executes, and assesses CWMD exercise scenarios in support of all Functional and Geographic Combatant Commands' numbered war plans and contingency plans through national-level exercises in coordination with the Office of the Secretary of Defense, Joint Staff, Military Services, other U.S. Government departments and agencies, and Allied forces. Readiness and Exercises also manages the DTRA Lessons Learned Program, the Defense Readiness Reporting System, and the Deployment Readiness Cell (to facilitate deployment and re-deployment of personnel supporting CWMD operations), conducts technical reviews of all Chairman Joint Chiefs of Staff (CJCS) Joint Publications (JPs), and serves as a Technical Review Authority for six CWMD-related JPs.

Joint Operations Center and Technical Reachback

DTRA supports the 24/7 Joint Operations Center (JOC) and Current Operations. The JOC monitors and manages the day-to-day CWMD operations, collects WMD knowledge, and displays and distributes this knowledge to the CWMD community through various information technology collaborative tools. The JOC is the single point of entry for all CWMD operational and Technical Reachback requests for information, to include Interagency Modeling and Atmospheric Assessment Center support.

Technical Reachback is a cadre of specialized CBRNE subject matter experts operating DTRA computational tools that provide a decision response and support capability for

I. Description of Operations Financed (cont.)

deliberate, crisis, and immediate planning and operations. Support includes CWMD/CBRNE collateral effects analyses for target nomination and post-CBRNE event analyses to CCMDs, OSD, Joint Staff, Intelligence Community, command elements, and federal, state, and local government/first responder organizations in accordance with DoD directives. Reachback subject matter experts coordinate with the JOC and continuity of operations sites. Technical Reachback also has combat deployable Support Teams to provide direct responses that address the majority of requests for information coming into the JOC.

Joint Operations Center and Technical Reachback products/capabilities include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned;
- Providing CBRNE decision support capability for CBRNE planning, operations, and post-event analysis, including near real-time operational analysis and access to specialized WMD subject matter expertise capability, to CCMDs, DoD, other U.S. Government elements, and first responders;
- Fielding a National CWMD Technical Reachback Enterprise; and
- Utilizing high performance computers to continue providing DoD customers with decision support for CBRNE scenarios.

Nuclear Exercises

DTRA serves as the DoD-lead for managing the U.S. Nuclear Weapon Accident Incident Exercise (NUWAIX) Program and provides national-level NUWAIX planning and execution support to the geographic Combatant Commands (GCCs) and appropriate federal, state, local, and international agencies. DTRA's role is directed by DoD Directives (3150.08,

I. Description of Operations Financed (cont.)

3150.10, and 5105.62); Office of the Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD (AT&L)); and CJCS tasking through annual Joint Chiefs of Staff-coordinated worldwide exercise schedules. DTRA provides and arranges collective training for DoD nuclear weapon incident Initial Response Forces and Response Task Forces and other DoD Component nuclear or radiological incident response forces; provides integration with interagency response elements; and coordinates with the GCCs on curriculum content to ensure training remains consistent with current theater nuclear response contingency plans. DTRA also serves as Executive Secretary and provides administrative support for the Nuclear Weapons Accident/Incident Response Subcommittee, a standing subcommittee under the Deputies Committee of the Nuclear Command and Control System Committee of Principals.

CBRN Military Advisory Team

The CBRN Military Advisory Team (CMAT) Program provides DoD directed deployable elements which advise and assist the Joint Force (CCMDs, Joint Task Forces, and other designated activities) during CBRN incidents to include associated prevention, protection, mitigation, response, and recovery efforts. CMATs provide CBRN technical expertise, CWMD doctrinal and planning support, consequence of execution assessments, and CBRN hazard prediction analysis capabilities to determine worst case and/or most likely effects and assist with developing courses of action for resolving CBRN situations.

CBRN Preparedness Program

The CBRN Preparedness Program (CP2) is DoD's lead program for developing foreign partners' capabilities to prevent, protect against, mitigate, respond to, and recover

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

from CBRN incidents. CP2 supports CCMDs by facilitating partner nation compatibility
(equipment and tactics, techniques, and procedures), and informing them of partners'
CBRN response capabilities and requirements. Training and equipping foreign partners,
CP2 activities reduce the requirements for a U.S. response to assessed needs and
compatible equipment. This support enables a response that is faster, more
effectively targeted, and capable of integration into an all-hazard response.   The
program supports partners by developing their capabilities, initiating national
training programs, and synchronizing their interagency CBRN response efforts.   CP2
increases the likelihood that partners will be able to provide for their own CWMD and
CBRN response requirements and to assist other countries within their region, thereby
decreasing the requirement on CCMDs in the event of a CBRN incident. To accomplish
the mission, CP2 has two operational goals: 1) CCMDs are afforded increased
flexibility to provide more effective and efficient consequence management assistance;
and 2) partners are prepared to conduct CWMD operations and respond to a CBRN
incident. Operational goals will be achieved through engagement and focused analyses,
instruction, facilitated discussions, equipping and exercises conducted by subject
matter experts from within DTRA, U.S. Government agencies, and international and non-
governmental organizations. In FY 2018, CP2 funding transferred to the Defense
Security Cooperation Agency to comply with Section 1241 of the FY 2017 National
Defense Authorization Act to support the reform of security cooperation programs and
activities of DoD.

<u>CBRN Preparedness Exercise Program</u>

The CBRN Preparedness Exercise Program enhances GCC preparedness to respond to major
disasters resulting from deliberate acts or accidents involving CBRNE materials. It is
the sole program assisting GCCs to refine and assess Foreign Consequence Management (FCM)

I.   Description of Operations Financed (cont.)

plans, procedures, Command and Control (C2), accident response, and recovery polices. Additionally, DTRA will conduct Countering Weapons of Mass Destruction – Terrorism (CWMD-T) Exercises as directed by the Joint Chiefs of Staff (JCS), which employ Special Operations Forces (SOFs) in CWMD Operations. The program directly supports GCCs' Theater Campaign Plans by building DoD/Host Nation government level relationships in situations involving: 1) CBRNE attacks or accidental releases that impact U.S. interests; 2) assistance requested by affected governmental agencies or foreign nations following CBRNE attacks or accidental releases; and 3) conduct exercises and training in support of CWMD-T events. These exercises and training events are continual on a yearly rotation or as required at worldwide locations. The focus of these exercises is the synchronization of SOF operations across the WMD Defeat Operations.

Human Survivability

The Human Survivability portfolio supports the Nuclear Test Personnel Review (NTPR) Program, confirming the participation of Atomic Veterans in nuclear testing and radiological events and providing radiation dose assessments. DTRA provides subject matter expertise for the dose reconstructions. The NTPR program provides DoD support for the Department of Veterans Affairs and the Department of Justice radiogenic disease compensation programs.

Synchronization and Planning

The Synchronization and Planning program provides a "regional lens" across DTRA activities and functions to ensure integration with CCMDs, the Interagency, and International partners' priorities. The program:

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

- Provides CWMD plans, strategy, and doctrine support to the geographic and functional CCMDs, the Joint Staff, OSD, and other DoD components.

- Assists the CCDRs, OSD, and Joint Staff to develop, revise, and review global campaigns plans and annexes, regional CWMD plans, theater campaign plans, and WMD-related contingency and branch plans.

- Supports crisis action planning for CWMD events and maintains deployable CWMD planning teams to support the development of GCC CWMD planning products to include support when requested during contingency operations.

- Facilitates the development, implementation, and assessment of the Regional Support Plans; identifies CCMD requirements and translates them into specific DTRA activities to align with CCMD Campaign Plans and priorities; supports contingency response; and ensures DTRA capabilities are aligned with warfighter and policy requirements.

- Supports the development of joint CWMD strategy, plans, policy, and doctrine to improve DoD efforts to execute CWMD missions.

Threat Intelligence and Assessment

The Threat Intelligence and Assessment program provides direct, in-depth intelligence analysis through daily intelligence products to support formulation and execution of CWMD policy, doctrine, planning, exercise, and operational efforts. The program supports USSOCOM in providing global situational awareness on WMD issues for DoD's countering WMD efforts in coordination with other Combatant Commands and U.S. Government organizations and coordinates and synchronizes throughout the Intelligence Community and other Agencies

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I.   Description of Operations Financed (cont.)

to develop products that fuse data from multi-intelligence and information sources. This program ensures dissemination of timely, tailored products to aid in the identification, characterization, and tracking of existing and emerging WMD threats worldwide by maintaining situational awareness of state, non-state, and terrorist activities, emerging WMD threat capabilities, and future advancement of WMD science and technologies.

	$ in thousands		
	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
C. U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction	8,549	0	0

Funding for the USSTRATCOM Center for Combating WMD subactivity group ends in FY 2017 with the transfer of the CWMD synchronizer role from USSTRATCOM to U.S. Special Operations Command (USSOCOM) IAW the Unified Campaign Plan.

	$ in thousands		
	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
D. Core Mission Sustainment	223,609	243,290	250,527

DTRA's Core Mission Sustainment Program represents a wide range of functions that provide the necessary resources to support all of the Agency's core mission essential functions (spanning five direct appropriations within a $1.4B portfolio). These functions provide the foundation for all DTRA programs to safeguard America and its allies from WMD and improvised explosive devices by reducing the present threat and preparing for future

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

Functions include:

<u>Facilities, Engineering, and Logistics:</u>
- Provides the Agency's space and utilities in the Government-owned McNamara Complex, Herndon, Reston, Alexandria, and Arlington locations and shared support services.
- Provides for installation support and services at all DTRA locations (DTRA facilities at Travis, Eglin, and Kirtland Air Force Bases (AFBs); White Sands Missile Range; Ft. Belvoir (other than the McNamara Complex); Herndon; Reston; Alexandria; Arlington; Kaiserslautern, Germany; Yokota, Japan; and other various smaller detachments).
- Provides needed repairs and improvements for the aging infrastructure, primarily at Kirtland AFB (facilities constructed in 1950s – 60s) and Germany (facilities constructed in the early 1900s), which consistently require restoral, maintenance, and repair to remain functional by minimal standards. The majority of facility improvement funding is dedicated to structural repairs, utilities, HVAC and electrical/plumbing systems, and some quality of life or capital improvements.
- Provides for leasing and maintenance of motor vehicles, large load commercial shipping and receiving, commercial transportation (buses, vans, etc.), local travel transportation cards (Smartcards), and mandated mass transit benefit subsidies.

<u>Financial Management:</u>
- Provides contracted services for financial management oversight of the Agency's $1.4B

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

direct resource portfolio, including: programming, budget formulation, budget
execution, manpower management, civilian payroll/FTEs, Official Representation Fund
program, finance and accounting, Financial Improvement and Audit Readiness, Managers'
Internal Control Program, financial reporting, financial services, financial system
support, account analysis and reconciliation, program/project specific financial
support services, and travel and purchase card programs.

- Funds Defense Finance and Accounting Services support, Defense Agencies Initiative,
  Workers Compensation, local travel, Prompt Payment Act requirements, and Defense
  Travel System support.

<u>Human Resources:</u> Provides a results-oriented human resource management program that
incorporates elements such as manpower management; strategic workforce planning;
tailored use of hiring programs with available recruitment and retention initiatives;
establishing long-term relationships with the academic community to expand applicant
pool; Learning Management System; providing additional leadership and professional
development opportunities; transition to the Department mandated Defense Performance
Management Appraisal Program; and centralized military Reserve support.

<u>Information Technology (IT) Support:</u>

- Maintains and sustains a reliable and cost-effective IT infrastructure that
  conforms to all DoD IT requirements and mandates across the spectrum of
  connectivity and communication capabilities necessary to meet DTRA mission
  requirements.
- Provides systems engineering and development necessary to produce the next
  generation of reliable, maintainable, and secure IT systems and capabilities,
  including migration to meet mandates of the Data Center Optimization Initiative

I.   <u>**Description of Operations Financed (cont.)**</u>
       and the objectives of the DoD Joint Information Environment.

- Implements an integrated series of robust protections for IT resources through the Agency's Cybersecurity and Information Assurance Programs; monitors network activity for external threats via the Agency Cybersecurity System Provider.

<u>Environment, Safety, and Occupational Health:</u>
- Provides support to sustain regulatory compliance; maintain a safe and healthful work environment; and mitigate the severity of activities and operations on personnel and the environment.
- Maintains required radiological license and sources for critical CWMD exercises.
- Supports health screenings/immunizations.

<u>Contracts and Acquisition Management:</u>
- Supports various contracting functions to include establishment and closeout of all DTRA contracts, grants, and other contractual instruments.
- Provides training and acquisition tools for DTRA's acquisition workforce to improve professionalism, proficiency, efficiency, and execute Better Buying Power Initiatives. Implements Defense Acquisition Workforce Development Fund activities.

<u>Legal Advice and Support:</u>
- Represents the Agency in U.S. Government Accountability Office bid protests and in all matters that go before the Merit Systems Protection Board and the Equal Employment Opportunity Commission.
- Coordinates all military justice and adverse personnel actions with the Military Services' Judge Advocates.

I. __Description of Operations Financed (cont.)__

- Provides legal review of contracts for DTRA's entire acquisition portfolio.
- Provides legal review of all Agency support agreements and all Agency requests for authority to negotiate and conclude international agreements.
- Provides fiscal law advice for the Cooperative Threat Reduction Program and provides legal advice on all operational programs and exercises, including: all administrative law topics; internal investigations; training in the law of war and military personnel actions/laws; and the applicability of Status of Force Agreements.
- Provides attorney support for all Nuclear Weapons Incident Response training and exercises, and all other operational exercises in which the Agency participates.
- Provides legal advice on all civilian labor and employment issues including Equal Opportunity and issues concerning collective bargaining units and unions.
- Provides legal support and advice to the Agency's personnel security functions.
- Provides legal advice on intellectual property rights and all of the Agency's research and development activities.
- Manages all Freedom of Information Act and Privacy Act request responses.
- Provides mandatory ethics training for the Agency.

Security (Information, Personnel, Physical):

- Prevents/minimizes unauthorized access to DoD classified and controlled unclassified information and safeguards them against espionage, sabotage, terrorism, and criminal activity.
- Prevents unauthorized access to facilities, control systems, and critical

I. <u>**Description of Operations Financed (cont.)**</u>
information by validating security clearance eligibility and need-to-know on all individuals, considering background, qualifications, and operational restrictions, prior to granting an individual access to sensitive/protected information and controlled spaces.

- Prevents unauthorized access to personnel, equipment, facilities, and information by integrating physical protective, security, and antiterrorism measures and procedures which include: electronic security systems, surveillance systems, access control systems and procedures, random entry/exit inspections, random anti-terrorism measures, and Force Protection Condition measures.

<u>Audio and Visual Information Services</u>: Provides printing and reproduction services, photography/videography, video-teleconferencing support, visual graphics and design services, and conference center support (to include maintenance of associated equipment).

<u>Other Essential Services</u>: Provides essential services to the DTRA Director and senior leadership, such as Public Affairs, Equal Opportunity, Inspector General, and other administrative services. Activities funded in this subactivity group also provide for the essential management, planning, governance, process improvements, strategic analysis, and operational and administrative support to the entirety of DTRA.

II. <u>**Force Structure Summary**</u>:
Not Applicable

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III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2017 Actuals | Budget Request | FY 2018 Congressional Action | | | Current Estimate | FY 2019 Estimate |
			Amount	Percent	Appropriated		
1. Nonproliferation Activities	60,533	72,294	0	0.0	0	72,294	73,618
2. Weapons of Mass Destruction Combat Support and Operations	213,006	227,020	0	0.0	0	227,020	229,184
3. USSTRATCOM Center for Combating WMD	8,549	0	0	0.0	0	0	0
4. Core Mission Sustainment	223,609	243,290	0	0.0	0	243,290	250,527
Total	**505,697**	**542,604**	**0**	**0.0**	**0**	**542,604**	**553,329**

* The FY 2017 Actual column <u>includes</u> $62,800.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> FY 2019 OCO Appropriations funding.

Defense Threat Reduction Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	Change FY 2018/FY 2018	Change FY 2018/FY 2019
B. <u>**Reconciliation Summary**</u>		
Baseline Funding	**542,604**	**542,604**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**542,604**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**542,604**	
Supplemental		
Reprogrammings		
Price Changes		6,920
Functional Transfers		484
Program Changes		3,321
Current Estimate	**542,604**	**553,329**
Less: Wartime Supplemental		
Normalized Current Estimate	**542,604**	

Defense Threat Reduction Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**542,604**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**542,604**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**542,604**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**542,604**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**542,604**
6. Price Change		6,920
7. Functional Transfers		484
a. Transfers In		
1) DoD Audit Readiness	484	
Funding supports the DoD Consolidated Audit, from the start of the audit engagement until findings are fully remediated. (FY 2018 Baseline: $197,678 thousand; +3 FTEs)		
8. Program Increases		12,887
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Civilian Personnel Compensation - One Additional Day	755	
This increase reflects one additional day of		

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

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

        compensation for civilian employees. (FY 2018
        Baseline: $197,678 thousand)

2) Core Mission Sustainment - Information Technology   3,488
        The increase to the Information Technology (IT)
        Operations portfolio addresses highest priority
        capability gaps for maintaining adequate
        telecommunications connectivity and services,
        maintaining cyber security readiness, geospatial
        software support, and IT operations services. (FY
        2018 Baseline: $46,220 thousand)

3) Core Mission Sustainment - Security (Information,   1,530
Personnel, Physical)
        Increased funding supports critical security efforts,
        including intrusion detection system monitoring
        services formerly provided by the Defense Logistics
        Agency; insider threat support services required to
        comply with Department cyber security and information
        assurance directives; and Sensitive Compartmented
        Information Facility (SCIF) requirements. (FY 2018
        Baseline: $5,409 thousand)

4) Nonproliferation Activities - Chemical Weapons   535
Convention
        The increase supports the start of treaty operations
        at the Blue Grass Chemical Agent-Destruction Pilot
        Plant. (FY 2018 Baseline: $2,945 thousand)

5) Nonproliferation Activities - START/Nuclear Missions   872
        Increase in funds supports interagency and U.S.
        Government reliable/accurate reporting on Russian
        compliance with the New START Treaty (NST) and

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

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

Plutonium Production Reactor Agreement (PPRA). It allocates additional resources for continuing implementation of the NST, the PPRA, and International Atomic Energy Agency (IAEA) protocols. The increase also supports the Arms Control Implementation Unit in Moscow. (FY 2018 Baseline: $6,419 thousand)

6) WMD Combat Support and Operations - Chemical   1,417
Biological Radiological Nuclear (CBRN) Preparedness
Exercise Program
   Funding supports CBRN war-gaming for newly approved
   Combatant Commands' (CCMD) Special Areas of Interest
   in support of Joint Professional Military Education
   (JPME) and CBRN preparedness exercises that prepare
   CCMDs to respond to Weapons of Mass Destruction (WMD)
   attack or accidental release. (FY 2018 Baseline:
   $1,400 thousand)

7) WMD Combat Support and Operations - Nimble Elder   1,739
   The increase in funds supports the addition of the
   chemical and biological WMD search capability to the
   Technical Support Group (TSG) mission. The added
   funding pays for contractor FTEs, and associated
   equipment and training to support this Combatant
   Commands'(CCMD) requirement. Funding pays for
   contractors, equipment, training, and travel
   associated with recently reflagged TSG and added
   Washington Support Element to enable support to
   Southern Command. (FY 2018 Baseline: $20,511
   thousand)

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
8) WMD Combat Support and Operations – Stockpile Logistics	1,043	

      The Defense Stockpile Management System (DSMS) that includes Defense Integration and Management of Nuclear Data Services (DIAMONDS), Nuclear Management Information System (NUMIS), Nuclear Inventory Management and Cataloging System (NIMACS), Joint Application Design Environment (JADE), and DIAMONDS Accountability Training System (DATS), requires additional IT contract support to meet the increased Information Assurance certification and accreditation security requirements to maintain authority to operate and continue to meet DoD standards for nuclear weapons reporting. Corresponding decrease seen in DTRA RDT&E appropriation exhibit R-2, Program Element 0603160BR. (FY 2018 Baseline: $8,723 thousand)

9) WMD Combat Support and Operations – Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC)	1,508	

      The increase in funding will support digitizing and loading critical nuclear testing documents into knowledge management systems to make them more easily accessible for use by the Information Analysis Center community. Corresponding decrease seen in DTRA RDT&E appropriation exhibit R-2, Program Element 0602718BR. (FY 2018 Baseline: $2,713 thousand)

9. Program Decreases		-9,566

  a. Annualization of FY 2018 Program Decreases

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Civilian Personnel Compensation	-2,559	
The decrease of 18 direct full-time equivalents (FTEs) between FY 2018 and FY 2019 is the result of the continuation of reductions the Defense Threat Reduction Agency initiated in previous years, which includes reducing civilian positions designated as supporting Major Headquarters Activities. (FY 2018 Baseline: $197,678 thousand)		
2) Core Mission Sustainment - Civilian Permanent Change of Station (PCS) Benefits	-309	
Decrease reflects reduced PCS requirements. (FY 2018 Baseline: $477 thousand)		
3) Nonproliferation Activities - International Counterproliferation	-542	
Decrease reflects FY 2019 Services Requirements Review Board (SRRB) reduction of -$542 thousand (OP-32 line item 934, Engineering and Technical Services). (FY 2018 Baseline: $7,084 thousand)		
4) Nonproliferation Activities - Open Skies Missions	-545	
Decrease reflects projected decline in fuel costs. (FY 2018 Baseline: $5,671 thousand)		
5) WMD Combat Support and Operations - Balanced Survivability Assessments	-1,041	
Reduction in engineering and technical services is relative to ongoing review of program requirements and efficiencies gained from leveraging DoD Chief Information Officer (CIO), Department of Defense		

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

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

Explosives Safety Board (DDESB), U.S. Strategic
Command, and U.S. Special Operations Command to
assist with BSA assessments. (FY 2018 Baseline:
$15,995 thousand)

6) WMD Combat Support and Operations - CBRN Preparedness   -2,554
Program (CP2)
 Decrease reflects FY 2019 Services Requirements
Review Board (SRRB) reduction of -$1,115 thousand
($896 thousand reduction to OP-32 line item 934,
Engineering and Technical Services, and $219 thousand
reduction to OP-32 line item 933, Studies, Analysis,
& Evaluations) and a realignment of -$1,417 thousand
to support CBRN Preparedness Exercises that prepare
CCMDs to respond to WMD attack or accidental release.
(FY 2018 Baseline: $2,487 thousand)

7) WMD Combat Support and Operations - DoD Red Team   -746
 Reduction in engineering and technical services is
relative to leveraging DoD Chief Information Officer
(CIO), Department of Defense Explosives Safety Board
(DDESB), U.S. Strategic Command, and U.S. Special
Operations Command to assist with DoD Red Team. (FY
2018 Baseline: $6,644 thousand)

8) WMD Combat Support and Operations - Human   -1,270
Survivability
 Reduction is due to the declining number of active
cases of atomic veteran claims processing workload.
(FY 2018 Baseline: $3,424 thousand)

FY 2019 Budget Request   **553,329**

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

   A. <u>**Nonproliferation Activities**</u>

<u>**New START Treaty, Plutonium Production Reactor Agreement, and International Atomic Energy Agency Integrated Safeguards**</u>

Type of Mission	Number of Missions		
	FY 2017	**FY 2018**	**FY 2019**
New Start Treaty			
Inspection Activity	19	19	19
Escort Activity	19	18	18
Mock Missions	4	4	4
Plutonium Production Reactor Agreement			
Inspection Activity	5	6	6
Escort Activity	2	2	2
Mock Missions	0	0	0
International Atomic Energy Agency Integrated Safeguards	14	14	14

These efforts ensure: New START Treaty mandated limits of strategic arms are met; Russian plutonium producing reactors are shut down and Russian Federation produced Plutonium Oxide is accounted for; and International Atomic Energy Agency Integrated Safeguards standards are met at U.S. facilities.

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

<u>Conventional Weapons Missions</u>

	Number of Missions		
<u>Type of Mission</u>	**FY 2017**	**FY 2018**	**FY 2019**
Conventional Weapons			
Inspection Activity	35	35	35
Escort Activity	33	33	33
Mock Missions	10	10	10

The FY 2019 projected workload accounts for the Vienna Document 2011 inspections and escorts, which have active participation from Russia and all other signatories; Dayton Peace Accord activities that the U.S. Government is required to conduct; Conventional Armed Forces in Europe Treaty missions that still have active Ukrainian and Belarusian participation; and treaty, language, and weapons recognition training for inspectors and United States European Command (USEUCOM) components that will face inspections from other treaty and Vienna Document 2011 signatories. Inspection and escort activities are determined by quota allocation meetings that are held shortly before the beginning of each treaty year.

In addition, Conventional Weapons Missions' workload plans are evaluated for the possibility of Conventional Armed Forces in Europe Treaty verification operations in the Russian Federation. The FY 2019 projected workload takes into account the possibility of resuming the treaty activities should the Russian Federation lift its suspension. (The Russian Federation has the legal right to resume and continue treaty verification operations at any time, so DTRA plans for that possibility, while taking some risk where prudent, by not entirely budgeting for the full level of Russian Federation treaty activities.) DTRA is committed to fully executing treaty requirements in the event the

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

Russian Federation lifts its suspension of treaty activities. DTRA inspectors and escorts continue to be fully engaged in inspecting and escorting teams from the remaining 29 State Parties of the Treaty.
The Russian Federation's illegal annexation of Crimea and Sevastopol and its destabilizing actions in Eastern Ukraine have profoundly strained Russia's relationship with the United States and many of its regional partners. As a result, conventional weapons inspectors also conduct short notice Chapter III, Risk Reduction, and Chapter X, Regional Measures Vienna Document 2011, inspections in Ukraine to provide transparency on Russian activity and demonstrate support for Ukraine.

These efforts contribute to the destabilization of conventional arms stockpiles and reduced risk of conventional offensive strikes in Europe and to a more stable and calculable balance of world power.

<u>Arms Control Enterprise System</u>

	Number of Activities		
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Treaty Notifications	1,956	2,170	2,022

DTRA will continue to support U.S. Government goals and objectives in meeting arms control treaty and agreement data reporting and notification requirements; support the Military Services in managing the movement of treaty accountable items; support inspection and escort mission planning; and manage inspector/escort lists through the operation of the Arms Control Enterprise System (ACES). DTRA will support the associated passport and visa requirements, treaty training management, and inspection planning requirements with the Inspection Planning Module (IPM).

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

ACES will be used for the management and calculation of data to create the annual treaty data reports for the Conventional Armed Forces in Europe, Vienna Document 2011, and Global Exchange of Military Information agreements. ACES will also be used for the semi-annual New START Treaty database reports that are exchanged with the Russian Federation and for the annual international Transparency in Armaments and semi-annual Wassenaar Arrangement reports. Arms control notifications, of over 140 different types, will be created in ACES; and partner nation notifications will be uploaded into ACES to meet conventional and strategic treaty/agreement requirements and provide a historical reference source. The IPM will be used for the generation of official treaty inspector lists for the Open Skies, Conventional Armed Forces in Europe, and New START treaties.

<u>Open Skies Missions</u>

	Number of Missions		
<u>Type of Mission</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>
Open Skies Treaty			
Inspection Activity	16	19	19
Escort Activity	8	21	21
Mock Missions	2	6	6
Certification Missions	0	1	1

DTRA will continue to support U.S. Government goals and objectives for the Open Skies Treaty implementation and comply with all requirements mandated in the Treaty. The FY 2019 projected workload accounts for DTRA conducting 19 overflight missions of targeted Open Skies Treaty partner countries. The FY 2019 projected workload also anticipates

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

that the United States will be targeted up to 21 times for overflight by Russia. In addition, aircrews and inspectors/escorts will conduct 6 Joint Trial Flights and one Certification Mission. These missions are necessary to validate standard operating procedures, conduct crew training, and exercise aircraft and sensor suites.

These activities contribute to the destabilization of conventional arms stockpiles and reduced risk of conventional offensive strikes in Europe; provide assistance to allied countries with limited aerial surveillance capabilities to conduct over flights of areas of interest or concern; and contribute to a more stable and calculable balance of world power.

<u>Chemical Weapons Convention Missions</u>

	Number of Missions		
<u>Type of Mission</u>	**<u>FY 2017</u>**	**<u>FY 2018</u>**	**<u>FY 2019</u>**
Chemical Weapons Convention (CWC)			
Escort Activity	23	23	25
Mock Missions	13	7	8

The United States has destroyed over 90 percent of its originally declared chemical weapons (CW) stockpile. The destruction of the remaining stockpile at Pueblo, Colorado, and Blue Grass, Kentucky, is projected to be complete by FY 2023, although the actual end dates are uncertain. DTRA will conduct on-site escort of Organization for the Prohibition of Chemical Weapons (OPCW) inspection teams and inspector rotations for both Pueblo (FY 2015-2023) and Blue Grass (FY 2019-2023) to accomplish treaty verification of the CW destruction operations. DTRA's other CWC escort activity workload includes systematic inspections of Pueblo and Blue Grass chemical weapons storage facilities, DoD

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

Schedule 1 facilities, and initial visits and final engineering reviews for destruction facilities preparing to begin operations, and at least one Recovered CW Destruction Facility inspection per year. Additionally, DTRA will support and participate in several DoD and Military Service readiness training/exercises for Challenge Inspections.

<u>International Counterproliferation</u>

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
International Counterproliferation Events	24	24	24

In September 2011, the Secretary of Defense directed the International Counterproliferation Program (ICP) to expand outside its traditional area of engagement in the Former Soviet Union, Eastern Europe, Baltics, Caucasus region, and Balkans to begin ancillary engagement in 63 countries within Southeast Asia, Central Asia, and Africa. The program has incorporated cost-saving efficiency measures such as shifting from bilateral to regional engagement and increasing combined missions (accomplishing policy meetings, assessments, and training during the same trip).

The ICP has also leveraged Counter Weapons of Mass Destruction (CWMD) Cooperative Defense Initiatives funding from several geographic Combatant Commands (GCCs) in order to support their increased demand for training. This program is undergoing a full curriculum review and is crafting engagements to provide more long-term solutions for each partner's specific counterproliferation needs.

Efforts contribute to:

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

USPACOM: Countries receiving ICP support will have improved capability to prevent proliferation along their land and maritime borders. ICP efforts will improve DTRA and U.S. Government understanding of partner countries' organization and their ability to counter illicit WMD trafficking.

USEUCOM: ICP efforts will tangibly improve partners' ability to sustain their capacity to prevent WMD proliferation activities through the strengthening of their training capabilities and the support of enduring partnerships.

USAFRICOM: ICP efforts will raise the awareness of proliferation risks and increase partners' commitment to nonproliferation and will improve DTRA and U.S. Government understanding of partner countries' organization and their ability to counter illicit WMD trafficking.

<u>**Technical Equipment Inspections (TEI)**</u>

	Number of Missions		
<u>Type of Mission</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>
Technical Equipment Inspections	116	102	102

The TEI program is designed to ensure that all equipment used during arms control activities meet the agreed treaty specifications and parameters and will not present a safety hazard. In FY 2019, DTRA projects 102 equipment inspections in the U.S. and during Open Skies missions flown over the Former Soviet Union countries. Note: CWC missions result in two TEI activities for each mission since the entry inspection and exit inspection are counted as two separate events.

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

<u>**Arms Control Treaty Training**</u>

	<u>Number of Missions</u>		
<u>Type of Mission</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Arms Control Treaty Training Events	34	31	31

This training is designed for newly assigned DTRA personnel and U.S. Government interagency partners who support on-site inspections, monitoring operations, escort activities, and observations to the specific arms control treaties for which DTRA is responsible. DTRA offers courses to future U.S. inspectors and escorts and other Federal Government offices supporting ongoing arms control missions. The program provides courses for the following treaties and agreements: New START Treaty; Open Skies Treaty; Conventional Forces in Europe Treaty (Orientation, Inspectors, and Equipment Recognition courses); International Atomic Energy Agency Integrated Safeguards; the Chemical Weapons Convention; and requisite courses for arms control treaty team members, which are not treaty specific. The program approach applies to a wide range of policy and implementation factors including treaty compliance, inspection and escort operations, U.S. policy with respect to treaty implementation, and treaty monitoring and verification.

This program promotes openness and transparency in military activities while enhancing security through confidence and security building measures; promotes predictability and stability by reporting on the reduction and limitation of offensive strategic and conventional arms; and ensures CWC escorts and facilities are ready to accept OPCW Inspections to confirm U.S. compliance with the Chemical Weapons Convention.

IV. Performance Criteria and Evaluation Summary:

Language Training

	Number of Missions		
Type of Mission	FY 2017	FY 2018	FY 2019
Language Training Events	35	35	35
Recruitment Events	10	18	18

DTRA will support local area and overseas (Ukraine, Kazakhstan, Republic of Korea) immersion language training for its Russian and Korean linguists and foreign area officers. Throughout the year, approximately 35 courses/sessions are scheduled to provide advanced interpreter training necessary for assigned linguists to maintain established standards. DTRA will also support up to 18 visits by linguist recruiters to military bases to interview, select, and schedule qualified Russian linguists for assignment to DTRA.

Nuclear Arms Control Technology

	Data Availability		
Type of Mission	FY 2017	FY 2018	FY 2019
International Monitoring System			
Seismic and Infrasound Stations	99%	98%	98%
Radionuclide Stations	96%	95%	95%

The Nuclear Arms Control Technology (NACT) program provides for the management and operation of 32 U.S. waveform and radionuclide stations and the U.S. Radionuclide Laboratory, representing the majority of the U.S. contribution to one of the Comprehensive Nuclear-Test-Ban Treaty's (CTBT) verification components, the International Monitoring System (IMS).

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

Since the treaty is yet to be ratified, stations are not required to meet all CTBT Entry-into-Force (EIF) requirements outlined in the treaty language and CTBT IMS operational manuals. The NACT program runs its stations as close to EIF requirements as reasonably achievable. The program measures station performance annually through assessments against EIF compliance and by comparison of station performance against the global CTBT IMS using the key performance indicator, station data availability. Station data availability is the measure of time the stations are providing useable data to the CTBT International Data Centre. Seismic and Infrasound stations have an EIF data availability performance metric of 98%; Radionuclide stations have an EIF data availability of 95%. Radionuclide labs are tested for proficiency annually and the U.S. labs are expected to retain an "A" grade on annual proficiency tests.

Overall, NACT seeks to lead the way for IMS performance and shares operational advances with the CTBT Organization (CTBTO) that manages the global IMS capability, in order to increase global performance. By collaborating with the CTBTO, the U.S. Government gains access to an additional ~280 globally-deployed CTBT monitoring stations and radionuclide laboratories, enhancing the United States' capability to detect proliferation of WMD. Access to this additional data increases U.S. confidence in locating, characterizing, and attributing nuclear explosions by gaining more measurements from locations closer to the source of the explosion.

B. <u>WMD Combat Support and Operations</u>

<u>Balanced Survivability Assessments</u>

	<u>Number of Assessments</u>	
<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>

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

Balanced Survivability Assessments	18	20	18

DTRA conducts Balanced Survivability Assessments of U.S. and allied systems focusing on vital and critical national/theater mission systems and recommends mitigation techniques for mission vulnerabilities. The assessments are typically two weeks in length but can vary depending on the size and complexity of the systems assessed.

This program provides senior U.S. Government and DoD leaders and managers with a long-term investment strategy for risk management through an all-hazards evaluation and provision of detailed recommendations.

<u>DoD Red Team</u>

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Number of Customers	4	7	7
Number of Analytical Assessments	21	28	25
Number of Field Assessments	12	14	12

DoD Red Team assessments evaluate and test protection strategies for mission assurance, including force protection, defense critical infrastructure protection, cyber security, counterterrorism, and emergency response from violent extremist groups and aggressor states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment.

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

DoD Red Team assessments provide customers with actionable information to implement risk management strategies for mission assurance to prevent, protect, and mitigate threats to assets and operations critical to National Security and the National Military Strategy. These assessments are instrumental in identifying significant physical, cyber, and OPSEC vulnerabilities in the acquisition process, social media, wireless networks, and security operations associated with National Special Security Events, key critical infrastructure, DoD acquisitions, and strategic military operations and installations.

Customers use results from the assessments to institute changes to social media usage, improve force protection and mission assurance, modify acquisition processes, create redundancy in supply chain logistics, add resilience to key critical infrastructure, and ensure the viability of Mission Essential Functions.

<u>**Joint Mission Assurance Assessment Program (JMAAP)**</u>

Assessments	FY 2017	FY 2018	FY 2019
USEUCOM	4	4	4
USNORTHCOM	27	26	26
USPACOM	2	2	2
USCENTCOM	1	2	2
USSOUTHCOM	0	2	2
USTRANSCOM	0	0	0
USSTRATCOM	6	2	0
USAFRICOM	<u>0</u>	<u>2</u>	<u>2</u>
Total Assessments Conducted	40	40	38

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

Assessments	FY 2017	FY 2018	FY 2019
<u>Pre-Site Surveys</u>	40	40	38
<u>Other Activities</u>			
Combatant Command Anti-Terrorism Program Reviews	3	3	3
Mobile Training Teams	<u>6</u>	<u>8</u>	<u>8</u>
Total Other Activities	9	11	11
Total Assessments, Pre-Site Surveys and Other Activities	89	91	87

The JMAAP provides direct support to the Joint Staff, CCMDs, Military Services, and Defense Agencies in compliance with statutory and regulatory DoD Mission Assurance Assessment requirements. Joint Mission Assurance Assessment (JMAA) teams are comprised of active duty military and DoD civilians with expertise in assessing assets/missions against a broad spectrum of hazards and threats. The assessment process includes analysis, pre-site survey, vulnerability assessment, and risk response planning.

Nimble Elder

Training/Exercise Events	FY 2017	FY 2018	FY 2019
USEUCOM	7	7	7
USPACOM	8	8	8
USCENTCOM	9	9	9
USAFRICOM	7	7	7

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

USSOUTHCOM	2	2	7
CONUS	<u>3</u>	<u>4</u>	<u>4</u>
Total Events	36	37	42

The Nimble Elder Program, through its Technical Support Groups (TSGs), provides Combatant Commands (CCMDs) and other U.S. Government agencies with the capability to address WMD threats. The TSGs conduct specialized training in chemical/biological/ radiological/nuclear (CBRN) WMD search and analysis with the CCMDs' designated forces. Training normally lasts one week. Program personnel also participate in regional/ international exercises providing assistance to CCMD-designated forces and enhancing CCMD preparedness and capacity to respond to major CBRN events. Personnel facilitate development of a more robust, skilled, and inter-connected CWMD crisis response capability at all levels, thereby enhancing U.S. capability to respond to CWMD-Terrorism (CWMD-T) threats. Exercises are typically one to two weeks in length but can vary depending on the number of participants, location, and complexity. Planned manning and resource level growth is due to emergent chemical/biological threats, providing for up to 42 training events/exercises per year through FY 2019.

Stockpile Logistics

	FY 2017	FY 2018	FY 2019
Number of Key Nuclear Reports Staffed	6	6	8
Number of Nuclear Stockpile Reports Staffed	12	12	15
Number of Unsatisfactory Reports Processed	780	760	964
Number of Technical Publication Changes Processed	44	38	38
Number of Weapon Status Reports Processed	940	900	900
Number of Weapon Record Changes Processed	1,180	1,000	1,000

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

The workload associated with management of the nuclear weapons stockpile is primarily related to developing policies and procedures for worldwide use by CCMDs and the Military Services. This includes monitoring the status of weapons, weapon issues, and components. Operations include providing day-to-day support for automated systems that are used to manage the stockpile during peace, crisis, and war. Tracking nuclear weapons requires 100 percent accuracy to ensure the status and location of all weapons in the DoD nuclear stockpile is known at all times.

<u>Nuclear Surety</u>

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Reports and Security Environments Assessed	6	7	7

The Nuclear Surety program provides expertise related to nuclear policy, safety, security, planning, studies, weapon systems, and user control project officer groups and provides reports for DoD in partnership with the National Nuclear Security Administration.

<u>Defense Nuclear Weapons School</u>

Student Projections	**Total Student Numbers**			**Total Contact Hours**		
In-Resident	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
New Mexico	1,630	1,655	1,680	52,160	66,200	67,200
Virginia	360	365	370	19,920	14,600	14,800
Mobile Training Team	980	995	1010	29,890	39,800	40,400

IV. Performance Criteria and Evaluation Summary:

Nuclear Weapons Instructional Museum	1,480	1,502	1,525	4,144	6,008	6,100
Partnership, Training & Education	950	964	978	24,225	3,856	3,912
Distance Learning	9,600	13,115	13,311	209,280	52,460	53,244
Grand Total	15,000	18,596	18,874	339,619	182,924	185,656

The Defense Nuclear Weapons School (DNWS) is a unique entity that provides training in radiological and nuclear weapons; nuclear and radiological incident command and control; incident response; explosive ordnance disposal (EOD) threat awareness/assessment and chemical, biological, radiological and nuclear (CBRN) modeling for DoD and other federal, state, and local agencies. In FY 2017, the school:

- Taught multiple courses via a variety of venues to include In-Resident, Distance Learning, Partnership Training & Education Program, and Mobile Training Teams.
  - o Conducted 88 In-Resident courses
  - o Conducted 85 Partnership Training & Education Program courses
  - o Conducted 8 Distance Learning courses
  - o Conducted 32 Mobile Training Team events
- Provided Registrar support to multiple courses hosted by DTRA or other outside entities.
  - o Conducted 6 DTRA hosted courses
  - o Conducted 16 Outside Entity courses
- Utilized Joint Knowledge Online to host three Distance Learning Courses resulting in over 18,990 completions.

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

This program provides training on the DoD's only live radiological field training site and maintains the Nuclear Weapons Instructional Museum, which displays all weapons that have been or are deployed in the U.S. nuclear stockpile.

Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC)

	FY 2017	FY 2018	FY 2019
Online Database Users	660	660	670
Technical Inquiries	1,452	2,200	2,300
Pages Digitized/Loaded into Knowledge Management (KM) Systems	150,000	130,000	175,000

DTRIAC manages a vast collection of unclassified and classified knowledge databases. It promotes the use of existing scientific and technical information to meet DoD research, development, test, evaluation, training, logistics, maintenance, and operational requirements. The collection, located on Kirtland Air Force Base, Albuquerque, NM, has more than 3 million records. It is the largest collection in the Information Analysis Center community. These records include more than 400 thousand catalogued text file titles, 20 thousand films (more than 10 million feet), 2 million still photos, and other types of records dating from 1944 to present. These records are irreplaceable.

DTRIAC is currently upgrading the Scientific and Technical Information Archival and Retrieval System (STARS). This initiative will allow for metadata and full-text searching of documents contained in the DTRIAC collection, and provides better interfaces

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

with other government databases. DTRIAC expects to continue investing in advanced automation efforts and expand the user base and collection.

<u>Defense Nuclear Surety Inspection Oversight</u>

	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>
Defense Nuclear Surety Inspection Oversight	11	13	11

The oversight of Navy and Air Force Nuclear Surety Inspections provides the Office of the Secretary of Defense (OSD) and Joint Staff with independent assessments of service inspection teams' compliance with inspection directives. The program also provides assurance that Personnel Reliability Programs are properly managed at the nuclear-capable CCMDs.

<u>Readiness and Exercises</u>

	Number of Exercises		
<u>Type of Exercise</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>
Joint Training Plan Exercises	7	6	4

DTRA's Readiness and Exercises Program prepares DTRA joint forces to conduct operations in support of the warfighter, as directed by CJCSI 3500.01H. Accordingly, this program conducts individual, staff, and collective joint staff training to ensure mission readiness. The program plans, executes, and assesses CWMD exercise scenarios in support of Functional and geographic Combatant Commands' numbered war plans and contingency plans through national-level exercises in coordination with OSD, Joint Staff, Military Services, other U.S. Government departments and agencies, and Allied forces. The

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

Readiness and Exercises Program also manages the DTRA Lessons Learned Program, the Defense Readiness Reporting System, and the Deployment Readiness Cell to facilitate deployment and re-deployment of personnel supporting CWMD operations; conducts technical reviews of all CJCS Joint Publications and serves as a Technical Review Authority for six CWMD-related Joint Publications.

<u>**Joint Operations Center and Technical Reachback**</u>

The Joint Operations Center is the single point of entry for all CWMD operational and Technical Reachback requests for information, to include Interagency Modeling and Atmospheric Assessment Center support. DTRA supports CCMDs and other mission partners with situational awareness/technical intelligence information and subject matter experts available through a 24/7/365 DTRA Joint Operations Center and Technical Reachback capability. The center fuses all-source intelligence with information from international nonproliferation arms control monitoring and security cooperation activities to develop timely, tailored products aiding identification, characterization, and tracking of existing and emerging CBRN threats worldwide. The table below captures the number of technical support requests anticipated through FY 2019.

	FY 2017	FY 2018	FY 2019
USEUCOM	11	73	18
USNORTHCOM	45	138	50
USPACOM	45	125	150
USCENTCOM	207	250	200
USSOUTHCOM	7	20	20
USTRANSCOM	4	20	5

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

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
USSTRATCOM	18	50	45
USSOCOM	35	50	50
USAFRICOM	0	25	12
Intelligence Community	5	75	12
National Guard	21	250	250
DHS	0	30	27
Joint Staff	4	25	4
OSD	7	30	29
HHS	0	20	10
Air Force	98	90	90
Navy	170	234	230
Marine Corps	27	61	60
Army	101	73	90
Others	<u>349</u>	<u>670</u>	<u>590</u>
Total	1,154	2,309	1,942

Technical Reachback is a national resource with an expansive customer base (over 22 different customers) that includes all CCMDs and Military Services, numerous National Guard units, the Intelligence Community, various elements within OSD, the Joint Staff, several non-DoD agencies such as the Federal Bureau of Investigation, Department of Homeland Security, Department of Energy, and Department of State, state and local governments/first responders, NATO, and other allies.

Technical Reachback measures its performance based on the timeliness of responding to RFIs from these customers. Technical Reachback strives to answer all RFIs in a timely

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

manner to meet customer requirements and tracks each RFI and the timeliness of each response. The measure of success is achieving an early or on-time response for at least 95% of all RFIs.

	FY 2017	**FY 2018**	**FY 2019**
# RFIs	1,154	2,309	2,309
On-Time/Early Response	1,154		
Late Response	0		
Timeliness Target – 95%	1,096	2,194	2,194

<u>Nuclear Exercises</u>

	FY 2017	**FY 2018**	**FY 2019**
Nuclear Weapons Accident/Incident Exercises	12	17	17

DTRA has worked diligently to strengthen the continental U.S. nuclear weapon incident response capability and will continue to maintain this capability while providing emergent emphasis on USEUCOM nuclear weapon accident/incident response capabilities. The number of exercises supported and associated costs are dependent on the location and training objectives.

These efforts allow for the identification of gaps in nuclear weapons accident/incident response capabilities and means and methods to repair those vulnerabilities; and enhanced synergy and operational compatibility between DoD and nuclear weapon accident/incident

IV. Performance Criteria and Evaluation Summary:

response mission partners at the federal, state, local, and tribal levels and with NATO Nuclear Program of Cooperation countries.

CBRN Military Advisory Team

CMAT Activities	FY 2017	FY 2018	FY 2019
Mobile Training Teams	10	8	0
Command Post Exercises	20	25	20
Table Top Exercises	7	3	2
Domestic Emergency Support Team Training Flights	12	12	12
National Special Security Events	10	8	3
Contingency Operations	2	TBD	TBD

The CBRN Military Advisory Teams (CMAT) Program provides trained, equipped, and organized CBRN advisory capabilities for DoD components, interagency partners, and operational commanders for anticipated and emergent requirements (contingency operations). The CMAT also provides DoD support to the interagency Domestic Emergency Support Team, which is a specialized interagency U.S. Government team designed to provide expert advice, guidance, and support to the Federal Bureau of Investigation's Assistant Director in Charge or Special Agent in Charge during a WMD incident or credible threat.

CBRN Preparedness Exercise Program

	FY 2017	FY 2018	FY 2019
Number of CBRNE Exercises	13	10	41

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

DTRA manages the CBRN Preparedness Exercise Program that provides functional assistance and training for DoD CBRNE exercises for all GCC's. DTRA partners with GCCs, federal, state, and local authorities to plan, design, and conduct CBRNE exercises using domestic and international scenarios. DTRA assists foreign governments in building CBRNE preparedness capabilities through seminars, workshops, and tabletop exercises. Training, exercises, and seminars incorporate activities that address assistance to military/civilian authorities. The number of exercises and associated costs are mission, location, and size dependent. This program enhances GCC preparedness and capacity to respond to major CBRNE events and facilitates development of a more robust, skilled, and inter-connected CWMD crisis response capability at all levels, from strategic (CCMD) to operational (Theater Special Operations Command) and tactical (designated response forces), thereby enhancing U.S. capability to respond to CWMD-Terrorism threats.

<u>Human Survivability</u>

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Cases Processed	663	TBD	TBD
Cases Pending (Year End)	130	TBD	TBD

The workload for the Human Survivability Program, in support of the Nuclear Test Personnel Review Program, involves providing accurate and timely responses to requests for information from atomic veterans, the Department of Veterans Affairs, the Department of Justice, Congress, OSD, CCMDs, and the Military Services for:
- Atomic veteran participation verification and maintaining a register of 550 thousand participants

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

- Credible veteran and DoD-affiliated population radiation dose assessments, which include an external, independent review
- Veteran radiogenic disease studies; and
- Veteran outreach

<u>**Synchronization and Plans**</u>

DTRA provides CWMD strategic, deliberate, operational, and regional planning expertise to the CCMDs, Joint Staff, OSD, DoD components, and other agencies in the formulation/execution of CWMD policy, doctrine, and global, regional, theater campaign, contingency, and crisis action planning efforts. Activities include:

- Develop, staff, coordinate, and implement CWMD plans to include Global Campaign Plan and Annexes, Regional Support Plans, and Functional Support Plans, and ;

- Build and deploy three CWMD planning teams with "Be Prepared to Deploy" orders based on CCMD Contingency Plan requirements;

- Plan and facilitate strategic engagement between DTRA and the major supported organizations (CCMDs, interagency and international partners); and

- Establish, conduct, and maintain liaison between DTRA and the CCMDs and subordinate organizations within the CCMDs.

<u>**Threat Intelligence and Assessment**</u>

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

Provides direct, in-depth, tailored intelligence analysis and daily intelligence products to DTRA leaders and mission partners critical to their formulation and execution of CWMD policy, doctrine, planning, exercise, and operational efforts. Activities include:

- Providing Global WMD Entity Analyses for known WMD entities;

- Providing Web presence on the Secret Internet Protocol Router Network (SIPRNET) and Joint Worldwide Intelligence Communications System (JWICS) focused on CWMD;

- Providing subject matter expertise for chemical, biological, and nuclear technical issues;

- Providing Daily CWMD Executive Intelligence Summaries; and

- Conducting annual Priority Intelligence Reviews for Agency/Center and Chemical and Biological Defense Programs.

C. <u>DTRA Core Mission Sustainment</u>

The DTRA core mission sustainment activities in support of the CWMD mission include the full-range of essential operational support functions to sustain approximately 2,200 civilian and military personnel operating from 10 sites within the United States and 13 sites overseas, as they pursue worldwide missions in non-proliferation, counter-proliferation, consequence management, nuclear weapons support, technology security, arms control, Cooperative Threat Reduction, and the Chemical and Biological Defense Program.

Support functions for the CWMD mission include:

<u>Facilities, Engineering, and Logistics</u>

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

Facilities, engineering, and logistics support activities, including leasing of nine facilities and maintenance of aging government owned facilities at five separate geographic locations; property accountability, receipt, warehousing, disposition services, cataloguing, and distribution of approximately 135 thousand items with an approximate value of $210 million; mailroom distribution to include scanning and screening services; approximately 9 thousand domestic and international commercial shipments, including large commercial shipments in support of mission execution; operation and maintenance of 70 leased vehicles; processing of travel requests, assisting and booking worldwide travelers within 30-90 minutes; and over 26 annual civil engineering-related activities to DTRA's mission worldwide.

<u>Financial Management</u>
Financial management for approximately $1.4 billion per fiscal year from five Defense-wide appropriations.

<u>Human Resources</u>:   Human resources management, including the full range of personnel services for approximately 967 military and 1,499 civilian employees involving: requisition/strategic recruitment of a highly skilled workforce, to include Reserve support; full range of hiring/onboarding actions; hiring and retention incentives; time and attendance processing; workforce training and development; performance management and awards; incentive awards; conduct and discipline; work life programs.

<u>Information Technology (IT) Support</u>:
IT Support maintains and sustains a reliable and cost-effective IT infrastructure that conforms to all DoD IT requirements and mandates across the spectrum of

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

connectivity and communication capabilities necessary to meet DTRA mission requirements. It provides systems engineering and development necessary to produce the next generation of reliable, maintainable, and secure IT systems and capabilities, including migration to meet mandates of the Data Center Optimization Initiative and the objectives of the DoD Joint Information Environment.

It implements an integrated series of robust protections for IT resources through the Agency's Cybersecurity and Information Assurance Programs; monitors network activity for external threats via the Agency Cybersecurity System Provider.

<u>Environment, Safety, and Occupational Health</u>
Environment, Safety and Occupational Health provides support to sustain regulatory compliance; maintain a safe and healthful work environment; mitigate the severity of activities and operations on personnel and the environment; maintain required radiological license and sources for critical CWMD exercises (257 radiation source shipments and 100 radiation source surveys); and support health screenings/immunizations (1100 medical consultations and 1,450 medical record reviews).

<u>Contracts and Acquisition Management</u>
Comprehensive contract support and acquisition management provides support to meet mission requirements, management of DTRA's Small Business and competition programs, and to manage, train, and support DTRA's acquisition workforce; supports execution of contract actions and acquisition training classes annually.

<u>Legal Advice and Support</u>
Legal Advice and Support provides annual reviews of contract actions for Cooperative Threat Reduction Program, Research and Development activities, and all Operation and

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

Maintenance contracted efforts; legal advice on intellectual property and copyright issues; legal advice on civilian personnel laws, regulations, and actions; advice and coordination on military justice and discipline matters; management of the Agency ethics program training of personnel; operation of the Agency Freedom of Information Act and Privacy Act office; and Agency representation in Courts, Boards, and Commissions. These actions result in compliance with relevant legal authorities and minimal disruption due to non-compliance issues.

<u>Security (Information, Personnel, Physical)</u>
Security programs that support all civilian, military, and contractor personnel operating within the United States and overseas locations. The programs are aimed at neutralizing insider, terrorist, foreign, and other threats in order to protect our people, information, operations, and facilities from espionage, unauthorized disclosure, theft, sabotage, and loss. Security programs include personnel, information and industrial security, cyber security, physical security, antiterrorism and force protection, operations security, Special Access Programs, Sensitive Compartmented Information Security, Technical Security Countermeasures, and Foreign Disclosure.

<u>Audio and Visual Information Services</u>
Audio and Visual Information Program provides printing and reproduction services, photography/videography/webcast, video-teleconferencing support, visual graphics and design services, and conference center support (to include maintenance of associated equipment); supporting over 8,000 conference room activities and 1,200 video-teleconferencing connections annually; facilitating on average, 75 photography/videography work orders per month and nearly 80 visual information work orders per month.

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

<u>Other Essential Services</u>
Provides Public Affairs, Equal Opportunity, Inspector General, governance, management and administrative services for the DTRA Director and senior leadership on communications programs; public affairs; policies and procedures for discrimination complaint prevention, processing, and adjudication; Alternative Dispute Resolution; Affirmative Employment and Diversity initiatives; Agency compliance with the standards of the Equal Opportunity Commission's Management Directive 715; providing avenues to report suspected fraud, waste, abuse, mismanagement, and reprisal; conducting administrative investigations, inspections, intelligence oversight, and administration and analysis of Agency policy development and implementation; strategic analysis; process improvement; integrated staff actions in support of Command Group mission objectives and planning guidance; protocol support; conference oversight and support agreement management.

At the end of FY 2017:
- Incorporated Governance Principles into 93% of Agency issuances
- Codified all Governing Bodies' purpose, scope, and mission into a single transparency document
- Processed 1,021 taskings, 173 issuances, and 781 correspondence actions
- Reviewed over 1,000 documents for release to the public
- Responded to over 70 legislative queries
- Developed and published 700 media posts across 5 platforms
- Conducted Nuclear Weapons Incident Response public affairs-related training for approximately 500 interagency personnel
- Managed the development and implementation of 150 Support Agreements

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V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Active Military End Strength (E/S) (Total)	684	792	785	108	-7
Officer	428	496	494	68	-2
Enlisted	256	296	291	40	-5
Reserve Drill Strength (E/S) (Total)	1	2	2	1	0
Officer	1	2	2	1	0
Civilian End Strength (Total)	1,262	1,404	1,388	142	-16
U.S. Direct Hire	1,162	1,259	1,243	97	-16
Total Direct Hire	1,162	1,259	1,243	97	-16
Reimbursable Civilians	100	145	145	45	0
Active Military Average Strength (A/S) (Total)	684	672	666	-12	-6
Officer	428	420	419	-8	-1
Enlisted	256	252	247	-4	-5
Reserve Drill Strength (A/S) (Total)	1	2	2	1	0
Officer	1	2	2	1	0
Civilian FTEs (Total)	1,272	1,390	1,375	118	-15
U.S. Direct Hire	1,172	1,252	1,237	80	-15
Total Direct Hire	1,172	1,252	1,237	80	-15
Reimbursable Civilians	100	138	138	38	0
Average Annual Civilian Salary ($ in thousands)	156.3	157.9	159.3	1.6	1.4
Contractor FTEs (Total)	505	492	499	-13	7

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The net decrease of 15 direct full-time equivalents (FTEs) between FY 2018 and FY 2019 is the result of the continuation of reductions (18 FTEs) the Defense Threat Reduction Agency initiated in previous years, which includes reducing civilian positions designated as supporting Management Headquarters Activities. DTRA also received an increase of 3 FTEs in support of the Department's expansion from the limited scope audit examinations to a consolidated full financial statement audit.

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	181,871	3,554	11,576	197,001	1,005	-1,320	196,686
107 Voluntary Sep Incentives	248	0	-248	0	0	0	0
121 PCS Benefits	1,041	0	-364	677	0	-309	368
199 Total Civ Compensation	**183,160**	**3,554**	**10,964**	**197,678**	**1,005**	**-1,629**	**197,054**
308 Travel of Persons	14,942	254	-1,415	13,781	248	-340	13,689
399 Total Travel	**14,942**	**254**	**-1,415**	**13,781**	**248**	**-340**	**13,689**
696 DFAS Financial Operation (Other Defense Agencies)	2,631	-32	662	3,261	168	-103	3,326
699 Total DWCF Purchases	**2,631**	**-32**	**662**	**3,261**	**168**	**-103**	**3,326**
702 AMC SAAM (fund)	3,568	46	220	3,834	-291	432	3,975
771 Commercial Transport	1,102	19	-450	671	12	384	1,067
799 Total Transportation	**4,670**	**65**	**-230**	**4,505**	**-279**	**816**	**5,042**
912 Rental Payments to GSA (SLUC)	7,899	134	-7,960	73	1	0	74
913 Purchased Utilities (Non-Fund)	66	1	45	112	2	0	114
914 Purchased Communications (Non-Fund)	6,565	112	-1,880	4,797	86	2,307	7,190
915 Rents (Non-GSA)	0	0	13,016	13,016	234	317	13,567
917 Postal Services (U.S.P.S)	34	1	96	131	2	0	133
920 Supplies & Materials (Non-Fund)	3,167	54	-392	2,829	51	221	3,101
921 Printing & Reproduction	12	0	202	214	4	2	220
922 Equipment Maintenance By Contract	265	5	5,045	5,315	96	-4,028	1,383
923 Facilities Sust, Rest, & Mod by Contract	4,059	69	-2,851	1,277	23	86	1,386
924 Pharmaceutical Drugs	10	0	6	16	1	-1	16
925 Equipment Purchases (Non-Fund)	31,665	538	-11,901	20,302	365	-1,593	19,074
932 Mgt Prof Support Svcs	11,096	189	-701	10,584	191	1,961	12,736
933 Studies, Analysis & Eval	11,570	197	11,298	23,065	415	-5,418	18,062
934 Engineering & Tech Svcs	110,193	1,873	-21,329	90,737	1,633	-3,694	88,676
937 Locally Purchased Fuel (Non-	753	87	1,191	2,031	-8	-545	1,478

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
Fund)							
957 Other Costs (Land and Structures)	163	3	-166	0	0	0	0
960 Other Costs (Interest and Dividends)	58	1	-21	38	1	0	39
964 Other Costs (Subsistence and Support of Persons)	11	0	4	15	0	0	15
986 Medical Care Contracts	694	24	-625	93	4	-21	76
987 Other Intra-Govt Purch	35,284	600	30,531	66,415	1,195	2,354	69,964
989 Other Services	20,160	343	15,974	36,477	657	321	37,455
990 IT Contract Support Services	56,570	962	-11,690	45,842	825	12,792	59,459
999 Total Other Purchases	**300,294**	**5,193**	**17,892**	**323,379**	**5,778**	**5,061**	**334,218**
Total	**505,697**	**9,034**	**27,873**	**542,604**	**6,920**	**3,805**	**553,329**

* The FY 2017 Actual column <u>includes</u> $62,800.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).

* The FY 2018 Estimate column <u>excludes</u> FY 2018 OCO Appropriations Funding.

* The FY 2019 Estimate column <u>excludes</u> FY 2019 OCO Appropriations funding.

Total Service Requirements Review Board (SRRB) reduction of $1,657 thousand is reflected by program in the OP-5 Part III. The reduction impacts OP-32 line item 934, Engineering and Technical Services ($1,438 thousand), and OP-32 line item 933, Studies, Analysis, and Evaluations ($219 thousand).

Due to an administrative oversight, the funding for the Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC) was captured in in the Comptroller Information System under OP-32 line item 923, Facilities Sustainment, Restoration, and Modernization by Contract. The above table correctly shows the funding in OP-32 line item 989, Other Services, where funding will be executed.

The increase to OP-32 line item 990, IT Contract Support Services, addresses the Agency's highest priority capability gaps. In addition to the programmatic increase of $3,488 thousand reflected in the OP-5 Part III, DTRA's Information Technology portfolio realigns $4,029 thousand from OP-32 line item 922, Equipment Maintenance by Contract, and $1,593 thousand from OP-32 line item 925, Equipment Purchases, to IT Contract Support Services to fund an overlap in services as DTRA transitions the Agency's IT Services contract vehicle and transitions from on premise IT infrastructure to cloud based infrastructure.

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
DTSA	34,844	637	-769	34,712	330	-91	34,951

I. Description of Operations Financed: Mission, Responsibilities, and Core Functions

The Defense Technology Security Administration (DTSA) – a Field Activity under the authority, direction, and control of the Under Secretary of Defense for Policy (USDP) – develops and implements Department of Defense (DoD) technology security policies on international transfers of defense-related goods, services, technologies and information.[1]

In accomplishing this mission, the DTSA protects the U.S. military's critical technological advantages by controlling and limiting transfer of technology that – in the wrong hands – could prove potentially detrimental to U.S. national security interests. In this regard, the DTSA pays particular attention to transfers that could result in proliferating weapons of mass destruction and their means of delivery, as well as conventional weapons and dual-use technology, which could erode the U.S. warfighter's technological advantage. Related to this, the DTSA plays a crucial role in inhibiting the diversion of U.S.-produced, defense-related goods to terrorists. Equally important, the DTSA plays an essential role in enabling security cooperation with Allies and partners by supporting their interoperability with U.S. Forces or helping them enhance their military capabilities to address national security issues of mutual concern. Finally, in executing the foregoing responsibilities, the DTSA does its utmost to balance the safeguarding of critical defense technologies with fostering the health of the U.S. defense industrial base. The DTSA has four core functions. First, it conducts National

[1] Visit *http://www.dtsa.mil/* for more information.

OP-5 Exhibit - Operation and Maintenance Detail

I. Description of Operations Financed (cont.)

security reviews of Defense technology transfers. Second, it works closely with allies and partners on cooperative endeavors that have a technology security dimension. Third, it develops and implements DoD policies related to defense technology exports, technology release, and foreign disclosure. Finally, it performs important management functions for the U.S. Government (USG) and DoD.

National Security Review of Defense Technology Transfers

In partnership with other U.S. government agencies and industry, the DTSA assesses defense technologies and develops measures to prevent diversion or proliferation of technology and information that could prove detrimental to US National Security. The DTSA accomplishes this function in several ways. It assesses the technology security risks of Direct Commercial Sales (DCS) and Foreign Military Sales (FMS) and assists in managing those risks. The DTSA plays a key role in risk management by advising the development of technology security policies and supporting end user checks. The DTSA also makes recommendations on export licenses for DCS (equipment, technology, data, and services).

The DTSA leads or plays a central role in a number of USG bodies that identify and manage risks tied to technology security. The DTSA co-leads and provides the executive secretariat for the Arms Transfer and Technology Release Senior Steering Group (ATTR SSG), which conducts high-level decision reviews on sensitive technology. DTSA also plays a leading role in the oversight of technology exports for foreign space launches. In this regard, it develops license provisos and closely monitors launch preparation activities to ensure that unauthorized technology transfers do not occur. As DoD's representative for the Committee on Foreign Investment in the United States (CFIUS), the DTSA plays a key role in reviewing the defense-critical technology that could be transferred when U.S. companies are sold to foreign owners. The DTSA also plays an

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

essential role in developing International agreements on technology and information sharing. Further, it reviews all patents involving highly-sensitive or classified technologies. The DTSA assists other agencies in assessing whether foreign purchasers of critical technology are complying with license requirements and supports USG enforcement efforts when license requirements are violated. Finally, the DTSA reviews documents describing sensitive U.S. technology to make sure they are suitable for public release.

International Engagements and Technology Security Cooperation

The DTSA works with international partners to protect critical defense-related technology and information, increase technology security cooperation, and enhance military interoperability. The DTSA performs this function in a variety of ways. The leaders of DTSA conduct regular bilateral engagements with partners and Allies around the world to address technology security issues of mutual importance. Often these engagements are directly tied to cooperative technology security programs, for which the DTSA plays a principal role in representing the USG's national security interests. The DTSA's leaders also support a variety of interagency and intra-departmental bilateral engagements as the USG's technology security subject matter experts.

Representatives from the DTSA are also important and regular contributors to multilateral export control and non-proliferation regimes (i.e., Wassenaar Agreement (WA), Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Australia Group (AG)). DTSA is the Office of the Secretary of Defense for Policy's lead for the WA, MTCR, and the NSG. This responsibility is written into the revised DTSA charter (DoDD 5105.72, dated April 26, 2016). Additionally, the DTSA plays a central role in the development and maintenance of key treaties with a trade or technology security dimension, such as the UK/AU defense trade treaties, the Arms Trade Treaty (ATT), and the North Atlantic Treaty Organization (NATO). Elements of the DTSA work routinely with foreign partners to design

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

and maintain viable industrial security programs. Teams from the DTSA regularly conduct National Disclosure Policy Committee (NDPC) security surveys in foreign countries to help them with protecting sensitive and classified information. The DTSA also liaises with the combatant commands to advise and assist them with technology security issues as these commands work with partners and Allies in their respective areas of responsibility. Lastly, the DTSA's leaders regularly attend Defense international trade shows to represent the USG's and DoD's interests in technology security and to assess the state of critical defense-related technologies internationally.

DoD Export, Technology Release, and Foreign Disclosure Policy

The DTSA shapes international and domestic policies and regulations that protect defense technology and information while facilitating security cooperation with Allies and partners. It does this in many ways. Its experts regularly contribute to U.S. export control laws, regulations, and policies; export control reform; commodity jurisdictions; commodity classifications; and the USG Entities List. On behalf of the DoD, the DTSA allows technology release waivers when it assesses the potential risk to U.S. national security is acceptable or adequate protective measures can be put in place to reduce risk to an acceptable level.

To get ahead of materiel and technology requirements in a fast-paced operational environment, the DTSA – in cooperation with the Department of State and other DoD components – develops "anticipatory" technology-release policies. The DTSA also plays a unique role in supporting key governmental bodies responsible for oversight of information and technology security. The DTSA leads the development and implementation of National and DoD policies on, and authorities for, the disclosure of classified military information and material. It also provides guidance to DoD components in a variety of ways (e.g., export controls, such as directives, the Defense Federal Acquisition

I.   Description of Operations Financed (cont.)

Regulation Supplement (DFARS), trade security controls, and demilitarization requirements).

Technology Security Management Functions

The DTSA supports the USG and DoD by performing several management functions that support technology security-related systems. First, it provides the Secretariats for the National Disclosure Policy Committee (NDPC) and Arms Transfer Technology Release Senior Steering Group (ATTR SSG). Next, DTSA oversees all foreign personnel visits and assignments to USG organizations. Finally, DTSA operates and maintains four information technology systems that support the USG and DoD: the USXPORTS interagency export licensing system, the DoD Patent Application Review System (DPARS), the Foreign Visits System, Spacelink system, and the National Disclosure Policy System.

Culture

The DTSA's culture promotes world-class performance, innovation, collaboration, responsiveness, and professionalism across a broad and diverse set of responsibilities. DTSA must work closely and effectively with Allies and international partners, other federal agencies, industry, and other DoD components to address multi-dimensional challenges quickly and effectively. Because the DTSA operates at the ever-changing intersection of international security, global trade, and emerging technology, its employees must be – and are – imaginative problem solvers.

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

History
Established in the mid-1980s as a field operating activity under the Office of the Under Secretary of Defense for Policy, DTSA reviewed and opposed the Soviet Union's requests for technology transfers that would improve its military capabilities. DoD officials considered such transfers – especially of dual-use technologies – a major threat to U.S. national security. With the fall of the Soviet Union, DTSA's role evolved. While retaining its mission to protect the U.S. military's technological edge in the most critical and sensitive areas, DTSA has increasingly been involved in reviewing the transfer of critical technologies to friends and Allies.

Executive Operations:

FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
1,013	1,032	1,051

Consistent with U.S. policy, national security objectives, and Federal laws and regulations, the DTSA Director is responsible for protecting the U.S.'s advantages in military technology. The Director and Deputy Director, DTSA accomplish this responsibility in three major ways. First, they oversee the development and implementation of the DoD technology security policies for international transfers of defense-related goods, services, and technologies. Second, they supervise the control, and mitigates the risk, of technology transfers that may be detrimental to U.S. security, particularly transfers that would result in the proliferation of weapons of mass destruction and their means of delivery. Finally, they ensure that the DTSA implements

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I.   Description of Operations Financed (cont.)

policies and processes that promote the health of the United States' defense industrial base.

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I.   Description of Operations Financed (cont.)
Policy Directorate (PD):

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
	5,552	5,632	5,708

Composed primarily of foreign affairs specialists (civil servants, military reservists, and contractor personnel) with broad and varied backgrounds in international relations, the Policy Directorate (PD) works with other USG agencies and components, industry, international partners, and academia on technology security policy matters. The PD, as the focal point for DoD policy on technology security, provides strategic analysis of technology transfer trends, issues, and opportunities. In FY 18, the Policy Directorate will assume additional Technology Security and Foreign Disclosure responsibilities, currently assigned to the Technology Security and Foreign Disclosure Office (TSFDO). The TSFDO expedites the coordination and synchronization of the DoD's high-priority requests for releasing sensitive defense-related technology. The TSFDO ensures transparent, timely, and well-informed guidance and decisions on technology or information transfers using established TSFD processes.

The TSFDO performs a number of critical functions for the Department. First, it serves as the Executive Secretariat for the ATTR SSG, the DoD's senior body for providing guidance and policy on transfers of high-priority, urgently-needed technology to partners and Allies. On behalf of the ATTR SSG, the TSFDO develops and coordinates TSFD decision documents for FMS, DCS, and cooperative AT&L programs with applicable DoD components, Executive Branch agencies, nations, and U.S. companies.

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I.   Description of Operations Financed (cont.)
In supporting the ATTR SSG, the TSFDO screens, performs triage, and tracks TSFD actions that merit the attention of the DoD's senior leaders. The TSFDO also identifies important technology transfers and processes associated TSFD actions in advance of need (i.e., develops "anticipatory" policies for the Secretary and Deputy Secretary of Defense). The intent is to "get ahead of the power curve" so that the Department can quickly handle such requirement when they arise. The TSFDO also enables the expedited review of technology transfers by providing guidance to the DoD's TSFD community on staffing release requests through applicable TSFD processes in the most efficient and effective way. Finally, the TSFDO conducts ATTR SSG-authorized TSFD outreach efforts to engage the DoD TSFD community and keep it abreast of evolving TSFD release considerations. The TSFDO also performs two unique and specialized functions. It staffs and provides final disposition of Electronic Warfare (EW) information assurance waiver requests required for providing EW capabilities to partners and allies. The TSFDO also supports several Senior Integration Groups (SIGs) that have time-sensitive TSFD review requirements for urgently needed technology in support of ongoing operations.

As directed or delegated by law, regulation, DoD Directive, or DoD Instruction, The PD leads the DoD's efforts in a wide variety of technology security and export control matters. In the international arena, PD provides policy and subject-matter expertise in a number of forums. This is particularly true with respect to the international export control regimes. PD represents the Department at, and oversees DoD input in, all Australia Group (Export Controls for Chemical and Biological Agents), Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Wassenaar Arrangement (Export Controls for Conventional Arms and Dual-Use Goods and Technologies) activities. The PD also leads the Department's efforts in activities related to Section 123 of the Atomic Energy Act, which address U.S. civil nuclear cooperative agreements with other nations. The Policy Directorate continues to play an instrumental role in ensuring that the DoD's

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

national security interests are not undermined by changes to the Arms Trade Treaty, or by improper implementation by States-Parties to the Treaty.

In August 2009, the President directed a broad-based interagency review of the U.S. export control system, which resulted in the Administration launching the Export Control Reform Initiative (ECR Initiative). The ECR initiative has modernized, streamlined, and synchronized the USG's export control systems. From the earliest stages of this initiative, PD has been an intellectual leader in this initiative, bringing to bear great initiative, skill, and insight in the revamping of the U.S.'s export control system. The PD continues to be instrumental in keeping national security and competitiveness as the key determinants in all ECR-related initiatives and decisions.

On behalf of the U.S. Patent and Trademark Office, PD conducts national security reviews of patent applications for sensitive, and classified defense-related technology. In a related vein, the PD reviews classified foreign patent applications covered under the "NATO Agreement for the Mutual Safeguarding of Secrecy of Inventions Relating to Defense and for which Applications for Patents Have Been Made" and related bi-lateral agreements.

The PD also plays an important role for the Department in contributing to USG decisions on sanctioning violators of U.S. export regulations and helping to determine which business entities (U.S. and foreign companies and individuals) should be restricted from purchasing sensitive or classified defense technology. In a related vein, the PD plays a central role in U.S. export denial consultations with foreign partners.

In addition, the PD is the Office of the Under Secretary of Defense for Policy's (OUSDP) lead for all National security reviews for transactions filed with the Committee on Foreign Investment in the United States (CFIUS), which involve the sale of U.S. companies (with the capability to make a product or provide a service important to U.S. national security or defense) to a foreign entity. It also spearheads OUSDP's work in development and implementation of Defense trade treaties. Lastly, on behalf of USD(P), the PD

I.   Description of Operations Financed (cont.)

conducts National security reviews of international agreements administered by the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) for cooperative research.

The PD plans and executes all of the DTSA's bilateral international engagements including the Cooperative Technology Security Program (CTSP). The CTSP is a DoD Ministry of Defense Advisory (MoDA)/Defense Institution Building (DIB) Program-funded initiative in which PD experts advise other countries' defense and security establishments regarding technology security institutions and mechanisms for the purpose of protecting sensitive indigenous and U.S.-origin warfighter technologies. The CTSP helps to build USG confidence in partner nations' technology security and export control capabilities, and thus is a key enabler of greater security cooperation with partner countries.

For the DTSA itself, the PD plays a leading role in several activities. In support of the DTSA's License Directorate, the PD reviews commercial munitions and dual-use export license applications for policy-related concerns and makes recommendations as appropriate. On behalf of DTSA, the PD provides personnel to support Department of State and Commerce end-user checks of export license applicants.

The PD's outreach and liaison responsibilities on behalf of DTSA are also considerable and varied. First, it conducts a robust program of outreach activities with industry and academia (both U.S. and foreign). The DTSA also has active and robust programs for legislative liaison and public affairs, for which the PD is responsible. The DoD components produce or update a considerable number of issuances (directives, instructions, manuals and directive-type memos) every year. The PD oversees and coordinates the review of all issuances that pertain to technology security, export control, or Defense trade.

The PD's workload and accomplishments for a typical year are considerable. The PD plans, coordinates, and executes more than 100 international engagements, including

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I.   Description of Operations Financed (cont.)

approximately 15 major multilateral negotiations at the office-director-level and approximately 25 senior-level engagements, many requiring overseas travel for the DTSA's Director. It also conducts approximately 100 outreach activities with industry and academia each year. The PD also conducts up to a dozen in-depth, analytical studies on country-specific and worldwide technology acquisition trends, over 6,000 patent security reviews, and over 50,000 end-user checks of entities included in dual-use and munition export license applications (many with multiple end users) in support of day-to-day licensing/technology transfer operations and review.

Technology Directorate (TD):

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
	8,501	8,469	8,442

The Technology Directorate (TD) provides the DTSA's principal source of technical insight, advice, and analysis on international transfers of defense-related items and other technology-related matters of national security interest.

The TD supports the DTSA mission in several ways by providing the technical foundation to virtually every action or activity undertaken. It's a core function, the TD identifies technologies that are critical to the U.S.' military advantage and national security. This is particularly true with respect to DoD efforts to modernize, streamline, and synchronize the USG's export control systems and regulations, as well as international export control regimes, such as the Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Wassenaar Arrangement (WA). In support of U.S. national security reviews of both State Department and Commerce Department export licenses, doing so, the TD annually reviews analyses roughly 17,000 international transfers of military

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I.   Description of Operations Financed (cont.)

technology, defense articles, and dual-use items in a manner consistent with DoD's technology security objectives and national security interests. In the process of reviewing technology transfers to other countries, the TD is often called upon to recommend solutions to complex technical problems affecting national security. This task requires the TD to document and convey clear and accurate positions on international transfers that protect the U.S.' warfighting edge and mitigate technology security risks.

The TD technical staff consists of senior engineers and scientists who are recognized experts on highly-sensitive, military technologies that contribute to the U.S.' military advantage, and who apply their knowledge and expertise daily to shape DoD technology security policy. To effectively accomplish the DTSA mission in a timely manner, the TD scientists and engineers must be experts on both domestic and foreign defense-related technology and capabilities. They must also be highly proficient at applying their technical knowledge in a manner consistent with the USG's policy and regulatory framework as well as a variety of multilateral forums concerned with technology security. The foregoing requires TD's engineers and scientists to integrate contributions from DoD and other USG stakeholders in developing viable technical solutions for managing technology transfer risks. Finally, they must convey their analysis and recommendations on complex technical subjects in understandable terms to a broad audience.

The TD also protects U.S. space-related technological advantages and prevents the diversion or proliferation of this critical technology. The TD promotes the U.S. space industry's competitiveness in the international marketplace by providing responsive services that support the U.S. space industry's export license requests. The TD performs post-licensing oversight of both DoS and DOC exported spacecraft, satellites, or related items if they are to be launched using a foreign space launch vehicle.

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

The TD maintains a technically qualified and readily available staff of engineers who can respond quickly to industry's demands for monitoring services. The TD deploys its monitors when the DoS Directorate of Defense Trade Controls (DDTC) imposes special export controls (SECs) on space-related export authorizations. SECs are imposed when a satellite (or related items) is exported for launch in a foreign country that is neither a member of NATO nor a major non-NATO ally of the U.S. (or by the nationals of such a country). In cases where SECs are mandated, the applicant must reimburse the U.S Government for all monitoring costs. In the event of a launch failure (i.e., crash), a separate mandatory license is required for the conduct of investigations and analysis. Export licenses for evaluating launch failures in such cases also require reimbursement from industry.

Although SECs are not required for the launch of U.S.-origin satellites, spacecraft, and components from or by nationals of a country that is a member of NATO or a major non-NATO ally, such export controls may nonetheless be applied. SECs include physical monitoring and also the development of Technology Transfer Control Plans (TTCPs). The TD reviews and approves these industry plans to ensure the launch campaign is carried out within DoS or DoC authorizations or limitations, and prevents the unauthorized transfer of U.S. space technology.

The TD has converted all space monitoring engineers to appropriated fund (non-reimbursable) billets to address the uneven workload between reimbursable and non-reimbursable monitoring of space-launch activities. This change allowed the DTSA to charge fairer costs to industry while enabling it to assign converted monitors to appropriated duties within TD as needed.

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I.   Description of Operations Financed (cont.)
Licensing Directorate (LD):

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
	5,928	6,020	6,087

The Licensing Directorate (LD) manages all of DoD's actions related to the U.S. national security review of State Department export and import licensing of defense articles and services, Commerce Department export licensing of dual-use items/munitions articles, Energy Department export licensing of nuclear energy-related technology and National Regulatory Agency (NRC) nuclear-controlled materials.

The LD reviews an average of 47,859 munitions and dual-use export license applications per year. The LD experienced a decrease in license volume as a result of Export Control Reform-mandated revisions to the State Department's (DoS), International Traffic in Arms Regulations (ITAR) and the Commerce Department's Export Administration Regulations (EAR), and availability of Department of Commerce license exceptions.

The LD is DoD's lead in the National Security Council's commodity jurisdiction (CJ) process, which determines the proper regulatory jurisdiction for controlled technology and defense services. Further, the LD leads DoD's commodity classification reviews regarding munitions articles controlled under the EAR to determine the appropriate export control classification number (ECCN) for an item or technology. The ECCN determines licensing policy. The LD also spearheads DoD efforts in developing and drafting U.S. regulatory export control language regarding proposed changes to the ITAR and EAR. Finally, it heads the DoD's efforts in assessing the potential harm U.S. national security resulting from export violations.

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

The LD processes an average of 20,143 munitions Direct Commercial Sales export license applications received from the DoS. In accomplishing this significant responsibility, the directorate develops and adjudicates the DoD's final national security decision on munitions-related export license applications referred to the department by the DoS. Such decisions are based on recommendations the Military Departments, Joint Staff, and Defense Agencies provide to the LD under mandated review timelines.

The LD proposes, and provides the DoD's decisions on changes to rules and regulations of the ITAR and EAR, to include export control parameters and licensing exemptions (e.g., exports not requiring an individual U.S. Government license authorization), based on recommendations provided by the Military Departments, the Joint Staff, and defense agencies.

The Department, interagency, and the U.S. high tech business industry frequently seek guidance from the LD staff for its regulatory and direct commercial licensing expertise and experience. For example, the LD serves as the Department's export licensing experts on a variety of technology security teams that address major DoD defense and cooperative programs. These programs require the expertise of the DTSA's subject matter experts – and often considerable time. The LD also provides the DoD expertise on export licensing in interagency and international forums concerning individual licensing actions, commodity jurisdictional determinations, and violations of the Arms Export Control Act (AECA).

The LD plays an important role in adjudicating or otherwise resolving important USG or DoD export control and technology transfer issues. Frequently, it is either not clear

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

whether an item or technology is governed by the State Department's regulations, or Commerce Department regulations. As a result, the directorate annually develops and adjudicates the Department's final determination on an average of 600 Commodity Jurisdiction requests received from DoS. In addition, the LD annually develops and adjudicates the Department's final "harm to national security" decisions on an average of 30 notifications of possible export violations received from DoS.

The annual case load of 27,716 dual-use and Commerce-controlled munitions export license applications received from the Commerce Department remains substantial. In this regard, the LD develops and adjudicates the Department's final national security position on Commerce-Department-regulated, dual-use and munitions export license applications for submission to the Commerce Department based on recommendations provided by the Military Departments, the Joint Staff, and Defense Agencies. The LD defended approximately 309 disputed technology transfer requests escalated to the Commerce-Department-led dispute resolution process (Operating Committee (OC) and 12 cases escalated to the Assistant Secretary-level Advisory Committee on Export Policy (ACEP), for senior-level decisions.

In the interagency and international arena, the LD represents the Department in USG forums that deliberate dual-use and military-related license decisions that fall within the scope of the Australia Group (AG), Missile Technology Control Regime (MTCR), and Nuclear Suppliers Group (NSG). In support of U.S. policies to stem the proliferation of controlled goods and technology to foreign countries and entities of concern, and on behalf of the Department, LD reviews open-source and intelligence reporting and recommends foreign entities for inclusion on the U.S. Department of Commerce's Entity List. The Entity List places a significantly higher burden on high risk foreign parties seeking access to controlled U.S. technologies and goods. The LD is the Department's focal point for developing and disseminating final decisions to approve parties for

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I.   Description of Operations Financed (cont.)

addition on the USG's Validated End-User Program, which confers favorable license-free treatment to trusted foreign companies.

The LD also serves the Department by maintaining a comprehensive repository of export information to include licensing trends, industry technology roadmaps, technical specifications, historical data, and supply chain information. This information is useful for developing export control policy, establishing technology security thresholds, and supporting Federal law enforcement agencies in pursuing violations of export control laws and interdicting illicit exports.

International Security Directorate (ISD):

FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
1,972	2,001	2,059

The International Security Directorate (ISD) carries out the responsibilities of the Secretary of Defense for U. S. national policy governing the disclosure of classified military information and materiel to foreign governments and international organizations. It provides DoD's liaison with foreign government officials for this and other purposes. In support of government and commercial international activities, ISD develops security policies and associated arrangements. The ISD also develops and negotiates security arrangements with foreign governments and international organizations. The NATO issues are a significant part of the ISD's portfolio. In this regard, the ISD represents the U.S. at the NATO Security Committee, implements NATO security regulations, develops the

I.   Description of Operations Financed (cont.)

U.S. position on NATO Security Agreements with Partnership for Peace countries, and leads the formation of the U.S. position on NATO security issues.

The ISD carries out the foregoing mission and responsibilities in various ways. First, it formulates, coordinates, and publishes the National Disclosure Policy (NDP-1). As the executive secretariat for the USG's National Disclosure Policy Committee (NDPC), it runs day-to-day operations for this body and provides administrative support for it.

The ISD also works with foreign governments and international organizations to achieve its mission. To this end, the ISD develops and negotiates general and industrial security agreements with allied and other friendly nations. In addition, it conducts on-site security assessments of foreign government security laws, policies, and practices. It provides liaison between the DoD and security officials of allied and other friendly nations on issues of mutual concern and represents the DoD's security interests in international organizations, meetings, and conferences. Examples of this responsibility include co-chairing the U.S.-Canada Security and Technology Sharing Subcommittee and representing the U.S. at the Multinational Industrial Security Working Group.

For the DoD, the ISD drafts, coordinates, and promulgates policies and procedures governing the conduct of activities that involve the sharing of classified military information and materiel (e.g., foreign visitors, personnel exchanges) with foreign governments and international organizations. The ISD also advises and provides policy advice and guidance to the DoD Components on the security aspects of security assistance, armament cooperation, and other international activities. Lastly, it develops and negotiates special security provisions for international acquisition programs (e.g., cooperative research and development, security assistance, and reciprocal procurement).

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

With respect to interagency issues, the ISD develops and provides policy advice on those sections of the ITAR that deal with security and the export of classified defense articles and technical data.   Additionally, it develops or provides input on international security to U.S. industrial security policy.

Within the USG, the ISD implements policies and procedures for the protection of NATO classified information.   It represents the U.S. at the NATO Security Committee meeting and on NATO working groups.   It also exercises policy and operational control over the Central United States Registry, which provides oversight of Information Systems Security (INFOSEC) and document security for all NATO-affiliated agencies and organizations within the United States

One final responsibility merits mention.   The ISD provides policy guidance and oversight to the Military Services, the Defense Acquisition University (DAU), the Defense Security Service (DSS) Center for Development of Security Excellence (CDSE), and the Defense Institute of Security Cooperation Studies (DISCS) on training courses pertaining to foreign disclosure and international security.

Management Directorate (MD):

	FY 2017 <u>Actual</u>	FY 2018 <u>Estimate</u>	FY 2019 <u>Estimate</u>
	6,425	6,280	6,246

The Management Directorate (MD) plans, directs, and implements services in the areas of financial planning and management, contract management, human capital management,

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

technology use and integration, security, and general administrative support to ensure DTSA accomplishes its mission. Proper execution of these services ensures DTSA fulfills its technology and information security mission and meets its strategic goals.

The MD's staff helps the DTSA Director with managing the overall alignment, use, and protection of the DTSA's resources. These individuals provide the necessary professional, technical, and administrative guidance and assistance to grow a superior workforce that exceeds critical mission objectives.

The MD has wide-ranging responsibilities. It protects the DTSA's personnel and resources through with a comprehensive security program, including robust physical, and personnel, information assurance/cyber, antiterrorism/force protection, travel/personal security, communications security, operations security, special security, and security insider threat awareness programs. The DTSA Insider Threat Program (required by Presidential Memorandum on National Insider Threat Policy and Minimum Standards for Executive Branch Insider Threat Programs, November 21, 2012, and DoD Directive 5205.16, the DoD Insider Threat Program, September 30, 2014) is currently at an initial operating capability (IOC).   DTSA is on track to achieve Full operating capability (FOC) in FY19.   FOC requires acquisition, operation, and maintenance of user activity monitoring system(s) and additional analyst personnel. Joint Service Provider is responsible for providing the monitoring service.

Using a strict Internal Management Control Program, it safeguards DTSA's resources from fraud, waste and abuse. Based on guidance from the Director, MD plans, programs, and executes DTSA's financial resources.

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I.   Description of Operations Financed (cont.)

The MD also provides oversight of the DTSA's acquisition and support contract requirements. Maintaining and improving the DTSA's physical plant is still another important responsibility, which the MD executes through its facilities management program. It does so in close collaboration with the Mark Center's building management. Finally, the MD ensures that Information Technology (IT) resources remain connected, secure, and modern.

Administratively, the MD provides guidance to the broader organization by publishing, monitoring, and updating DTSA's administrative instructions, standard operating procedures, and policy memorandums. Additionally, the MD manages administers DTSA's personnel administration, evaluation, recognition, and support programs for both military and civilian employees.

Finally, the MD ensures that Information Technology (IT) resources remain connected, secure, and modern. The MD plans and operates the DTSA Continuity of Operations (COOP) plan and alternate operating location at Dover AFB, DE.

Security Policy Automation Network (SPAN):

FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
5,453	5,278	5,358

OP-5 Exhibit - Operation and Maintenance Detail

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

The Security Policy Automation Network (SPAN) is a group of automated systems and applications that perform government-wide technology security functions. The DTSA operates and maintains the following 5 primary SPAN systems mission applications.

1. The USXPORTS provides case management and workflow tracking for munitions and dual-use license applications generated by the Departments of State (DoS), Commerce (DoC), and Energy (DoE) and reviewed by the DoD, Homeland Security, DoE, and the Treasury. The Export Licensing Information System Advisor (ELISA) associated with USXPORTS provides an electronic mechanism for industry to obtain the current status of dual-use and munitions license applications.

   Under the President's Initiative for Export Control Reform, the National Security Council (NSC) selected USXPORTS as the IT platform for unifying and modernizing the U.S. Government's electronic export licensing system. DTSA was named the USG Executive Agent for USXPORTS.

   The DoD, DoS, and DoE are fully on-line and using USXPORTS. The DoC is partially on-line, and the National Security Staff (NSS) directed DoC to continue its transition to USXPORTS. The DTSA continues to upgrade USXPORTS through enhancements supporting the USG export licensing adjudication processes.

2. The Spacelink is an IT application that supports the DTSA's statutory Space Monitoring mission. The system provides a web-based, collaborative environment for the DoD and industry to share and review documentation associated with a foreign space launch of U.S. technology (i.e., satellites and/or their components).

OP-5 Exhibit - Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

3. The Foreign Visits System (FVS) consists of multiple software applications used to request, approve, and confirm visits by foreign nationals to DoD facilities and organizations within CONUS.

4. The National Disclosure Policy System (NDPS) provides an IT infrastructure to support the functioning of the U.S. Government's National Disclosure Policy Committee, including records of decisions on exceptions to national disclosure policy. NDPS accommodates separate processing of certain, specific Disclosure requests.

5. The DoD Patent Application Review System (DPARS) provides case management of patent applications for DoD review, workflow tracking, and secrecy order recommendations for U.S. and foreign-filed patent applications. Also, the DPARS creates legally-required, access-acknowledgement forms sent to the U.S. Patent and Trademark Office.

   For DPARS, future development will focus on the user experience and adding functionality such as conducting advanced searches, converting operators' and users' manuals to a web-based or on-line format, and creating formal Secrecy Order recommendation letters for the Services and the DTSA. Work is also ongoing to automate the connection between the DoD and the U.S. Patent and Trademark Office for the acceptance and auto-creation of cases, as well as the automatic downloading and transmission of access acknowledgement letters to the U.S. Patent and Trademark Office.

I.   Description of Operations Financed (cont.)
All SPAN systems will need to be rehosted to a central cloud structure at an approved consolidated data center starting in FY19, IAW DoD CIO direction in response to OMB's Federal Data Center Consolidation (FDCC) initiative and Deputy Secretary of Defense Memorandum OSD004242-15, Consolidation of Pentagon Information Technology Operations, 1 May 2015.

USG personnel oversee contractor support for SPAN applications in the areas of software development, operations, maintenance and documentation. The contractor also supports SPAN infrastructure requirements, including technical support for networks, server support, mail and messaging, archiving, and database administration. This responsibility also includes SPAN system design and integration for networks and servers, design and implementation of mail and messaging solutions, technical solutions for certification, technical solutions to meet Federal archiving requirements for automated records, and technical personnel for operations in these areas.

II. Force Structure Summary:
Not Applicable.

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	**FY 2017 Actuals**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2019 Estimate**
Defense Technology Security Agency	34,844	34,712	0	0.0	0	34,712	34,951
Total	**34,844**	**34,712**	**0**	**0.0**	**0**	**34,712**	**34,951**

OP-5 Exhibit - Operation and Maintenance Detail

Defense Technology Security Administration
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**34,712**	**34,712**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**34,712**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**34,712**	
Supplemental		
Reprogrammings		
Price Changes		330
Functional Transfers		
Program Changes		-91
Current Estimate	**34,712**	**34,951**
Less: Wartime Supplemental		
Normalized Current Estimate	**34,712**	

OP-5 Exhibit - Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**34,712**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**34,712**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**34,712**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**34,712**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**34,712**
6. Price Change		330
7. Functional Transfers		
8. Program Increases		312
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Extra Compensable day	261	
Increase reflects one additional compensable day in FY 2019. (FY 2018 Baseline: $24,360 thousand)		
2) Operational Support	51	
The increase reflects in operational support such as rent, purchased communication, and management professional support services. (FY 2018 Baseline: $869 thousand)		

OP-5 Exhibit - Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
9. Program Decreases		-403
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Other Intra-govt Purchases	-212	
The decrease reflects less intra-government purchases due to transfer of information technology to Joint Services Provider (JSP) (FY 2018 Baseline: $698 thousand)		
2) Travel of Persons	-108	
Reduction in planned travel due to organizational efficiencies. (FY 2018 Baseline: $717 thousand)		
3) Other Services	-50	
The decrease reflects efficiencies on contract services. (FY 2018 Baseline: $531 thousand)		
4) Defense Finance and Accounting System	-18	
The decrease reflects reductions in scheduled DFAS support services. (FY 2018 Baseline: $569 thousand)		
5) Information Technology Contract	-15	
Decrease reflects new pricing in Information Technology contract. (FY 2018 Baseline: $5,278 thousand; +19 FTEs)		
FY 2019 Budget Request		**34,951**

OP-5 Exhibit - Operation and Maintenance Detail

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

Technology Security Actions (TSAs) represent work accomplished by the DTSA. A typical TSA represents a unit of work, which allows for the tracking and analysis of our business activity. On average DTSA processes 130,000 actions annually, such actions actually counted represent the application of resources to achieve all mission, regulatory, statutory goals, and objectives. Some TSAs are devoid of precise performance or time measurement. For example, the development of an International Agreement may take months of work, negotiation, and coordination before actual implementation, where the review of a license is measured and tracked daily.

Percent of Munitions and Dual-Use Licenses referred back to regulatory agencies within statutory timelines. In FY 2018 and FY 2019, DTSA will adjudicate 100% of Munitions and Dual-Use export license applications received from the Departments of State and Commerce within prescribed statutory timelines.

FY 2017 Actual	FY 2018 Estimate	FY 2019 Estimate
100%	100%	100%

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V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	7	8	8	1	0
Officer	7	8	8	1	0
Reserve Drill Strength (E/S) (Total)	21	21	21	0	0
Officer	15	15	15	0	0
Enlisted	6	6	6	0	0
Civilian End Strength (Total)	124	132	132	8	0
U.S. Direct Hire	121	129	129	8	0
Total Direct Hire	121	129	129	8	0
Reimbursable Civilians	3	3	3	0	0
Active Military Average Strength (A/S) (Total)	7	8	8	1	0
Officer	7	8	8	1	0
Reserve Drill Strength (A/S) (Total)	21	21	21	0	0
Officer	15	15	15	0	0
Enlisted	6	6	6	0	0
Civilian FTEs (Total)	124	132	132	8	0
U.S. Direct Hire	121	129	129	8	0
Total Direct Hire	121	129	129	8	0
Reimbursable Civilians	3	3	3	0	0
Average Annual Civilian Salary ($ in thousands)	195.0	188.8	191.8	-6.2	3.0
Contractor FTEs (Total)	23	23	23	0	0

OP-5 Exhibit - Operation and Maintenance Detail

Defense Technology Security Administration
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FY 2018 to FY 2019: No FTE/Contractor FTE changes.

Average Annual Civilian Salary: FY 2017 to FY 2019 – The program adjustments are due to price changes and adjustments to correct the cost estimate per full-time equivalent.

OP-5 Exhibit - Operation and Maintenance Detail

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

		Change FY 2017/FY 2018			Change FY 2018/FY 2019		
	FY 2017			FY 2018			FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	23,592	461	307	24,360	124	261	24,745
199 Total Civ Compensation	**23,592**	**461**	**307**	**24,360**	**124**	**261**	**24,745**
308 Travel of Persons	661	11	45	717	13	-108	622
399 Total Travel	**661**	**11**	**45**	**717**	**13**	**-108**	**622**
696 DFAS Financial Operation (Other Defense Agencies)	515	-6	60	569	29	-18	580
699 Total DWCF Purchases	**515**	**-6**	**60**	**569**	**29**	**-18**	**580**
914 Purchased Communications (Non-Fund)	191	3	-67	127	2	15	144
915 Rents (Non-GSA)	2,966	50	-1,090	1,926	35	35	1,996
920 Supplies & Materials (Non-Fund)	240	4	91	335	6	0	341
932 Mgt Prof Support Svcs	165	3	1	169	3	1	173
959 Other Costs (Insurance Claims/Indmnties)	0	0	1	1	0	0	1
960 Other Costs (Interest and Dividends)	1	0	0	1	0	0	1
987 Other Intra-Govt Purch	816	14	-132	698	13	-212	499
989 Other Services	543	9	-21	531	10	-50	491
990 IT Contract Support Services	5,154	88	36	5,278	95	-15	5,358
999 Total Other Purchases	**10,076**	**171**	**-1,181**	**9,066**	**164**	**-226**	**9,004**
Total	**34,844**	**637**	**-769**	**34,712**	**330**	**-91**	**34,951**

OP-5 Exhibit - Operation and Maintenance Detail

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Operation and Maintenance, Defense-Wide

Missile Defense Agency

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Missile Defense Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces
    Subactivity Group 11A

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
MDA	459,556	8,067	36,435	504,058	9,015	-13,256	499,817

I. Description of Operations Financed: Provides the following Ballistic Missile Defense (BMD) operations and maintenance support:

A. **Aegis Ballistic Missile Defense (BMD).** Funding provides a wide range of support activities for deployed Aegis BMD ships and Aegis Ashore facilities including Standard Missile (SM-3) sustainment, BMD Aegis Weapons System (AWS) sustainment, and sustainment for Aegis Ashore sites.

    The SM-3 sustainment program includes the recertification/repair of missiles, installation of software and hardware updates, demilitarization of SM-3 missiles, modeling and simulation and logistics efforts. Also provides missile first destination transportation, transportation ballistic barrier maintenance, spares replenishment and operational fleet support.

    The BMDS AWS sustainment program provides technical and engineering services for in-service BMD ships and sites, along with infrastructure maintenance for BMDS platforms executing BMD test missions, to ensure the in-service BMD AWS baselines maintain the directed operational availability. BMD AWS sustainment includes: BMD Engineering Agent technical support and operational analysis for BMD units; engineering reach-back services supporting casualty correction, issues, and improvements; maintenance, certification, and delivery of BMD AWS computer program updates to the Fleet; Aegis software maintenance corrections in the common source library; test site infrastructure and maintenance; integrated logistics support of BMD unique parts and technical documentation; review and

I.   Description of Operations Financed (cont.)
implementation of updated maintenance concepts; diminishing manufacturing sources (DMS) and obsolete materiel surveillance, identification, and resolution; maintenance actions on BMD ships and sites participating in MDA sponsored test missions.

Provides engineering services for Aegis Ashore Host Nation repairs and rework required post construction activities in support of site transition. Includes Host Nation planning yard activities to track modernization, update the Aegis Ashore technical data package to ensure core Aegis Ashore Deckhouse attributes are maintained, development of required test procedures to support on-site installation and checkout (INCO) and system operations verification testing (SOVT) and provides updates to training, warfighter technical publications, and the initial outfitting requirements for maintenance and logistics materiel.

B. **Ground Based Midcourse.** Funding provides maintenance, repair, training, supply support, sustaining engineering, network operations, integrated logistics support, configuration control, scheduling, execution control, system transitioning, and performance reporting. Additionally, funding provides Base Operations Support (BOS) for facility sustainment and maintenance at the various GMD sites.

C. **Ballistic Missile Defense Systems (BMDS) Radars.** Sustainment of 12 Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2) Forward-Based and Terminal High Altitude Area Defense (THAAD) configured Terminal Mode radars to include supply support, repair, maintenance, modernization, transportation, parts, storage, special tools and test equipment, recurring and delta training, technical interface, training device maintenance, engineering support, interactive electronic technical manual (IETM) updates, software user guide updates, software revision certification, and depot-level maintenance for missile defense unique equipment. Funding also provides Electronic

I.   Description of Operations Financed (cont.)

Equipment Unit (EEU) retrofits at Letterkenny Army Depot to replace obsolete equipment, incorporate updates to upgrade servers, and enhance radar capabilities. Additionally, funding provides sustainment unique to the Missile Defense mission for the Upgraded Early Warning Radar (UEWR)/COBRA DANE Radar, which MDA sustains and operates in conjunction with the U.S. Air Force.

D. **Terminal High Altitude Area Defense (THAAD).** MDA is responsible for the sustainment for the THAAD missile defense unique or development items, while the U.S. Army is responsible for the operations and sustainment of the common items. MDA funding provides sustainment for all fielded THAAD Batteries, ensures THAAD assets are properly maintained and crews are trained to meet Combatant Commanders needs including:

1. Field and sustainment level supply, maintenance, modernization, hazardous materials/waste disposal, and depot-level maintenance for THAAD missile defense unique equipment.

2. Spares, Interceptor spares, repair parts, and maintenance capability at the location of each THAAD battery.

3. Engineering support for the THAAD missile defense unique equipment.

4. Deployment software support for fielded software, to include deficiency report review, error correction, incremental capability improvements, and hardware/system interface compatibility maintenance.

5. Missile transportation and handling from the missile storage location to the site of the THAAD launchers.

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

6. IETM updates software users' guide updates, and software revision certification.

7. Maintenance and upkeep for all THAAD training devices.

8. Supply, maintenance and transportation support for all new equipment training, and sustainment training relating to design changes and equipment upgrades.

9. Special tools and test equipment for the organic depot.

10. RESET program.

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

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
4. Administrative and Servicewide Activities	**459,556**	**504,058**	**0**	**0.0**	**0**	**504,058**	**499,817**
Aegis BMD Program	66,540	96,346	0	0.0	0	96,346	83,837
BMDS Radars Program	192,873	191,055	0	0.0	0	191,055	176,143
Ground-Based Midcourse Program	131,081	137,896	0	0.0	0	137,896	147,229
THAAD Program	69,062	78,761	0	0.0	0	78,761	92,608
Total	**459,556**	**504,058**	**0**	**0.0**	**0**	**504,058**	**499,817**

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	504,058	504,058
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	504,058	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	504,058	
Supplemental		
Reprogrammings		
Price Changes		9,015
Functional Transfers		
Program Changes		-13,256
Current Estimate	504,058	499,817
Less: Wartime Supplemental		
Normalized Current Estimate	504,058	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**504,058**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**504,058**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**504,058**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**504,058**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**504,058**
6. Price Change		9,015
7. Functional Transfers		
8. Program Increases		19,295
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) THAAD Program	12,441	

+$6,142 Growth reflects the transition of sustainment
and maintenance of THAAD system software and THAAD
Portable Planner from RDT&E to O&M for the systems
transitioned to sustainment.

+$3,753 Growth reflects increased OCONUS sustainment
requirements to meet the increased THAAD operating

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

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

        tempo required for the current Army Global Posture
        Strategy.

        +$2,104 Growth reflects the increase in interceptor
        recertifications (required every 10 years after
        initial delivery) for interceptors to remain
        operationally available. The recertification extends
        the service life of the aging interceptor inventory.

        +$442 Growth reflects increased sustainment for THAAD
        interceptor and peculiar hardware transportation to
        support program missions. (FY 2018 Baseline: $78,761
        thousand; +0 FTEs)

   2) Ground-Based Midcourse Defense Program   6,854
        +$3,603 Growth reflects the increase in GMD
        operational weapon system sustainment to implement
        and sustain DoD cybersecurity mandates, including
        equipment obsolescene upgrades and device hardening.

        +$3,251 Growth addresses critical GMD weapon system
        Facility Sustainment, Restoration, and Modernization
        (FSRM) projects at GMD sites to include Fort Greely,
        AK, Vandenberg AFB, CA, Eareckson Air Station, AK,
        and Fort Drum, NY. (FY 2018 Baseline: $137,896
        thousand; +0 FTEs)

9. Program Decreases   -32,551
   a. Annualization of FY 2018 Program Decreases
   b. One-Time FY 2018 Increases
   c. Program Decreases in FY 2019

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
1) BMDS Radars Program	-18,322	
-$8,164 Decrease due to completion of one-time FY 2018 COBRA DANE sustainment costs to redesign and purchase obsolete or unreliable components to extend the service life of the radar.		
-$10,158 Decrease reflects reduction in TPY-2 spares requirements resulting from reduced component level failure rates and improved reliability. (FY 2018 Baseline: $191,055 thousand; +0 FTEs)		
2) Aegis BMD SM-3 Program	-8,505	
Decrease reflects fewer required SM-3 missile recertifications due to ship and missile availability, and also FY 2018 completion of non-recurring engineering efforts for the Third Stage Rocket Motor Nozzle replacement. (FY 2018 Baseline: $59,713 thousand; +0 FTEs)		
3) Aegis BMD Program	-5,724	
Decrease reflects less software maintenance requirements in FY 2019 based on the accelerated certification of Aegis BMD 4.1. (FY 2019 budget supports 100 software corrections biennially vice the FY 2018 request for 200 software corrections annually.) (FY 2018 Baseline: $32,237 thousand; +0 FTEs)		
FY 2019 Budget Request		**499,817**

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

	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
1. Operational Support	**459,556**	**504,058**	**499,817**
Aegis Program	66,540	96,346	83,837
Ground Base Midcourse	131,081	137,896	147,229
BMDS Radars	192,873	191,055	176,143
THAAD Program	69,062	78,761	92,608
Total Operations and Maintenance, Defense Wide	**459,556**	**446,975**	**499,817**

The MDA Ballistic Missile Defense (BMD) mission is to deliver an enduring, operationally effective and supportable BMD capability to defend the nation, deployed forces, friends and allies.

A. Aegis BMD. The Aegis BMD element of the BMDS capitalizes upon and evolves from the existing U. S. Navy Aegis Weapons System (AWS) and Standard Missile (SM) infrastructures. Aegis BMD provides a forward-deployable, mobile capability to detect and track Ballistic Missiles of all ranges, and the ability to destroy short-range, medium-range, and intermediate-range ballistic missiles in the midcourse phase of flight and shorter range missile in terminal phase. Aegis BMD also provides a long range surveillance and track (LRS&T) capability to the BMDS. By the end of FY 2019, there will be 42 BMDS capable ships.

B. Ground-Based Midcourse (GMD). The GMD fielded weapon system is under the command of U.S. Northern Command (NORTHCOM) and is operated by Soldiers from the 100th Missile Defense Brigade (five crews) headquartered at Colorado Springs, Colorado, and its 49th Missile Defense Battalion (five crews) at Fort Greely, Alaska (FGA). In FY 2019, MDA

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

will support 44 operationally deployed GBIs located at FGA (40 GBIs) and Vandenberg Air Force Base, California (VAFB) (4 GBIs). Each GBI delivers a single Exoatmospheric Kill Vehicle (EKV) to defeat threat warheads in space during the midcourse phase of the ballistic trajectory. The GMD Fire Control System consists of redundant fire control nodes at FGA (two each) and the Missile Defense Integration and Operations Center (MDIOC) (two each). In-Flight Interceptor Communications System (IFICS) Data Terminals (IDTs) are currently located at FGA; VAFB; Eareckson Air Station, Alaska (EAS); and Fort Drum, New York.

C. Ballistic Missile Defense Systems (BMDS) Radars Program. MDA sustains 12 Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2) radars. Five Forward-Based radars at fixed radar sites operate continuously 24 hours a day, 7 days a week, 365 days a year. Seven radars operate in Terminal Mode when integrated with the THAAD battery. The operational tempo is met utilizing military personnel and contractor logistics support (CLS) to operate and maintain the radar.

D. Terminal High Altitude Area Defense (THAAD). Army force structure for THAAD is currently set at seven batteries with six launchers operated by 95 Soldiers. The battery is organized to conduct 120-day deployments (45 days of entry operations and 75 days of 17-hour/day combat operations). During actual deployments, batteries have been operating at a 365-day, 24/7 operational tempo, with increased CLS costs. This increased tempo has been sustained through the increase of appropriate attachments and support.

V. **Personnel Summary**	**FY 2017**	**FY 2018**	**FY 2019**	**Change** **FY 2017/** **FY 2018**	**Change** **FY 2018/** **FY 2019**
Contractor FTEs (Total)	964	986	1,014	22	28

The FY 2018 to FY 2019 growth reflects the increase in sustainment of the GMD operational system to address the implementation and sustainment of DoD cybersecurity mandates, which include the transition to cyber security Risk Management Framework (RMF), continuous monitoring, equipment obsolescence upgrades, and device hardening. Seventeen additional contractor FTEs are required for this Cyber effort. The increase also provides an increase of five FTEs in sustainment and maintenance of THAAD system software. The FY 2018 FTE number was erroneously under-reported and did not include +6 FTEs associated with the Aegis BMD Program.

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
308 Travel of Persons	192	3	146	341	6	-342	5
399 Total Travel	**192**	**3**	**146**	**341**	**6**	**-342**	**5**
401 DLA Energy (Fuel Products)	1,079	124	-96	1,107	-4	-1,103	0
499 Total Supplies & Materials	**1,079**	**124**	**-96**	**1,107**	**-4**	**-1,103**	**0**
771 Commercial Transport	5,542	94	-3,693	1,943	35	3,920	5,898
799 Total Transportation	**5,542**	**94**	**-3,693**	**1,943**	**35**	**3,920**	**5,898**
912 Rental Payments to GSA (SLUC)	244	4	-1	247	4	6	257
913 Purchased Utilities (Non-Fund)	3,019	51	-106	2,964	53	-324	2,693
914 Purchased Communications (Non-Fund)	0	0	1,243	1,243	22	-673	592
915 Rents (Non-GSA)	238	4	2	244	4	-248	0
917 Postal Services (U.S.P.S)	0	0	5	5	0	-5	0
920 Supplies & Materials (Non-Fund)	28,693	488	-6,038	23,143	417	17,880	41,440
922 Equipment Maintenance By Contract	262,751	4,467	-77,555	189,663	3,414	131,827	324,904
923 Facilities Sust, Rest, & Mod by Contract	27,578	469	110,541	138,588	2,495	-108,350	32,733
925 Equipment Purchases (Non-Fund)	1,513	26	14,646	16,185	291	-12,764	3,712
930 Other Depot Maintenance (Non-Fund)	28,930	492	2,969	32,391	583	-13,731	19,243
932 Mgt Prof Support Svcs	10,807	184	1,169	12,160	219	-11,366	1,013
933 Studies, Analysis & Eval	0	0	5,243	5,243	94	-4,867	470
934 Engineering & Tech Svcs	0	0	2,588	2,588	47	9,656	12,291
937 Locally Purchased Fuel (Non-Fund)	1,510	174	-164	1,520	-6	-494	1,020
987 Other Intra-Govt Purch	47,247	803	-26,541	21,509	387	21,935	43,831
989 Other Services	11,102	189	13,686	24,977	450	-15,712	9,715
990 IT Contract Support Services	29,111	495	-1,609	27,997	504	-28,501	0
999 Total Other Purchases	**452,743**	**7,846**	**40,078**	**500,667**	**8,978**	**-15,731**	**493,914**
Total	**459,556**	**8,067**	**36,435**	**504,058**	**9,015**	**-13,256**	**499,817**

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* OP-32 lines were realigned in FY 2019 to correct classification categories that were inaccurately reported in FY 2018 and more accurately reflect planned expenditures. The following breakout provides further traceability to OP-5 program increases and decreases to their affected OP-32 lines.
-$111,000 thousand from line 923 Facilities, Sustainment, Restoration, and Modernization by Contract was realigned to line 922 Equipment Maintenance by Contract to correct the FY 2018 coding error.
-$13,731 thousand from line 930 Depot Maintenance was realigned to line 922 Equipment Maintenance by Contract to properly reflect the correct level of maintenance.
-$13,237 thousand from line 989 Other Services and -$14,000 thousand from line 990 IT Services were realigned to line 987 Intra-Govt Purchase to properly capture items in the right OP-32 line.
-$12,764 thousand from 925 Equipment Purchases was realigned to 920 Supplies to properly capture items in the right OP-32 line.
-$14,501 thousand from line 990 IT Services was realigned to +9,000 thousand line 922 Equipment Maintenance by Contract and +5,501 thousand to line 920 Supplies to properly capture the work effort in the right OP-32 line.

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Operation and Maintenance, Defense-Wide

Office of Economic Adjustment

February 2018

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
OEA	311,785	5,315	-259,260	57,840	965	11,230	70,035

The FY 2017 Actuals column includes $251,188K of no-year obligations for program assistance activities.

I.   Description of Operations Financed: The Office of Economic Adjustment (OEA) is responsible for assisting states and communities impacted by Defense changes, carrying out programs and other efforts as directed by the Secretary of Defense (SECDEF). The technical and financial assistance provided under OEA helps communities to plan and carry out local adjustment strategies; engage the private sector in ventures to plan and/or undertake economic development and base redevelopment; and, work with the Military Departments in support of their mission.

As the Executive Director for Economic Adjustment Committee (EAC), the OEA Director provides economic adjustment guidance and assistance, enabling impacted states and communities to: assess economic hardships caused by Department of Defense (DoD) program changes; identify and evaluate alternatives for local recovery; identify resource requirements; and assist in the preparation and implementation of adjustment strategies or action plans. OEA directs the Defense Economic Adjustment Program and coordinates the involvement of other Federal Agencies through the EAC under Executive Order 12788, as amended, on behalf of SECDEF and Section 4004 of Public Law 101-510: "the Economic Adjustment Committee may not be terminated and the duties of the Committee may not be significantly altered unless specifically authorized by law."

Program of Assistance:

OEA's Program of Assistance includes technical and financial assistance provided to eligible states and communities in response to Defense actions, including:

- Base Realignment and Closures (BRAC);

I.   <u>**Description of Operations Financed (cont.)**</u>
   - Base expansions;

   - Encroachment of civilian communities on local missions;

   - Budget reductions;

   - Contract cancellations;

OEA assistance helps states and communities respond to:
   - Defense triggered job loss;

   - Reductions in economic activity;

   - Tax base reductions;

   - Needs for increased public services and facilities

Assistance can also help states and communities avoid civilian activities that may impair the operations of local installations.

For BRAC, OEA's activities support DoD's goals in closing and realigning installations as presented in 32 CFR Parts 174 and 176, "Revitalizing Base Closure Communities and Addressing Impacts of Realignments." The September 2005 Defense Base Closure and Realignment Commission "Report to the President," which became law on November 9, 2005, identified 25 closures, 26 realignments, 44 expansions, for a total of 95 major actions, and the closure of 116 Reserve Component sites. The need for community economic adjustment assistance to plan and carry out strategies to overcome the economic hardships caused by BRAC, complete property disposal actions, and regenerate jobs through base redevelopment will continue through 2019 due to the need of the Military Departments to dispose of excess property. OEA currently supports more than 21 BRAC 2005 communities with grant assistance, as well as 2 legacy BRAC communities.

I.   Description of Operations Financed (cont.)

OEA's Compatible Use activities are designed to support DoD's installations by responding where civilian activity is likely to impair the continued operational utility of a military installation, including associated ranges, military training routes, special use airspace and military operations area. Technical and financial assistance is provided to State and local governments to plan and carry out specific actions to ensure civilian activities are compatible with vital training, testing, and other military operations. The program promotes and enhances civilian and military communication and collaboration, serves as a catalyst to sustain the military mission, and promotes public health, safety, quality of life, and economic viability of a region. OEA is executing more than 70 Compatible Use projects serving the needs of the Military Departments, DoD, and neighboring civilian communities. The Military Departments may nominate installations and ranges for this program based upon concerns over civilian encroachment, or State and local governments may request community planning assistance for studies to address civilian encroachment.

OEA then determines whether the identified encroachment is likely to impair continued operational utility of the installation/range. This program took on additional importance when the SECDEF requested to assist where civilian development is present in established clear zones to improve mission capabilities and Force readiness. Community planning assistance also is provided to help prevent the siting of energy projects from adversely affecting DoD's test, training, and military operations.

OEA provides economic and community adjustment support in areas affected by defense procurement reductions. OEA's Procurement Reduction activities assist states, regions, and communities with a program of support designed to identify vulnerabilities to further reductions across DoD supply chains, prime state and local programs of assistance for rapid responses to local dislocations, retain and/or expand impacted worker skill sets, and leverage local clusters to expand business opportunities for impacted defense manufacturing firms at the local/regional level. These efforts are undertaken in close coordination with the Small Business Administration, Employment and Training Administration at the U.S. Department of Labor, and the Economic Development Administration and National Institute of Standards and Technology at the U.S. Department of Commerce.

I.   Description of Operations Financed (cont.)

Public infrastructure assistance is a key component of the commitment and cooperation between the Department and the Commonwealth of the Northern Mariana Islands (CNMI). The Mariana Islands play a critical role in providing a platform to maintaining a significant forward presence in the Asia -Pacific region. However, CNMI's infrastructure is in a fragile state. The Department is requesting $10.5 million to be executed by the Office of Economic Adjustment to improve public infrastructure on CNMI.

Operational Support Activities:

OEA headquarters enables mission execution by strategically managing priorities in support of the Department's goals and initiatives, and is comprised of a staff of 8 FTEs. Functions of the headquarters includes:

- Financial Management

- Human Capital Management

- Security

- Maintenance of Facilities and Equipment

- Strategic Management

- Logistical and Property Management

- Travel Management

Beginning in FY 2017, OEA began delayering its organizational structure in support of DoD initiatives resulting in a streamlined organization with optimal supervisory oversight.   This reorganization includes the alignment of support functions under senior staff members to relieve supervisory responsibility and enhance supervisor to staff ratios. OEA met additional directed reductions through the execution of the Services Requirements Review Board, which identified savings in contractual support.

I.   Description of Operations Financed (cont.)

OEA continues modernizing its IT infrastructure through upgrades of the Economic Adjustment Data System to streamline workflow processes and ensure Audit Readiness. Through this initiative, OEA is moving forward to Cloud Computing solutions as mandated by the DoD Chief Information Officer (CIO). The new infrastructure will provide an electronic interface between state and local governments and other Federal Agencies. This capability will lessen the need for paper media reproduction and allow for an increase in electronic media sharing.

II. Force Structure Summary:

Not Applicable.

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
OEA	311,785	57,840	0	0.0	0	57,840	70,035
Total	**311,785**	**57,840**	**0**	**0.0**	**0**	**57,840**	**70,035**

The FY 2017 Actuals column includes $251,188K of no-year obligations for program assistance activities.

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**57,840**	**57,840**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**57,840**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**57,840**	
Supplemental		
Reprogrammings		
Price Changes		965
Functional Transfers		164
Program Changes		11,066
Current Estimate	**57,840**	**70,035**
Less: Wartime Supplemental		
Normalized Current Estimate	**57,840**	

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**57,840**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**57,840**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**57,840**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**57,840**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**57,840**
6. Price Change		965
7. Functional Transfers		164
a. Transfers In		
1) DoD Audit Readiness	164	
Funding supports the DoD Consolidated Audit, from the start of the audit engagement until findings are fully remediated. (FY 2018 Baseline: $6,003 thousand; +1 FTEs)		
8. Program Increases		11,066
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
1) Commonwealth of Northern Mariana Islands	10,321	
Funding necessary for public infrastructure improvements.		

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

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

c. Program Growth in FY 2019

1) Program Grants   575
   OEA is a first responder organizations which assists
   communities in addressing DoD related economic
   impacts. The Program of Assistance budget is based
   on known current requirements.

2) Other Services   66
   Restructure of contractual needs for services not
   previously identified.

3) Purchased Utilities (Non-Fund)   25
   Restructure of services provided by non-Federal
   sources.

4) Additional Compensable Day   19
   Increase to account for additional compensable day
   (261) in FY 2019. (FY 2018 Baseline: $6,003 thousand)

5) Other Intra-Govt Services   18
   Enhanced Federal partnerships to meet mission goals.

6) Rental Payments to GSA   14
   Restructure of costs from non-GSA service provider.

7) Equipment Maintenance By Contract   11
   Restructure of costs provided by non-fed sources.

8) Travel   9
   Funding determined by increased Program of Assistance
   as identified by need.

9) Facilities Sust, Rest, & Mod By Contract   5
   Restructure of costs associated with facility
   sustainment and modernization.

10) Other Costs (Subsistence of persons)   3
    Enhanced participating in subsistence provided to

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
personnel through programs such as Mass Transit.		
9. Program Decreases		
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
FY 2019 Budget Request		**70,035**

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

Not applicable.

Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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V. **Personnel Summary**	**FY 2017**	**FY 2018**	**FY 2019**	**Change FY 2017/ FY 2018**	**Change FY 2018/ FY 2019**
Active Military End Strength (E/S) (Total)	3	3	3	0	0
Officer	3	3	3	0	0
Civilian End Strength (Total)	38	38	38	0	0
U.S. Direct Hire	38	38	38	0	0
Total Direct Hire	38	38	38	0	0
Civilian FTEs (Total)	33	38	39	5	1
U.S. Direct Hire	33	38	39	5	1
Total Direct Hire	33	38	39	5	1
Average Annual Civilian Salary ($ in thousands)	155.0	158.0	159.4	3.0	1.4
Contractor FTEs (Total)	11	11	11	0	0

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	5,115	100	788	6,003	31	183	6,217
199 Total Civ Compensation	**5,115**	**100**	**788**	**6,003**	**31**	**183**	**6,217**
308 Travel of Persons	346	6	148	500	9	9	518
399 Total Travel	**346**	**6**	**148**	**500**	**9**	**9**	**518**
912 Rental Payments to GSA (SLUC)	854	15	-69	800	14	14	828
913 Purchased Utilities (Non-Fund)	1,443	25	-68	1,400	25	25	1,450
921 Printing & Reproduction	0	0	30	30	1	0	31
922 Equipment Maintenance By Contract	947	16	-313	650	12	11	673
923 Facilities Sust, Rest, & Mod by Contract	92	2	146	240	4	5	249
933 Studies, Analysis & Eval	237	4	-241	0	0	0	0
960 Other Costs (Interest and Dividends)	0	0	3	3	0	0	3
964 Other Costs (Subsistence and Support of Persons)	0	0	200	200	4	3	207
987 Other Intra-Govt Purch	2,302	39	-1,341	1,000	18	18	1,036
988 Grants	297,089	5,051	-258,926	43,214	778	10,896	54,888
989 Other Services	3,360	57	-3,217	200	4	3	207
990 IT Contract Support Services	0	0	3,600	3,600	65	63	3,728
999 Total Other Purchases	**306,324**	**5,209**	**-260,196**	**51,337**	**925**	**11,038**	**63,300**
Total	**311,785**	**5,315**	**-259,260**	**57,840**	**965**	**11,230**	**70,035**

The FY 2017 Actuals column includes $251,188K of no-year obligations for program assistance activities.

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Office of the Secretary of Defense

February 2018

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Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
OSD	2,122,282	36,517	-546,555	1,612,244	23,857	-116,446	1,519,655

* The FY 2017 Actual column includes $64,914.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column excludes $34,715.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column excludes $16,579.0 thousand of FY 2019 OCO Appropriations funding.

*FY 2018 and FY 2019 include $123.9 million and $110.8 million, respectively, of non-Function 050 funds for transfer to the Department of the Interior to satisfy the anticipated outstanding U.S. commitment for the 2010 Compact Review Agreement (CRA) with Palau. Under the 1994 U.S.-Palau Compact of Free Association and the CRA, not yet in force, the U.S. agreed to provide economic assistance to the Government of Palau. The Compact achieves U.S. national security objectives, including providing the United States the ability to deny access to Palau's land, water, and air space by other countries' militaries. Palau is indispensable to U.S. national security, and funding the Compact is key to the U.S. strategic presence in the region. The funding will bring the CRA into force and satisfy the outstanding commitment to Palau. The funds are requested as additional funding in a title VIII General Provision in the Department's appropriations request for transfer to the Department of the Interior, and are requested to remain available until expended in accordance with the related General Provision.

I.   Description of Operations Financed: The Office of the Secretary of Defense (OSD) is the principal staff of the Secretary of Defense (SECDEF) in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. OSD includes the immediate offices of the SECDEF and the Deputy Secretary of Defense (DEPSECDEF), Under Secretaries of Defense, the Executive Support Offices and other Core Programs which are listed below:

- Office of the Chief Management Officer (CMO)
- Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&L))
- Office of the Under Secretary of Defense for Policy (OUSD(P))

I.   Description of Operations Financed (cont.)

- Office of the Under Secretary of Defense Comptroller (OUSD(C))
- Office of the Under Secretary for Personnel and Readiness (OUSD(P&R))
- Office of the Under Secretary for Intelligence (OUSD(I))
- DoD Chief Information Officer (DoD CIO)
- Director, Cost Assessment and Program Evaluation (D,CAPE)
- Defense Test Resource Management Center (DTRMC)
- Strategic Capabilities Office (SCO)
- Assistant Secretary of Defense for Legislative Affairs (ASD(LA))
- Assistant Secretary of Defense for Public Affairs (ASD(PA))
- Director, Operational Test and Evaluation (D,OT&E)
- Office of General Counsel (OGC)
- Director, Net Assessment (D,NA)
- Capital Security Cost Sharing (CSCS)
- Boards, Commissions, and Task Forces (BCTF)

Narrative Explanation of Changes from FY 2018 to FY 2019: The OSD Operation and Maintenance (O&M) FY 2019 budget request is based on the National Defense Strategy (NDS), the DoD strategic guidance, and complies with the SECDEF priorities for continuation of efficiencies and initiatives for the relentless pursuit of innovation and reform. The FY 2019 budget request reflects a net reduction which consists of a price adjustment of +$23.9 million and a program decrease of -$116.4 million. The details are included in the programmatic increase and decrease statements in Part III.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

<table>
<tr><td></td><td></td><td colspan="3">$ in Thousands</td></tr>
<tr><td></td><td></td><td>FY 2017
Actuals</td><td>FY 2018
Estimate</td><td>FY 2019
Estimate</td></tr>
<tr><td>A.</td><td>Core Operating Program:</td><td>338,557</td><td>366,612</td><td>363,042</td></tr>
</table>

The OSD Core Operating Program provides the necessary resources to support effective implementation of the NDS. Funding in this sub-activity group includes all civilian personnel compensation and benefits required for operations of the OSD and the centrally funded support services within OSD.

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

<u>Requested FY 2019 Civilian Pay and Benefits for Major OSD Principal Staff Assistants (PSAs):</u>	Civilian Pay ($K)	Full Time Equivalents (FTEs)
OUSD(AT&L)	79,051	382
OUSD(Comptroller)	35,493	177
OUSD(Intelligence)	31,941	152
OUSD(P&R)	25,285	123
OUSD(Policy)	64,402	333
CMO	20,534	106
D,CAPE	23,518	115
DoD CIO	24,419	112
Strategic Capabilities Office (SCO)	4,150	22
Other DoD Offices	<u>54,249</u>	<u>257</u>
Total Requested Civilian Pay and Benefits	**363,042**	**1,779**

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

<table>
<tr><td></td><td colspan="3">$ in Thousands</td></tr>
<tr><td></td><td>FY 2017
Actuals</td><td>FY 2018
Estimate</td><td>FY 2019
Estimate</td></tr>
<tr><td>B. <u>Other DoD Programs and Initiatives</u>:</td><td>445,380</td><td>389,585</td><td>394,926</td></tr>
<tr><td>Assistant Secretary of Defense for Legislative Affairs (ASD(LA))</td><td>1,060</td><td>936</td><td>947</td></tr>
<tr><td>Assistant Secretary of Defense for Public Affairs ASD(PA))</td><td>5,426</td><td>5,836</td><td>5,731</td></tr>
<tr><td>Office of General Counsel (OGC)</td><td>89</td><td>516</td><td>492</td></tr>
<tr><td>Office of the Director, Net Assessment (ODNA)</td><td>16,676</td><td>18,170</td><td>17,739</td></tr>
<tr><td>Boards, Commissions and Task Forces (BCTF)</td><td>5,398</td><td>10,610</td><td>10,169</td></tr>
<tr><td>Defense Test Resource Management Center (DTRMC)</td><td>3,407</td><td>2,806</td><td>2,864</td></tr>
<tr><td>Director for Operational Test and Evaluation (DOTE)</td><td>292</td><td>174</td><td>385</td></tr>
<tr><td>Capital Security Cost Sharing (CSCS) (State Dept Bill)</td><td>372,804</td><td>279,709</td><td>287,386</td></tr>
<tr><td>Other DoD Programs and Initiatives (includes Grants, Training, Official Representation Funding (ORF), Republic of Korea Scholarship Fund and Wargaming)</td><td>40,228</td><td>70,828</td><td>69,213</td></tr>
<tr><td>**Total Other DoD Programs and Initiatives**</td><td>445,380</td><td>389,585</td><td>394,926</td></tr>
</table>

a. Assistant Secretary of Defense Legislative Affairs (ASD(LA)): Serves as the principal staff assistant and advisor to the SECDEF for DoD relations with the U.S. Congress and has overall supervision of DoD legislative affairs. The ASD (LA) promotes the Administration's defense budget and the Department's strategy, legislative priorities, and policies to the U.S. Congress.

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

b. Assistant Secretary of Defense for Public Affairs (ASD(PA)): Serves as the principal staff advisor and assistant to the SECDEF and DEPSECDEF for public information, internal information, community relations, information, training, and audiovisual matters. The ASD (PA) follows the Secretary's guidance in providing Defense Department information to the public, the Congress and the media. The ASD (PA) sponsors the DoD Defense.gov web site, which is the official website of DoD and the starting point for finding U.S. military information online. The ASD (PA) supports all SECDEF press briefings and responds to all public inquiries to the DoD.

c. Office of General Counsel (OGC): Provides advice to the SECDEF and DEPSECDEF regarding all legal matters and services performed within or involving the DoD.

d. Office of the Director Net Assessment (ODNA): Supports projects of broad importance to the SECDEF and DEPSECDEF for research in support of the Net Assessment mission. These projects address near- and long-term problems and opportunities for U.S. military forces and policies, as seen from the perspective of the SECDEF. They draw on sources of expertise not available within DoD and that cannot be developed within DoD. This research differs in character and focus from other DoD research programs which are concerned with issues of current or near future policy.

e. Boards, Commissions, and Task Forces (BCTF): Is a subset of the DoD Federal Advisory Committee Management Program Managed by the Chief Management Office (CMO). The Department's program is mandated by law – the Federal Advisory Committee Act (FACA) of 1972 and the Government in Sunshine Act. Other Federal statutes and regulations impact on DoD FACA Program include the Freedom of Information Act (FOIA), the Privacy Act

I.   Description of Operations Financed (cont.)

(PA), and the American's with Disability Act (ADA). The Department is required by federal statutes to provide each advisory committee it establishes or supports with resources so the advisory committee can conduct its independent work without undue influence from the Department, Federal employees, military officers, or interest groups. The program also provides resources and funding to support the Defense Business Board, and the 50th Anniversary Vietnam War Commemoration Committee.

f. Defense Test Resource Management Center (DTRMC): Is a Field Activity under the OUSD(AT&L) created by Congress to complete and maintain a Strategic Plan for Test & Evaluation (T&E) Resources, review and provide oversight of proposed DoD T&E budgets, certify Service and Defense Agency T&E proposed budgets. The TRMC administers Central Test and Evaluation Investment Program (CTEIP) and Test and Evaluation/Science and Technology (T&E/S&T). To accomplish this mission, TRMC exercises oversight of the DoD T&E infrastructure, has a statutory requirement to review and certify the adequacy of the Service and Agency T&E infrastructure Budgets, administers the (T&E/S&T) Program and the CTEIP, provides a persistent distributed capability for the T&E of warfighter capabilities to create a Joint Mission Environment Test Capability (JMETC), and has taken ownership of the National Cyber Range (NCR) to ensure its incorporation in the national T&E infrastructure.

g. Strategic Capabilities Office (SCO): Creates innovative ways of using existing military and commercial systems to win tomorrow's war and buy time for future technologies to emerge. The SCO identifies, analyzes, and accelerates disruptive and asymmetric applications of existing commercial and government systems and near-term technologies to create operational strategic effects via three mechanisms: crossing or blurring domains, teaming systems, and incorporating enabling commercial technology. Partnering closely with the Military Departments, Combatant Commands, Defense Agencies,

I.   **Description of Operations Financed (cont.)**
      and the Intelligence Community, the SCO conducts demonstrations, experiments, and
      prototypes candidate capabilities to reduce upfront risk on potentially game-changing
      concepts that can be fielded in the near-term (0-5 years) fiscal development period.
      Currently, SCO's O&M funding resides only in compensation and benefits for personnel.

h. Director for Operational Test and Evaluation (DOT&E): Title 10, U.S. Code, Section
   139 requires the DOT&E to provide guidance and consultation with the SECDEF, OUSD(AT&L)
   and the Military Departments regarding policies and procedures for the conduct of
   operational test and evaluation. DOT&E monitors and reviews DoD and Service-level
   strategic plans, investment programs, and resource management decisions to ensure
   capabilities necessary for realistic operational tests are supported.

i. Capital Security Cost Sharing (CSCS): Supports the Department's critical component
    of building our partnerships with other partners and allies. The request funds the
    Department's share of the CSCS and Maintenance Cost Sharing (MCS) Program as
    authorized by section 604 of the Secure Embassy Construction and Counterterrorism Act
    (SECCA) of 1999. The CSCS also funds the Department's share of the CSCS International
    Cooperative Administrative Support Services (ICASS) pass through.

<div align="right">

$ in Thousands

</div>

	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
C. **Under Secretary of Defense (Acquisition, Technology, and Logistics)**	311,142	301,909	327,212

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

FY 2017 Actuals <u>includes</u> $4,299 thousand of OCO funding. OCO funding is not requested in FY 2018 or FY 2019.

The OUSD(AT&L) is the principal staff assistant and advisor to the SECDEF and the DEPSECDEF for all matters relating to the DoD acquisition system. The primary responsibilities of the OUSD (AT&L) include oversight of all defense acquisition programs and responsibility for military installations and their environments, operational energy plans and programs, major weapons systems, missile defense programs, space and intelligence programs, science and technology, and research and engineering programs. The OUSD(AT&L) focuses on developing new concepts and technologies through science and engineering applications to military problems for defending the homeland and to mitigate emerging threats.

Section 901 of the National Defense Authorization Act for FY 2017 (Public Law 114-328) reorganized the OUSD(AT&L) by amending Title 10, U.S. Code, section 133, to establish the Under Secretary of Defense for Research and Engineering and the Under Secretary of Defense for Acquisition and Sustainment. This reorganization of the OUSD(AT&L) into the two new organizations is not reflected in the FY 2019 President's Budget, and will be reflected in future President's Budget requests.

The OUSD(AT&L) activities include:
   1) Congressional Mandate:
        a. Contingency Business Tools
        b. Chief Financial Officers (CFO) Act Compliance
        c. Committee on Foreign Investment in the United States (CFIUS)
        d. Electronic Business Center of Excellence (e-Business COE)
        e. Legacy Resource Management

I.   <u>**Description of Operations Financed (cont.)**</u>
      f. Base Realignment and Closure (BRAC) Round Planning and Analysis
2) Improve Acquisition & Logistics Processes:
      a. Acquisition Program Support Systems (APSS)
      b. Contingency Contracting
      c. Corrosion Prevention Program
      d. Cyber Initiatives
      e. Defense Management Initiative
      f. Defense Industrial Base (CIB) Cyber Security
      g. Defense Installation Spatial Data Infrastructure (DISDI)
      h. Defense Procurement & Acquisition Policy (DPAP)
      i. Developmental Test & Evaluation
      j. Operational Entergy (OE) Office
      k. Environmental, Safety and Occupational Health (ESOH) in Acquisition
      l. I&E Business Enterprise Integration (BEI)
      m. Emerging Contaminants
      n. Human Capital Initiative
      o. Industrial Policy Program Support
      p. Environmental Resiliency
      q. C3 and Business Systems Integration (CESI)
      r. Integrated Acquisition Environment (IAE) (GSA Bill)
      s. The Joint Purchase Card Program Office
      t. Logistics Systems Modernization Support (LSMS)
      u. Mission Capabilities (MC)/Systems Engineering (SE)
      v. Performance Assessment & Root Cause Analysis (PARCA)
      w. DoD Siting Clearinghouse
      x. Research, Development, Test and Evaluation (RDT&E) Oversight
      y. Small Business Program Support

I. **Description of Operations Financed (cont.)**
      z. Space & Intelligence Major Defense Acquisition Program (MDAP) Oversight
      aa. Strategic Sourcing/Category Management
      bb. Countering Weapons of Mass Destruction (CWMD) Sustainment
      cc. AT&L Expert Fellows Program
      dd. Core Services (formerly Management Support)
   3) Promulgate Policy:
      a. Transform Procurement Regulations
      b. Acquisition Visibility (AV)
   4) Regulatory Requirement:
      a. Defense Environmental International Cooperation
      b. Defense International Cooperation Program
      c. Readiness and Environmental Protection Integration (REPI)
      d. OSD Analysis and Support
      e. Treaty Compliance Support
   5) Other:
      a. Native American Land Environmental Mitigation Program (NALEMP)

$ in Thousands

	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
D. **Under Secretary of Defense (Policy):**	58,104	174,500	51,152

FY 2017 Actuals includes $3,741 thousand of OCO funding.
FY 2018 Estimate excludes $4,150 thousand of OCO funding.
FY 2019 Estimate excludes $5,728 thousand of OCO funding.

I.   Description of Operations Financed (cont.)

The OUSD(P) is the principal staff assistant and advisor to the SECDEF and the DEPSECDEF for all matters on the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve national security objectives. OUSD(P) represents the Department to foreign governments, international organizations, and the interagency. Funding supports OUSD(P) mission requirements to consistently provide responsive, forward-thinking, and insightful policy advice and support to the SECDEF, and the DoD.

    1) Defense Critical Infrastructure Protection (DCIP)

    2) OUSD(P) Operations

    3) OUSD(P) Mission Support

    4) International Defense Program

    5) Rewards Program

    6) Strategy and Force Development

$ in Thousands

	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
E. Under Secretary of Defense (Comptroller):	101,978	106,850	115,068

The OUSD(C) oversees and sets policy for budget and fiscal matters including financial management, accounting policy and systems, management control systems, budget formulation and execution, and contract audit administration. The office is responsible for the analysis of force planning and programming as a part of the process upon which force structure, system acquisition, and other resource allocation actions are based. The major focus areas are on achieving financial audit goals, sustaining the financial management workforce certification initiative, continuing to support operations of its financial

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

systems to improve the production and automation of budget exhibits and to provide full visibility, auditability, and efficiency of the funds distribution process. The activities include:

    1) Comptroller Initiatives

    2) Defense Resource Management Institute

    3) Administrative Support

    4) Resource Management System

	$ in Thousands		
	FY 2017 Actuals	**FY 2018 Estimate**	**FY 2019 Estimate**
F. <u>Under Secretary of Defense (Personnel and Readiness)</u>	580,442	51,087	56,348

FY 2017 Actuals <u>includes</u> $4,890 thousand of OCO funding.
FY 2018 Estimate <u>excludes</u> $6,565 thousand of OCO funding.
FY 2019 Estimate <u>excludes</u> $6,696 thousand of OCO funding.

The OUSD(P&R) is the principal staff assistant and advisor to the SECDEF for Total Force Management. The OUSD(P&R) develops policies, plans, and programs for Total Force personnel which includes the allocation among DoD Components and between the Active and Reserve components and Reserve Component Affairs. The mission is to promote the effective integration of the Reserve component capabilities into a Cohesive Total Force; health and medical affairs; recruitment, education, training, equal opportunity, compensation, recognition, discipline, and separation of all DoD personnel; interagency

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

and intergovernmental activities, special projects, or external requests that create a demand for DoD personnel resources; readiness to ensure forces can execute the National Military Strategy (NMS) along with oversight of military training and its enablers; and quality of life for our military and their families.

    1) Advancing Diversity and Equal Opportunity
    2) Assistant Secretary of Defense (Health Affairs) Operations
    3) Assistant Secretary of Defense (Manpower and Reserve Affairs) Operations
    4) Corporate Fellows Program (SDCFP)
    5) Defense Safety Oversight Council (DSOC)
    6) Defense Readiness Reporting System (DRRS)
    7) Lost Work Days System (LWD)
    8) Military Naturalization Support
    9) Studies Program
    10) Training Transformation
    11) Operation Live Well

	$ in Thousands		
	FY 2017 Actuals	**FY 2018 Estimate**	**FY 2019 Estimate**
G. Under Secretary of Defense (Intelligence)	128,843	77,622	84,966

FY 2017 Actuals includes $50,834 thousand of OCO funding.
FY 2018 Estimate excludes $24,000 thousand of OCO funding.
FY 2019 Estimate excludes $4,155 thousand of OCO funding.

I.   Description of Operations Financed (cont.)

The OUSD(I)operating budget supports the Under Secretary's role as Principal Staff Assistant and advisor to the SECDEF and the DEPSECDEF regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The budget also supports the OUSD(I)'s role in exercising the SECDEF's authority, direction, and control over, and oversight of the Defense Agencies and DoD Field Activities that are Defense intelligence, counterintelligence, or security Components; and exercises planning, policy, and strategic oversight over all Defense intelligence, counterintelligence, and security policy, plans and programs.
    1) DDI Warfighter Support (WS)
    2) DDI Intelligence Strategy, Programs and Resources (ISP&R)
    3) DDI Intelligence and Security (I&S)
    4) DDI Technical Collection & Special Programs (TCSP)
    5) Direct Report Offices (DRO)
        a. Chief of Staff (CoS) Office
        b. The Human Capital Management Office (HCMO)
        c. Congressional Activities
        d. Special Access Program Central Office (SAPCO)

                                              $ in Thousands

	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
H. Under Secretary of Defense (CAPE)	27,890	26,815	24,313

The Director, CAPE provides critical analyses of DoD programs and independent advice to the SECDEF and the DEPSECDEF regarding the defense program. CAPE develops and analyzes program alternatives, manages the Future Years Defense Program (FYDP), and validates the

I.   **Description of Operations Financed (cont.)**
costing and funding of programs throughout DoD. Through competitive sourcing and consolidation, CAPE is reducing the expenditure of funds on contracts, as well as the contractor personnel associated with supporting those contracts.

Wargaming resources are provided for organizational and analytical activities focusing on the execution and improvement of current operational plans and the reinvigoration of Joint combined-arms expertise in order to fully support the DEPSECDEF-specified tasks. These resources support studies and analyses that evaluate wargame results and relate them to strategic objectives. These resources will be used to develop baseline best practices and assess possible alternative approaches to more effectively undertake future wargaming exercises.

      1) Long Range Planning
           a. Cost Estimating Analysis and Economic Research
           b. Strategic, C4, and ISR Programs
           c. Irregular Warfare Analysis
           d. Conventional Forces Analytical Support
           e. Defense Program Projection Support (DPP)
           f. Force Structure, Weapons Systems, and Warfighting Analysis
           g. Mobility Capability Analysis
           h. Scenario Analysis and Simulation and Analysis Center (SAC)
           i. Defense Contract and Resource Center
           j. Wargaming and Support for Strategic Analysis

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I.   Description of Operations Financed (cont.)

	$ in Thousands		
	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
I. DoD Chief Information Officer	75,792	69,299	66,149

DoD CIO is the principal staff assistant and advisor to the SECDEF and the DEPSECDEF for information technology (IT), including national security systems, and information resources management (IRM) matters. The DoD CIO is responsible for all matters relating to the DoD information enterprise, including: communications; frequency spectrum management; network operations; cybersecurity; positioning, navigation, and timing (PNT); and national leadership command, control and communications (C3) capabilities. The DoD CIO develops DoD-wide strategy and policy for the matters above, and for the operation and protection of all DoD IT and information systems, including development and promulgation of enterprise-wide architecture requirements and technical standards.
   1) Information Systems Security Program (ISSP)
   2) E-Gov Initiatives and Government-Wide Councils
   3) Cyber Security Initiative
   4) Defense Industrial Base, Cyber Security/Information Assurance

	$ in Thousands		
	FY 2017 Actuals	FY 2018 Estimate	FY 2019 Estimate
J. Office of the Chief Management Officer	54,154	47,965	36,479

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

Section 901 of the National Defense Authorization Act for FY 2017 (Public Law 114-328) directed the establishment of the Chief Management Officer (CMO) to improve the quality and productivity of the business operations of the Department, thereby reducing the costs of those operations. The establishment of the CMO supports the President's goal of improving the efficiency, effectiveness, and accountability of the executive branch as outlined in Executive Order 13781 and the SECDEF's focus on creating a more lethal and effective force by allowing the Department to reallocate resources from business operations to readiness and recapitalization of the combat force. The Department will use the establishment of the CMO organization as an opportunity to renew focus on business operations reform.

The Administration Directorate; Oversight & Compliance Directorate; Directorate for Organizational Policy and Decision Support; Directorate for Defense Business Management Analysis & Optimization; and Planning, Performance, & Assessment Directorate within the CMO include the following broad responsibilities: to advise the SECDEF and DoD senior leaders team on organizational and management matters of institutional importance; to oversee the Pentagon Reservation which is the Headquarters of the U.S. Defense establishment and a highly visible symbol of U.S. military power, as well as Defense leased facilities in the National Capital Region (NCR), providing administrative, logistical, facilities, and technological support at those facilities; and oversee DoD Advisory Committee activity, DoD Privacy and Civil Liberties Program, and the DoD Freedom of Information Act Program.

The CMO also has oversight over the Pentagon Force Protection Agency (PFPA) as a Defense Agency and the Washington Headquarters Services (WHS), a DoD Field Support Activity which provides financial, personnel, and other administrative support to OSD and NCR organizations.

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

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	FY 2018 Congressional Action Percent	FY 2018 Congressional Action Appropriated	Current Estimate	FY 2019 Estimate
BA 01: Operating Forces							
1. Combatant Commanders Exercise Engagement & Training Transformation	518,074	0	0	0.0	0	0	0
Combatant Commanders Exercise Engagement & Training Transformation	518,074	0	0	0.0	0	0	0
BA 04: Administration and Servicewide Activities							
2. Core Operating Program	338,557	366,612	0	0.0	0	366,612	363,042
Compensation & Benefits	338,557	366,612	0	0.0	0	366,612	363,042
3. Other DoD Programs and Initiatives	445,379	389,585	0	0.0	0	389,585	394,926
Capital Security Cost Sharing	372,804	279,709	0	0.0	0	279,709	287,363
Other DoD Programs and Initiatives	72,575	109,876	0	0.0	0	109,876	107,563
4. OUSD (AT&L) Congressional Mandate	22,819	22,419	0	0.0	0	22,419	38,635
BRAC Support	0	2,046	0	0.0	0	2,046	0
CFO Act Compliance	4,269	2,223	0	0.0	0	2,223	2,075

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| | | | FY 2018 | | | | |
| | | | Congressional Action | | | | |
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Committee on Foreign Investment in the US (CFIUS)	0	3,155	0	0.0	0	3,155	23,008
Contingency Business Tools	12,331	8,801	0	0.0	0	8,801	7,961
E-Business COE	2,288	2,233	0	0.0	0	2,233	2,032
Legacy Resource Management Program	3,931	3,961	0	0.0	0	3,961	3,559
5. OUSD (AT&L) Improve Acquisition & Logistics Processes	164,990	152,814	0	0.0	0	152,814	164,712
Threat Reduction and Arms Control (TRAC)	643	0	0	0.0	0	0	3,301
Acquisition Program Support Systems	6,478	6,465	0	0.0	0	6,465	9,780
C3 and Business Integration	5,570	5,046	0	0.0	0	5,046	4,648
Contingency Contracting	3,492	2,090	0	0.0	0	2,090	1,874
Core services	15,068	15,163	0	0.0	0	15,163	14,711
Corrosion Prevention Program	3,974	4,689	0	0.0	0	4,689	4,387
CWMD Expert Fellows Program	2,022	1,962	0	0.0	0	1,962	1,836
CWMD Sustainment	0	6,210	0	0.0	0	6,210	3,632

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III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2017 Actuals | Budget Request | FY 2018 Congressional Action | | | Current Estimate | FY 2019 Estimate |
			Amount	Percent	Appropriated		
Cyber Resiliency	0	51	0	0.0	0	51	0
Defense Industrial Base Cyber Security	2,275	2,523	0	0.0	0	2,523	2,527
Defense Innovation Unit (DIUx)	15,659	0	0	0.0	0	0	0
Defense Installation Spatial Data Infra (DISDI)	0	561	0	0.0	0	561	513
Defense Management Initiatives	8,290	7,607	0	0.0	0	7,607	11,030
Defense Procurement & Acquisition Policy (DPAP)	1,327	1,517	0	0.0	0	1,517	1,188
Developmental Test and Evaluation (DT&E)	1,466	1,668	0	0.0	0	1,668	1,541
DoD Siting Clearinghouse	981	2,146	0	0.0	0	2,146	1,605
Emerging Contaminants	921	920	0	0.0	0	920	981
Environment, Safety Occupational Health (ESOH) in Acquisition	2,029	5,223	0	0.0	0	5,223	4,108
Environmental	380	825	0	0.0	0	825	755

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III. Financial Summary ($ in thousands)

| | | | FY 2018 | | | | |
| | | | Congressional Action | | | | |
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Resiliency							
Human Capital Initiative (HCI)	2,574	2,432	0	0.0	0	2,432	2,277
I&E Business Enterprise Integration (Formerly Facilities Program Requirement)	3,108	2,669	0	0.0	0	2,669	2,683
Industrial Policy Program Support	5,723	3,613	0	0.0	0	3,613	16,340
Integrated Acquisition Environment (GSA Bill)	28,862	29,387	0	0.0	0	29,387	29,381
Joint Purchase Card Office	4,985	4,321	0	0.0	0	4,321	4,040
Logistics Systems Modernization (LSM)	18,168	14,051	0	0.0	0	14,051	12,103
Mission Capabilities/Systems Engineering	4,872	5,414	0	0.0	0	5,414	4,763
Operational Energy Plans and Programs (OEP&P) Office	4,207	4,926	0	0.0	0	4,926	4,777
Performance Assessment & Root	9,200	7,870	0	0.0	0	7,870	7,094

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| | | | FY 2018 | | | | |
| | | | Congressional Action | | | | |
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Cause Analysis (PARCA) Office							
RDT&E Oversight	1,896	2,530	0	0.0	0	2,530	2,151
SE C3 Cyber Initiative	883	930	0	0.0	0	930	930
Small Business Program Support	4,139	3,661	0	0.0	0	3,661	3,365
Space and Intelligence MDAP Oversight	5,602	5,542	0	0.0	0	5,542	5,560
Strategic Sourcing	196	802	0	0.0	0	802	831
6. OUSD (AT&L) Promulgate Policy	18,511	15,409	0	0.0	0	15,409	13,789
Acquisition Visibility	18,226	14,543	0	0.0	0	14,543	12,900
Transform Procurement Regulations	285	866	0	0.0	0	866	889
7. OUSD (AT&L) Regulatory Requirement	68,103	78,162	0	0.0	0	78,162	77,470
Defense Environment Restoration Account	1,675	0	0	0.0	0	0	0
Defense Environmental International Cooperation	921	960	0	0.0	0	960	0

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| | | | FY 2018 | | | | | |
| | | | Congressional Action | | | | | |
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
International Cooperation Program Support	209	401	0	0.0	0	401	821
Low Observable, CLO	92	95	0	0.0	0	95	95
Readiness & Env. Protection Initiative (REPI)	64,104	75,000	0	0.0	0	75,000	75,000
Treaty Compliance Support	1,102	1,706	0	0.0	0	1,706	1,554
8. OUSD (AT&L) Other	25,400	24,163	0	0.0	0	24,163	23,616
(Native American Land Environmental Mitigation Program (NALEMP)	12,334	12,185	0	0.0	0	12,185	12,041
OSD Studies Fund	10,488	8,847	0	0.0	0	8,847	8,732
OUSD(AT&L) Travel	2,578	3,131	0	0.0	0	3,131	2,843
9. OUSD (AT&L) OCO	4,299	0	0	0.0	0	0	0
OUSD (AT&L) OCO	4,299	0	0	0.0	0	0	0
10. OUSD (AT&L)	7,020	8,942	0	0.0	0	8,942	8,990
Cyber Integration	7,020	8,942	0	0.0	0	8,942	8,990
11. OSD (Policy)	3,741	0	0	0.0	0	0	0
OCO OUSD(Policy)	3,741	0	0	0.0	0	0	0
12. OUSD (Policy)	54,363	174,500	0	0.0	0	174,500	51,152
Defense Critical Infrastructure Programs	1,424	0	0	0.0	0	0	0

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III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2017 Actuals | Budget Request | FY 2018 Congressional Action | | | Current Estimate | FY 2019 Estimate |
			Amount	Percent	Appropriated		
International Defense Programs	4,807	5,967	0	0.0	0	5,967	5,331
Mission Support	10,862	130,773	0	0.0	0	130,773	11,080
OUSD(P) Operations	35,542	30,762	0	0.0	0	30,762	30,985
Rewards Program	1,311	6,373	0	0.0	0	6,373	3,556
Strategy and Force Development	417	625	0	0.0	0	625	200
13. OUSD (Comptroller)	101,978	106,850	0	0.0	0	106,850	115,068
Comptroller Initiatives	90,735	92,184	0	0.0	0	92,184	97,557
Defense Resources Management Institute	1,417	1,422	0	0.0	0	1,422	1,450
OUSD(C) Administrative Support	1,625	1,795	0	0.0	0	1,795	1,831
Resource management System	8,201	11,449	0	0.0	0	11,449	14,230
14. OUSD (P&R)	62,368	51,087	0	0.0	0	51,087	56,348
Advanced Distributed Learning (ADL)	0	700	0	0.0	0	700	4,000
Advancing Diversity & EO	8,492	6,878	0	0.0	0	6,878	6,661
ASD (Health Affairs) Operations	635	600	0	0.0	0	600	600

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

			FY 2018					
				Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
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ASD (Reserve Affairs) Operations	1,009	800	0	0.0	0	800	821
CNP-(P&R) Counter Narcotics Program	7,302	0	0	0.0	0	0	0
Corporate Fellows Program	0	361	0	0.0	0	361	368
Defense Readiness Reporting System (DRRS)	6,385	5,169	0	0.0	0	5,169	5,158
Defense Safety Oversight Council (DSOC)	11,431	8,400	0	0.0	0	8,400	8,400
Lost Work Day System	2,522	2,600	0	0.0	0	2,600	2,400
Military Naturalization Support	3,000	6,800	0	0.0	0	6,800	6,123
OCO OUSD(P&R)	4,890	0	0	0.0	0	0	0
Operation Live Well and Healthy Base Initiative	0	6,354	0	0.0	0	6,354	9,381
OUSD P&R Readiness	402	549	0	0.0	0	549	585
OUSD(P&R) Administrative Support	4,045	3,100	0	0.0	0	3,100	3,000
OUSD(P&R) Travel	468	700	0	0.0	0	700	700

III. Financial Summary ($ in thousands)

| | | | FY 2018 | | | | |
| | | | Congressional Action | | | | |
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Studies Program/CASS	3,536	3,000	0	0.0	0	3,000	3,100
Training Transformation	8,251	5,076	0	0.0	0	5,076	5,051
15. OUSD (Intel)	128,843	77,622	0	0.0	0	77,622	84,966
Defense Civilian Intelligence Personnel System (365)	1,727	1,850	0	0.0	0	1,850	1,792
Defense Military Deception Program Office	1,711	2,227	0	0.0	0	2,227	2,268
Defense Operation Security Initiative	2,382	3,736	0	0.0	0	3,736	3,932
Intelligence Mission (365)	68,602	66,161	0	0.0	0	66,161	67,037
Intelligence Mission Data	1,041	938	0	0.0	0	938	5,778
OCO OUSD(INTEL)	50,834	0	0	0.0	0	0	0
Walkoff	2,546	2,710	0	0.0	0	2,710	4,159
16. Director, CAPE	27,890	26,815	0	0.0	0	26,815	24,313
CAPE Travel	316	347	0	0.0	0	347	353
Long-Range Planning	27,574	26,468	0	0.0	0	26,468	23,960
18. DoD Chief Information Officer	75,792	69,299	0	0.0	0	69,299	66,149
CIO Mission	28,273	26,297	0	0.0	0	26,297	34,051

III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2017 Actuals | Budget Request | FY 2018 Congressional Action | | | Current Estimate | FY 2019 Estimate |
			Amount	Percent	Appropriated		
Cyber Security Initiative	12,130	10,903	0	0.0	0	10,903	10,287
Defense Industrial Base, Cyber Security Initiative	2,941	2,566	0	0.0	0	2,566	2,456
DoD CIO Travel	737	681	0	0.0	0	681	681
E-gov, Councils	15,607	18,590	0	0.0	0	18,590	9,000
Information Systems Security Program (ISSP)	16,104	10,262	0	0.0	0	10,262	9,674
19. Chief Management Officer	54,050	47,965	0	0.0	0	47,965	36,479
Administrative Directorate	9,592	2,390	0	0.0	0	2,390	2,335
Compliance & Oversight Directorate	1,735	2,388	0	0.0	0	2,388	2,374
Defense Business Management, Analysis, & Optimization Directorate	34,954	26,485	0	0.0	0	26,485	19,752
Interagency Council & Cross Agency Priority (CAP) Goals	5,661	8,712	0	0.0	0	8,712	6,869

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A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Organizational Policy & Decision Support	2,028	697	0	0.0	0	697	2,143
Planning, Performance, & Assessment Directorate	80	2,293	0	0.0	0	2,293	3,006
Women's Military	0	5,000	0	0.0	0	5,000	0
OCO DDS	105	0	0	0.0	0	0	0
Total	**2,122,282**	**1,612,244**	**0**	**0.0**	**0**	**1,612,244**	**1,519,655**

* The FY 2017 Actual column <u>includes</u> $64,914.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $34,715.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $16,579.0 thousand of FY 2019 OCO Appropriations funding.

FY 2018 and FY 2019 include $123.9 million and $110.8 million, respectively, of non-Function 050 funds for transfer to the Department of the Interior to satisfy the anticipated outstanding U.S. commitment for the 2010 Compact Review Agreement (CRA) with Palau. Under the 1994 U.S.-Palau Compact of Free Association and the CRA, not yet in force, the U.S. agreed to provide economic assistance to the Government of Palau. The Compact achieves U.S. national security objectives, including providing the United States the ability to deny access to Palau's land, water, and air space by other countries' militaries. Palau is indispensable to U.S. national security, and funding the Compact is key to the U.S. strategic presence in the region. The funding will bring the CRA into force and satisfy the outstanding commitment to Palau. The funds are requested as additional funding in a title VIII General Provision in the Department's appropriations request for transfer to the Department of the Interior, and are requested to remain available until expended in accordance with the related General Provision.

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B. Reconciliation Summary	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	1,612,244	1,612,244
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,612,244	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	1,612,244	
Supplemental		
Reprogrammings		
Price Changes		23,857
Functional Transfers		3,935
Program Changes		-120,381
Current Estimate	1,612,244	1,519,655
Less: Wartime Supplemental		
Normalized Current Estimate	1,612,244	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**1,612,244**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**1,612,244**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**1,612,244**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**1,612,244**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**1,612,244**
6. Price Change		23,857
7. Functional Transfers		3,935
a. Transfers In		
1) Compensation and Benefits - DoD Consolidated Audit Readiness	414	

Transfers resources from the OUSD(C) to the OUSD(AT&L) for FTEs supporting the DoD Inspector General (DoDIG) Group Auditor in their efforts to perform an audit of the DoD's consolidated financial statement. This effort will validate the internal controls and substantive testing of the Tier 3 and Tier 4 reporting entities that are material to the overall DoD financial statement. Assigned personnel will specifically support the Chemical Biological

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
Defense Program (CBDP). (FY 2018 Baseline: $366,612 thousand; +2 FTEs)		
2) OUSD(C) - Audit	5,000	
Transfers resources previously provided to the Department of Defense Inspector General (DoDIG) for contract support for the DoD Consolidated Audit from the DoDIG to the OUSD(C). The transfer properly aligns the resources to the executing organization for contract support necessary to meet the FY 2010 National Defense and Authorization Act (NDAA) requirement for auditable financial statements. (FY 2018 Baseline: $92,184 thousand; +0 FTEs)		
3) OUSD(P&R) - Operation Live Well and Healthy Base Initiative	2,900	
Transfers funds from the Defense Health Agency (DHA) to OUSD(P&R) to support alcohol and tobacco counter-marketing initiatives. The transfer redefines the program from a medical treatment initiative to a personnel readiness program, which provides services and materials in support of the continuing efforts to inform, educate, prevent, and support the cessation of substance misuse. (FY 2018 Baseline: $6,354 thousand; +0 FTEs)		
b. Transfers Out		
1) Compensation and Benefits - The Armed Forces Retirement Home (AFRH)	-173	
Transfers one Full Time Equivalent (FTE) and associated funding in accordance with the Deputy Secretary of Defense's February 14, 2017 memorandum,		

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

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

"Armed Forces Retirement Home Solvency Strategy", the authority, direction, and control of the AFRH and its Chief Operating Officer transferred from the Under Secretary of Defense (Personnel & Readiness) to the Chief Management Officer (CMO). The CMO was assigned responsibility for AFRH liaison functions to its DoD Field Activity, the Washington Headquarters Services, which is the receiving organization. This transfer will improve the efficiency and effectiveness of the DoD oversight of the AFRH management and operations. (FY 2018 Baseline: $366,612 thousand; -1 FTEs)

2) OUSD(C) – Comptroller Initiatives – Audit Readiness of the Fourth Estate	-4,206	

In order to support the DoD consolidated full financial statement audit, resources are transferred to Tier 3 and 4 reporting entities to fund dedicated support to assist with all phases of the audit at each agency. (FY 2018 Baseline: $92,184 thousand; +0 FTEs)

8. Program Increases		80,537
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
1) OUSD(AT&L) - Committe on Foreign Investments in the U.S. (CFIUS)	19,796	

Adversaries are targeting U.S. capabilities with the potential to degrade core U.S. military technological advantages. The exploitation of technology and know-how, primarily of unclassified technology, threatens DoD ability to maintain the technology advantage

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

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

required to create military capabilities and resultant force structure necessary to carry out U.S. National Security missions. The one-time increase supports a targeted effort to restore the DoD technological advantage by enhancing the Department's tools and techniques for protection against unwanted technology transfer and to combat adversaries' attempts to thwart U.S. technology security mechanism. (FY 2018 Baseline: $3,155 thousand; +0 FTEs)

   2) OUSD(AT&L) - Industrial Policy Program Support   12,662
Adversaries are targeting U.S. capabilities with the potential to degrade core U.S. military technological advantages. The exploitation of technology and know-how, primarily of unclassified technology, threatens DoD's ability to maintain the technological advantage required to create military capabilities and resultant force structure necessary to carry out U.S. National Security missions. The one-time increase supports a targeted effort to restore the DoD technology advantage by promoting strategic investment designed to access new and innovative technology. (FY 2018 Baseline: $3,613 thousand; +0 FTEs)

 c. Program Growth in FY 2019
  1) CMO - Organizational Policy and Decision Support   1,433
  (OP&DS)
   Increase properly funds the OP&DS budget. Funds were previously erroneously identified as belonging to the

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget**

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

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

     Intelligence Oversight Directorate. The program has
been properly titled and funds continue providing
decision support services and management policy
support necessary for assistance with the stand-
up/stand-down, reorganization, and policy development
and implementation of DoD organizations.
Intelligence oversight funding is embedded in the
Oversight and Compliance Directorate funding totals.
(FY 2018 Baseline: $697 thousand; +0 FTEs)

  2) CMO - Planning, Performance, and Assessment   672
Increase fully funds requirements to support the
establishment of performance metrics for investments,
the performance metrics line of business, and
provides additional support to the Interagency Lines
of Business and Cross Agency Priority (CAP) goals.
(FY 2018 Baseline: $2,293 thousand; +0 FTEs)

  3) Compensation and Benefits - CMO Intelligence   597
Oversight Personnel Enhancement
Increase of three FTEs and associated funding
supports the Special Intelligence Oversight Office
(SIOO), which oversees the intelligence activities of
26 DoD entities. The additional +3 FTEs will support
the SIOO mission by conducting inspections and
investigations; preparing, updating, and implementing
DoD policies; and preparing reports. (FY 2018
Baseline: $366,612 thousand; +3 FTEs)

  4) Compensation and Benefits - One Additional   1,017
Compensable Day
One additional compensable day is added for FY 2019.

OP-5 Exhibit - Operation and Maintenance Detail
OSD-698

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
The number of paid work days changes from 260 in FY 2018 to 261 in FY 2019. (FY 2018 Baseline: $366,612 thousand; +0 FTEs)		
5) Compensation and Benefits - Workforce Right-Sizing Increase reflects the continued plan to influence major headquarters as part of the DoD agenda and maintain the appropriate level of workforce. This initiative allows select DoD elements to restore 18 priority FTEs that were eliminated, but ultimately were deemed essential by the Department's senior leadership. The DoD elements impacted are: DOT&E +4; CAPE +1; ODNA +1; OUSD(P&R) +1; ASD(LA) +2; OGC +3; and OUSD(P) +6. (FY 2018 Baseline: $366,612 thousand; +18 FTEs)	3,053	
6) DOD-CIO - Mission Increase in funding represents a realignment of contractor support functions from the E-Gov, Councils line to the Mission budget line. This realignment supports government-wide IT management requirements related to IT enterprise architectures, transparency, information sharing, advancement and integration of commercial technologies, information resource management, shared IT services, cloud capabilities, data center consolidation, Section 508 compliance, and related activities. Resources fully fund the expected FY 2019 contributions for the Interagency Councils. (FY 2018 Baseline: $26,297 thousand; +0 FTEs)	4,781	
7) DOD-CIO - Mission	2,500	

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

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

Increase funds the implementation and standardization
of IT automated patch management capabilities across
the Fourth Estate organizations. (FY 2018 Baseline:
$26,297 thousand; +0 FTEs)

8) Other DoD Programs and Initiatives - Capital Security Cost Sharing	2,619	

The increase fully funds the FY 2019 Statement of
Charges from the Department of State for CSCS. (FY
2018 Baseline: $282,768 thousand; +0 FTEs)

9) Other DoD Programs and Initiatives - DOT&E - Operations	208	

Increase supports an effort to migrate, implement,
and sustain the DoD Non-Classified Internet Protocol
Router (NIPR) Network Demilitarized Zone (DMZ). The
effort requires all public-facing restricted and
restricted Internet websites to migrate to a DoD DMZ
extension or a DoD Enterprise Cloud Service Broker
approved cloud security model-compliant computing
environment. The DOT&E has one public-facing website
and one common access card-enabled website that must
be migrated and sustained. (FY 2018 Baseline: $174
thousand; +0 FTEs)

10) Other DoD Programs and Initiatives - DTRMC - Operations	7	

Increase supports additional partial IPA resources to
allow the DTRMC to meet its increased oversight and
management responsibilities due to steadily
increasing mission programs requirements. (FY 2018
Baseline: $2,806 thousand; +0 FTEs)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
11) OUSD(AT&L) - Acquisition Program Support System Increase provides sustainment for AT&L's mission application enclave that migrated into the Defense Information Service Agency (DISA) MilCloud infrastructure. This supports DoD/CIO Defense Business System direction to leverage DoD Enterprise IT Infrastructure for processing, storage and transport including externally provided cloud services available through the DoD Enterprise Cloud Service Broker. (FY 2018 Baseline: $6,465 thousand; +0 FTEs)	3,593	
12) OUSD(AT&L) - Defense Management Initiatives Increase supports additional evaluations for concepts, approaches, policies, and systems related to improvements to defense installations' services and facilities management. (FY 2018 Baseline: $7,607 thousand; +0 FTEs)	3,286	
13) OUSD(AT&L) - Emerging Contaminants Increase funds additional services pertaining to management and professional support, studies, analyses, evaluations, and technical support as requirements for the identification, assessment, responsiveness, and risk management of Emerging Contaminant threats have increased. (FY 2018 Baseline: $920 thousand; +0 FTEs)	44	
14) OUSD(AT&L) - International Cooperation Program Support Increase supports a targeted effort to restore the DoD technology advantage by enhancing the	418	

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

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

       Department's tools and techniques for protection
       against unwanted technology transfer and to combat
       adversaries' attempts to thwart U.S. technology
       security mechanism. (FY 2018 Baseline: $401 thousand;
       +0 FTEs)

  15) OUSD(AT&L) - Strategic Sourcing   15
       Increase supports the additional partial personnel
       cost of a new Intergovermental Personnel Act (IPA)
       contract support agreement. Funds allow the
       continuous analyses required to aid in performance
       optimization, price minimization, increased
       achievement of acquisition goals, and evaluation of
       total life cycle management costs. (FY 2018 Baseline:
       $802 thousand; +0 FTEs)

  16) OUSD(AT&L) - Threat Reduction and Arms Control   3,301
  (TRAC)
       +$2,690 thousand reflects the realignment from the
       OUSD(AT&L) CWMD Sustainment budget line to this
       budget line to more accurately account for the
       oversight funding for this program.
       +$611 thousand reflects increased contracted support
       services (including contractor's travel expenses)
       required to support efforts in Cooperative Threat
       Reduction (CTR) and Nuclear Arms Controls Technology
       (NACT). (FY 2018 Baseline: $0 thousand; +0 FTEs)

  17) OUSD(AT&L) - Transform Procurement Regulations   7
       Increase supports the additional cost of a contracted
       Firm Fixed Price effort for services pertaining to
       management and professional support, studies,

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
analyses, evaluations, and technical support. (FY 2018 Baseline: $866 thousand; +0 FTEs)		
18) OUSD(C) - Comptroller Initiatives	3,950	
Increase reflects contract support for the second year requirement for Independent Public Accountant and remediation contracts necessary to meet FY 2010 National Defense and Authorization Act (NDAA) requirement for auditable financial statements.		
19) OUSD(C) - Resource Management System	2,577	
Increase supports an effort to implement, migrate to, and sustain OUSD(C) websites in a DoD Non-Classified Internet Protocol Router (NIPR) Network Demilitarized Zone (DMZ). The effort requires all public-facing restricted and restricted Internet websites to migrate to a DoD DMZ extension or a DoD Enterprise Cloud Service Broker approved cloud security model-compliant computing environment. The impacted OUSD(C) websites and applications are Guidanceweb, Exhibit Automation System, Financial Management Online/myLearn, and OSD MAX shared services. (FY 2018 Baseline: $11,449 thousand; +0 FTEs)		
20) OUSD(I) - Defense Operations Security Initiative	130	
Increase provides contractor capability growth in denying collection of critical information across the spectrum of DoD operations and focuses on countering technical and remote sensing technology that adversaries use to collect and exploit U.S. vulnerabilities. (FY 2018 Baseline: $3,736 thousand; +0 FTEs)		

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
21) OUSD(I) – Intelligence Mission Data	4,826	

      The increase is a result of the realignment of funding from RDT&E to O&M as this effort transitions from development to maintenance and sustainment efforts. The increase provides contractor personnel support to the Intelligence Mission Data (IMD) Center and the assessment of IMD investment tradeoffs as well as supporting data analytics and decision support tools; verifying IMD investment combinations derived from Cost Capability Analyses conducted for individual platforms and enterprises; establishing new architecture to increase efficiency for IMD mission data files for operational forces; and modeling and simulation. Increase also provides one JDA to serve as the Deputy of the AIR Task Force. (FY 2018 Baseline: $938 thousand; +0 FTEs)

22) OUSD(I) – Walkoff	1,400	

      Increase supports Classified program. (FY 2018 Baseline: $2,710 thousand; +0 FTEs)

23) OUSD(P&R) – Advanced Distributed Learning	3,300	

      Increase provides additional funds in order to implement and maintain the Pervasive Learning System (PERLS). PERLS is a smartphone-based micro-learning application that enables the Services/Joint Staff to deliver on-demand training, leading to increased exposure to learning content, improved training outcomes, greater personnel readiness, and improved training sustainment. (FY 2018 Baseline: $700 thousand; +0 FTEs)

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

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

24) OUSD(P&R) - Manpower & Reserve Affairs (M&RA)   5
  Increase funds the additional contractor cost for
  analyses associated with research supporting total
  force management. (FY 2018 Baseline: $800 thousand;
  +0 FTEs)

25) OUSD(P&R) - Readiness   25
  Funding supports an increase in analytical contract
  re-competing efforts for contract services pertaining
  to management and professional support, studies,
  analyses, evaluations, and technical support in
  Reserve component readiness, equipment and
  transformation initiatives, DISDI Portal geospatial,
  and production. (FY 2018 Baseline: $549 thousand; +0
  FTEs)

26) OUSD(P&R) - Studies Program/Contractor Assistance   40
and Advisory Service
  Increase reflects contract support requirements
  needed to meet research, study, and analytic
  requirements for which independent, third party
  assessment are necessary. (FY 2018 Baseline: $3,000
  thousand)

27) OUSD(P) - Mission Support   3,015
  +$2,185 thousand supports increased OSD Policy IT
  costs resulting from a change in funding structure of
  Policy's main IT provider to fee for service.
  +$830 thousand also includes a consolidation of
  funding from Strategy and Force Development ($438
  thousand); and Policy Operation ($392 thousand). The
  realignment of funds will more accurately account for

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

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

the required activities. (FY 2018 Baseline: $6,873 thousand; +0 FTEs)

28) OUSD(P) - Mission Support (NIPR DMZ)   1,260

Increase supports an effort to implement, migrate to, and sustain OUSD(P) websites in a DoD Non-Classified Internet Protocol Router (NIPR) Network Demilitarized Zone (DMZ). The effort requires all public-facing restricted and restricted Internet websites to migrate to a DoD DMZ extension or a DoD Enterprise Cloud Service Broker approved cloud security model-compliant computing environment. The impacted OUSD(P) websites that must be migrated are Microsoft SharePoint and Dynamics CRM 2011. (FY 2018 Baseline: $6,873 thousand; +0 FTEs)

9. Program Decreases   -200,918

a. Annualization of FY 2018 Program Decreases

b. One-Time FY 2018 Increases

1) CMO - Women In Military Service For America (WMSA)   -5,090
Memorial

The decrease completes the second year funding of a two year plan to provide financial support for the acquisition installation and maintence for exhibits, facilities, historical displays,and programs at Miltary Services memorials and museum that highlight the role of women in the military. (FY 2018 Baseline: $5,000 thousand; +0 FTEs)

2) DoD-CIO - Federal Risk and Authorization Management   -2,647
Program (FedRamp)

Decrease reflects a one-time increase in FY 2018 for

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

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

        initiatives supporting a standardized approach to the
security assessment, authorization, and continuous
monitoring of cloud computing and services. FedRAMP
is designed to help accelerate the adoption of secure
cloud computing by extending assessments and
authorizations across the government. (FY 2018
Baseline: $18,590 thousand; +0 FTEs)

    3) OUSD(P) - Mission Support (Palau)   -126,130
       The decrease reflects a one-time FY 2018 increase to
support the Palau Compact. Under the 1994 U.S.-Palau
Compact of Free Association and the related 2010
Compact Review Agreement (CRA) the United States
agreed to provide economic assistance to the
Government of Palau. The Compact achieves U.S.
national security objectives, including through the
U.S. ability to deny access to Palau's land, water,
and air space by other countries' militaries. This
funding was transferred to the Department of the
Interior. (FY 2018 Baseline: $123,900 thousand; +0
FTEs)

  c. Program Decreases in FY 2019
    1) CAPE - Long Range Planning   -2,813
       Decrease reflects a continual effort to right-size
the Long Range Planning program as a result of the FY
2018 consolidation of CAPE's Industrial Base Studies
and Future Years Defense Program (FYDP) Improvement
programs. The program supports the DEPSECDEF's vision
while finding cost efficiencies within contract
support areas. (FY 2018 Baseline: $26,468 thousand;

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

       +0 FTEs)

   2) CAPE - Services Requirements Review Board (SRRB)   -172
      Decrease is to align with SRRB reductions as part of
      the DoD reform agenda, the incremental reduction
      accounts for additional consolidation and reduction
      of service contracts. (FY 2018 Baseline: $26,468
      thousand; +0 FTEs)

   3) CMO - Defense Business Management, Analysis, &   -7,109
Optimization Directorate
      Decrease reflects expected reduced requirements for
      lines of business in support of DoD reforms.
      Beginning at the end of FY 2017 and start of FY 2018,
      the DoD reform teams are expected to last between 18-
      24 months. The CMO provides lines of business
      support to the various reform teams, however, lines
      of business support typically does not last the
      entire duration of the reform teams. (FY 2018
      Baseline: $26,485 thousand; +0 FTEs)

   4) CMO - Interagency Council & Cross Agency Priority   -2,000
(CAP) Goals
      Decrease reflects reduced requirements for CMO
      support to interagency councils. Despite the
      reduction, the CMO is properly resourced to fully
      fund the CAP goals at expected DoD FY 2019
      contribution levels. (FY 2018 Baseline: $8,712
      thousand; +0 FTEs)

   5) CMO - SRRB   -255
      Decrease is to align with SRRB reductions as part of
      the DoD reform agenda, the incremental reduction

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

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

accounts for consolidation and reduction of service contracts. (FY 2018 Baseline: $47,965 thousand; +0 FTEs)

6) Compensation and Benefits - Major Headquarters Activities (MHA)   -9,630

Decrease reflects plan for streamlining major headquarters as part of the DoD reform agenda that eliminates 44 civilian full-time equivalent positions and resources to maintain civilian staff at approved levels. The impacted DoD elements are: AT&L -11; CAPE -5; USD-C -3; Intel -6; P&R -6; Policy -6; ASD(LA) -1; ASD(PA)-2; OGC -2; and SECDEF -2. (FY 2018 Baseline: $366,612 thousand; -44 FTEs)

7) Compensation and Benefits - Voluntary Separation Incentives   -708

Decrease reflects an estimated reduction in the number of voluntary separation incentives utilized, aligning the program closer to year of execution estimates. (FY 2018 Baseline: $366,612 thousand; +0 FTEs)

8) DoD-CIO - Cyber Security Initiative - SRRB   -812

Decrease is to align with SRRB reductions as part of the DoD reform agenda. The incremental reduction accounts for consolidation and reduction of service contracts. (FY 2018 Baseline: $10,903 thousand; +0 FTEs)

9) DoD-CIO - Defense Industrial Base   -156

As a result of additional efficiencies achieved, the decrease reflects a reduction in contractor support

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

and related contractor travel for the Defense
Industrial Base Cyber Security/Information Assurance
(DIB CS/IA) program. This reduction in contractor
support will be spread across the DIB CS/IA program
responsibilities for continuing and furthering DoD-
Wide collaboration with the DIB partners from private
industry. (FY 2018 Baseline: $2,566 thousand; +0
FTEs)

10) DoD-CIO - E-Gov, Councils	-4,781	

Realignment of contractor support functions from the
E-Gov, Councils program to CIO Mission. This
realignment supports government-wide IT management
requirements related to IT enterprise architectures,
transparency, information sharing, advancement and
integration of commercial technologies, information
resource management, shared IT services, cloud
capabilities, data center consolidation, Section 508
compliance, and related high priority activities. The
E-Gov, Councils program is still resourced to minimum
expected levels as prescribed by the Office of
Management and Budget (OMB). (FY 2018 Baseline:
$18,590 thousand; +0 FTEs)

11) DoD-CIO - Mission	-2,626	

The decrease supports a reduction in contractor
support for information resources management, records
management, and Paperwork Reduction Act requirements.
(FY 2018 Baseline: $18,590 thousand; +0 FTEs)

12) DoD-CIO - SRRB	-644	

Decrease is to align with SRRB reductions as part of

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

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

the DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2018 Baseline: $69,299 thousand; +0 FTEs)

13) DoD-CIO - Travel	-12	

Decrease in travel costs by more efficient use of Video Teleconferencing (VTC) in lieu of travel and, where possible, consolidation of mission travel requirements into fewer trips. (FY 2018 Baseline: $681 thousand; +0 FTEs)

14) Other DoD Programs and Initiatives - ASD(PA) - Operations	-159	

Decrease reflects a reduced requirement for contract support providing engineering and technical support services. (FY 2018 Baseline: $5,836 thousand; +0 FTEs)

15) Other DoD Programs and Initiatives - ASD(PA) - SRRB	-51	

Decrease is to align with SRRB reductions as part of the DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2018 Baseline: $5,836 thousand; +0 FTEs)

16) Other DoD Programs and Initiatives - BCTF	-915	

Decrease reflects a reduction in contracts and expenditures for the 50th Anniversary Vietnam War Memorial, the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces (DAC-IPAD). The decrease also reflects a phasing out of the BCTF Quadrennial

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

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

Review of Military Compensation and the Quadrennial
Independent Review as both boards are expected to
conclude. (FY 2018 Baseline: $10,610 thousand; +0
FTEs)

17) Other DoD Programs and Initiatives - BCTF - SRRB	-34

Decrease is to align with SRRB reductions as part of
the DoD reform agenda, the incremental reduction
accounts for consolidation and reduction of service
contracts. (FY 2018 Baseline: $10,610 thousand; +0
FTEs)

18) Other DoD Programs and Initiatives - ODNA - Operations	-758

Decrease reflects reduced contract support for
studies, analyses, evaluations, and technical support
pertaining to the development of future warfare
scenarios. (FY 2018 Baseline: $18,170 thousand; +0
FTEs)

19) Other DoD Programs and Initiatives - OGC - Operations	-33

Decrease reflects less travel due to reduction in
staff member assignments outside of the National
Capital Region and the increased use of
teleconferencing, in lieu of travel and, where
possible, consolidation of mission travel
requirements into fewer trips. (FY 2018 Baseline:
$516 thousand; +0 FTEs)

20) Other DoD Programs and Initiatives - SECDEF Travel and Support	-1,066

Decrease reflects an expected reduction in official

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

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

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      travel and associated support costs. (FY 2018
      Baseline: $7,826 thousand; +0 FTEs)

21) Other DoD Programs and Initiatives - SECDEF   -1,667
Wargaming
      Decrease reflects a reduction in anticipated studies
      and analyses to support the Wargaming and Warfighting
      Lab Incentive Fund (WLIF). (FY 2018 Baseline: $59,943
      thousand; +0 FTEs)

22) OUSD(AT&L) - Acquisition Visibility   -1,905
      Decrease due to cost reductions related to
      transitioning a legacy Acquisition Visibility
      reporting system to a modular open source analytical
      capability. (FY 2018 Baseline: $14,543 thousand; +0
      FTEs)

23) OUSD(AT&L) - Base Realignment and Closure Act (BRAC)   -2,083
Planning and Analyses
      Decrease reflects not requesting funding for studies
      and analyses related to BRAC authorization planning.
      (FY 2018 Baseline: $2,046 thousand; +0 FTEs)

24) OUSD(AT&L) - C3 and Business Integration   -489
      Decrease reflects reduced requirements for services
      pertaining to management and professional support,
      studies, analyses, evaluations, and technical
      support. (FY 2018 Baseline: $5,046 thousand; +0 FTEs)

25) OUSD(AT&L) - CFO Act Compliance   -188
      Decrease reflects reduced requirements for services
      pertaining to management and professional support,
      studies, analyses, evaluations, and technical
      support. (FY 2018 Baseline: $2,223 thousand; +0 FTEs)

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

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

26) OUSD(AT&L) – Contingency Business Tools   -998
     Decrease reflects reduced requirements for services
     pertaining to management and professional support,
     studies, analyses, evaluations, and technical
     support. (FY 2018 Baseline: $8,801 thousand; +0 FTEs)

27) OUSD(AT&L) - Contingency Contracting   -254
     Decrease reflects reduced requirements for services
     pertaining to management and professional support,
     studies, analyses, evaluations, and technical
     support. (FY 2018 Baseline: $2,090 thousand; +0 FTEs)

28) OUSD(AT&L) - Core Services   -706
     Decrease reflects reduced requirements for services
     pertaining to management and professional support,
     studies, analyses, evaluations, and technical
     support. (FY 2018 Baseline: $15,163 thousand; +0
     FTEs)

29) OUSD(AT&L) - Corrosion Prevention Program   -386
     The decrease in funding reflects a reduction in the
     contract support for policy development and
     implementation technology insertion, metrics
     collections, specifications and standards, training,
     and industry outreach. (FY 2018 Baseline: $4,689
     thousand; +0 FTEs)

30) OUSD(AT&L) - CWMD Expert Fellows Program   -161
     The decrease in funding is the result of additional
     consolidation and reduction of required support. (FY
     2018 Baseline: $1,962 thousand; +0 FTEs)

31) OUSD(AT&L) - CWMD Sustainment   -2,690
     Decrease reflects the realignment of this funding

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

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

       into the OUSD(AT&L) Threat Reduction and Arms Control
(TRAC) budget line to more accurately reflect the
funding to support oversight of those programs. (FY
2018 Baseline: $6,210 thousand; +0 FTEs)

32) OUSD(AT&L) - Cyber Integration and Resiliency   -167
    Decrease reflects reduced requirements for services
    pertaining to management and professional support,
    studies, analyses, evaluations, and technical
    support. (FY 2018 Baseline: $8,942 thousand; +0 FTEs)

33) OUSD(AT&L) - Defense Environmental International   -977
Cooperation
    Decrease supports the decision to terminate the DEIC
    program to fund higher priorities. (FY 2018 Baseline:
    $1,494 thousand; +0 FTEs)

34) OUSD(AT&L) - Defense Industrial Base Cyber Security   -41
    Decrease reflects reduced requirements for services
    for technical support services, particularly the
    Cyber Crime Center (DC3). (FY 2018 Baseline: $2,523
    thousand; +0 FTEs)

35) OUSD(AT&L) - Defense Installation Spatial Data   -58
Infrastructure (DISDI)
    Decrease reflects a reduction in contractor support
    for DISDI capacity that provides maps and geospatial
    analysis support to AT&L and Energy, Installations &
    Environment. (FY 2018 Baseline: $561 thousand; +0
    FTEs)

36) OUSD(AT&L) - DoD Siting Clearinghouse   -580
    Decrease reflects reduced requirements for O&M
    services pertaining to management and professional

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

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

support, studies, analyses, evaluations, and
technical support. Funding realigned to RDT&E to
support Clearinghouse requirements (FY 2018 Baseline:
$2,146 thousand; +0 FTEs)

| 37) OUSD(AT&L) - E-Business COE | -241 | |

Decrease reflects reduced requirements for services
pertaining to management and professional support,
studies, analyses, evaluations, and technical
support. (FY 2018 Baseline: $2,223 thousand; +0 FTEs)

| 38) OUSD(AT&L) - Environment, Safety and Occupational | -1,209 | |

Health (ESOH) in Acquisition
Decrease reduces contracts and normalizes funding
requirements to expected level of effort for
assessments and analyses. (FY 2018 Baseline: $5,223
thousand; +0 FTEs)

| 39) OUSD(AT&L) - Environmental Resiliency | -82 | |

Decrease reflects reduced requirements for services
pertaining to management and professional support,
studies, analyses, evaluations, and technical
support. (FY 2018 Baseline: $825 thousand; +0 FTEs)

| 40) OUSD(AT&L) - Human Capital Initiative (HCI) | -199 | |

Decrease reflects reduced requirements for services
pertaining to management and professional support,
studies, analyses, evaluations, and technical
support. (FY 2018 Baseline: $2,432 thousand; +0 FTEs)

| 41) OUSD(AT&L) - I & E Business Enterprise Integration | -34 | |

Decrease reflects reduced requirements for services
pertaining to management and professional support,
studies, analyses, evaluations, and technical

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
support. (FY 2018 Baseline: $2,669 thousand; +0 FTEs)		
42) OUSD(AT&L) - Integrated Acquisition Environment (GSA Bill)	-535	
Decrease reflects an adjustment due to a revision of the GSA bill for e-Government shared service costs for federally mandated procurement related systems. (FY 2018 Baseline: $29,387 thousand; +0 FTEs)		
43) OUSD(AT&L) - Joint Purchase Card Office	-359	
Decrease reflects reduced requirements for services pertaining to management and professional support, studies, analyses, evaluations, and technical support. (FY 2018 Baseline: $4,321 thousand; +0 FTEs)		
44) OUSD(AT&L) - Legacy Resource Management Program	-473	
Decrease reflects reduced requirements for services pertaining to management and professional support, studies, analyses, evaluations, and technical support. (FY 2018 Baseline: $3,961 thousand; +0 FTEs)		
45) OUSD(AT&L) - Logistics Systems Modernization (LSM)	-2,201	
Decrease reflects reduced requirements resulting from a continuation of efficiency initiatives in contract services, management and professional support, studies, analyses, evaluations, and technical support. (FY 2018 Baseline: $14,051 thousand; +0 FTEs)		
46) OUSD(AT&L) - Low Observable, CLO	-2	
Decrease reflects reduced requirements for services pertaining to management and professional support, studies, analyses, evaluations, and technical support. (FY 2018 Baseline: $95 thousand; +0 FTEs)		

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
47) OUSD(AT&L) - Mission Capabilities/Systems Engineering	-748	
Decrease reflects reduced requirements for services pertaining to management and professional support, studies, analyses, evaluations, and technical support and systems engineering risk assessments. (FY 2018 Baseline: $5,414 thousand; +0 FTEs)		
48) OUSD(AT&L) - Native American Land Environmental, Mitigating Program (NALEMP)	-361	
The decrease in funding is the result of additional consolidation and reduction of required support. (FY 2018 Baseline: $12,185 thousand; +0 FTEs)		
49) OUSD(AT&L) - Operational Energy Plans and Programs (OEP&P) Office	-238	
The decrease reflects a reduction in contract support for Operational Energy plans and programs by combining and trimming tasks for technical and analytical tasks. (FY 2018 Baseline: $4,926 thousand; +0 FTEs)		
50) OUSD(AT&L) - OSD Studies Fund	-274	
Decrease reflects a reduction for studies and analyses in the focus areas of installation management, international cooperation and security strategies, logistical and energy infrastructure, and force sustainment. (FY 2018 Baseline: $8,847 thousand; +0 FTEs)		
51) OUSD(AT&L) - Performance Assessment & Root Cause Analysis (PARCA) Office	-896	
Decrease reflects reduced requirements for services		

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

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

pertaining to management and professional support,
studies, analyses, evaluations, and technical
support. (FY 2018 Baseline: $7,870 thousand; +0 FTEs)

52) OUSD(AT&L) - RD&TE Oversight   -419
Decrease reflects reduced requirements for services
pertaining to management and professional support,
studies, analyses, evaluations, and technical
support. (FY 2018 Baseline: $2,530 thousand; +0 FTEs)

53) OUSD(AT&L) - Readiness Environmental Protection   -1,350
Initiative (REPI)
The REPI program provides funding to the Services in
support of cooperative agreements with state and
local communities to acquire key conservation
easements around military installations. Decrease
reflects a reduction in the number of cooperative
security agreements to be funded in FY 2019. (FY 2018
Baseline: $75,000 thousand; +0 FTEs)

54) OUSD(AT&L) - SE C3 Cyber Initiative   -17
Decrease reflects reduced requirements for services
pertaining to management and professional support,
studies, analyses, evaluations, and technical
support. (FY 2018 Baseline: $930 thousand; +0 FTEs)

55) OUSD(AT&L) - Small Business Program Support   -362
Decrease reflects reduced requirements for services
pertaining to management and professional support,
studies, analyses, evaluations, and technical
support. (FY 2018 Baseline: $3,661 thousand; +0 FTEs)

56) OUSD(AT&L) - Space and Intelligence MDAP Oversight -82
Decrease reflects reduced requirements for services

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

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

pertaining to management and professional support, studies, analyses, evaluations, and technical support. (FY 2018 Baseline: $5,542 thousand; +0 FTEs)

57) OUSD(AT&L) - SRRB   -531

Decrease is to align with SRRB reductions as part of DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2018 Baseline: $12,571 thousand; +0 FTEs)

58) OUSD(AT&L) - Travel   -344

Decrease represents a reduction in mission travel requirements by encouraging more use of Video Teleconferencing and consolidation of mission travel requirements into fewer trips. (FY 2018 Baseline: $3,131 thousand; +0 FTEs)

59) OUSD(AT&L) - Treaty Compliance Support   -183

Decrease reflects reduced requirements for services pertaining to management and professional support, studies, analyses, evaluations, and technical support. (FY 2018 Baseline: $1,706 thousand; +0 FTEs)

60) OUSD(C) - SRRB   -1,026

Decrease is to align with SRRB reductions as part of the DoD Reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2018 Baseline: $106,850 thousand; +0 FTEs)

61) OUSD(I) - Intelligence Mission   -163

Decrease is a result of the DoD reform agenda reflecting a reduction in headquarters operational contractor support. (FY 2018 Baseline: $66,161

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

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

thousand; +0 FTEs)

62) OUSD(I) - SRRB   -121
Decrease is to align with SRRB reductions as part of the DoD reform agenda, the incremental reduction accounts for consolidation and reduction of service contracts. (FY 2018 Baseline: $77,622 thousand; +0 FTEs)

63) OUSD(P&R) - Administrative Support   -156
The decrease reflects additional efficiencies achieved in administrative contract support. (FY 2018 Baseline: $3,100 thousand)

64) OUSD(P&R) - Advancing Diversity & Equal Opportunity   -341
The decrease reflects additional efficiencies achieved in contract support in the Advancing Diversity & Equal Opportunity program. (FY 2018 Baseline: $6,878 thousand; +0 FTEs)

65) OUSD(P&R) - ASD (Health Affairs) Operations   -11
The decrease reflects additional efficiencies achieved in contract support requirements. (FY 2018 Baseline: $600 thousand; +0 FTEs)

66) OUSD(P&R) - Defense Readiness Reporting System   -104
(DRRS)
The funding decrease reflects reduced requirements for contract support for modernization of legacy code modules within the Department's capstone readiness system. (FY 2018 Baseline: $5,169 thousand)

67) OUSD(P&R) - Defense Safety Oversight Council (DSOC)   -151
The decrease reflects a reduction in the DoD accident reduction effort contract support. This program will

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

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

       now use government employees to augment safety
       management system assessments which reduces contract
       labor (FY 2018 Baseline: $8,400 thousand; +0 FTEs)

    68) OUSD(P&R) - Lost Work Day System   -247
       The decrease in contract support funding will be
       realized in fewer hours submitting data into the
       accident reduction and resiliency data collection and
       warehouse, generating metrics and measures,
       maintaining information assurance requirements, and
       hosting the Force Risk Reduction tool for use across
       the DoD. (FY 2018 Baseline: $2,600 thousand; +0 FTEs)

    69) OUSD(P&R) - Military Naturalization Support   -493
       The decrease reflects a reduction in the Military
       Naturalization Program for naturalization fees for
       non-citizens who apply for citizenship based on their
       honorable military service as required in 10 U.S.C. §
       1790. (FY 2018 Baseline: $6,800 thousand; +0 FTEs)

    70) OUSD(P&R) - SRRB   -297
       Decrease is to align with SRRB reductions as part of
       the DoD reform agenda, the incremental reduction
       accounts for consolidation and reduction of service
       contracts in the CE2T2 and OUSD(P&R) programs. (FY
       2018 Baseline: $5,076 thousand; +0 FTEs)

    71) OUSD(P&R) - Training Transformation   -116
       The decrease reflects a reduction in training,
       testing and cyber support services. It also reduces
       support for adaptive collaboration, advanced training
       technologies and interagency training. (FY 2018
       Baseline: $3,000 thousand; +0 FTEs)

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

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

72) OUSD(P&R) - Travel   -13
     The decrease represents a reduction in temporary duty
     requirements and the number of mission travel
     requirements within USD(P&R). (FY 2018 Baseline: $700
     thousand; +0 FTEs)

73) OUSD(P) - International Defense Programs   -743
     Program decrease reflects savings on operation costs
     that support the U.S. Mission to the North Atlantic
     Treat Organizations (NATO) headquartered in Brussels,
     Belgium. (FY 2018 Baseline: $5,967 thousand; +0 FTEs)

74) OUSD(P) - Operations   -392
     Decrease reflects the realignment of funds to OUSD(P)
     Mission Support to more accurately account for
     required activities. (FY 2018 Baseline: $30,762
     thousand; +0 FTEs)

75) OUSD(P) - Rewards Program   -2,932
     The decrease reflects the current and projected trend
     towards fewer high dollar rewards payments that are
     authorized in Title 10 U.S. Code, Section 127b.
     Furthermore, Overseas Contingency Operations (OCO)
     funding is identified as a more accurate funding
     source for certain aspects of the program. (FY 2018
     Baseline: $6,373 thousand; +0 FTEs)

76) OUSD(P) - SRRB   -83
     Decrease is to align with SRRB reductions as part of
     the DoD reform agenda, the incremental reduction
     accounts for consolidation and reduction of service
     contracts. (FY 2018 Baseline: $6,873 thousand; +0
     FTEs)

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
77) OUSD(P) - Strategy and Force Development	-438	
The decrease reflects the realignment of funds to the OUSD(P) Mission Support budget line to more accurately account for activity functions. (FY 2018 Baseline: $625 thousand; +0 FTEs)		
FY 2019 Budget Request		**1,519,655**

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

A. <u>Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD (AT&L))</u>:

The OUSD (AT&L) is the PSA and advisor to the SECDEF and DEPSECDEF for all matters concerning acquisition, technology, and logistics. AT&L's primary responsibilities include: 1) Supervising (DoD) acquisition, 2) Establishing policies for acquisition (including procurement of goods and services, research and development, developmental testing, and contract administration) for all elements of the Department of Defense, 3) Establishing policies for logistics, maintenance, and sustainment support for all elements of the DoD, and 4) Establishing policies of the Department of Defense for maintenance of the defense industrial base of the United States. The following Performance Evaluation Metrics are samples from three of the larger programs under AT&L: Readiness and Environmental Protection Initiative (REPI), Logistics Systems Modernization (LSM) Support and Acquisition Visibility Program.

Major Program Title: Regulatory Environment

Measure/Description	Actual	Estimate	Estimate
Readiness and Environmental Protection Initiative (REPI)	**FY 2017**	**FY 2018**	**FY 2019**
Metric #1: Percent funding to highest tier priority installations (Target is 80%)	78%	80%	80%
Metric #2: Percent of validated projects funded (Target is 70%)	51%	55%	18%
Metric #3: Percent partner cost-share (Target is 50%)	50%	50%	50%

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

The risk of incompatible land use threatens mission capabilities essential for realistic training and testing for the current and future force. Investments for the Readiness and Environmental Protection Initiative (REPI) program address Component requirements to enter into agreements with private conservation organizations and/or state and local governments to acquire off-base property interests, usually conservation easements. These agreements protect mission capability by cost-sharing the long-term protection of high-value habitat and limiting incompatible land uses around DoD ranges and installations. REPI partnership projects meet critical, near-term, but time limited opportunities, to preserve DoD installation and range capabilities. REPI partnerships support sound planning, ecological integrity and interagency coordination, and help avoid more expensive costs, such as the need for training workarounds or segmentation and future Military Construction (MILCON) to modify or relocate training assets to less-restricted locations.

Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems Modernization Support (LSMS)

Measure/Description	Actual	Estimate	Estimate
Supply Chain and Inventory Management	**FY 2017**	**FY 2018**	**FY 2019**
Metric #1: Customer Wait Time - Army (Days)	19.5	18.0	19.0
Metric #2: Customer Wait Time - Air Force(Days)	6.9	7.5	7.5
Metric #2: Customer Wait Time - Navy (Days)	13.0	16.0	16.0
Metric #4: On-Hand Excess	Pending	8.0%	8.0%
Metric #5: Due-in Potential Future Excess	Pending	3.0%	3.0%

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

Supply Chain Management: DoD measures responsiveness metrics to evaluate the effectiveness of the DoD Supply Chain. Responsiveness is measured by the Customer Wait Time metric, which is defined as the time between submission of a customer order from organizational maintenance and receipt of that order by organizational maintenance.

Inventory Management Initiative: DoD is executing a Comprehensive Inventory Management Improvement Program (CIMIP). The CIMIP provides oversight and a framework to guide inventory management improvement across the DoD Components. DoD measures the effectiveness of inventory improvement efforts using metrics for due-in potential future excess and excess on-hand inventory. The DoD objective is to reduce due-in potential future excess to 4% and excess on-hand to 8%.

Measure/Description	Actual	Estimate	Estimate
Acquisition Visibility (AV)	**FY 2017**	**FY 2018**	**FY 2019**
Metric #1: Number of Authorized Users with Access to AV Services	6,629	9,600	11,500
Metric #2: Number of Acquisition Information Elements and Acquisition Decision Documents under AT&L Control	3907	4400	4900
Metric #3: Number of Acquisition Reports submitted using AV Services to meet statutory requirements	SAR 105 MAR 36	SAR 98 MAR 0	SAR 94 MAR 0

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

	UCR 259	UCR 385	UCR 400

Major Program Title: Promulgate Policy: AT&L Acquisition Visibility (AV)

Acquisition Visibility (AV) supports the Defense Acquisition Executive (DAE), Component Acquisition Executives (CAE), Service Chiefs of Staff, OSD senior leaders, and OSD and Component analysts who assess and decide the efficiency and effectiveness of acquiring and sustaining the Department's acquisition programs including Major Defense Acquisition Programs (MDAPs), Major Automated Information Systems (MAIS), major IT investments, and Acquisition Category (ACAT) II – IV programs. AV supports USD (AT&L), CAE, and Service Chief Responsibilities by providing critical information for acquisition analysis, oversight, and decision-making. This information is also made available to the broad Acquisition Community to assist Program Managers, Program Executive Officers and their staffs in guiding programs. AV institutionalizes the management of data and business rules used in the Department's acquisition decision-making, and it integrates the acquisition data stored across multiple disparate Federal and Departmental organizations' data sets and systems. AV delivers a Department-wide accessible collection of acquisition information, techniques, and tools, including the Defense Acquisition Visibility Environment (DAVE), the Defense Acquisition Management Information Retrieval (DAMIR)

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

capability, and acquisition data analysis capabilities as well as data access services and data standards via the Acquisition Visibility Data Matrix (AVDM). The increasing number of Authorized Users reflects an increase in the role of AV in collecting and exposing acquisition data for analysis and the integration of Army and Air Force program reporting directly into DAMIR and the retirement of redundant Army and Air Force capabilities, as well as new users reporting Air Force ACAT II and III program data for the first time. The increased number of stored Acquisition Decision Documents demonstrates enhanced traceability and transparency of the Department's acquisition decisions. MAIS Annual Reports entered (Metric 3) drops to zero as a result of the elimination of MARs in the FY 2017 NDAA.

D.   <u>**Under Secretary of Defense, Comptroller (OUSD(C))/ Chief Financial Officer:**</u>

The OUSD(C) is the PSA and advisor to the SECDEF and DEPSECDEF for all DoD financial matters. This office oversees and sets policy for budget and fiscal matters, including financial management, accounting policy and systems, management control systems, budget formulation, execution, and contract audit administration. Performance Evaluation Metrics have been developed for the major programs under OUSD(C): Comptroller Initiatives, Resource Management Systems (RMS), and Defense Resource Management Institute. These programs account for 98% of Comptroller's total Operation and Maintenance budget in FY 2019.

Major Program Title- Comptroller Initiatives

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

Measure/Description	Actual	Estimate	Estimate
	FY 2017	**FY 2018**	**FY 2019**
Financial Improvement and Audit Readiness			
Metric #1: Percentage of complete reconciliations from financial statement line items to the General Ledger (GL) Systems, Schedule of Budgetary Activity.	99%	100%	100%
Metric #2: Percentage of complete reconciliations from financial statement line items to the General Ledger (GL) Systems, Statement of Budgetary Resources and Balance Sheet.	94%	99%	100%

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

Metric #3: Percentage of complete reconciliations for a detailed tie out of feeder source systems to the GL System Schedule of Budgetary Activity	98%	100%	100%
Metric #4: Percentage of complete reconciliations for a detailed tie out of feeder source systems to the GL Systems, Statement of Budgetary Resources and Balance Sheet	88%	98%	100%
Metric #5: Percentage of Overaged In-Transit Transactions (Balance with Treasury)	.15%	.30%	.30%
Metric #6: Percentage of Overaged Unmatched Disbursements (Fund Balance with Treasury)	.51%	.10%	.10%
Metric #7: Percentage of Journal Vouchers, Unsupported	.75%	.50%	.50%
Metric #8: Percentage of baseline complete for Mission Critical Assets Existence and Completeness, General Equipment	94%	100%	100%
Metric #9: Percentage of baseline complete for Mission Critical Assets Existence and Completeness, Real Property	96%	100%	100%
Metric #10: Percentage of baseline complete for Mission Critical Assets Existence and Completeness, Internal Use Software	97%	100%	100%
Metric #11: Percentage of baseline complete for Mission Critical Assets Existence and Completeness, Inventory Operating Material and Supplies	90%	100%	100%

a) The FY 2010 NDAA mandates that (DoD) have audit ready financial statements by September 30, 2017.

b) The previously reported metrics were revised beginning in FY 2016 to provide a more direct focus on progress for specific critical path/risk areas most material to achieving audit readiness by the start of FY 2018.

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

The Department is working in full force to make significant progress in audit readiness efforts for all Budgetary and Proprietary accounts.

Major Program Title- Comptroller Initiatives

	Actual	Estimate	Estimate
Measure/Description	**FY 2017**	**FY 2018**	**FY 2019**
Metric: DoD Financial Management(FM) personnel (military and civilian), with an active account, achieving certification	69%	65%	67%

The Department initiated a multi-year effort to develop a competency-based FM Certification Program that is applicable to the FM workforce. The FY12 NDAA provided the legal authority to implement the FM Certification Program. The Program is designed to ensure DoD meets the FM workforce and lifecycle management needs. All FM positions, civilian and military, are coded as Level 1, Level 2, or Level 3. Enterprise-wide, FM competencies applicable to each FM occupation series were established and revalidated. Each certification level requires a minimum number of training course hours and FM experience. Training is targeted to specific FM technical competencies, DOD leadership competencies and specific topics such as audit readiness, fiscal law, and ethics.

As of 28 August 2017, more than 37,600 FM members completed the requirements and obtained their certification. The percentage goal of active FM members achieving certification for FY 2016 was 55%. Actual percentage of active members who achieved certification by the end of FY 2016 was 66%. Actual percentage of active members who achieved certification by the end of FY 2017 is 69%, against a goal of 60%.

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

Major Program Title- Resource Management System

Measure/Description	Actual FY 2017	Estimate FY 2017	Estimate FY 2018
Metric #1: Number of Agencies utilizing the Exhibition Automation System (EAS) tool	36	36	36
Metric #2: Man-Hours saved using the EAS Tool	15%	16%	17%
Metric #3: Number of Exhibits Automated	20	22	23

The OUSD(C) maintains the OUSD(C) Resource Management System (RMS), a Family of Systems that deliver the capability to manage and support DoD Planning, Programming, Budgeting, and Execution activities.

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

Two key accomplishments for FY 2017 were the deployments of the OCO redesign and the integrated data load between the Budget to Appropriation (B2A) application and the Exhibit Automation System (EAS). The OCO redesign effort restructures the OCO OP-5

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

Exhibit user interface, load, generation, and data integrity checks. The OCO redesign effort ensures the OCO OP-5 Exhibit format is consistent with the O&M OP-5 format and it improves data accuracy and consistency across Defense-Wide, as well as meets all submission requirements. The B2A to EAS integrated data load ensures congressional mark data is consistent between both OUSD(C) applications and decreases the need for duplicate data entry. Additional enhancements were deployed to improve exhibit generation within the Justification book, which includes an upgrade to the Excel file generation. The Excel file upgrade allows for seamless generation of any Excel file and decreases the time spent including data in budget justifications. Two exhibits and an associated data load were also deployed, which allows OUSD(C) and the Defense Agencies to justify civilian personnel costs.

In FY 2018 additional utilities will be deployed to improve flexibility and configuration of the Defense-Wide Justification books. The new utilities will allow OUSD(C) to quickly make emerging requirement changes to exhibits and the Justification Books. The new utilities will remove special characters, which can inadvertently be carried forward from cut and paste and the system will also remove any unnecessary blank spaces in narratives to ensure the Justification Books are limited in page count. The system will provide a global function to distribute standardized cover pages, headers, footers, and footnotes across the Defense-Wide Justification Volume I, Volume II, and Volume III Books.

In FY 2019 additional exhibits, reports, and quality assurance measures will continue to be introduced and enhanced to streamline the budget build process and reduce data reentry and errors and save time in building Justification material and books.

Major Program Title- Defense Resource Management Institute

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

Measure/Description	Actual	Estimate	Estimate
Participant knowledge	FY 2017	FY 2018	FY 2019
Metric #1: Number of 4 or 5 responses (1-5 scale; 5 is best) from U.S. participants on whether the course increased resources management knowledge / was useful on end-of- course questionnaires.	88%	85%	95%
Metric #2: Average monthly score above 3.5 on all FM Online courses	100%	70%	70%

The Defense Resources Management Institute (DRMI) exists to provide courses and instruction that enhance the effective allocation and use of resources in modern defense organizations. We focus on developing participants' (students') understanding and appreciation of the concepts, techniques, and analytical decision-making skills needed to make better resource decisions. DRMI teaches U.S. military and civilians (O-3 and above and GS-9 and above or equivalent), and international officials of similar rank. As an organization, we evaluate our effectiveness based on educational outcomes of our students, our relevance to defense and security, and our academic quality.

DRMI's appropriation from OUSD(C) in FY17 was programmed at $1.4 million. This funds salaries for faculty and staff while teaching/preparing for/supporting U.S. students, including preparing material for the Financial Management Certification Program (FMCP), and operational expenses including supplies and materials, information technology, building maintenance, faculty and staff development activities, and travel for U.S. courses and events.

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

IV. **Performance Criteria.**
Chief Management Officer (CMO):

The CMO is the PSA and advisor to the SECDEF and DEPSECDEF for matters relating to management and improvement of integrated DoD business operations. This includes providing leadership in terms of acquisition oversight and investment review of Defense business systems. Inherent in these management responsibilities, CMO leads and integrates DoD Enterprise-wide performance improvement and business operations to enable and support the Warfighter.

With the disestablishment of the DoD Business Transformation Agency (BTA), an Agency under the purview and cognizance of the CMO, CMO was directed by the SECDEF to transition appropriate oversight and integration functionality heretofore performed by the BTA into the CMO.

In FY 2013, the CMO has realized this transformational reshaping and realignment of select functionality. This growth in scope within the CMO policy and oversight core mission areas accommodate greater visibility in orchestrating and synchronizing effective and efficient business operations across all Departmental Components. This growth and redefinition in CMO mission requirements has also prompted the separation of the office into a stand-alone reporting budgetary entity within OSD. It has also accommodated review and expansion of CMO performance based budget metrics as described in this document.

Major Program Title – FOIA Policy, Privacy, and Civil Liberties

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

Measure/Description	Actual FY 2017	Estimate FY 2018	Estimate FY 2019
Oversee DoD Component efforts and plans to decrease prior FY FOIA backlog by 10% reduction {OMB M-10-06 and DOJ Guidance}	100%	100%	100%
Oversee DoD Component closure of 10 oldest FOIA requests/cases from the previous fiscal year {DOJ Guidance}	8	10	10
Develop, update, and oversee DoD issuances pertaining to FOIA, privacy and civil liberties (DoDD 5400.07, DoDM 5400.07, DoDD 5400.11, DoDI 1000.29, DoDI 5400.15, DoD 5400.11-R, and 32 CFR parts 275, 285, 286 and 310) {5 U.S.C. § 552 and § 552a}	10	10	10
Respond to nine (9) reporting requirements (varying periodicity) {5 U.S.C. § 552, EO 13636, OPEN Government Act of 2007, OMB M-13-13, OMB Circular A-108, and FISMA and OMB FISMA Guidance and DOJ Requirements}	15	16	16
Compliance reviews and training events held/Conduct FOIA Training {5 U.S.C. § 552}	4	4	4
Adjudicate OSD/JS/COCOM FOIA Appeals	85	65	65
Process/Review System of Record Notices (SORNs) for new, modified, or rescinded Privacy Act records {Privacy Act and OMB Circular A-108}	385	400	400

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

Review and process Computer Matching Agreements (CMAs) prior to establishment, expiration of existing agreement, or renewal period {Privacy Act and OMB Circular A-108}	7	8	4
Review Privacy breaches as reported by DoD Components {OMB M-17-12}	817	820	820
Privacy Training events held/Privacy Act training {OMB Circular A-130 and Privacy Act Implementation Guidelines and Responsibilities}	4	2	4
Review DoD policies, procedures, guidelines, and related laws and their implementation to ensure that DoD is adequately considering privacy and civil liberties in its actions {42 U.S.C. § 2000ee-1, OMB M-16-24}	234	250	250
Adjudicate OSD/JS/COCOM Privacy Access and Amendment Appeals	12	12	12

On behalf of the Chief Management Officer, in his role as the DoD Chief Freedom of Information Act (FOIA) Officer and the DoD Privacy and Civil Liberties Officer, oversee DoD Component implementation of the FOIA, and privacy and civil liberties programs. Specifically overseeing efforts in reducing the DoD FOIA backlog and closing the 10 oldest DoD FOIA requests, maintaining currency of DoD FOIA, Privacy and DoD Civil Liberties Program policies as well as meet and work with the DoD Components to ensure FOIA, privacy and civil liberties issues and concerns are adequately addressed in new programs and issuances. Ensure DoD meets its legislative and regulatory FOIA, privacy

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

and civil liberties mandated actions and reporting requirements. Provide FOIA, privacy and civil liberties training to Component representatives, and provide FOIA, privacy and civil liberties outreach to DoD personnel (service members, civilian employees, and contractor staff). Maintain liaison with Department of Justice (DOJ), National Archives and Records Administration (NARA), other Federal agencies, and public interest groups in addressing FOIA issues and improvements as well as the Federal Privacy Council.

Major Program Title - Intelligence Oversight

Measure/Description	Actual FY 2017	Estimate FY 2018	Estimate FY 2019
Report Questionable Intelligence Activities to POTUS, SECDEF, DNI {EO 12333 and 13462}(4 weeks per report)	4	4	4
Inspect DoD Intelligence Components for compliance with law and policy {DoDD 5148.13}(4 weeks per inspection)	7	9	10
Develop, update, and oversee implementation of intelligence oversight policy {EO 12333, DoDD 5148.13 and DoDM 5240.01}	100%	100%	100%

Conduct independent oversight of all DoD intelligence and intelligence-related activities. Inspect Defense Intelligence Components to assess compliance with law and policy. Develop intelligence oversight policy and issue implementation guidance. Report questionable intelligence activities and significant/highly sensitive matters to the SECDEF, the President's Intelligence Oversight Board and the Director of National

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

Intelligence as required by Executive Order 13462. Review and validate the findings and remedial action resulting from DoD Component intelligence administrative investigations.

D. <u>Under Secretary of Defense Intelligence OUSD (I)</u>:

The Under Secretary of Defense for Intelligence (USD(I)) is the principal staff assistant and advisor to the Secretary of Defense and the Deputy Secretary of Defense on Defense intelligence, counterintelligence, security, sensitive activities to include cover, military deception, operations security, and other intelligence-related matters. OUSD(I) exercises planning, policy, and strategic oversight over all DoD intelligence assets. The following evaluation metrics are samples from the OUSD(I) programs.

Major Program Title: Intelligence Mission

Measure Description	Actual	Estimate	Estimate
Human Intelligence (HUMINT) and Sensitive Activities	**FY 2017**	**FY 2018**	**FY 2019**
Cover oversight Reviews	4	8	8
Clandestine Quarterly Reports	4	4	4
Cover Plan/Annex Reviews	80	80	85
Cover Incident Reports	40	45	45
Senior Review Forums	2	2	2
Cover Executive Councils	1	2	2
HUMINT Oversight Assessments	3	3	3
HUMINT Operations Reviews/Coordination	20	25	25
HUMINT Defense Attaché Program Reviews /Coordination	35	35	35

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

HUMINT Advance Skills Training Programs Oversight/Coordination	4	4	4

Per DoD Directive 5143.01, USD(I) is responsible for establishing policy and providing oversight of the Defense Cover Program and the Defense Human Intelligence (HUMINT) Enterprise. The HUMINT and Sensitive Activities (H&SA) is the responsible directorate for these activities. Quarterly, H&SA conducts scheduled strategic Cover Oversight Reviews of two Defense Cover Program Components, assessing compliance with policy and law and the effectiveness of the program.

H&SA also reviews all DoD Component Cover Plans and Annexes for policy compliance per DoD Instruction S-5105.63, facilitates the bi-annual Cover Executive Council and Senior Review Forums, and assesses, analyses, and documents trends of all Serious Incident Reports for the Defense Cover Program. Periodically, and in accordance with DoDD S-5200.37, H&SA conducts assessments of DoD HUMINT components evaluating the effectiveness of their program and ensuring compliance with applicable laws, Executive Orders, and policy.

Additionally, a classified annex to the Annual Defense Appropriations Act directs the DoD to provide quarterly reports on certain clandestine activities conducted by the department. H&SA compiles and reviews inputs from the DoD components and distributes the quarterly report to six Congressional committees and senior Executive Branch officials. The directorate also coordinates OSD-level approvals to conduct certain compartmented activities, conducts periodic reviews of these activities, and prepares/coordinates reports to the USD(I), the Secretary of Defense, and Congressional oversight committees.

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

H&SA provides governance, oversight, coordination, and reporting on other sensitive activities and programs for which metrics are in place and available on classified mediums.

Major Program Title: Intelligence Mission

Measure Description	Actual	Estimate	Estimat
Reform the Department of Defense (DoD) Personnel Security Clearance Process	**FY 2017**	**FY 2018**	**FY 2019**
DoD is moving toward a continuous evaluation model to monitor the riskiest population of cleared personnel.	500K Personnel	1,100K Personnel	1,100K Personn
Oversee the deployment of electronic physical access control systems with Identity Matching Engine for Security and Analysis (IMESA) functionality across DoD's 373 domestic installations to continuously vet individuals.	15	20	20
DoD Insider Threat Program OSD-level Policy reviews and updates	80%	100%	90%

DoD will continue to modernize the security clearance investigations process to counter cost increases associated with the loss of Office of Personnel Management (OPM's) primary investigation provider and the OPM breach. DoD will also continue to deploy

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

electronic physical access control systems with IMESA functionality, as recommended by the Washington Navy Yard reports and as directed by Congress in the 2016 National Defense Authorization Act. To date, DoD has deployed such systems at 260 of its 373 domestic installations, providing those installations with continuous vetting on individuals with recurring unescorted access. CI&S insider threat program staff actively manage and oversee the DoD Counter Insider Threat Program and assist Component program managers to develop and submit resource recommendations to the Secretary of Defense pursuant to National and DoD insider threat requirements. The threat can include damage to the United States through espionage, terrorism, unauthorized disclosure of national security information, or through the loss or degradation of departmental resources or capabilities. To deter and prevent such threats, the DoD counter insider threat program will gather, integrate, review, assess, and refer information derived from multiple data feeds to the appropriate organization or activity for action/response.

Major Program Title: Intelligence Mission

Measure Description	Actual	Estimate	Estimate
Intelligence Analysis & Partner Engagement Policies and Strategies and Oversight	**FY 2017**	**FY 2018**	**FY 2019**
Provide the USD(I) with strategic recommendations for foreign partner engagements and provide guidance to the Defense Intelligence Components on foreign partnerships.	100%	100%	100%
Orchestrate drafting and approval of Defense Intelligence Enterprise (DIE) Action Plans on select priority issues from the foreign partner engagement strategy.	2 Plans	2 Plans	2 Plans

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

Monitor Defense intelligence components' progress on implementing the foreign partner engagement strategy by providing oversight to DIE Action Plans and select priority issues from the strategy through the Defense Intelligence Partner Engagement Synchronization Board.	100%	100%	100%
Manage Defense Intelligence Strategic Dialogues (DISD) and other bilateral senior-level committees with select foreign partners.	3 Events	3 Events	3 Events
Manage and support foreign delegation visits to the USD(I) and trips overseas by providing the USD(I) with preparatory material, talking points, and foreign partner coordination support	100%	100%	100%
Develop, draft, coordinate, and finalize DoD Directive on Publicly Available Information (PAI) to increase efficiencies, reinforce intelligence oversight regulations, and provide guidance on using PAI.	70%	100%	N/A
Conduct analytic Oversight Program site visits of selected Defense intelligence components to evaluate the implementation of analysis policies	4 visits	4 visits	4 visits
Manage and provide oversight to the Department's Document and Media Exploitation (DOMEX) Policy Working Group to strengthen the existing DOMEX DoD Directive. Incorporate DIA's FY18 DOMEX strategic plan into ongoing DOMEX improvement activities	20%	50%	100%

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

Provide military intelligence foreign disclosure policy guidance and support to the USD(I), the DIE, and other IC Agencies, as required	100%	100%	100%
Manage the operations of the Military Intelligence Disclosure Policy Committee (MIDPC), conducting Principals' meetings, and coordinating the Members' responses to actions brought before the committee in accordance with the MIDPC's published SOP.	5 meetings	5 meetings	5 meetings
Assist USSOCOM in developing an automated/semi-automated capability for Near Real Time (NRT) marking, release, and dissemination of full-motion video (FMV) files in support of coalition operations.	Define Functional Requirements	Establish a Program of Record & develop initial capability	Deploy full capability to CCMDs
Continue to advance standardized training and certification of DoD Foreign Disclosure Officers (FDOs) through updates to the on-line introductory course and support to DIA's FDO Training & Certification Board of Governors (BoG).	Deploy v2.0 of the on-line course in AGILE. Roll-out updated v3.0 in STEPP	Deploy v3.0 of on-line course in AGILE. Roll-out updated v4.0 in STEPP & AGILE	Roll-out v5.0 of the on-line course in STEPP and AGILE

Defense Analysis and Partner Engagement (DA&PE) leads the Defense Intelligence Enterprise in policy development and oversight of defense analysis and partner engagement to provide policymakers with decision advantage and foster intelligence

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

relationships with key foreign partners. DA&PE is responsible for evaluating current and developing new policies and procedures to structure and guide DoD intelligence analysis, foreign partnership engagement, and foreign disclosure. DA&PE also provides oversight and guidance on crucial areas such as defense warning, analysis, tools, training, education, and certification.

In FY 2017, USD(I) signed DoDI "Management and Oversight of DoD All-Source Analysis," which addresses roles, responsibilities, and analytic standards within the Defense intelligence all-source analysis community. Prior to that, the USD(I) signed a "Strengthening Defense Intelligence Analysis" memorandum that provides guidance and emphasis areas for defense analysis efforts.

In FY 2016, DA&PE started drafting a DoD Directive on Publicly Available Information (PAI), which is expected to be published in early FY 2018. This policy fills a critical gap identified by the intelligence and operational communities to provide boundaries on the use of PAI. It also reinforces intelligence oversight and civil liberty requirements and will help DoD Components in using PAI to support DoD missions. DA&PE plans to update DoDI 3115.12, *Open Source Intelligence*, after the DoDD on PAI is published, most likely starting in late FY 2018 or early FY 2019.

In FY 2016, DA&PE began developing a formal oversight construct to visit and evaluate Defense intelligence analysis, including defense warning, at DoD analytic components. Combined with increased participation on existing boards, committees, and other structures, the observations gleaned from these forums will allow DA&PE to assess and influence improvements to intelligence analysis at both the component level and across the DIE. Through these oversight mechanisms, DA&PE evaluates policy compliance,

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

intelligence customer support, and capabilities required to address current and future needs of DoD. These evaluations enable a more holistic approach to improving the DIE. DA&PE conducted four oversight visits in FY 2017.

In FY 2017, Combatant Commands requested more DOMEX capabilities to support ongoing operations. DA&PE leveraged the Defense DOMEX Council and its subordinate working groups to organize efforts in meeting warfighter needs. The Policy working Group is updating the DoD Directive on DOMEX to enhance training and integrate the DOMEX community. Additionally, the National Media Exploitation Center will draft a DOMEX strategic plan to increase capability.

In FY 2017, DA&PE facilitated actions to implement the strategy and synchronize DIE partner engagement activities. DA&PE facilitates the DIE's development and implementation of Action Plans on select priority countries from the strategy. The Action Plans establish DIE-wide coordinated partner engagement implementation actions with a country. DA&PE established and manages a senior-level Defense Intelligence Partner Engagement Synchronization Board (DIPE Sync Board) to synchronize partner engagement actions and engagements across the DIE. DA&PE also conducts Defense Intelligence Strategic Dialogues (DISD) and bilateral senior-level committees with select foreign partners to advance the relationships and make progress on relationship needs. Additionally, DA&PE manages foreign delegation visits to the USD(I) and trips overseas by providing the USD(I) with preparatory material, talking points, and foreign partner coordination support. These activities informed the next version of the USD(I)'s Foreign Partner Engagement Strategy, which the USD(I) issued in September 26, 2017.

In FY 2017, DA&PE provided foreign disclosure policy guidance to the DIE and managed the

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

operations of the Military Intelligence Disclosure Policy Committee. In supporting the warfighter, DA&PE will continue to work on an automated capability for marking, release and disseminate full-motion video in a near-real-time manner to enhance Special Forces operations. To assist in the development of foreign disclosure officers (FDO), DA&PE will continue to update on-line FDO training courses.

Major Program Title: Defense Military Deception (MILDEC) Program Office

Measure Description	Actual	Estimate	Estimate
Policy Oversight (DoD Military Deception)	**FY 2017**	**FY 2018**	**FY 2019**
OSD-level Policy Reviews and Updates	100%	100%	100%
Review Ongoing Operational MILDEC Activities	100%	100%	100%
MILDEC Plan Reviews	100%	100%	100%

In accordance with DoD Instruction S-3604.01, the H&SA directorate establishes OSD-level policy, provides oversight, and oversees the Defense MILDEC Program. H&SA reviews and de-conflicts all proposed combatant command MILDEC activities developed as supporting plans to Joint Strategic Capability Plan-directed contingency and operational plans submitted for review using the Adaptive Planning and Execution Process. H&SA is responsible to review operational MILDEC activities conducted in support of ongoing combatant command operations. H&SA conducts quarterly oversight reviews of ongoing MILDEC operations in collaboration with the Joint Staff and the Office of the Undersecretary for Policy to assess policy compliance and to ensure senior leader awareness. H&SA reports MILDEC program compliance to the USD(I), Secretary of Defense, and Congressional oversight committees. Actual numbers are available on classified mediums.

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

Major Program Title: Defense Operations Security Initiative

Measure Description	Actual	Estimate	Estimate
Policy Oversight (DoD Operations Security)	**FY 2017**	**FY 2018**	**FY 2019**
Complete annual reviews of DoD component Operations Security (OPSEC) programs	100%	100%	100%
Review existing Department-level OPSEC policy documents and either revise, cancel, or extend the issuance	75%	100%	100%
DoD OPSEC Education and Training Program of instruction(POI) Reviews	5	5	5
OPSEC Oversight Reviews	0	3	4
OPSEC Oversight Forums	5	6	6

In accordance with DoDD 5205.02E, the Defense Operations Security Initiative (DOSI) program lead oversees the Defense OPSEC program. DOSI evaluates the operational effectiveness of Component programs as well as validates OPSEC program training and assessment criteria. Additionally, DOSI reviews existing countermeasures to inform efforts to fill COCOM or Service identified operational gaps to reduce risk to national security capabilities. The OPSEC lead coordinates Defense OPSEC program policy and best practices with FVEY partner nations and plans to expand sharing to additional allies in FY 2018 and beyond.

E. <u>Department of Defense, Chief Information Officer (DoD(CIO))</u>:

The DoD CIO is the PSA and advisor to the SECDEF for Information Technology (IT), National Security Systems (NSS), and information resources management (IRM) matters. The DoD CIO shall be responsible for all matters relating to information and the information

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

environment including command and control (C2), communications, radio frequency spectrum, network operations, information systems, information assurance (IA), defense cyber security, the Global Information Grid, and positioning, navigation, and timing (PNT) policy.

Major Program Title: Information Enterprise

Measure/Description	Actual	Estimate	Estimate
Optimize and protect DoD critical infrastructure.	**FY 2017**	**FY 2018**	**FY 2019**
Metric #1: Cumulative percentage of NIPR/SIPR Joint Security Stacks (JRSS) installed and ready for operational traffic.	45%/28%	70%/60%	100%/100%
Metric #2: Cumulative percentage of DSS locations whose locations whose network communications have migrated behind JRSS Security Stacks on NIPR/SIPR.	20%/0%	39%/20%	74%/42%
Metric #3: Number of Data Centers closed	335	873	40
Metric #4: Cumulative percentage of Mission Partner Environment – Information System (MPE-IS) nodes deployed.	14%	14%	21%

Investments for Information Enterprise are to develop strategies and policies governing the DoD Information Enterprise; consisting of the DoD information resources, assets, and processes required to achieve an information advantage and share information across DoD and with mission partners. Establish enterprise-wide architectures, standards, policies and guidance to support effective implementation of the DoD enabling infrastructure, enterprise services, and effective information management. Support governance through

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

engagement with the key DoD decision processes. Engage with international partners and mission partners to ensure DoD enterprise information strategies meet information sharing requirements for all mission area.

Major Program Title: C4 Information Infrastructure Capabilities

Measure/Description	Actual	Estimate	Estimate
Expand capacity to succeed against adversary states armed with anti-access capabilities and/or nuclear weapons and improve capabilities to conduct effective operations in cyberspace and space.	**FY 2017**	**FY 2018**	**FY 2019**
Metric #1: Percent of DoD's NC3 crypto-Modernization Plan completed.	100%	100%	100%
Metric #2: Percentage of secure mobile devices supported by enterprise mobile device management and contracted through DISA.	24%	33%	43%

Investments for C4 Information Infrastructure Capabilities are to assess success of critical Department information technology programs and initiatives and engage where necessary to make sure they deliver on time and at the level of performance required. Assess compliance with enterprise strategy and mission requirements. Develop Capability Architecture Views, Fielding/Deployment/Synchronization Plans, and Roadmaps. Provide oversight and guidance for the fielding of key enabling infrastructures and capabilities. Oversee policies, programs, and strategic plans regarding net-centric

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

capabilities in support of nuclear and non-nuclear strategic strike, integrated missile defense, Continuity of Government (COG), and Senior Leadership Communications, including National Leadership Command Capabilities (NLCC).

Major Program Title: Cybersecurity

Measure/Description	Actual	Estimate	Estimate
Focused cybersecurity to ensure dependable mission execution in the face of a capable cyber adversary.	**FY 2017**	**FY 2018**	**FY 2019**
Metric #1: Ensure every privileged user **logs on via Public Key Infrastructure (PKI)**	73%	77%	80%
Metric #2: Move all internet-facing servers to approved Demilitarize Zones(DMZs).	85%	90%	92%
Metric #3: Remove Windows XP and Windows server 2003 and older operating system software from the Entire secret fabric and unclassified inventory.	99%	99%	99%
Metric #3: Implement Host Based Security System.	58%	65%	70%

Cybersecurity investments are critical to implementation and directing information security architectures, providing situational awareness, and making sound risk decision to provide a more defensible information environment and enable safe sharing of information across the enterprise and with mission partners. Ensures DoD has an effective, properly funded cybersecurity program.

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

F. <u>Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R):</u>

The Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning personnel and readiness. OUSD (P&R) funds the operation and support of programs like Defense Readiness Reporting System (DRRS), Defense Safety Oversight Council, and others.

	Actual	Estimate	Estimate
Measure/Description	**FY 2017**	**FY 2018**	**FY 2019**
Metric #1: Number and rates of military fatalities and injuries, civilian lost time injuries and occupational illness, and aviation class A mishaps.	40% average reduction from FY 2002 baseline	Continuous improvement	Continuous improvement

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V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	346	341	331	-5	-10
Officer	321	321	311	0	-10
Enlisted	25	20	20	-5	0
Reserve Drill Strength (E/S) (Total)	18	19	19	1	0
Officer	14	14	14	0	0
Enlisted	4	5	5	1	0
Reservists on Full Time Active Duty (E/S)	10	10	8	0	-2
Officer	9	9	7	0	-2
Enlisted	1	1	1	0	0
Civilian End Strength (Total)	1,835	1,820	1,795	-15	-25
U.S. Direct Hire	1,835	1,820	1,795	-15	-25
Total Direct Hire	1,835	1,820	1,795	-15	-25
Active Military Average Strength (A/S) (Total)	359	341	329	-18	-12
Officer	341	321	309	-20	-12
Enlisted	18	20	20	2	0
Reserve Drill Strength (A/S) (Total)	18	18	18	0	0
Officer	14	14	14	0	0
Enlisted	4	4	4	0	0
Reservists on Full Time Active Duty (A/S) (Total)	10	10	10	0	0
Officer	9	9	9	0	0
Enlisted	1	1	1	0	0
Civilian FTEs (Total)	1,691	1,801	1,779	110	-22
U.S. Direct Hire	1,691	1,801	1,779	110	-22

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V. <u>Personnel Summary</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	**Change** **FY 2017/** <u>**FY 2018**</u>	**Change** **FY 2018/** <u>**FY 2019**</u>
Total Direct Hire	1,691	1,801	1,779	110	-22
Average Annual Civilian Salary ($ in thousands)	200.0	203.6	204.1	3.6	.5
<u>Contractor FTEs (Total)</u>	<u>2,741</u>	<u>2,008</u>	<u>1,998</u>	<u>-733</u>	<u>-10</u>

FY 2017 - FY 2018 Military: Reductions are due to strategic efficiency reductions in management headquarters.

FY 2018 - FY 2019 MILITARY: Reductions are due to strategic efficiency reductions in management headquarters.

FY 2017 - FY 2018 CIVILIAN: End strength and FTEs were adjusted to reflect continuing efforts to manage the civilian workforce and to reflect current expectation for FY 2017.

FY 2018 - FY 2019 CIVILIAN: End Strength and FTEs are reduced due to strategic efficiency reduction in management headquarters and staffing for better alignment and to provide support.

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	337,294	6,591	20,593	364,478	1,859	-4,722	361,615
103 Wage Board	84	2	54	140	1	0	141
107 Voluntary Sep Incentives	871	0	1,123	1,994	0	-708	1,286
199 Total Civ Compensation	**338,249**	**6,593**	**21,770**	**366,612**	**1,860**	**-5,430**	**363,042**
308 Travel of Persons	131,624	2,238	-115,531	18,331	330	-2,194	16,467
399 Total Travel	**131,624**	**2,238**	**-115,531**	**18,331**	**330**	**-2,194**	**16,467**
672 PRMRF Purchases	1,364	-7	-1,357	0	0	905	905
680 Building Maint Fund Purch	0	0	958	958	-117	-841	0
699 Total DWCF Purchases	**1,364**	**-7**	**-399**	**958**	**-117**	**64**	**905**
771 Commercial Transport	112,093	1,906	-113,999	0	0	0	0
799 Total Transportation	**112,093**	**1,906**	**-113,999**	**0**	**0**	**0**	**0**
912 Rental Payments to GSA (SLUC)	1,252	21	21	1,294	23	-23	1,294
913 Purchased Utilities (Non-Fund)	0	0	8	8	0	0	8
914 Purchased Communications (Non-Fund)	1,582	27	59,948	61,557	1,108	-61,263	1,402
915 Rents (Non-GSA)	1,694	29	278,678	280,401	5,047	2,386	287,834
920 Supplies & Materials (Non-Fund)	28,776	489	-26,686	2,579	46	3,920	6,545
921 Printing & Reproduction	222	4	-216	10	0	0	10
922 Equipment Maintenance By Contract	14,073	239	4,114	18,426	332	8,270	27,028
923 Facilities Sust, Rest, & Mod by Contract	13	0	82	95	2	10	107
925 Equipment Purchases (Non-Fund)	25,040	426	-24,322	1,144	21	967	2,132
932 Mgt Prof Support Svcs	502,314	8,539	-184,704	326,149	5,871	-32,303	299,717
933 Studies, Analysis & Eval	87,291	1,484	9,599	98,374	1,771	26,076	126,221
934 Engineering & Tech Svcs	213,087	3,622	-81,023	135,686	2,442	-3,451	134,677
951 Other Costs (Special Personal Svc Pay)	15,904	0	-438	15,466	0	5,192	20,658
957 Other Costs (Land and Structures)	61,087	1,038	-62,125	0	0	45,460	45,460

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018		FY 2018 Estimate	Change FY 2018/FY 2019		FY 2019 Estimate
		Price	Program		Price	Program	
960 Other Costs (Interest and Dividends)	40	1	-41	0	0	0	0
985 Research & Development, Contracts	6,117	0	-5,510	607	0	5,243	5,850
987 Other Intra-Govt Purch	405,870	6,900	-285,226	127,544	2,296	17,057	146,897
988 Grants	49,000	833	-45,307	4,526	81	-275	4,332
989 Other Services	117,923	2,005	26,810	146,738	2,641	-127,106	22,273
990 IT Contract Support Services	7,667	130	-2,058	5,739	103	954	6,796
999 Total Other Purchases	**1,538,952**	**25,787**	**-338,396**	**1,226,343**	**21,784**	**-108,886**	**1,139,241**
Total	**2,122,282**	**36,517**	**-546,555**	**1,612,244**	**23,857**	**-116,446**	**1,519,655**

* The FY 2017 Actual column <u>includes</u> $64,914.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $34,715.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $16,579.0 thousand of FY 2019 OCO Appropriations funding.

*FY 2018 and FY 2019 include $123.9 million and $110.8 million, respectively, of non-Function 050 funds for transfer to the Department of the Interior to satisfy the anticipated outstanding U.S. commitment for the 2010 Compact Review Agreement (CRA) with Palau. Under the 1994 U.S.-Palau Compact of Free Association and the CRA, not yet in force, the U.S. agreed to provide economic assistance to the Government of Palau. The Compact achieves U.S. national security objectives, including providing the United States the ability to deny access to Palau's land, water, and air space by other countries' militaries. Palau is indispensable to U.S. national security, and funding the Compact is key to the U.S. strategic presence in the region. The funding will bring the CRA into force and satisfy the outstanding commitment to Palau. The funds are requested as additional funding in a title VIII General Provision in the Department's appropriations request for transfer to the Department of the Interior, and are requested to remain available until expended in accordance with the related General Provision.

*Funding in OP-32 Line 914, Purchased Communications for the Secretary of Defense's Wargaming Fund was erroneously requested in the wrong OP-32 line in the FY 2018 President's Budget. Funding has been realigned to the following OP-32 Lines in order to more accurately reflect expected program requirements and execution: 308, Travel of Persons; 922, Equipment Maintenance by Contract; 925, Equipment Purchases; 932, Management and Professional Support Services; 933, Studies, Analysis and Evaluations; 934, Engineering and Technical Services; 985, Research and Development Contracts; and 987, Other Intra-Governmental Purchases.

*Funding in OP-32 Line 987, Other Intra-Governmental Purchases for the REPI program was erroneously requested in the wrong OP-32 lines in the FY 2018 President's Budget. This funding has been realigned to OP-32 Lines 957, Lands and Structures, and 932, Management and Professional Support Services to more accurately align the funding to the correct OP-32 Lines.

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

United States Special Operations Command

February 2018

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United States Special Operations Command
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    USSOCOM

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
SOCOM	8,709,638	118,237	-3,345,866	5,482,009	75,665	299,946	5,857,620

* The FY 2017 Actual column <u>includes</u> $3,456,094.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $3,305,234.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $3,733,161.0 thousand of FY 2019 OCO Appropriations funding.

I. Description of Operations Financed: The United States Special Operations Command's (USSOCOM) mission is to provide fully capable Special Operations Forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. In support of this mission the USSOCOM is designated as the Coordinating Authority for both Countering Violent Extremist Organizations (CVEO) and Countering Weapons of Mass Destruction (CWMD). To achieve these missions, SOF commanders and staff must plan and lead a full range of lethal and non-lethal special operations missions in complex and ambiguous environments. Likewise, SOF personnel serve as key members of Joint, Interagency, and International teams and must be prepared to employ all assigned authorities and apply all available elements of power to accomplish assigned missions. In this capacity, SOF personnel must maintain the highest degree of professionalism, cultural awareness, responsiveness and initiative.

USSOCOM O&M is organized by Sub Activities within three Budget Activities.

1. **Budget Activity 01 (BA-01)/Operating Forces** - The units and/or functions associated with these Sub Activities are:

OP-5 Detail by Sub Activity Group

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

A. <u>Base Support</u> – Primarily captures the Collateral Equipment and Communication infrastructure cost related to SOF-peculiar Military Construction projects. Also, includes costs specifically identified and measurable as base support costs incurred by Naval Special Warfare Command (NSWC) for units not on Navy Installations.

B. <u>Combat Development Activities</u> – Includes Joint and Component manpower authorizations, SOF-peculiar equipment, necessary facilities and the associated costs specifically identified and measurable to the development of combat doctrine, organizational concepts, material requirements and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

C. <u>Communications</u> – Includes USSOCOM Headquarters (HQ USSOCOM) and/or component SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

D. <u>Flight Operations</u> – Supports five active Special Operations Wings (SOW): (1st SOW, Hurlburt Field, FL; 492nd SOW Hulburt Field, FL; 352 SOW, RAF Mildenhall UK; 27th SOW,

OP-5 Detail by Sub Activity Group

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I. __Description of Operations Financed (cont.)__

Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM) and one Special Operations Groups, the 353 SOG, Kadena AB JA and their associated squadrons. Costs are also included for: the 919th Special Operations Reserve Wing located at Duke Field, FL; the 193rd Special Operations Air National Guard Wing, Harrisburg, PA; 137th Air National Guard Wing, Oklahoma City, OK; U.S. Army Special Operations Aviation Command (USASOAC); 160th Special Operations Aviation Regiment at Ft Campbell, KY; Hunter Army Airfield, GA; and Ft Lewis, WA. Funding supports SOF Army and Air Force civilian manpower authorizations, flying hours, SOF-peculiar and support equipment, necessary facilities, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and measurable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included in this Budget Sub-activity.

E. __Force Related Training__ - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by the Commander, United States Special Operations Command in support of regional Theater Commanders and the Military Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

F. __Intelligence__ - Includes all USSOCOM Headquarters (HQ USSOCOM) and/or component operation and maintenance funding to sustain USSOCOM's equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM's Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence,

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

counterintelligence, and related intelligence responsibilities. USSOCOM's MIP programs, projects, and/or activities provide capabilities to meet SOF warfighter's operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

G. Maintenance - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with SOF activities. This also includes USSOCOM Headquarters and/or components' Major Force Program 11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at industrial funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

H. Management & Operational Headquarters - Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, United States Special Operations Command and the Department of Defense.

OP-5 Detail by Sub Activity Group

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

I. <u>Operational Support</u> – Funding supports SOF-peculiar Facility Sustainment, Restoration and Modernization (FSRM) activities for all USSOCOM components. Also, includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements.

J. <u>Other Operations</u> – Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations (MISO) units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations, which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

K. Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and Sea, Air, and Land (SEAL) Teams. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

2.   **Budget Activity 03 (BA-03)/Training and Recruiting** - The units and/or functions associated with these Sub Activities are:

A. Professional Development Education - Includes the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida, the U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida, and the Naval Special Warfare Center for Sea, Air, Land (SEAL) {Teams} and Special Warfare Combatant-Craft Crewmen (SWCC) at San Diego, California. JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations specialized learning activities focused on professional development of Special Operations Forces (SOF) leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, SOF professional development to educate Air Commandoes, the special operations community, services and other U.S. government agencies. The Center for SEAL and SWCC provides SOF education and leadership growth for platoon leaders, lead petty officers, career counselors, and command leaders.

OP-5 Detail by Sub Activity Group

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

B. <u>Specialized Skill Training and Recruiting</u> – Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the U.S. Army Special Warfare Center Medical Training Facility, the Naval Special Warfare Center (NSWCEN), the Marine Special Operations School (MSOS), the U.S. Air Force Special Operations Air Warfare Center (SOAWC), and the U.S. Special Operations Forces Language Office. The schools provide recruitment and training in both basic and advanced special operations skills and operations, and educates American and Allied personnel in geo-political and military aspects of joint special operations. Funding also provides Special Operations Forces Language training which produces language proficient personnel.

3.   **Budget Activity 04 (BA-04)/Administration and Service-Wide Activities** – The units and/or functions associated with this Sub Activity are:

A. <u>Acquisition and Program Management</u> – Provides resources for Operation and Maintenance costs supporting SOF-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the SOF Acquisition, Technology and Logistics (AT&L) organization to include support equipment, necessary facilities, SOF AT&L civilians and associated management costs.

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

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

OP-5 Detail by Sub Activity Group

United States Special Operations Command
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II. Force Structure Summary (cont.)

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	2,467	2,369	2,381
Army	2,481	2,577	2.683
Marine Corps	157	156	156
Navy	1,296	1,322	1,332
Total	**6,401**	**6,424**	**6,552**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	16,379	16,404	16,830
Army	34,111	34,294	34,920
Marine Corps	2,995	3,004	3,053
Navy	9,862	9,877	10,349
Total	**63,347**	**63,579**	**65,152**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**5,697**	**5,640**	**5,698**

*FY 2017 Authorized Civilian FTEs were 6,599.

*FY 2017 Military End Strength reflects authorized personnel; FY 2017 actuals were 60,900 military personnel.

OP-5 Detail by Sub Activity Group

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	FY 2018 Congressional Action Percent	FY 2018 Congressional Action Appropriated	Current Estimate	FY 2019 Estimate
1. BA01: Operating Forces	**8,260,042**	**5,008,274**	**0**	**0.0**	**0**	**5,008,274**	**5,389,250**
Base Support	16,345	34,635	0	0.0	0	34,635	45,478
Combat Development Activities	1,958,897	1,079,100	0	0.0	0	1,079,100	1,115,724
Communications	561,883	444,231	0	0.0	0	444,231	556,600
Flight Operations	1,177,748	1,035,194	0	0.0	0	1,035,194	1,109,538
Force Related Training	71,088	74,868	0	0.0	0	74,868	74,095
Intelligence	1,545,280	452,501	0	0.0	0	452,501	487,260
Maintenance	802,847	488,751	0	0.0	0	488,751	498,790
Management/Operational Hqtrs	220,974	171,869	0	0.0	0	171,869	177,091
Operational Support	144,973	107,647	0	0.0	0	107,647	120,943
Other Operations	1,653,463	1,006,110	0	0.0	0	1,006,110	1,084,677
Ship/Boat Operations	106,544	113,368	0	0.0	0	113,368	119,054
2. BA03: Training and Recruiting	**361,701**	**379,462**	**0**	**0.0**	**0**	**379,462**	**370,583**
Professional Development Education	31,598	30,896	0	0.0	0	30,896	31,609
Specialized Skill Training	330,103	348,566	0	0.0	0	348,566	338,974
3. BA04: Administrative and Service-Wide Activities	**87,895**	**94,273**	**0**	**0.0**	**0**	**94,273**	**97,787**
Acquisition/Program Management	87,895	94,273	0	0.0	0	94,273	97,787
Total	**8,709,638**	**5,482,009**	**0**	**0.0**	**0**	**5,482,009**	**5,857,620**

OP-5 Detail by Sub Activity Group

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

* The FY 2017 Actual column <u>includes</u> $3,456,094.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $3,305,234.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $3,733,161.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. **Reconciliation Summary**	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	5,482,009	5,482,009
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	5,482,009	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	5,482,009	
Supplemental	3,305,234	
Reprogrammings		
Price Changes		75,665
Functional Transfers		-3,647
Program Changes		303,593
Current Estimate	8,787,243	5,857,620
Less: Wartime Supplemental	-3,305,234	
Normalized Current Estimate	5,482,009	

OP-5 Detail by Sub Activity Group

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

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V. <u>Personnel Summary</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	**Change** <u>FY 2017/</u> <u>FY 2018</u>	**Change** <u>FY 2018/</u> <u>FY 2019</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>60,864</u>	<u>61,096</u>	<u>62,401</u>	<u>232</u>	<u>1,305</u>
Officer	11,513	11,585	11,782	72	197
Enlisted	49,351	49,511	50,619	160	1,108
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>2,483</u>	<u>2,483</u>	<u>2,751</u>	<u>0</u>	<u>268</u>
Officer	611	621	746	10	125
Enlisted	1,872	1,862	2,005	-10	143
<u>Civilian End Strength (Total)</u>	<u>6,401</u>	<u>6,424</u>	<u>6,552</u>	<u>23</u>	<u>128</u>
U.S. Direct Hire	6,401	6,424	6,552	23	128
Total Direct Hire	6,401	6,424	6,552	23	128
<u>Active Military Average Strength (A/S) (Total)</u>	<u>60,864</u>	<u>61,096</u>	<u>62,401</u>	<u>232</u>	<u>1,305</u>
Officer	11,513	11,585	11,782	72	197
Enlisted	49,351	49,511	50,619	160	1,108
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>2,483</u>	<u>2,483</u>	<u>2,751</u>	<u>0</u>	<u>268</u>
Officer	611	621	746	10	125
Enlisted	1,872	1,862	2,005	-10	143
<u>Civilian FTEs (Total)</u>	<u>6,401</u>	<u>6,424</u>	<u>6,552</u>	<u>23</u>	<u>128</u>
U.S. Direct Hire	6,401	6,424	6,552	23	128
Total Direct Hire	6,401	6,424	6,552	23	128
Average Annual Civilian Salary ($ in thousands)	118.9	117.9	119.8	-1.0	1.9
<u>Contractor FTEs (Total)</u>	<u>5,697</u>	<u>5,640</u>	<u>5,698</u>	<u>-57</u>	<u>58</u>

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Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.
*FY 2017 Authorized Civilian FTEs were 6,599.
*FY 2017 Military End Strength reflects authorized personnel; FY 2017 actuals were 60,900 military personnel.

OP-5 Detail by Sub Activity Group

United States Special Operations Command
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
<u>OP 32 Line</u>	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	759,503	14,841	-50,205	724,139	3,693	54,970	782,802
103 Wage Board	1,268	25	31,892	33,185	169	-31,495	1,859
106 Benefit to Fmr Employees	0	0	70	70	0	-70	0
199 Total Civ Compensation	**760,771**	**14,866**	**-18,243**	**757,394**	**3,862**	**23,405**	**784,661**
308 Travel of Persons	592,013	10,064	-218,258	383,819	6,909	6,523	397,251
399 Total Travel	**592,013**	**10,064**	**-218,258**	**383,819**	**6,909**	**6,523**	**397,251**
401 DLA Energy (Fuel Products)	138,221	15,936	-27,648	126,509	-506	14,645	140,648
411 Army Supply	8,334	236	20,034	28,604	109	-9,373	19,340
412 Navy Managed Supply, Matl	42,503	0	-27,027	15,476	-53	-2,143	13,280
413 Marine Corps Supply	1,183	-26	-1,032	125	-12	12	125
414 Air Force Consol Sust AG (Supply)	342,454	-28,492	-139,203	174,759	4,579	30,689	210,027
416 GSA Supplies & Materials	16,397	279	-3,211	13,465	242	13,873	27,580
417 Local Purch Supplies & Mat	188,254	3,201	-124,544	66,911	1,204	-798	67,317
418 Air Force Retail Supply (Gen Support Div)	109,412	6,543	-28,964	86,991	2,044	1,584	90,619
421 DLA Mat Supply Chain (Cloth & Textiles)	4,405	6	-4,411	0	0	0	0
422 DLA Mat Supply Chain (Medical)	76,503	-8	-76,495	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	864	-15	6,333	7,182	-82	31,352	38,452
499 Total Supplies & Materials	**928,530**	**-2,340**	**-406,168**	**520,022**	**7,525**	**79,841**	**607,388**
502 Army Fund Equipment	8,723	248	-4,506	4,465	17	-189	4,293
503 Navy Fund Equipment	1,371	1	1,659	3,031	0	226	3,257
505 Air Force Fund Equip	654	0	1,524	2,178	0	0	2,178
506 DLA Mat Supply Chain (Const & Equip)	7,749	260	-4,400	3,609	-68	-660	2,881
507 GSA Managed Equipment	3,480	59	8,112	11,651	210	-28	11,833
599 Total Equipment Purchases	**21,977**	**568**	**2,389**	**24,934**	**159**	**-651**	**24,442**
601 Army Industrial Operations	17,628	0	19,136	36,764	-460	11,281	47,585
603 DLA Distribution	480	20	-219	281	6	-120	167

OP-5 Detail by Sub Activity Group

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
610 Navy Air Warfare Center	22,606	601	-8,733	14,474	129	-2,070	12,533
611 Navy Surface Warfare Ctr	31,103	445	-1,152	30,396	249	8,396	39,041
612 Navy Undersea Warfare Ctr	1,799	68	2,121	3,988	59	-2,425	1,622
613 Naval Fleet Readiness Ctrs (Aviation)	50	-5	-45	0	0	0	0
614 Space & Naval Warfare Center	10,162	385	-634	9,913	94	-3,809	6,198
623 Navy Transportation (Special Mission Ships)	16,112	-725	-15,387	0	0	0	0
625 Navy Trans (Service Support)	218	-42	-176	0	0	0	0
630 Naval Research Laboratory	574	27	-601	0	0	0	0
631 Navy Base Support (NFESC)	1,277	-19	2,117	3,375	-251	55	3,179
633 DLA Document Services	646	-8	-306	332	6	-100	238
634 NAVFEC (Utilities and Sanitation)	3,762	13	246	4,021	-79	1,783	5,725
647 DISA Enterprise Computing Centers	589	11	7,757	8,357	-501	-151	7,705
661 Air Force Consolidated Sust AG (Maint)	5,829	152	-3,921	2,060	60	2,034	4,154
671 DISA DISN Subscription Services (DSS)	121	2	30,657	30,780	554	-30,175	1,159
672 PRMRF Purchases	3	0	-3	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	27,546	523	-26,116	1,953	37	0	1,990
699 Total DWCF Purchases	**140,505**	**1,448**	**4,741**	**146,694**	**-97**	**-15,301**	**131,296**
702 AMC SAAM (fund)	373,624	4,857	-298,079	80,402	-6,111	-18,992	55,299
703 JCS Exercises	0	0	16,646	16,646	-1,332	442	15,756
705 AMC Channel Cargo	2,318	-732	-488	1,098	20	-297	821
707 AMC Training	4,987	220	-5,207	0	0	0	0
708 MSC Chartered Cargo	47,489	-12,727	-34,762	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	24,700	0	1,194	25,894	0	0	25,894
719 SDDC Cargo Ops-Port hndlg	0	0	203	203	0	-5	198
720 DSC Pounds Delivered	0	0	2	2	0	0	2

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
771 Commercial Transport	70,134	1,192	-39,790	31,536	568	-789	31,315
799 Total Transportation	**523,252**	**-7,190**	**-360,281**	**155,781**	**-6,855**	**-19,641**	**129,285**
912 Rental Payments to GSA (SLUC)	8,365	142	-7,986	521	9	1	531
913 Purchased Utilities (Non-Fund)	6,308	107	-1,328	5,087	92	-293	4,886
914 Purchased Communications (Non-Fund)	271,133	4,609	-136,851	138,891	2,500	13,003	154,394
915 Rents (Non-GSA)	55,628	945	-32,748	23,825	429	5,297	29,551
917 Postal Services (U.S.P.S)	3,712	63	-2,806	969	17	0	986
920 Supplies & Materials (Non-Fund)	296,331	5,038	128,797	430,166	7,743	-73,575	364,334
921 Printing & Reproduction	2,312	39	1,659	4,010	72	-1,081	3,001
922 Equipment Maintenance By Contract	709,424	12,060	-351,903	369,581	6,652	38,706	414,939
923 Facilities Sust, Rest, & Mod by Contract	19,933	339	-2,411	17,861	321	8,429	26,611
924 Pharmaceutical Drugs	1,306	46	-995	357	14	-30	341
925 Equipment Purchases (Non-Fund)	773,805	13,155	-235,491	551,469	9,926	69,149	630,544
926 Other Overseas Purchases	6,810	116	2,528	9,454	170	-159	9,465
927 Air Def Contracts & Space Support (AF)	9,703	165	-9,868	0	0	0	0
928 Ship Maintenance By Contract	937	16	285	1,238	22	40	1,300
929 Aircraft Reworks by Contract	1,165,704	19,817	-1,092,145	93,376	1,681	237,483	332,540
930 Other Depot Maintenance (Non-Fund)	238,146	4,049	157,365	399,560	7,192	-135,422	271,330
932 Mgt Prof Support Svcs	156,554	2,661	-93,064	66,151	1,191	14,841	82,183
933 Studies, Analysis & Eval	37,956	645	-23,340	15,261	275	4,356	19,892
934 Engineering & Tech Svcs	22,472	382	-12,475	10,379	187	8,401	18,967
935 Training and Leadership Development	97	2	212,683	212,782	4,256	-104,790	112,248
936 Training and Leadership Development (Other Contracts)	147,620	2,952	-150,572	0	0	95,542	95,542
937 Locally Purchased Fuel (Non-Fund)	19,445	2,242	-7,739	13,948	-56	-2,739	11,153
954 Other Costs (Military -	5	0	-5	0	0	0	0

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
Accrued Health Care)							
955 Other Costs (Medical Care)	45,389	1,588	-33,662	13,315	506	-3,240	10,581
957 Other Costs (Land and Structures)	52,343	890	-49,966	3,267	59	-3	3,323
964 Other Costs (Subsistence and Support of Persons)	3,181	54	-3,235	0	0	0	0
984 Equipment Contracts	9,226	157	5,989	15,372	277	38	15,687
986 Medical Care Contracts	210	7	45,097	45,314	1,722	-266	46,770
987 Other Intra-Govt Purch	581,941	9,893	-241,402	350,432	6,308	14,168	370,908
989 Other Services	891,415	15,154	-403,527	503,042	9,055	13,691	525,788
990 IT Contract Support Services	205,179	3,488	-11,902	196,765	3,542	24,205	224,512
998 Other Costs (SOCOM Only)	0	0	972	972	0	18	990
999 Total Other Purchases	**5,742,590**	**100,821**	**-2,350,046**	**3,493,365**	**64,162**	**225,770**	**3,783,297**
Total	**8,709,638**	**118,237**	**-3,345,866**	**5,482,009**	**75,665**	**299,946**	**5,857,620**

* The FY 2017 Actual column <u>includes</u> $3,456,094.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).

* The FY 2018 Estimate column <u>excludes</u> $3,305,234.0 thousand of FY 2018 OCO Appropriations Funding.

* The FY 2019 Estimate column <u>excludes</u> $3,733,161.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Base Support

February 2018

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Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Base Support

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
BaseSup	16,345	234	18,056	34,635	564	10,279	45,478

*The FY 2017 Estimate Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

I.   Description of Operations Financed: <u>Base Support</u> - Primarily captures the Collateral Equipment and Communication infrastructure cost related to SOF-peculiar Military Construction projects. Also, includes costs specifically identified and measurable as base support costs incurred by Naval Special Warfare Command (NSWC) for units not on Navy Installations.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

OP-5 Detail by Sub Activity Group

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

II. Force Structure Summary (cont.)

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**0**	**0**	**0**

OP-5 Detail by Sub Activity Group

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

| A. BA Subactivities | FY 2017 Actuals | Budget Request | FY 2018 Congressional Action | | | Current Estimate | FY 2019 Estimate |
			Amount	Percent	Appropriated		
Base Support	16,345	34,635	0	0.0	0	34,635	45,478
Total	**16,345**	**34,635**	**0**	**0.0**	**0**	**34,635**	**45,478**

*The FY 2017 Estimate Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**34,635**	**34,635**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**34,635**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**34,635**	
Supplemental		
Reprogrammings		
Price Changes		564
Functional Transfers		
Program Changes		10,279
Current Estimate	**34,635**	**45,478**
Less: Wartime Supplemental		
Normalized Current Estimate	**34,635**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**34,635**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**34,635**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**34,635**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**34,635**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**34,635**
6. Price Change		564
7. Functional Transfers		
8. Program Increases		42,035
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
1) Collateral Equipment	40,491	

      One-time increases for O&M collateral equipment and
      C4I requirements for USSOCOM MILCON projects
      programmed for completion and occupation in FY 2019.

      AFSOC - $890 thousand
      FY 2019 Projects (1391 Estimates):
      +$566 thousand, 23484, SOF Simulator Facility (MC-
      130), Kadena AFB, JA;

OP-5 Detail by Sub Activity Group

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

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

+$324 thousand Project Pre-Design.

MARSOC - $8,588 thousand
FY 2019 Projects (1391 Estimates):
+$2,349 thousand, P1118, SOF Marine Battalion
Company/Team Facilities, Camp Pendleton, CA;
+$863 thousand, P1122, SOF Motor Transport Facility
Expansion; Camp Pendleton, CA;
+$2,982 thousand, P1362, SOF Human Performance
Training Center, Camp Lejeune, NC;
+$2,148 thousand, SOF Motor Transport Maintenance
Expansion, Camp Lejeune, NC;
+$246 thousand Project Pre-Design.

NAVSPECWARCOM - $12,309 thousand
FY 2019 Projects (1391 Estimates):
+$4,465 thousand, P892, SOF Seal Team (Five) Ops
Facility, Coronado, CA;
+$3,060 thousand, P921, SOF Logistics Support Unit
One Ops Facility #3, Coronado, CA;
+$4,465 thousand, P964, SOF Seal Team (Seven) Ops
Facility, Coronado, CA.;
+$319 thousand, P791, SOF SATEC Range Expansion,
Joint Expeditionary Base Little Creek-Fort Story, VA.

OTHER HQs - $5,152 thousand
FY 2019 Projects (1391 Estimates):
+$914 thousand, 80771, Battalion Complex (PH 1),
Conus Classified;

OP-5 Detail by Sub Activity Group

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

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

+$295 thousand, 81894, SOF Telecommunications
Reliability Improvements, Ft Bragg, NC;
+$3,143 thousand, SOF SATEC Range Expansion, Joint
Expeditionary Base Little Creek-Story;
+$800 thousand Project Pre-Design.

USASOC - $12,222 thousand
FY 2019 Projects (1391 Estimates):
+$2,502 thousand, 81903, SOF Tactical Equipment
Maintenance Facility, Torii Station, JA;
+$4,462 thousand, 79443, SOF Human Performance
Tracking Center, Ft Bragg, NC;
+$1,829 thousand, 79453, SOF Tactical Equipment
Maintenance Facility, Ft Bragg, NC;
+$963 thousand, 63850, SOF Support Battalion Admin
Facility, Ft Bragg, NC;
+$2,466 thousand Project Pre-Design.

SOCKOR - $1,330 thousand
FY 2019 Projects (1391 Estimates):
+$1,330 thousand, A17R1, Headquarters Command
Operations Center, Yong San, ROK. (FY 2018 Baseline:
$31,756 thousand)

2) NSWC Base Operating Support (BOS)   936
BOS provided for Naval Special Warfare Groups that
reside on non-Navy installations (e.g., Stuttgart,
Germany; Stennis, Mississippi; Kodiak, Alaska; Camp
Atterbury, Indiana; Ft. Chaffee, Arkansas; Ft.
Pickett, Virginia) to support SOF operations and

OP-5 Detail by Sub Activity Group

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

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

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       training at each site. BOS costs include Stennis Occupancy tax (spread across all tenants at Stennis) to pay for BOS support contract services, utilities, custodial services, refuse, septic pumping, wash stations, and chemical toilets.

       +$105 thousand due to reset of NASA surcharge rate to accommodate fact of life changes and validated personnel and square footage occupancies across all tenants.

       +$831 thousand attributed to a new BOS contract to support SOF facilities at Kodiak that was awarded for a partial period of performance in FY 2018; the increase funds the full year of FY 2019 costs for this support. (FY 2018 Baseline: $2,879 thousand)

    3) NSWC Base Operating Support Realignment (BOS)   608

       Increase represents a realignment of BOS costs for NAVSCIATTS from the Ships and Boats Operations Budget Sub-activity to Base Support Budget Sub-activity to properly align these costs with the right budget line. (FY 2018 Baseline: $2,879 thousand)

  c. Program Growth in FY 2019

9. Program Decreases   -31,756

  a. Annualization of FY 2018 Program Decreases

  b. One-Time FY 2018 Increases

    1) Collateral Equipment   -31,756

       One-time decreases for O&M collateral equipment and C4I requirements for USSOCOM MILCON projects programmed for completion and occupation in FY 2018.

OP-5 Detail by Sub Activity Group

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

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

AFSOC $5,829 thousand
FY 2018 Projects (1391 Estimates):
-$442 thousand, 73010, 1st SOW SOF Fuel Cell
Maintenance Hangar, Hurlburt Field, FL;
-$2,072 thousand, 03003, 24th SOW SOF 21 STS
Operations Facility, Ft Bragg, NC;
-$783 thousand, 33003, 24th SOW SOF ST Operations
Training Facilities, Cannon AFB, NM;
-$1,543 thousand, 83021, 27th SOW SOF Squadron
Operations Facility, Cannon AFB, NM;
-$879 thousand, 03016, CONUS Classified Operations
Support Facility;
-$110 thousand Project Pre-Design.

NAVSPECWARCOM - $16,899 thousand
FY 2018 Projects (1391 Estimates):
-$4,261 thousand, P889, SOF SEAL Team Ops Facility,
Coronado, CA;
-$4,523 thousand, P890, SOF SEAL Team OPS Facility,
Coronado, CA;
-$1,869 thousand, P919, SOF Special Recon Team One
Operations Facility, Coronado, CA;
-$1,884 thousand, P952, SOF Performance Training
Center, Coronado, CA;
-$4,362, P966, SOF TRADET ONE Operations Facility,
Coronado, CA.

OTHER HQs - $1,475 thousand
FY 2018 Projects (1391 Estimates):

OP-5 Detail by Sub Activity Group

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

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

-$788 thousand, 76514, SOF Special Tactics Facility
(PH 3), Ft Bragg, NC;
-$687 thousand Project Pre-Design.

USASOC - $7,553 thousand
FY 2018 Projects (1391 Estimates):
-$615 thousand, 79456, SOF Tactical Equipment
Maintenance Facility, Ft Bragg, NC;
-$480 thousand, 61065, SOF Tactical Unmanned Aerial
Vehicle Hangar, Ft Benning, GA;
-$2,331 thousand, 69552, SOF Tactical Equipment
Maintenance Facility, Ft Bragg, NC;
-$2,137 thousand, 74813, SOF Parachute Rigging
Facility, Ft Bragg, NC;
-$1,090 thousand, 85958, SOF Combat Medic Training
Facility, Ft Bragg, NC;
-$900 thousand Project Pre-Design. (FY 2018 Baseline:
$0 thousand)
   c. Program Decreases in FY 2019

FY 2019 Budget Request		**45,478**

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

V. Personnel Summary

Personnel Summary Explanations:

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
308 Travel of Persons	12	0	-12	0	0	0	0
399 TOTAL TRAVEL	**12**	**0**	**-12**	**0**	**0**	**0**	**0**
412 Navy Managed Supply, Matl	41	0	-41	0	0	0	0
417 Local Purch Supplies & Mat	1	0	-1	0	0	0	0
422 DLA Mat Supply Chain (Medical)	579	0	-579	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	16	0	-16	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**637**	**0**	**-637**	**0**	**0**	**0**	**0**
631 Navy Base Support (NFESC)	1,012	-15	-997	0	0	0	0
634 NAVFEC (Utilities and Sanitation)	103	0	1,456	1,559	-31	1,788	3,316
699 TOTAL DWCF PURCHASES	**1,115**	**-15**	**459**	**1,559**	**-31**	**1,788**	**3,316**
771 Commercial Transport	812	14	-826	0	0	0	0
799 TOTAL TRANSPORTATION	**812**	**14**	**-826**	**0**	**0**	**0**	**0**
913 Purchased Utilities (Non-Fund)	1,529	26	-1,555	0	0	0	0
914 Purchased Communications (Non-Fund)	0	0	8,167	8,167	147	518	8,832
920 Supplies & Materials (Non-Fund)	1	0	-1	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	798	14	-812	0	0	0	0
925 Equipment Purchases (Non-Fund)	9,116	155	12,621	21,892	394	5,537	27,823
932 Mgt Prof Support Svcs	9	0	-9	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	587	10	-597	0	0	0	0
984 Equipment Contracts	90	2	-92	0	0	0	0
987 Other Intra-Govt Purch	747	13	-760	0	0	0	0
989 Other Services	516	9	2,492	3,017	54	2,436	5,507
990 IT Contract Support Services	376	6	-382	0	0	0	0
999 TOTAL OTHER PURCHASES	**13,769**	**235**	**19,072**	**33,076**	**595**	**8,491**	**42,162**
Total	**16,345**	**234**	**18,056**	**34,635**	**564**	**10,279**	**45,478**

OP-5 Detail by Sub Activity Group

Base Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

*The FY 2017 Estimate Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2017 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Combat Development Activities

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Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
CDAct	1,958,897	20,692	-900,489	1,079,100	11,843	24,781	1,115,724

* The FY 2017 Actual column includes $941,962.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column excludes $1,152,249.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column excludes $1,181,872.0 thousand of FY 2019 OCO Appropriations funding.

I. Description of Operations Financed: Combat Development Activities - Includes Joint and Component manpower authorizations, Special Operations Forces (SOF)-peculiar equipment, necessary facilities and the associated costs specifically identified and measurable to the development of combat doctrine, organizational concepts, material requirements and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

II. Force Structure Summary:
USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	114	100	132
Army	790	850	904
Marine Corps	0	0	0

OP-5 Detail by Sub Activity Group

II. <u>Force Structure Summary (cont.)</u>

Navy	477	459	468
Total	**1,381**	**1,409**	**1,504**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	1,150	1,150	1,276
Army	1,733	1,731	1,864
Marine Corps	80	74	74
Navy	1,461	1,461	1,544
Total	**4,424**	**4,416**	**4,758**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**488**	**488**	**493**

OP-5 Detail by Sub Activity Group

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action			Current Estimate	FY 2019 Estimate
			Amount	Percent	Appropriated		
Combat Development Activities	1,958,897	1,079,100	0	0.0	0	1,079,100	1,115,724
Total	**1,958,897**	**1,079,100**	**0**	**0.0**	**0**	**1,079,100**	**1,115,724**

* The FY 2017 Actual column <u>includes</u> $941,962.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $1,152,249.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $1,181,872.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	1,079,100	1,079,100
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,079,100	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	1,079,100	
Supplemental	1,152,249	
Reprogrammings		
Price Changes		11,843
Functional Transfers		
Program Changes		24,781
Current Estimate	2,231,349	1,115,724
Less: Wartime Supplemental	-1,152,249	
Normalized Current Estimate	1,079,100	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**1,079,100**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**1,079,100**
2. War-Related and Disaster Supplemental Appropriations		1,152,249
a. OCO Supplemental Funding		
1) OCO	1,152,249	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**2,231,349**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**2,231,349**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,152,249
FY 2018 Normalized Current Estimate		**1,079,100**
6. Price Change		11,843
7. Functional Transfers		
8. Program Increases		56,413
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Civilian Pay Compensable Day	671	
Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $175,060 thousand)		
2) Civilian Pay Realignment	3,896	

OP-5 Detail by Sub Activity Group

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

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

The civilian FTE realignment is a zero-balance transfer of AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include +31 FTEs from the Maintenance Budget Sub-activity to the Combat Development Activities Budget Sub-activity. (FY 2018 Baseline: $175,060 thousand; +31 FTEs)

3) Civilian Pay See Classified Submission	8,518	
(FY 2018 Baseline: $175,060 thousand; +64 FTEs)		
4) See Classified Submission	43,328	
See Classified Submission. (FY 2018 Baseline: $1,057,297 thousand)		
9. Program Decreases		-31,632
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) See Classified Submissions.	-31,632	
See classified submission. (FY 2018 Baseline: $1,057,297 thousand)		
FY 2019 Budget Request		**1,115,724**

OP-5 Detail by Sub Activity Group

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

N/A

Combat Development Activities
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V. **Personnel Summary**	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	4,424	4,416	4,758	-8	342
Officer	881	879	963	-2	84
Enlisted	3,543	3,537	3,795	-6	258
Civilian End Strength (Total)	1,381	1,409	1,504	28	95
U.S. Direct Hire	1,381	1,409	1,504	28	95
Total Direct Hire	1,381	1,409	1,504	28	95
Active Military Average Strength (A/S) (Total)	4,424	4,416	4,758	-8	342
Officer	881	879	963	-2	84
Enlisted	3,543	3,537	3,795	-6	258
Civilian FTEs (Total)	1,381	1,409	1,504	28	95
U.S. Direct Hire	1,381	1,409	1,504	28	95
Total Direct Hire	1,381	1,409	1,504	28	95
Average Annual Civilian Salary ($ in thousands)	127.3	124.2	125.7	-3.1	1.5
Contractor FTEs (Total)	488	488	493	0	5

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Military end strength numbers reflect authorized personnel.

*The civilian FTE realignment is a zero-balance transfer of AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly

OP-5 Detail by Sub Activity Group

organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include +31 FTEs from the Maintenance Budget Sub-activity to the Combat Development Activities Budget Sub-activity. An additional increase of +64 FTEs is detailed in Classified Submission.

*The Active Military End Strength (E/S) realignment is also a zero-balance transfer of AFSOC's command UICs and PECs. This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include +23 Officers and +51 Enlisted from the Maintenance Budget Sub-activity to the Combat Development Activities Budget Sub-activity. The remaining increase of +61 Officers and +207 Enlisted are detailed in the classified submission.

OP-5 Detail by Sub Activity Group

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
<u>OP 32 Line</u>	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	175,570	3,431	-8,773	170,228	868	17,737	188,833
103 Wage Board	180	4	4,648	4,832	25	-4,652	205
199 TOTAL CIV COMPENSATION	**175,750**	**3,435**	**-4,125**	**175,060**	**893**	**13,085**	**189,038**
308 Travel of Persons	110,286	1,875	-52,441	59,720	1,075	5,425	66,220
399 TOTAL TRAVEL	**110,286**	**1,875**	**-52,441**	**59,720**	**1,075**	**5,425**	**66,220**
401 DLA Energy (Fuel Products)	8,257	952	-3,479	5,730	-23	1,998	7,705
411 Army Supply	1,560	44	-1,575	29	0	0	29
413 Marine Corps Supply	9	0	-9	0	0	0	0
414 Air Force Consol Sust AG (Supply)	2,217	-184	-1,349	684	18	0	702
416 GSA Supplies & Materials	1,234	21	1,421	2,676	48	0	2,724
417 Local Purch Supplies & Mat	102,161	1,736	-59,249	44,648	804	0	45,452
422 DLA Mat Supply Chain (Medical)	18,794	-2	-18,792	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**134,232**	**2,567**	**-83,032**	**53,767**	**847**	**1,998**	**56,612**
505 Air Force Fund Equip	0	0	30	30	0	0	30
507 GSA Managed Equipment	111	2	874	987	18	0	1,005
599 TOTAL EQUIPMENT PURCHASES	**111**	**2**	**904**	**1,017**	**18**	**0**	**1,035**
603 DLA Distribution	34	1	-35	0	0	0	0
610 Navy Air Warfare Center	50	1	103	154	1	0	155
611 Navy Surface Warfare Ctr	2,466	35	1,236	3,737	31	0	3,768
623 Navy Transportation (Special Mission Ships)	16,112	-725	-15,387	0	0	0	0
631 Navy Base Support (NFESC)	40	-1	1,891	1,930	-144	0	1,786
634 NAVFEC (Utilities and Sanitation)	0	0	539	539	-11	0	528
647 DISA Enterprise Computing Centers	448	9	7,222	7,679	-461	0	7,218
699 TOTAL DWCF PURCHASES	**19,150**	**-680**	**-4,431**	**14,039**	**-584**	**0**	**13,455**
702 AMC SAAM (fund)	135,185	1,757	-90,571	46,371	-3,524	-19,802	23,045
708 MSC Chartered Cargo	41,906	-11,231	-30,675	0	0	0	0

OP-5 Detail by Sub Activity Group

Combat Development Activities
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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018		FY 2018 Estimate	Change FY 2018/FY 2019		FY 2019 Estimate
		Price	Program		Price	Program	
771 Commercial Transport	12,878	219	-2,454	10,643	192	0	10,835
799 TOTAL TRANSPORTATION	**189,969**	**-9,255**	**-123,700**	**57,014**	**-3,332**	**-19,802**	**33,880**
912 Rental Payments to GSA (SLUC)	675	11	-199	487	9	0	496
913 Purchased Utilities (Non-Fund)	83	1	1,634	1,718	31	0	1,749
914 Purchased Communications (Non-Fund)	135,133	2,298	-86,775	50,656	912	1,100	52,668
915 Rents (Non-GSA)	11,754	200	-5,645	6,309	114	0	6,423
917 Postal Services (U.S.P.S)	2,059	35	-1,519	575	10	0	585
920 Supplies & Materials (Non-Fund)	64,988	1,105	9,368	75,461	1,358	5,291	82,110
921 Printing & Reproduction	14	0	93	107	2	0	109
922 Equipment Maintenance By Contract	284,681	4,840	-197,039	92,482	1,665	5,837	99,984
923 Facilities Sust, Rest, & Mod by Contract	37	1	-38	0	0	0	0
924 Pharmaceutical Drugs	255	9	-156	108	4	0	112
925 Equipment Purchases (Non-Fund)	169,043	2,874	-51,079	120,838	2,175	8,101	131,114
930 Other Depot Maintenance (Non-Fund)	0	0	4,014	4,014	72	0	4,086
932 Mgt Prof Support Svcs	35,630	606	-25,618	10,618	191	0	10,809
933 Studies, Analysis & Eval	30	1	-31	0	0	0	0
936 Training and Leadership Development (Other Contracts)	8,434	168	-8,602	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	1,188	137	-888	437	-2	393	828
955 Other Costs (Medical Care)	30	1	-4	27	1	0	28
957 Other Costs (Land and Structures)	1,258	22	-1,280	0	0	0	0
987 Other Intra-Govt Purch	310,006	5,270	-148,954	166,322	2,994	0	169,316
989 Other Services	271,384	4,613	-125,730	150,267	2,705	3,353	156,325
990 IT Contract Support Services	32,717	556	4,784	38,057	685	0	38,742
999 TOTAL OTHER PURCHASES	**1,329,399**	**22,748**	**-633,664**	**718,483**	**12,926**	**24,075**	**755,484**
Total	**1,958,897**	**20,692**	**-900,489**	**1,079,100**	**11,843**	**24,781**	**1,115,724**

OP-5 Detail by Sub Activity Group

Combat Development Activities
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* The FY 2017 Actual column <u>includes</u> $941,962.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $1,152,249.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $1,181,872.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Communications

February 2018

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Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Communications

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
Comms	561,883	9,598	-127,250	444,231	7,815	104,554	556,600

* The FY 2017 Actual column <u>includes</u> $79,759.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $86,840.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $104,812.0 thousand of FY 2019 OCO Appropriations funding.

I.   <u>**Description of Operations Financed**</u>: <u>Communications</u> - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component SOF-peculiar and support equipment, SOF Information Technology enterprise-wide services, necessary facilities and resources directly associated with Automated Data Processing (ADP) support costs for SOF worldwide Command and Control Systems, non-tactical telecommunications networks, services, leases, facility controls and associated equipment. Other Communication capabilities, activities, and commodities include: Command Center operations; deployable command, control and communications assets; airtime, circuit, and bandwidth costs; and automation support required to maintain SOF command and control.

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

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	3	0	0
Army	16	0	0

OP-5 Detail by Sub Activity Group

Communications
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II. Force Structure Summary (cont.)

Marine Corps	0	0	0
Navy	0	0	0
Total	**19**	**0**	**0**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	180	180	228
Army	1	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**181**	**180**	**228**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**791**	**796**	**796**

OP-5 Detail by Sub Activity Group

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	**FY 2017 Actuals**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2019 Estimate**
Communications	561,883	444,231	0	0.0	0	444,231	556,600
Total	**561,883**	**444,231**	**0**	**0.0**	**0**	**444,231**	**556,600**

* The FY 2017 Actual column <u>includes</u> $79,759.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).

* The FY 2018 Estimate column <u>excludes</u> $86,840.0 thousand of FY 2018 OCO Appropriations Funding.

* The FY 2019 Estimate column <u>excludes</u> $104,812.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	**444,231**	**444,231**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**444,231**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**444,231**	
Supplemental	86,840	
Reprogrammings		
Price Changes		7,815
Functional Transfers		
Program Changes		104,554
Current Estimate	**531,071**	**556,600**
Less: Wartime Supplemental	-86,840	
Normalized Current Estimate	**444,231**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**444,231**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**444,231**
2. War-Related and Disaster Supplemental Appropriations		86,840
a. OCO Supplemental Funding		
1) OCO	86,840	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**531,071**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**531,071**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-86,840
FY 2018 Normalized Current Estimate		**444,231**
6. Price Change		7,815
7. Functional Transfers		
8. Program Increases		113,233
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Command, Control, Communications, Computers and Intelligence Automation Systems (C4IAS) Increase supports requirements associated with the SOF Information Environment (SIE). +$2,799 thousand is for unit level repair parts/supplies, training, and service requirements to	14,115	

OP-5 Detail by Sub Activity Group

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

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

support the +218 NSW personnel (+$2,357 thousand) and +442 USASOC personnel (+$442 thousand) associated with the force structure update.
+7,745 thousand accelerates the life cycle replacement of workstations that do not meet the Windows 10 (Credential Guard) DoD CIO mandated security requirements.
+$3,273 thousand is for requirements related to compliance with mandated DoDI 8530.01 for the Suite of Cyber tools to support the Defensive Cyberspace Operations for USSOCOM and the SIE.
+$298 thousand provides for workstations and associated software for establishing the SOF Global Messaging/Counter Messaging Center (GMCM). USSOCOM as the Joint Proponent for Military Information Support Operations (MISO) has been directed by the Secretary of Defense to establish a centralized DoD MISO GMCM capability. Funding supports the transition of existing capability at US Central Command to a centralized DoD MISO GMCM capability at USSOCOM. This organization supports and coordinates defense GMCM operations in support of Combatant Command objectives and sets conditions for integration of additional capabilities in order to enhance DoD's execution of the National Security Strategy and fill capability gaps existing in operating in the Information Environment. (FY 2018 Baseline: $76,262 thousand)

2) Communications-on-the Move   3,410
Increase is due to a realignment from the Other

OP-5 Detail by Sub Activity Group

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

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

Operations Budget Sub-activity to the Communications Budget Sub-activity for sustainment of the Communications On-The-Move equipment supporting the Special Operations Liaison Elements. (FY 2018 Baseline: $57,187 thousand)

3) Headquarters C4 Command Data Initiative (HQC4ICDI)   9,599
Through normal lifecycle management within the C4IAS program of record, USSOCOM has laid the foundation for a fully software-defined IT infrastructure resulting in an USSOCOM Enterprise, private cloud architecture. As a result, the Command will be positioned for both cloud computing and "big data analytics."
+$5,049 thousand supports the reengineering of the most critical applications (via extending, refactoring, or rewriting) to fully exploit the capabilities offered by cloud computing on the classified and ACCM networks.
+$4,550 thousand funds the Command's purchase for services offered within the unclassified Commercial Cloud (i.e., TensorFlow, neural networking, etc.) and leverages gains of the DEPSECDEF endorsed initiative "Project Maven" in order to develop "SOF-peculiar" artificial intelligence algorithms. (FY 2018 Baseline: $0 thousand)

4) Headquarters C4 Global Messaging Counter Messaging   843
Center (HQC4IMCM)
USSOCOM as the Joint Proponent for Military Information Support Operations (MISO) has been

OP-5 Detail by Sub Activity Group

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

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

directed by the Secretary of Defense to establish a
centralized DoD MISO Global Messaging/Counter
Messaging (GMCM) capability. Funding supports the
transition of existing capability at US Central
Command to a centralized DoD MISO GMCM capability at
USSOCOM. This organization supports and coordinates
defense GMCM operations in support of Combatant
Command objectives and sets conditions for
integration of additional capabilities in order to
enhance DoD's execution of the National Security
Strategy and fill capability gaps existing in
operating in the Information Environment. Funding
covers Information Technology contractor support
($350 thousand), supplies ($453 thousand), and
licenses ($40 thousand) for the operating system and
virtualization software in the server infrastructure.
(FY 2018 Baseline: $0 thousand)

5) Headquarters C4 Information Technology Enterprise   22,896
(HQC4II SITEC)
Increase establishes funding for IT technical support
at the seven Theater Special Operations Commands
(TSOC) to address an existing capability gap in
Technical Support (contracted subject matter
experts). The existing baseline funding resources
only the SOF-unique communication capabilities
supporting Geographic Combatant Command (GCC)
capabilities. The additional funding will allow
USSOCOM to provide 24/7 communications architecture
or SOF Information Environment (SIE) to facilitate

OP-5 Detail by Sub Activity Group

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

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

command and control (C2), information sharing, collaboration and situational awareness consistent with Service Components and deployed forces across USSOCOM, to include all forward locations. (FY 2018 Baseline: $146,647 thousand)

6) Radio Integration System (RIS)	299	

Increase supports sustainment of new (RIS 3.0 began fielding in FY 2017) and legacy systems until the full transition to the newer variant is fully implemented in FY 2023. (FY 2018 Baseline: $3,357 thousand)

7) SCAMPI	1,979	

Increase is for sustainment costs associated with eleven (11) new gateways (formerly named nodes) installed in FY 2018 on the SOF Information Environment (SIE). (FY 2018 Baseline: $10,472 thousand)

8) SOF Tactical Communications (STC) Digitally Aided	2,160	

Close Air Support Gateways SOF (DACAS-G) Sustainment
Funding supports the licensing and support services for CONUS and OCONUS deployed DACAS-G-S equipment and software. DACAS-G-S enables bi-directional Situational Awareness between ground and air platforms greatly reducing response times during Close Air Support operations. The DACAS-G-S with translation software enables integration of Position Location Information and targeting data from virtually any radio into the air platform Tactical Data Link (TDL). Funding provides for software

OP-5 Detail by Sub Activity Group

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

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

maintenance and support for the translation software, training, exercise support, and field service support for deployed systems in support of training exercises and combat operations. The funding increase provides maintenance and sustainment support for eight (8) existing DACAS-G-S systems. (FY 2018 Baseline: $25,832 thousand)

9) SOF Tactical Communications (STC) Hand-Held Link-16   8,683
(HHL-16) Sustainment

The funding increase relates to the accelerated fielding of 1,208 Hand-Held Link-16 receiver-transmitters that will reduce the risk of fratricide and enable more rapid and reliable target execution. The HHL-16 provides new "game changing" capability that digitally integrates the Joint Tactical Controller (JTAC) into the Air Platform link-16 Tactical Data Link (TDL) enabling digital identification for targeting and friendly position information. The HHL-16 enables rapid execution of Close Air Support operations significantly reducing the kill chain. Funding supports the maintenance, sustainment, sustainment training, and the support package required to field, train, and support deployment of the HHL-16s across SOF. Support includes Field Service Representative (FSR) support for training, certification for use, exercises and combat operations. Component breakout of platforms is AFSOC 153, NSWC 86, MARSOC 26, and USASOC 400. (FY 2018 Baseline: $25,832 thousand)

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
10) SOF Tactical Communications (STC) Next Generation Handheld Device	8,974	
The increase procures the Next Generation Handheld VHF/UHF SATCOM radio (AN/PRC-163). (FY 2018 Baseline: $0 thousand)		
11) Special Communications Enterprise (SPCOM)	7,545	
Funding supports Special Communications-Hub's (SC-HUB) transition to operations supporting National, Theater, and Intelligence Community (IC) sensitive activity global requirements. (FY 2018 Baseline: $11,010 thousand)		
12) Tactical Local Area Network (TACLAN)	32,730	
+$14,245 thousand increase is for the Components to reach full requirement for TACLAN Field Computing Devices (FCDs) providing accelerated sharing of fires and common operational picture data for viewing by all aspects of the operational chain positively impacting warfighting readiness. +$4,750 thousand provides additional funding for technical support and sustainment training. +$13,735 thousand procures additional TACLAN variants. (FY 2018 Baseline: $24,316 thousand)		
9. Program Decreases		-8,679
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Blue Force Tracking (BFT)	-849	
Decrease is associated with reduction in spares, training, and sustainment support. (FY 2018 Baseline:		

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

$2,765 thousand)

2) Long Haul Communications (SOFC4I)   **-2,509**
The decrease is based on estimated Satellite airtime
resulting from the consolidation of command and
control nodes, and a reduction in forces in specific
Area of Responsibility. (FY 2018 Baseline: $44,977
thousand)

3) Other Operations - Realignment Naval Special Warfare   **-2,642**
Knowledge Management
NSW's Knowledge Management funding was realigned to
the Other Operations Budget Sub-activity where it is
more appropriately executed. (FY 2018 Baseline:
$2,642 thousand)

4) SOF Deployable Node (SDN)   **-1,592**
Decrease is associated with changing the life cycle
replacement strategy of all SDN systems by one or two
years depending on the variant. (FY 2018 Baseline:
$57,187 thousand)

5) Special Access Program Network (SAPNT)   **-1,087**
-$885 thousand is realigned to the
Acquisition/Program Management budget sub-activity to
reflect properly aligning funds from contract labor
support to acquisition program management support.
-$202 thousand decrease in SAPNT funding for
efficiencies due to consolidation and seamless
interoperability of multiple SAP networks. (FY 2018
Baseline: $12,057 thousand)

FY 2019 Budget Request   **556,600**

OP-5 Detail by Sub Activity Group

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

N/A

Communications
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V. **Personnel Summary**	**FY 2017**	**FY 2018**	**FY 2019**	**Change FY 2017/ FY 2018**	**Change FY 2018/ FY 2019**
Active Military End Strength (E/S) (Total)	181	180	228	-1	48
Officer	7	6	6	-1	0
Enlisted	174	174	222	0	48
Civilian End Strength (Total)	19	0	0	-19	0
U.S. Direct Hire	19	0	0	-19	0
Total Direct Hire	19	0	0	-19	0
Active Military Average Strength (A/S) (Total)	181	180	228	-1	48
Officer	7	6	6	-1	0
Enlisted	174	174	222	0	48
Civilian FTEs (Total)	19	0	0	-19	0
U.S. Direct Hire	19	0	0	-19	0
Total Direct Hire	19	0	0	-19	0
Average Annual Civilian Salary ($ in thousands)	48.8	0	0	-48.8	0
Contractor FTEs (Total)	791	796	796	5	0

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*The Active Military End Strength (E/S) realignment is a zero-balance transfer of AFSOC's command UICs and PECs. This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational

OP-5 Detail by Sub Activity Group

manning document. Realignment includes +48 Enlisted from the Flight Operations Budget Sub-activity to the Communications Budget Sub-activity.

OP-5 Detail by Sub Activity Group

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	927	18	-945	0	0	0	0
199 TOTAL CIV COMPENSATION	**927**	**18**	**-945**	**0**	**0**	**0**	**0**
308 Travel of Persons	1,401	24	-503	922	17	159	1,098
399 TOTAL TRAVEL	**1,401**	**24**	**-503**	**922**	**17**	**159**	**1,098**
401 DLA Energy (Fuel Products)	1	0	0	1	0	-1	0
412 Navy Managed Supply, Matl	267	0	9	276	-1	0	275
414 Air Force Consol Sust AG (Supply)	99	-8	-26	65	2	32	99
416 GSA Supplies & Materials	113	2	-115	0	0	0	0
417 Local Purch Supplies & Mat	19	0	126	145	3	-129	19
422 DLA Mat Supply Chain (Medical)	604	0	-604	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**1,103**	**-6**	**-610**	**487**	**4**	**-98**	**393**
502 Army Fund Equipment	916	26	-942	0	0	0	0
503 Navy Fund Equipment	145	0	-145	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	199	7	-76	130	-2	71	199
507 GSA Managed Equipment	777	13	-196	594	11	203	808
599 TOTAL EQUIPMENT PURCHASES	**2,037**	**46**	**-1,359**	**724**	**9**	**274**	**1,007**
601 Army Industrial Operations	4,962	0	-4,962	0	0	0	0
603 DLA Distribution	0	0	9	9	0	-9	0
610 Navy Air Warfare Center	6,313	168	1,965	8,446	75	-1,953	6,568
611 Navy Surface Warfare Ctr	1,551	22	1,570	3,143	26	-1,555	1,614
612 Navy Undersea Warfare Ctr	47	2	-49	0	0	0	0
614 Space & Naval Warfare Center	1,982	75	2,940	4,997	47	-3,818	1,226
631 Navy Base Support (NFESC)	21	0	-21	0	0	0	0
633 DLA Document Services	0	0	98	98	2	-100	0
647 DISA Enterprise Computing Centers	104	2	161	267	-16	-143	108
661 Air Force Consolidated Sust AG (Maint)	350	9	-359	0	0	0	0

OP-5 Detail by Sub Activity Group

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
671 DISA DISN Subscription Services (DSS)	101	2	29,638	29,741	535	-30,170	106
677 DISA Telecomm Svcs - Reimbursable	16,041	305	-16,346	0	0	0	0
699 TOTAL DWCF PURCHASES	**31,472**	**585**	**14,644**	**46,701**	**669**	**-37,748**	**9,622**
702 AMC SAAM (fund)	39	1	-40	0	0	0	0
707 AMC Training	85	4	-89	0	0	0	0
771 Commercial Transport	111	2	-44	69	1	45	115
799 TOTAL TRANSPORTATION	**235**	**7**	**-173**	**69**	**1**	**45**	**115**
913 Purchased Utilities (Non-Fund)	1	0	420	421	8	-428	1
914 Purchased Communications (Non-Fund)	55,069	936	-12,887	43,118	776	-2,336	41,558
915 Rents (Non-GSA)	2,982	51	-3,033	0	0	1,777	1,777
920 Supplies & Materials (Non-Fund)	2,907	50	1,882	4,839	87	19,011	23,937
921 Printing & Reproduction	0	0	849	849	15	-864	0
922 Equipment Maintenance By Contract	6,406	109	34,621	41,136	740	3,576	45,452
923 Facilities Sust, Rest, & Mod by Contract	675	11	-686	0	0	0	0
925 Equipment Purchases (Non-Fund)	152,829	2,598	-20,525	134,902	2,428	22,242	159,572
930 Other Depot Maintenance (Non-Fund)	52,288	889	-51,474	1,703	31	52,754	54,488
932 Mgt Prof Support Svcs	11,622	198	-11,249	571	10	0	581
933 Studies, Analysis & Eval	856	15	-871	0	0	0	0
934 Engineering & Tech Svcs	7,892	134	-4,673	3,353	60	0	3,413
936 Training and Leadership Development (Other Contracts)	966	19	-985	0	0	0	0
984 Equipment Contracts	556	10	10,487	11,053	199	22	11,274
987 Other Intra-Govt Purch	76,874	1,307	-71,088	7,093	128	2,859	10,080
989 Other Services	2,083	35	293	2,411	43	20,272	22,726
990 IT Contract Support Services	150,702	2,562	-9,385	143,879	2,590	23,037	169,506
999 TOTAL OTHER PURCHASES	**524,708**	**8,924**	**-138,304**	**395,328**	**7,115**	**141,922**	**544,365**

OP-5 Detail by Sub Activity Group

Communications
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
Total	561,883	9,598	-127,250	444,231	7,815	104,554	556,600

* The FY 2017 Actual column <u>includes</u> $79,759.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $86,840.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $104,812.0 thousand of FY 2019 OCO Appropriations funding.

*OP-32 Line 671 DISA DISN Subscription Services was erroneously requested in the wrong OP-32 lines in the FY 2018 President's Budget and was realigned into OP-32 Line 925 Equipment Purchases and OP-32 Line 930 Other Depot Maintenance. The FY 2019 President's Budget increases and decreases more accurately align these budgeted funds to expected program execution.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Flight Operations

February 2018

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Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Flight Operations

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
FltOps	1,177,748	3,471	-146,025	1,035,194	14,875	59,469	1,109,538

* The FY 2017 Actual column <u>includes</u> $231,792.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $181,711.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $242,535.0 thousand of FY 2019 OCO Appropriations funding.

I.   **Description of Operations Financed**: <u>Flight Operations</u> – Supports five active Special Operations Wings (SOW): (1st SOW, Hurlburt Field, FL; 492nd SOW Hulburt Field, FL; 352 SOW, RAF Mildenhall UK; 27th SOW, Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM) and one Special Operations Groups, the 353 SOG, Kadena AB JA and their associated squadrons. Costs are also included for: the 919th Special Operations Reserve Wing located at Duke Field, FL; the 193rd Special Operations Air National Guard Wing, Harrisburg, PA; 137th Air National Guard Wing, Oklahoma City, OK; U.S. Army Special Operations Aviation Command (USASOAC); 160th Special Operations Aviation Regiment at Ft Campbell, KY; Hunter Army Airfield, GA; and Ft Lewis, WA. Funding supports special operations forces (SOF) Army and Air Force civilian manpower authorizations, flying hours, SOF-peculiar and support equipment, necessary facilities, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and measurable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included in this Budget Sub-activity.

II. **Force Structure Summary**:

OP-5 Detail by Sub Activity Group

II. <u>Force Structure Summary (cont.)</u>

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	796	975	1070
Army	96	74	79
Marine Corps	0	0	0
Navy	0	0	0
Total	**892**	**1,049**	**1,149**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	12,938	13,114	12,729
Army	3,450	3,614	3,708
Marine Corps	0	0	0
Navy	0	0	0
Total	**16,388**	**16,728**	**16,437**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**669**	**669**	**673**

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	FY 2018 Congressional Action Percent	FY 2018 Congressional Action Appropriated	Current Estimate	FY 2019 Estimate
Flight Operations	1,177,748	1,035,194	0	0.0	0	1,035,194	1,109,538
Total	**1,177,748**	**1,035,194**	**0**	**0.0**	**0**	**1,035,194**	**1,109,538**

* The FY 2017 Actual column <u>includes</u> $231,792.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $181,711.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $242,535.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	1,035,194	1,035,194
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,035,194	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	1,035,194	
Supplemental	181,711	
Reprogrammings		
Price Changes		14,875
Functional Transfers		-6,451
Program Changes		65,920
Current Estimate	1,216,905	1,109,538
Less: Wartime Supplemental	-181,711	
Normalized Current Estimate	1,035,194	

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**1,035,194**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**1,035,194**
2. War-Related and Disaster Supplemental Appropriations		181,711
a. OCO Supplemental Funding		
1) OCO	181,711	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**1,216,905**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**1,216,905**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-181,711
FY 2018 Normalized Current Estimate		**1,035,194**
6. Price Change		14,875
7. Functional Transfers		-6,451
a. Transfers In		
b. Transfers Out		
1) Civilian FTE Transfer of Air Force Reserve Technicians	-6,451	
Decrease due to the functional transfer of -64 FTEs from USSOCOM to U.S. Air Force Reserve Command's (AFRC) O&M Budget. (FY 2018 Baseline: $102,488 thousand; -64 FTEs)		
8. Program Increases		73,013
a. Annualization of New FY 2018 Program		

OP-5 Detail by Sub Activity Group

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

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

b. One-Time FY 2019 Increases
c. Program Growth in FY 2019
   1) 2nd MQ-1C Gray Eagle Company   25,590

      Program increases support the addition of the 2nd MQ-1C Gray Eagle Company that stood up in FY 2018.
      +465 thousand supports qualification and currency flight requirements for the SOF UAS Warrant Officers assigned to the Gray Eagle Company.
      +$189 thousand supports pre-deployment mission training and validation exercises along with ancillary deployment cost for +12 additional Gray Eagle aircraft fielded in FY 2019.
      +886 thousand supports approved Special Operations Aviation institutional training, to include USSOCOM Aquatic Training Facility instructors, institutional training, A/C qualification, combat skills, special equipment aircraft maintenance, individual medical and survival skills.
      +24,050 thousand increase provides Processing, Exploitation, and Dissemination (PED) capability. Funding supports contractors, individual training and sustainment, and initial acquisition and sustainment costs for the computers and other associated C4 requirements to meet the PED Detachment operating requirements. This effort will include integration and sharing best practices from the Intelligence and Security Command, Air Force Special Operations Command, and other intelligence community elements.
      (FY 2018 Baseline: $55,093 thousand)

OP-5 Detail by Sub Activity Group

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
2) CASA-212 Contractor Logistics Support	1,763	

Program increase due to the retention of the CASA-212s in FY 2019. This funding supports contractor logistics support, materiel, and the associated support equipment required to maintain the aircraft's training availability. (FY 2018 Baseline: $12,393 thousand)

3) Civilian Pay Compensable Day	393	

Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $102,488 thousand)

4) Civilian Pay FTE	2,117	

Increase of +21 FTEs for eight Joint Special Operations Aviation Detachments (JSOAD) as planned in USSOCOM's force structure increase to build a sustainable operational level Command and Control capability. (FY 2018 Baseline: $102,488 thousand; +21 FTEs)

5) Civilian Pay Realignment	16,802	

Civilian FTE realignment is a zero-balance transfer of AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include +143 FTEs from the Maintenance Budget Sub-activity to the Flight Operations Budget Sub-activity to align with AFSOC's current

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

III. __Financial Summary__ **($ in thousands)**

C. __Reconciliation of Increases and Decreases__	__Amount__	__Totals__

organizational manning document. (FY 2018 Baseline: $102,488 thousand; +143 FTEs)

6) Combat Aviation Advisor (CAA)/Aviation Foreign Internal Defense (AvFID)	22,479	

    SOF CAAs conduct aviation Security Force Assistance (SFA)/Foreign Internal Defense (FID) missions to improve partner nation's ISR, strike, mobility, and aviation support capabilities. USSOCOM lacks a single engine, ISR, and strike platform that is compatible or comparable to the platforms that the majority of partner nations' aviation units employ. This program provides a compatible platform to support five operational aviation detachment persistent engagements per annum to meet Geographic Combatant Command (GCC) aviation SFA/FID requirements. The funding increase supports the lease of four aircraft to execute these GCC directed mission requirements. (FY 2018 Baseline: $0 thousand)

7) CV-22 Contractor Logistics Support	3,039	

    The increase supports Contract Maintenance Support (CMS). This program provides contractor support for Operational and Intermediate-Level maintenance, on-the-job-training to active duty military personnel, and qualified maintenance personnel capable of performing aircraft maintenance support equivalent to the US Air Force 7-skill level. Insufficient organic experience levels drives the need to add contractors to augment CV-22 CONUS maintenance units in meeting challenging CV-22 maintenance requirements as AFSOC

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
works to grow the needed organic capability. The CV-22 workload currently exceeds available blue suit maintenance personnel to support growth and expansion of CV-22 and utilization. (FY 2018 Baseline: $58,304 thousand)		
8) Rotary Wing Support	830	
This program increase is for expanded Silent Knight Radar (SKR) field service representatives that support an additional 10 systems scheduled to be fielded in FY 2019 on MH-47G and MH-60M aircraft. SKR provides SOF Common terrain following, terrain avoidance multi-mode radar characterized by a low probability of intercept and a low probability of detection. This expanded SKR capability addresses obsolescence issues experienced on legacy fielded radar systems. (FY 2018 Baseline: $63,624 thousand)		
9. Program Decreases		-7,093
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Flying Hour Program	-7,093	
Decrease specifically associated with usage and rate changes across USSOCOM aviation platforms. Additional details, by platform, are explained in the Part IV, Table II explanatory statements. (FY 2018 Baseline: $566,730 thousand)		
FY 2019 Budget Request		**1,109,538**

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

Part IV, Table I

USSOCOM Component Comparison of Flying Hour Changes between Fiscal Years

FLYING HOUR PROGRAM ($K)							
Total Program Base & OCO		**FY16 (Actuals)**	**17PB**	**FY17 (Actuals)**	**18PB**	**19PB**	**18PB-19PB Delta**
USASOC	DOLLARS	$ 231,900	$ 223,027	$ 233,152	$ 239,542	$ 234,705	$ (4,837)
	HOURS	43,646	40,848	45,159	42,903	41,923	(980)
AFSOC	DOLLARS	$ 377,900	$ 413,255	$ 419,672	$ 426,839	$ 476,494	$ 49,655
	HOURS	45,877	49,220	49,283	49,674	50,273	599
TOTAL	DOLLARS	$ 609,800	$ 636,282	$ 652,824	$ 666,381	$ 711,199	$ 44,818
	HOURS	89,523	90,068	94,442	92,577	92,196	(381)

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

Part IV, Table II

USSOCOM Comparison of Flying Hour Changes between Fiscal Years

BASE	FY16 Actual Hrs	FY17 Actual Hrs	FY18 Hrs	FY19 Hrs	Hrs Chng	Hrs Chng %	FY18 Rate	FY19 Rate	Rate Chng	Rate Chng %	FY18 $M	FY19 $M	Change $M	Price	Program	Remarks
AC-130J	455	1,160	2,672	5,252	2,580	97%	$ 3,607	$ 4,033	$ 426	12%	$ 9.6	$ 21.2	$ 11.5	$ 0.2	$ 11.4	Deliveries continue to increase making this the primary gunship platform.
AC-130U	7,591	6,893	5,528	4,610	(918)	-17%	$ 11,484	$ 12,265	$ 781	7%	$ 63.5	$ 56.5	$ (6.9)	$ 1.2	$ (8.1)	Fully divested by FY21
AC-130W	5,228	5,476	4,302	4,191	(111)	-3%	$ 6,700	$ 7,181	$ 481	7%	$ 28.8	$ 30.1	$ 1.3	$ 0.5	$ 0.7	Divested by FY22
CV-22B	10,345	12,384	11,895	13,100	1,205	10%	$ 13,888	$ 16,854	$ 2,966	21%	$ 165.2	$ 220.8	$ 55.6	$ 3.1	$ 52.5	52%increase to the rotor systems along with triple rotor blade consumption due to erosion
MC-130H	7,557	7,652	7,687	6,934	(753)	-10%	$ 12,951	$ 11,681	$ (1,270)	-10%	$ 99.6	$ 81.0	$ (18.6)	$ 1.9	$ (20.4)	Reduced crew training requirements
MC-130J	11,957	13,209	14,699	13,460	(1,239)	-8%	$ 3,423	$ 4,304	$ 881	26%	$ 50.3	$ 57.9	$ 7.6	$ 1.0	$ 6.7	Increase due to $881 per hour
EC-130J	2,743	2,509	2,891	2,726	(165)	-6%	$ 3,398	$ 3,287	$ (111)	-3%	$ 9.8	$ 9.0	$ (0.9)	$ 0.2	$ (1.0)	Reduced crew training requirements
A/MH-6M	9,300	8,694	9,957	8,025	(1,932)	-19%	$ 2,650	$ 3,072	$ 422	16%	$ 26.4	$ 24.7	$ (1.7)	$ 0.3	$ (2.0)	Revised aircrew training model
MH-47G	15,512	16,804	14,360	15,163	803	6%	$ 7,618	$ 8,255	$ 637	8%	$ 109.4	$ 125.2	$ 15.8	$ 1.2	$ 14.6	Revised aircrew training model
MH-60L	409	539	375	375	-	0%	$ 3,744	$ 2,332	$ (1,412)	-38%	$ 1.4	$ 0.9	$ (0.5)	$ 0.0	$ (0.5)	Revised aircrew training model and CPFH increase
MH-60M	17,907	18,701	17,671	17,820	149	1%	$ 5,726	$ 4,646	$ (1,080)	-19%	$ 101.2	$ 82.8	$ (18.4)	$ 1.1	$ (19.5)	Engine maintenance intervals shifted to future years
UH-60L	519	421	540	540	-	0%	$ 2,174	$ 2,248	$ 74	3%	$ 1.2	$ 1.2	$ 0.0	$ 0.0	$ 0.0	
Total	89,523	94,442	92,577	92,196	(381)	0%					$ 666.4	$ 711.2	$ 44.8	$10.7	$ 34.1	

The FY 2019 total funded flying hour program is $711,199 thousand; $568,699 thousand is requested in the base budget, and $142,500 thousand is requested in the OCO.

OP-5 Detail by Sub Activity Group

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

The overall FY 2019 flying hour program's net increase of +$34.1 million is due to the following factors:

+11,360 thousand - The AC-130J deliveries continue to increase and result in this being the primary gunship platform. This results in an increase of 2,580 hours.

$52,446 thousand - The CV-22B hours remain consistent with the FY 2018 President's Budget. However, it is experiencing a 52 percent increase in the cost of rotor systems along with a 30 percent increase of rotor blade consumption over the established baseline. As the CV-22B system has come online and increased total flying hours at Cannon AFB, NM, Kirtland AFB, NM, and deployed locations it is resulting in blade erosion that is above tolerance levels. The following initiatives have been implemented to address this problem: 1) On Site Quick Reaction Teams are organized to repair delamination problems on the aircraft vice removing the blade and returning to the depot for repair. 2) Engineers are developing a method to extend the protective nickel cap to prevent the titanium layers from delaminating. This drives a +$2,966 cost per flying hour (CPFH) rate increase from $13,888 in FY 2018 to $16,854 per hour in FY 2019.

+$6,661 thousand - The MC-130J hours decrease -1,239 hours from 14,699 hours in FY 2018 to 13,460 hours in FY 2019. The decrease is because the MC-130J was used to train the AC-130J crews until the AC-130J aircraft inventory increases to support the aircrew training requirement. The CPFH rate increases +$881 per hour from $3,423 in FY 2018 to $4,304 per hour in FY 2019. This is primarily due to the increased operating cost of the Large Aircraft Infrared Counter Measures (LAIRCM) Electronic Warfare system and the Infrared Turret assembly. These systems are managed by the Air Force Spares Requirement

OP-5 Detail by Sub Activity Group

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

Review Board. They reduced each component's mean time between failure which in turn drives the CPFH of these systems up.

+$14,570 thousand – The MH-47G FY 2019 hours increased +803 hours from 14,360 in FY 2018 to 15,163 in FY 2019 to match the training requirements and the expected deployment schedules and align with the 15,512 hours flown in FY 2016 and 16,804 hours flown in FY 2017.   The CPFH rate increases +$637 per hour from $7,618 in FY 2018 to $8,255 in FY 2019. This increase is due to the sustainment requirements of the new Common Avionics Architecture System (CAAS) upgrade to Version 8 and increased costs for Multimode Radar (MMR) because we are transitioning from MMR to Silent Knight Radar and incurring additional CLS requirements for sustaining two systems during the transition period.

+$773 thousand - The AC-130W hours are reduced by -111 hours from 4,302 hours in FY 2018 to 4,191 hours in FY 2019. The hours for this platform will decrease three to four percent each year through FY 2020 and then reduce by 50 percent each year in FY 2021 and FY 2022 when it will be fully divested. The CPFH rate increases +$481 per hour from $6,700 in FY 2018 to $7,181 in FY 2019 due to wheel and brake sub assembly retrofits which were required to match the Air Force wide C-130 airframe retrofit. This was necessary; even though the AC-130W fleet will be divested, because common assemblies must be on the aircraft to support parts requirements while deployed. Additionally, the increased operating cost of the LAIRCM Electronic Warfare system drives a CPFH rate increase since this system will remain on the aircraft until divested.

+$27 thousand – The UH-60L has no change in the hours. The CPFH rate increases +$74 per hour from $2,174 in FY 2018 to $2,248 per hour in FY 2019. The rate increase is driven by Army standard parts. These two aircraft utilize Army Managed Items and are subject to the fluctuation in the Army Working Capital Fund.

OP-5 Detail by Sub Activity Group

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

-$8,100 thousand - The AC-130U continues to decrease and will be fully divested by FY 2021. This results in a reduction of -761 AC-130U hours that the AC-130J gains.

-$20,400 thousand – The MC-130H hours decrease by -753 from 7,687 in FY 2018 to 6,934 in FY 2019. This decrease is due to revised training requirements which allow more simulator training and a reduction of one aircraft from 17 in FY 2018 to 16 in FY 2019. The CPFH rate decreases -$1,270 from $12,951 in FY 2018 to $11,681 in FY 2019 because of a correction to the supply account usage information. A deployed unit was ordering parts for other AC model aircraft out of the MC-130H account. A reconciliation was performed and resulted in a lower MC-130H rate and properly assigned the charges to the AC-130U aircraft rates.

-$1,050 thousand – The EC-130J hours decrease by -165 hours from 2,891 in FY 2018 to 2,726 in FY 2019. This reduction is due to the maintenance intervals causing a -24 hours reduction per aircraft each year. The CPFH rate decreases -$111 per hour from $3,398 in FY 2018 to $3,287 in FY 2019 due to reduced avionics system component consumption and improvements to the auxiliary power unit electrical loading and vibration.

-$2,023 thousand - The US Army Special Operations Aviation Command revised the aircrew training model, resulting in -1,932 less A/MH-6M hours. The model was previously based on 82 authorizations and assumed 100 percent of those authorizations would be filled with aviators. The model is now based on assigned crew strength and projects 67 aviators. This revision accurately reflects the anticipated hours and aligns with historical hours flown.

OP-5 Detail by Sub Activity Group

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

-$545 thousand - The MH-60L has no change in programmed hours. The CPFH rate decreases -$1,412 per hour from $3,744 per hour in CY 2018 to $2,332 per hour in FY 2019. This decrease is because USSOCOM only has two MH-60L aircraft remaining; however, there are still T700 engines and main rotor blades from divested MH-60L fleet in stock that do not have to be requisitioned from the Army Supply System.

-$19,503 thousand - The MH-60M program reduction is primarily due to the CPFH rate decrease of -$1,080 per hour from $5,726 in FY 2018 to $4,646 in FY 2019. This rate decrease is caused by fewer 1,500 hour and 3,000 hour engine maintenance intervals occurring in FY 2019 than previously forecasted. These engine maintenance intervals will occur in FY 2020 because the aircraft fleet will have a bow wave of aircraft hitting the 1,500/3,000/5,000 hour times on airframe in FY 2020.

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

Type Aircraft/TMS	FY 2017 Actuals Qty	GUARD	FY 2018 Estimate Qty	GUARD	FY 2019 PB Qty	GUARD
A/MH-6M	51	–	51	–	51	–
AC-130J	8	–	13	–	18	–
AC-130U	16	–	10	–	7	–
AC-130W	9	–	10	–	10	–
C-12C	1	–	1	–	1	–
C-130J	–	4	–	–	–	–
C-145A	14	–	14	–	5	–
C-146A	20	–	20	–	20	–
C-27J	7	–	7	–	7	–
C-32B	–	2	–	2	–	2
CASA-212	5	–	5	–	5	–
CV-22B	50	–	50	–	50	–
EC-130J	–	3	–	7	–	7
MC-12W (ANG)	–	13	–	13	–	13
JAVAMAN	23	–	22	–	22	–
MC-130H	17	–	17	–	16	–
MC-130J	34	–	36	–	40	–
MH-47G	68	–	68	–	69	–
MH-60L	2	–	2	–	2	–
MH-60M	72	–	72	–	73	–
MQ-1C	–	–	24	–	24	–
MQ-9A	36	–	50	–	50	–
PC-12	8	–	8	–	8	–
U-28A	28	–	28	–	28	–
UH-60L	2	–	2	–	2	–
Total Aircraft	471	22	510	22	508	22

OP-5 Detail by Sub Activity Group

V. **Personnel Summary**	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	15,038	15,378	15,113	340	-265
Officer	3,170	3,265	3,124	95	-141
Enlisted	11,868	12,113	11,989	245	-124
Reservists on Full Time Active Duty (E/S)	1,350	1,350	1,324	0	-26
Officer	322	332	329	10	-3
Enlisted	1,028	1,018	995	-10	-23
Civilian End Strength (Total)	892	1,049	1,149	157	100
U.S. Direct Hire	892	1,049	1,149	157	100
Total Direct Hire	892	1,049	1,149	157	100
Active Military Average Strength (A/S) (Total)	15,038	15,378	15,113	340	-265
Officer	3,170	3,265	3,124	95	-141
Enlisted	11,868	12,113	11,989	245	-124
Reservists on Full Time Active Duty (A/S) (Total)	1,350	1,350	1,324	0	-26
Officer	322	332	329	10	-3
Enlisted	1,028	1,018	995	-10	-23
Civilian FTEs (Total)	892	1,049	1,149	157	100
U.S. Direct Hire	892	1,049	1,149	157	100
Total Direct Hire	892	1,049	1,149	157	100
Average Annual Civilian Salary ($ in thousands)	97.6	97.7	100.8	.1	3.1
Contractor FTEs (Total)	669	669	673	0	4

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

*Active Military End Strength and Active Military Average Strength includes both Active
Duty and Guard personnel.

*Civilian FTE increase of +100 is a result of:
+143 Civilian FTEs realignment is a zero-balance transfer reorganization of
AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes
(PEC). This properly organizes and aligns the Service Component's end strength in both
the OSD and USSOCOM databases with AFSOC's current organizational manning
document. Realignments include +143 FTEs from the Maintenance Budget Sub-activity to the
Flight Operations Budget Sub-activity to align with AFSOC's current organizational
manning document.
+21 FTEs for eight Joint Special Operations Aviation Detachments (JSOAD) as planned in
USSOCOM's force structure increase to build a sustainable operational level Command and
Control capability.
(-64) FTEs functional transfer from AFSOC to Air Force Reserve Command (AFRC).

*Decrease of Active Military End Strength (E/S) -141 Officers and -124 Enlisted due to
Force Structure adjustments.

*Decrease of Reservists on Full Time Active Duty (E/S) -3 Officers and -23 Enlisted due
to technical adjustment to an approved Air Force Manpower Standard done in the FY 2018
President's Budget.

*+4 Contractor FTEs - +2 PED Detachment; +2 CV-22 CLS.

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

		Change FY 2017/FY 2018			Change FY 2018/FY 2019		
	FY 2017			FY 2018			FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	87,029	1,701	-1,892	86,838	443	28,590	115,871
103 Wage Board	0	0	15,650	15,650	80	-15,730	0
199 TOTAL CIV COMPENSATION	**87,029**	**1,701**	**13,758**	**102,488**	**523**	**12,860**	**115,871**
308 Travel of Persons	63,266	1,075	-1,897	62,444	1,124	-3,568	60,000
399 TOTAL TRAVEL	**63,266**	**1,075**	**-1,897**	**62,444**	**1,124**	**-3,568**	**60,000**
401 DLA Energy (Fuel Products)	122,381	14,110	-18,529	117,962	-472	10,020	127,510
411 Army Supply	75	2	22,785	22,862	87	-9,405	13,544
412 Navy Managed Supply, Matl	0	0	2	2	0	-2	0
414 Air Force Consol Sust AG (Supply)	334,489	-27,829	-137,348	169,312	4,436	30,783	204,531
416 GSA Supplies & Materials	0	0	38	38	1	-39	0
417 Local Purch Supplies & Mat	63	1	128	192	3	1	196
418 Air Force Retail Supply (Gen Support Div)	109,267	6,534	-28,810	86,991	2,044	1,584	90,619
424 DLA Mat Supply Chain (Weapon Sys)	0	0	898	898	-10	32,047	32,935
499 TOTAL SUPPLIES & MATERIALS	**566,275**	**-7,182**	**-160,836**	**398,257**	**6,089**	**64,989**	**469,335**
502 Army Fund Equipment	547	16	-344	219	1	2	222
503 Navy Fund Equipment	0	0	1	1	0	-1	0
505 Air Force Fund Equip	0	0	856	856	0	0	856
506 DLA Mat Supply Chain (Const & Equip)	1,067	36	124	1,227	-23	-404	800
507 GSA Managed Equipment	0	0	407	407	7	1	415
599 TOTAL EQUIPMENT PURCHASES	**1,614**	**52**	**1,044**	**2,710**	**-15**	**-402**	**2,293**
601 Army Industrial Operations	502	0	33,714	34,216	-428	962	34,750
603 DLA Distribution	204	9	-213	0	0	0	0
610 Navy Air Warfare Center	161	4	396	561	5	-66	500
611 Navy Surface Warfare Ctr	278	4	-16	266	2	2	270
647 DISA Enterprise Computing Centers	37	1	-38	0	0	0	0
661 Air Force Consolidated Sust AG	21	1	-22	0	0	0	0

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
(Maint)							
677 DISA Telecomm Svcs - Reimbursable	11,357	216	-11,573	0	0	0	0
699 TOTAL DWCF PURCHASES	**12,560**	**235**	**22,248**	**35,043**	**-421**	**898**	**35,520**
702 AMC SAAM (fund)	883	11	-667	227	-17	17	227
705 AMC Channel Cargo	47	-15	-32	0	0	0	0
771 Commercial Transport	2,271	38	-334	1,975	36	4	2,015
799 TOTAL TRANSPORTATION	**3,201**	**34**	**-1,033**	**2,202**	**19**	**21**	**2,242**
914 Purchased Communications (Non-Fund)	2,505	43	-130	2,418	44	4	2,466
915 Rents (Non-GSA)	8,009	136	-6,756	1,389	25	-414	1,000
917 Postal Services (U.S.P.S)	2	0	-2	0	0	0	0
920 Supplies & Materials (Non-Fund)	72,682	1,236	57,576	131,494	2,367	-85,263	48,598
921 Printing & Reproduction	539	9	-172	376	7	1	384
922 Equipment Maintenance By Contract	69,697	1,185	20,091	90,973	1,638	23,557	116,168
923 Facilities Sust, Rest, & Mod by Contract	72	1	-73	0	0	0	0
924 Pharmaceutical Drugs	490	17	-507	0	0	0	0
925 Equipment Purchases (Non-Fund)	18,024	306	5,075	23,405	421	93	23,919
929 Aircraft Reworks by Contract	105,132	1,787	-106,919	0	0	44,304	44,304
930 Other Depot Maintenance (Non-Fund)	94,984	1,615	5,901	102,500	1,845	2,364	106,709
932 Mgt Prof Support Svcs	1,231	21	-509	743	13	567	1,323
933 Studies, Analysis & Eval	17,859	304	-14,987	3,176	57	1,149	4,382
934 Engineering & Tech Svcs	283	5	949	1,237	22	-1,093	166
937 Locally Purchased Fuel (Non-Fund)	11	1	10,492	10,504	-42	-255	10,207
955 Other Costs (Medical Care)	122	4	402	528	20	1	549
957 Other Costs (Land and Structures)	6,665	113	-4,003	2,775	50	6	2,831
984 Equipment Contracts	0	0	1,203	1,203	22	2	1,227

OP-5 Detail by Sub Activity Group

Flight Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
987 Other Intra-Govt Purch	3,598	61	12,361	16,020	288	692	17,000
989 Other Services	41,898	712	-325	42,285	761	-1,046	42,000
990 IT Contract Support Services	0	0	1,024	1,024	18	2	1,044
999 TOTAL OTHER PURCHASES	**443,803**	**7,556**	**-19,309**	**432,050**	**7,556**	**-15,329**	**424,277**
Total	**1,177,748**	**3,471**	**-146,025**	**1,035,194**	**14,875**	**59,469**	**1,109,538**

* The FY 2017 Actual column <u>includes</u> $231,792.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $181,711.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $242,535.0 thousand of FY 2019 OCO Appropriations funding.
The following OP-32 line (308 Travel of Persons) was erroneously budgeted in the FY 2018 President's Budget. The FY 2019 President's Budget decrease more accurately aligns budget to historical execution.

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Force Related Training

February 2018

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**Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget**

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Force Related Training

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
FRTrng	71,088	1,127	2,653	74,868	-2,900	2,127	74,095

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

I.   Description of Operations Financed: Force Related Training - Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises. Force related training includes Joint Combined Exchange Training sponsored by the Commander, United States Special Operations Command in support of regional Theater Commanders and the Military Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

II. Force Structure Summary:
USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Navy	0	0	0
Total	**0**	**0**	**0**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	54	54	54
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**54**	**54**	**54**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**7**	**7**	**7**

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Force Related Training	71,088	74,868	0	0.0	0	74,868	74,095
Total	**71,088**	**74,868**	**0**	**0.0**	**0**	**74,868**	**74,095**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**74,868**	**74,868**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**74,868**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**74,868**	
Supplemental		
Reprogrammings		
Price Changes		-2,900
Functional Transfers		
Program Changes		2,127
Current Estimate	**74,868**	**74,095**
Less: Wartime Supplemental		
Normalized Current Estimate	**74,868**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**74,868**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**74,868**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**74,868**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**74,868**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**74,868**
6. Price Change		-2,900
7. Functional Transfers		
8. Program Increases		2,127
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) HQ SOCOM D-Cell Sustainment	477	

       D-Cell funding supports Government Services
       Administration (GSA) vehicle sustainment, deployable
       equipment sustainment, personnel training and travel,
       and D-Cell self-supported local exercises and
       simulated training events at Avon Park Airfield,
       Florida. The requested increase supports the purchase
       and repair of operational equipment used in local

OP-5 Detail by Sub Activity Group

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

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

training events. Purchased equipment is smaller for airlift size and weight, and incorporates the newest technology minimizing long-term maintenance and manpower requirements for bare base operations (reduced logistics footprint). (FY 2018 Baseline: $529 thousand)

2) Joint Chiefs of Staff (JCS) Exercises   858
   USSOCOM funding for the JCS Exercise program supports the Components' participation and the special operations exercise support requirements of the Theater Special Operations Commands (TSOCs) supporting the Geographic Combatant Commands (GCCs). GCCs provide funding for the Commercial Ticket Program transportation and participating Services provide Service Incremental Funds (SIF) for per diem, lodging, and incremental costs. SIF offsets the costs to support the Combatant Command exercises as a complement to Joint Chiefs of Staff Exercises/Commanders Exercise Engagement and Training and Transformation program. USSOCOM provides "SIF-like" funding for per diem, lodging, and incremental costs for planning, conducting and evaluating Joint Exercises. The increase supports additional travel and deployment costs for SOF forces (per diem, lodging, airlift, incidental expenses, and Joint Event Life Cycle Management planning) participation in GCC Joint Exercise Program events. GCCs and TSOCs request SOF engagement in their prioritized exercise events to satisfy the Global Force Management Plan

OP-5 Detail by Sub Activity Group

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

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

(GFMAP) readiness objectives. Funding is provided for specific Joint Exercises as defined in the approved USSOCOM Enterprise Wide Training and Exercise Program Execution Plan. The number of participants and length of the approved JCS training events varies by GCC on a five-year calendar. Currently, there are 30 planned JCS events spread throughout all GCCs. In FY 2019, the most significant training events will be held in both EUCOM and AFRICOM, which creates a need for increased funding for per diem costs related to participation locations. (FY 2018 Baseline: $14,485 thousand)

   3) Joint Combined Exchange Training (JCET)   792

The purpose of the JCET authority is to foster the training of U.S. SOF forces in mission-critical skill sets by training with friendly force in their indigenous environments. JCET events enables SOF forces to build its capability to conduct combined operations in an unfamiliar environment, develop language skills, and develop familiarity with local geography and culture. The increase fully funds the estimated costs of intra-theater airlift requirements to support 187 FY 2019 JCET events. Each SOF team deploys with three pallets of equipment per event. However, events requiring multiple teams need larger airlift support increasing costs. A major cost driver is the increased airlift requirements for the Pacific Command theater. (FY 2018 Baseline: $59,164 thousand)

9. Program Decreases

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
FY 2019 Budget Request		**74,095**

OP-5 Detail by Sub Activity Group

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

N/A

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Active Military End Strength (E/S) (Total)	54	54	54	0	0
Officer	2	2	2	0	0
Enlisted	52	52	52	0	0
Active Military Average Strength (A/S) (Total)	54	54	54	0	0
Officer	2	2	2	0	0
Enlisted	52	52	52	0	0
Contractor FTEs (Total)	7	7	7	0	0

Personnel Summary Explanations:
*USSOCOM military are reported in Military Service Estimates.

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
308 Travel of Persons	28,011	476	-11,864	16,623	299	331	17,253
399 TOTAL TRAVEL	**28,011**	**476**	**-11,864**	**16,623**	**299**	**331**	**17,253**
401 DLA Energy (Fuel Products)	70	8	-6	72	0	-14	58
411 Army Supply	2,574	73	-981	1,666	6	17	1,689
412 Navy Managed Supply, Matl	8	0	-8	0	0	0	0
413 Marine Corps Supply	75	-2	-73	0	0	0	0
414 Air Force Consol Sust AG (Supply)	27	-2	-13	12	0	0	12
417 Local Purch Supplies & Mat	1,622	28	30	1,680	30	4	1,714
422 DLA Mat Supply Chain (Medical)	447	0	-447	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**4,823**	**105**	**-1,498**	**3,430**	**36**	**7**	**3,473**
507 GSA Managed Equipment	30	1	-31	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**30**	**1**	**-31**	**0**	**0**	**0**	**0**
702 AMC SAAM (fund)	26,943	350	313	27,606	-2,098	792	26,300
703 JCS Exercises	0	0	16,646	16,646	-1,332	442	15,756
705 AMC Channel Cargo	0	0	53	53	1	0	54
771 Commercial Transport	5,454	93	-2,152	3,395	61	120	3,576
799 TOTAL TRANSPORTATION	**32,397**	**443**	**14,860**	**47,700**	**-3,368**	**1,354**	**45,686**
914 Purchased Communications (Non-Fund)	91	2	69	162	3	0	165
915 Rents (Non-GSA)	612	10	-622	0	0	0	0
920 Supplies & Materials (Non-Fund)	1,248	21	474	1,743	31	4	1,778
921 Printing & Reproduction	1	0	-1	0	0	0	0
922 Equipment Maintenance By Contract	556	9	-565	0	0	0	0
924 Pharmaceutical Drugs	22	1	-23	0	0	0	0
925 Equipment Purchases (Non-Fund)	588	10	1,178	1,776	32	428	2,236
926 Other Overseas Purchases	10	0	722	732	13	2	747
932 Mgt Prof Support Svcs	497	8	-505	0	0	985	985

OP-5 Detail by Sub Activity Group

Force Related Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
933 Studies, Analysis & Eval	5	0	-5	0	0	0	0
935 Training and Leadership Development	28	1	-29	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	3	0	1	4	0	-4	0
955 Other Costs (Medical Care)	159	6	68	233	9	0	242
964 Other Costs (Subsistence and Support of Persons)	126	2	-128	0	0	0	0
987 Other Intra-Govt Purch	1,380	23	-364	1,039	19	2	1,060
989 Other Services	501	9	916	1,426	26	-982	470
999 TOTAL OTHER PURCHASES	**5,827**	**102**	**1,186**	**7,115**	**133**	**435**	**7,683**
Total	**71,088**	**1,127**	**2,653**	**74,868**	**-2,900**	**2,127**	**74,095**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.
*Funding in Line 989 Other Services was realigned into Line 932 Mgt Prof Support Svcs to correctly align JCS Exercise Planner Contractor funding.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Intelligence

February 2018

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Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Intelligence

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
Int	1,545,280	28,081	-1,120,860	452,501	7,702	27,057	487,260

* The FY 2017 Actual column <u>includes</u> $1,128,306.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $1,153,075.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $1,315,290.0 thousand of FY 2019 OCO Appropriations funding.

I. Description of Operations Financed: <u>Intelligence</u> - Includes all USSOCOM Headquarters (HQ USSOCOM) and/or component operation and maintenance funding to sustain USSOCOM's equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM's Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence, counterintelligence, and related intelligence responsibilities. USSOCOM's MIP programs, projects, and/or activities provide capabilities to meet SOF warfighter's operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

II. Force Structure Summary:
USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	29	39	55

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Army	170	196	196
Marine Corps	0	0	0
Navy	2	2	2
Total	**201**	**237**	**253**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	30	35	80
Army	721	735	742
Marine Corps	12	12	12
Navy	10	16	17
Total	**773**	**798**	**851**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**1,198**	**1,138**	**1,138**

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Intelligence	1,545,280	452,501	0	0.0	0	452,501	487,260
Total	**1,545,280**	**452,501**	**0**	**0.0**	**0**	**452,501**	**487,260**

* The FY 2017 Actual column includes $1,128,306.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).

* The FY 2018 Estimate column excludes $1,153,075.0 thousand of FY 2018 OCO Appropriations Funding.

* The FY 2019 Estimate column excludes $1,315,290.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**452,501**	**452,501**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**452,501**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**452,501**	
Supplemental	1,153,075	
Reprogrammings		
Price Changes		7,702
Functional Transfers		1,172
Program Changes		25,885
Current Estimate	**1,605,576**	**487,260**
Less: Wartime Supplemental	-1,153,075	
Normalized Current Estimate	**452,501**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	Amount	Totals
FY 2018 President's Budget Request (Amended, if applicable)		**452,501**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**452,501**
2. War-Related and Disaster Supplemental Appropriations		1,153,075
a. OCO Supplemental Funding		
1) OCO	1,153,075	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**1,605,576**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**1,605,576**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,153,075
FY 2018 Normalized Current Estimate		**452,501**
6. Price Change		7,702
7. Functional Transfers		1,172
a. Transfers In		
1) Civilian FTE Transfer	1,172	
Functional transfer of eight +8 Defense Intelligence Agency (DIA) MIP civilian billets to USSOCOM to support SOF-specific mission sets within Cryptologic Operations. (FY 2018 Baseline: $0 thousand; +8 FTEs)		
8. Program Increases		43,081
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
1) Civilian Pay	1,171	
Increase of +8 FTEs to support USSOCOM sensitive and Special Access Programs. See classified submission for further details. (FY 2018 Baseline: $32,973 thousand; +8 FTEs)		
2) Civilian Pay Compensable Day	126	
Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $32,973 thousand)		
3) Classified Program	2,595	
Details are available in the 2019 Special Access Program (SAP) Annual Report. (FY 2018 Baseline: $124,128 thousand)		
4) Establish Global Messaging/Counter Messaging (GMCM) Capability	1,835	
USSOCOM, as the Joint Proponent for Military Information Support Operations (MISO), has been directed by the Secretary of Defense to establish a centralized DoD MISO GMCM capability at USSOCOM. This funding increase will support the transition of existing mission for online MISO capability at U.S. Central Command to a centralized DoD MISO GMCM capability at USSOCOM and associated requirements include SOCRATES hardware and software licenses, maintenance, and Common Equipment Replacement Program (CERP). This organization will support and coordinate DoD GMCM operations in support of Combatant Command objectives and sets conditions for		

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
integration of additional capabilities in order to enhance DoD's execution of the National Security Strategy and fill capability gaps existing in operating in the Information Environment. (FY 2018 Baseline: $0 thousand)		
5) MQ-1C	689	
Increase for SOF-unique requirements to support fielding of a 2nd USASOC Gray Eagle Company (F Company). Includes sustainment of F Company air vehicles with Minotaur capability (government-owned software located with the ground control stations) which provides Persistent Close-Air Support Capability and ability to combine multiple metadata tracks into single tracks. Initial Operational Capability (IOC) for F Company is 2nd Quarter FY 2019, Full Operational Capability (FOC) is 4th Quarter FY 2019. (FY 2018 Baseline: $718 thousand)		
6) Multi Mission Tactical Unmanned System (MTUAS)	13,883	
Increase is a result of significant operational loss to aircraft and higher costs associated with replacement and repairs to aircraft/systems in order to return them to operational status. The MTUAS program sustains and supports 15 MTUAS Scan Eagle Systems procured through FY 2018 and a 6.0 Presence; one additional system will be procured in FY 2019 for a total of 16 systems to reach Full Operational Capability (FOC). (FY 2018 Baseline: $26,488 thousand)		
7) Special Operations Tactical Video System (SOTVS)	20,127	

OP-5 Detail by Sub Activity Group

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

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

+$18,428 thousand increase associated with Command Equipment Replacement Program (CERP) support for the Reconnaissance (RECCE), Tactical Video System (TVS), and Remote Observation Post (ROP) kits used by 1st Special Forces Command units that have been extended beyond normal life cycle replacement.

+$1,699 thousand supports the continuation of SOTVS training classes through FY 2019 at the U.S. Army John F. Kennedy Special Warfare Center. (FY 2018 Baseline: $10,418 thousand)

   8) USSOCOM Support and Technical Enhancements (SSTE)   2,655
Increase supports enhancing Sensitive Activities. Additional information is provided in the classified budget. (FY 2018 Baseline: $1,932 thousand)

9. Program Decreases   -17,196
  a. Annualization of FY 2018 Program Decreases
  b. One-Time FY 2018 Increases
  c. Program Decreases in FY 2019
    1) Distributed Common Ground/Surface System Special   -1,494
    Operations Forces (DCGS-SOF)
    Decrease due to reduced software costs realized by transitioning from the Tactical Multi-INT analysis and Archiving System (TAC-MAAS) Processing, Exploitation, and Dissemination software to the Automated Information Discovery Environment (AIDE), which is a more efficient program. AIDE requires no additional software, thereby reducing necessary sustainment costs. (FY 2018 Baseline: $29,592 thousand)

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2) Distributed Common Ground/Surface System Special Operations Forces (DCGS-SOF) Silent Dagger	−1,511	
The decrease is due to an internal USSOCOM transfer in FY 2019 from Operations and Maintenance to Procurement for Silent Dagger Capital Equipment Replacement Program (CERP) to ensure yearly CERP amounts are completed. (FY 2018 Baseline: $8,228 thousand)		
3) J2 Operations Support	−641	
Decrease due to FY 2019 transfer from Operation and Maintenance to Research, Development Test & Evaluation (RDT&E) for data sharing initiative initially planned to be completed with O&M. However, upon starting the effort, it was determined that RDT&E was required due to a more extensive effort than anticipated. (FY 2018 Baseline: $19,534 thousand)		
4) Joint Threat Warning System (JTWS)	−1,544	
Decreased maintenance costs due to a reduction in the Capital Equipment Replacement Program (CERP) quantities planned in FY 2019 for the JTWS Air System and decreases associated with the unit costs for Team Transportable, Precision Geo-Location and Ground SIGINT Kit variants. (FY 2018 Baseline: $28,110 thousand)		
5) Sensitive Site Exploitation (SSE)	−5,247	
The decrease is due to an internal USSOCOM FY 2019 O&M transfer to Procurement for the acquisition of a next generation of a Biometric capture device		

OP-5 Detail by Sub Activity Group

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
(BioSled). (FY 2018 Baseline: $14,281 thousand)		
6) Signals Intelligence Processing, Exploitation, and Dissemination	-741	
Minor reductions due to NSA-Georgia contract efficiencies. Contract migrated from a time and materials contract to a deliverable based vehicle, reducing contract expenses. (FY 2018 Baseline: $17,716 thousand)		
7) Small Unmanned Aerial Systems (SUAS)	-4,582	
Decrease accounts for the transition of the Puma platform to a Navy Program of Record. Only sustainment funding to support SOF peculiar payloads will be required. The decision to transfer Puma as a Navy Service common platform occurred at the beginning of FY 2018 and is estimated to be completely transitioned by FY 2019. (FY 2018 Baseline: $6,614 thousand)		
8) U-28	-1,436	
Reduction in Contract Logistics Support (CLS) costs recognized as a result of one combat loss. Procurement funding for the replacement aircraft has been requested in FY 2018 and the aircraft will be fielded 10 months after receipt of funds. Sustainment to support the replacement aircraft will only be required in FY 2019 once the new aircraft is in service. (FY 2018 Baseline: $69,995 thousand)		
FY 2019 Budget Request		**487,260**

OP-5 Detail by Sub Activity Group

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

N/A

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

V. **Personnel Summary**	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	773	798	808	25	10
Officer	155	179	181	24	2
Enlisted	618	619	627	1	8
Reservists on Full Time Active Duty (E/S)	0	0	43	0	43
Officer	0	0	23	0	23
Enlisted	0	0	20	0	20
Civilian End Strength (Total)	201	237	253	36	16
U.S. Direct Hire	201	237	253	36	16
Total Direct Hire	201	237	253	36	16
Active Military Average Strength (A/S) (Total)	773	798	808	25	10
Officer	155	179	181	24	2
Enlisted	618	619	627	1	8
Reservists on Full Time Active Duty (A/S) (Total)	0	0	43	0	43
Officer	0	0	23	0	23
Enlisted	0	0	20	0	20
Civilian FTEs (Total)	201	237	253	36	16
U.S. Direct Hire	201	237	253	36	16
Total Direct Hire	201	237	253	36	16
Average Annual Civilian Salary ($ in thousands)	144.0	139.1	140.8	-4.9	1.7
Contractor FTEs (Total)	1,198	1,138	1,138	-60	0

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Civilian net increase of +16 FTEs due to:
- The functional transfer of +8 DIA-MIP civilian billets to support SOF specific mission sets within Cryptologic Operations.
- An increase of +8 FTEs as part of the planned force structure growth to support USSOCOM sensitive and Special Access Programs.

*Active Military End Strength (E/S) increase of +2 Officer and +8 Enlisted due to transfer from Defense Intelligence Agency (DIA) to USSOCOM to support SOF specific mission sets within Cryptologic Operations.

*Reservists on Full Time Active Duty (ES) increase of +20 Enlisted due to:
+10 Joint Table of Mobilized Distribution (JTMD) billets from United States Central Command (CENTCOM) to USSOCOM to complete the transfer of the Forces For Unified Commands Memorandum
+9 Technical correction to JTMD
+1 Functional transfer of Countering Weapons of Mass Destruction (C-WMD) from the U.S. Strategic Command (STRATCOM) to USSOCOM

*Reservists on Full Time Active Duty (ES) increase of +23 Officer due to:
+5 Joint Table of Mobilized Distribution (JTMD) billets from CENTCOM to USSOCOM
+13 JTMD Reserves internal transfer from AFSOC to HQSOCOM
+5 Functional transfer of C-WMD from STRATCOM to USSOCOM

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	28,941	566	752	30,259	154	5,197	35,610
103 Wage Board	0	0	2,714	2,714	14	-2,728	0
199 TOTAL CIV COMPENSATION	**28,941**	**566**	**3,466**	**32,973**	**168**	**2,469**	**35,610**
308 Travel of Persons	24,860	422	-10,784	14,498	261	29	14,788
399 TOTAL TRAVEL	**24,860**	**422**	**-10,784**	**14,498**	**261**	**29**	**14,788**
401 DLA Energy (Fuel Products)	3,966	457	-4,423	0	0	0	0
411 Army Supply	2,048	58	-2,061	45	0	1	46
412 Navy Managed Supply, Matl	18,758	0	-18,684	74	0	-1	73
414 Air Force Consol Sust AG (Supply)	18	-1	29	46	1	-5	42
416 GSA Supplies & Materials	9,009	153	-9,126	36	1	0	37
417 Local Purch Supplies & Mat	3,570	60	248	3,878	70	8	3,956
421 DLA Mat Supply Chain (Cloth & Textiles)	250	0	-250	0	0	0	0
422 DLA Mat Supply Chain (Medical)	3,964	0	-3,964	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**41,583**	**727**	**-38,231**	**4,079**	**72**	**3**	**4,154**
502 Army Fund Equipment	4,758	135	-4,893	0	0	0	0
507 GSA Managed Equipment	726	12	-684	54	1	0	55
599 TOTAL EQUIPMENT PURCHASES	**5,484**	**147**	**-5,577**	**54**	**1**	**0**	**55**
601 Army Industrial Operations	260	0	-260	0	0	0	0
610 Navy Air Warfare Center	4,550	121	-3,951	720	6	13	739
611 Navy Surface Warfare Ctr	16	0	135	151	1	1	153
614 Space & Naval Warfare Center	4,906	185	-2,254	2,837	27	80	2,944
625 Navy Trans (Service Support)	209	-40	-169	0	0	0	0
630 Naval Research Laboratory	574	27	-601	0	0	0	0
633 DLA Document Services	168	-2	-166	0	0	0	0
661 Air Force Consolidated Sust AG (Maint)	0	0	99	99	3	0	102
677 DISA Telecomm Svcs - Reimbursable	0	0	71	71	1	0	72

OP-5 Detail by Sub Activity Group

Intelligence
Operation and Maintenance, Defense-Wide
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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
699 TOTAL DWCF PURCHASES	**10,683**	**291**	**-7,096**	**3,878**	**38**	**94**	**4,010**
771 Commercial Transport	1,025	17	-826	216	4	0	220
799 TOTAL TRANSPORTATION	**1,025**	**17**	**-826**	**216**	**4**	**0**	**220**
912 Rental Payments to GSA (SLUC)	10	0	24	34	1	0	35
913 Purchased Utilities (Non-Fund)	1,428	24	164	1,616	29	3	1,648
914 Purchased Communications (Non-Fund)	33,447	569	-20,118	13,898	250	28	14,176
915 Rents (Non-GSA)	7,161	121	-3,815	3,467	62	7	3,536
917 Postal Services (U.S.P.S)	1,280	22	-1,114	188	3	1	192
920 Supplies & Materials (Non-Fund)	11,634	198	6,799	18,631	335	-4,462	14,504
922 Equipment Maintenance By Contract	79,167	1,346	-47,119	33,394	601	67	34,062
925 Equipment Purchases (Non-Fund)	101,177	1,720	-24,340	78,557	1,414	15,292	95,263
929 Aircraft Reworks by Contract	701,054	11,918	-654,804	58,168	1,047	116	59,331
930 Other Depot Maintenance (Non-Fund)	45,251	769	2,640	48,660	876	97	49,633
932 Mgt Prof Support Svcs	16,331	277	-8,809	7,799	140	10,522	18,461
934 Engineering & Tech Svcs	4,132	70	-510	3,692	66	2,534	6,292
936 Training and Leadership Development (Other Contracts)	102	2	-104	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	15,700	1,810	-17,510	0	0	0	0
955 Other Costs (Medical Care)	782	27	50	859	33	1	893
957 Other Costs (Land and Structures)	15,646	266	-15,912	0	0	0	0
984 Equipment Contracts	13	0	-13	0	0	0	0
987 Other Intra-Govt Purch	52,204	887	-1,798	51,293	923	103	52,319
989 Other Services	339,688	5,775	-278,465	66,998	1,206	134	68,338
990 IT Contract Support Services	6,497	110	2,942	9,549	172	19	9,740
999 TOTAL OTHER PURCHASES	**1,432,704**	**25,911**	**-1,061,812**	**396,803**	**7,158**	**24,462**	**428,423**
Total	**1,545,280**	**28,081**	**-1,120,860**	**452,501**	**7,702**	**27,057**	**487,260**

OP-5 Detail by Sub Activity Group

Intelligence
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* The FY 2017 Actual column <u>includes</u> $1,128,306.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $1,153,075.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $1,315,290.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Maintenance

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Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Maintenance

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
Maint	802,847	13,639	-327,735	488,751	8,288	1,751	498,790

* The FY 2017 Actual column <u>includes</u> $349,683.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $375,246.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $462,035.0 thousand of FY 2019 OCO Appropriations funding.

I.   **Description of Operations Financed**: <u>Maintenance</u> - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with Special Operations Forces (SOF) activities. This also includes USSOCOM Headquarters and/or components' Major Force Program 11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at industrial funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

II. **Force Structure Summary**:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	197	184	0
Army	0	0	0

OP-5 Detail by Sub Activity Group

II. **Force Structure Summary (cont.)**

Marine Corps	0	0	0
Navy	0	0	0
Total	**197**	**184**	**0**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	4	4	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**4**	**4**	**0**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**615**	**600**	**600**

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Maintenance	802,847	488,751	0	0.0	0	488,751	498,790
Total	**802,847**	**488,751**	**0**	**0.0**	**0**	**488,751**	**498,790**

* The FY 2017 Actual column <u>includes</u> $349,683.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $375,246.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $462,035.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**488,751**	**488,751**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**488,751**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**488,751**	
Supplemental	375,246	
Reprogrammings		
Price Changes		8,288
Functional Transfers		
Program Changes		1,751
Current Estimate	**863,997**	**498,790**
Less: Wartime Supplemental	-375,246	
Normalized Current Estimate	**488,751**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**488,751**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**488,751**
2. War-Related and Disaster Supplemental Appropriations		375,246
a. OCO Supplemental Funding		
1) OCO	375,246	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**863,997**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**863,997**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-375,246
FY 2018 Normalized Current Estimate		**488,751**
6. Price Change		8,288
7. Functional Transfers		
8. Program Increases		48,887
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) AC/MC-130J Mission Care	5,725	
AC/MC-130J aircraft performs close air support, air interdiction and clandestine or low-visibility single or multi-ship low-level missions intruding politically-sensitive or hostile territories to provide infiltration/exfiltration and resupply of SOF		

OP-5 Detail by Sub Activity Group

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

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

teams, and air refueling for special operation
helicopters and CV-22 aircraft. Program increase
supports engine repair services for the 130J fleet
that reflects an inventory increase of 13 aircraft in
FY 2019. (FY 2018 Baseline: $24,035 thousand)

   2) Combat Craft Medium   1,700

      The cost associated with sustainment is being moved
from the unit level, in the Ship and Boat Operations
Budget Sub-activity, to a centrally managed CLS
contract in the Maintenance Budget Sub-activity. With
that change, the sustainment is more appropriately
budgeted for and executed in the Maintenance Budget
Sub-activity. There was no cost increase associated
with the move to the CLS contract. (FY 2018 Baseline:
$10,121 thousand)

   3) Combatant Craft Assault   1,200

      The cost associated with sustainment is being moved
from the unit level, in the Ship and Boat Operations
Budget Sub-activity, to a centrally managed CLS
contract in the Maintenance Budget Sub-activity. With
this change, the sustainment is more appropriately
budgeted for and executed in the Maintenance Budget
Sub-activity. There is no change to the sustainment
of CCA. (FY 2018 Baseline: $4,160 thousand)

   4) Dry Deck Shelter (DDS)   2,100

      The DDS is a certified diving system that attaches to
modified host submarines and provides the capability
for a surface-launched, dry, diver-lock-in/lock-out
vessel capable of inserting and extracting SOF and/or

OP-5 Detail by Sub Activity Group

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

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

payloads. This increase funds the first scheduled DDS
installation onto one of three submarines. Each
installation is estimated to take 8-12 months to
complete. The remaining two DDS installations are
currently planned for FY 2021 and FY 2023. (FY 2018
Baseline: $9,413 thousand)

5) Precision Strike Package (PSP)   11,213
This program supports the continued installation and
sustainment of the PSP system hardware and software
into all AC-130J aircraft. Program increase supports
the program's acceleration from 4 to 5 kits per year
beginning in FY 2019 in accordance with accelerated
aircraft deliveries. (FY 2018 Baseline: $36,786
thousand)

6) Shallow Water Combat Submersible Contractor Logistics   4,191
Support
+$2,037 thousand increase supports the additional
maintenance required to sustain the two Shallow Water
Combat Submersibles (SWCS) that will be delivered in
FY 2019.
+$2,154 thousand provides for In-Service Engineering
Activity (ISEA)support, to ensure operational
capability of new complex maritime undersea craft.
This is aligned and critical to in-service
maintenance for the craft, it's systems and
components. Maintenance and repair is tailored to the
need of the craft by in-service engineering support.
Prior to FY 2019 we had two SWCS; this will grow to
four in FY 2019 driving the requirement for the

OP-5 Detail by Sub Activity Group

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

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

increase. While this aligns with the increased Engineering Change Proposals support under Acquisition Program Management it provides a completely separate support requirement. (FY 2018 Baseline: $6,969 thousand)

7) Small Weapons Program   1,618
Program increase is being driven by sustainment for the new Advanced Sniper Rifle (ASR) and new MK48/MK46 machine guns. The increase supports sustainment of these new platforms to include the spare parts necessary to keep both gun variants operational. (FY 2018 Baseline: $8,795 thousand)

8) Special Operations Forces Personal Equipment Advanced   17,101
Requirements (SPEAR)
SPEAR provides the SOF operator with the individual equipment required to meet USSOCOM unique missions. SPEAR develops, fields, and sustains those items that are not met by service common capabilities. SPEAR commodities include Body Armor plate sets/inserts, backpacks, modular integrated communications helmets/headsets, protective combat uniform, modular glove system, eye protection, and load carriage system. In the course of being deployed worldwide, the SOF operator may experience degradation or neutralization from a variety of sources. Besides the formidable threat posed by conventional ballistic weapons, threats to the SOF operator also include environmental, electromagnetic, and surveillance threats.

OP-5 Detail by Sub Activity Group

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

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

+$8,348 thousand supports additional body armor sets to accommodate the planned +1,575 military force structure increase with additional equipment, sustainment parts, and maintenance support for future operations.

+$8,753 thousand supports the initial life-cycle replacement of approximately +5,766 SPEAR Gen V hard armor ballistic plates that have reached their end of service life and individual equipment to expedite fielding of the Maritime Communication Accessory Suite (MCAS) for MARSOC and to support initial fielding of the Communications Accessory System (CASL) for AFSOC & USASOC. (FY 2018 Baseline: $45,917 thousand)

9) Visual Augmentation Systems	4,039	

The Visual Augmentation, Lasers and Sensory Systems program provides day and night visual augmentation systems, laser range finders, pointers, illuminators, and sights in support of SOF. This funding provides units associated with the planned +1,575 military force structure increase with the additional equipment, sustainment parts, and maintenance support for future operations. (FY 2018 Baseline: $10,354 thousand)

9. Program Decreases		-47,136
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) AC-130U Aircraft Sustainment	-19,653	

OP-5 Detail by Sub Activity Group

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

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

Program decrease is due to the retirement of the AC-130U. This reduction includes CLS, sustaining engineering support and sustaining software maintenance support. Three AC-130U aircraft are anticipated to retire from FY 2018 to FY 2019. (FY 2018 Baseline: $33,843 thousand)

2) Civilian Pay FTE Realignment — -20,190

This zero-balance transfer is a reorganization of AFSOC's Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Component's end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include -184 FTEs from the Maintenance Budget Sub-activity, +5 FTEs to the Acquisition Program Management Budget Sub-activity, +31 FTEs to the Combat Development Activities Budget Sub-activity, +5 FTEs to the Other Operations Budget Sub-activity, and +143 FTEs to the Flight Operations Budget Sub-activity. (FY 2018 Baseline: $20,088 thousand; -184 FTEs)

3) Family of Special Operations Vehicles (FSOV) — -3,324

Program decrease is a result of the Ground Mobility Vehicle (GMV) 1.0 transitioning to the Ground Mobility Vehicle 1.1. As a result, a reduction in GMV 1.0 vehicle disassembly, application of designated mandatory replacement parts/modifications, rebuild of selected major assemblies, inspection and repair/replacement are no longer required in FY 2019.

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
(FY 2018 Baseline: $37,947 thousand)		
4) SEAL Delivery Vehicle (SDV) Depot Scheduled Ship Overhaul	-3,969	
The program has decreasing maintenance requirements due to drawdown/phasing out of the SDV as the Shallow Water Combat Submersible (SWCS) continues to be fielded. SDV and SWCS ensure clandestine undersea operations are uninterrupted as Naval Special Warfare Command transitions from the SDV to SWCS. -$2,482 thousand for depot scheduled ship overhauls that are no longer required, and -$1,487 thousand for sustaining engineering support that is no longer needed. (FY 2018 Baseline: $7,261 thousand)		
FY 2019 Budget Request		**498,790**

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

V. **Personnel Summary**	**FY 2017**	**FY 2018**	**FY 2019**	**Change FY 2017/ FY 2018**	**Change FY 2018/ FY 2019**
Active Military End Strength (E/S) (Total)	4	4	0	0	-4
Officer	4	4	0	0	-4
Civilian End Strength (Total)	197	184	0	-13	-184
U.S. Direct Hire	197	184	0	-13	-184
Total Direct Hire	197	184	0	-13	-184
Active Military Average Strength (A/S) (Total)	4	4	0	0	-4
Officer	4	4	0	0	-4
Civilian FTEs (Total)	197	184	0	-13	-184
U.S. Direct Hire	197	184	0	-13	-184
Total Direct Hire	197	184	0	-13	-184
Average Annual Civilian Salary ($ in thousands)	110.4	109.2	0	-1.2	-109.2
Contractor FTEs (Total)	615	600	600	-15	0

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*The civilian FTE realignment is a zero-balance transfer of AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include -184 FTEs from the Maintenance Budget Sub-activity, +5 FTEs to the Acquisition Program Management Budget Sub-activity, +31 FTEs to the Combat Development Activities Budget Sub-

OP-5 Detail by Sub Activity Group

activity, +5 FTEs to the Other Operations Budget Sub-activity, and +143 FTEs to the Flight Operations Budget Sub-activity.

*The Active Military End Strength (E/S) correction is also a zero-balance transfer reorganization of AFSOC's command UICs and PECs. This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. The realignments include -4 Officers from the Maintenance Budget Sub-activity to +4 Officers in the Flight Operations Budget Sub-activity.

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	21,740	425	-3,513	18,652	95	-18,747	0
103 Wage Board	0	0	1,436	1,436	7	-1,443	0
199 TOTAL CIV COMPENSATION	**21,740**	**425**	**-2,077**	**20,088**	**102**	**-20,190**	**0**
308 Travel of Persons	1,354	23	-503	874	16	610	1,500
399 TOTAL TRAVEL	**1,354**	**23**	**-503**	**874**	**16**	**610**	**1,500**
412 Navy Managed Supply, Matl	332	0	1,507	1,839	-6	-1,333	500
414 Air Force Consol Sust AG (Supply)	56	-5	48	99	3	1	103
499 TOTAL SUPPLIES & MATERIALS	**388**	**-5**	**1,555**	**1,938**	**-3**	**-1,332**	**603**
503 Navy Fund Equipment	0	0	273	273	0	227	500
505 Air Force Fund Equip	654	0	-654	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**654**	**0**	**-381**	**273**	**0**	**227**	**500**
601 Army Industrial Operations	6,160	0	-6,160	0	0	10,000	10,000
603 DLA Distribution	0	0	265	265	5	-110	160
610 Navy Air Warfare Center	8,326	221	-6,750	1,797	16	-13	1,800
611 Navy Surface Warfare Ctr	25,244	361	-6,279	19,326	158	10,516	30,000
612 Navy Undersea Warfare Ctr	377	14	2,585	2,976	44	-2,520	500
614 Space & Naval Warfare Center	302	11	622	935	9	-444	500
633 DLA Document Services	3	0	0	3	0	0	3
634 NAVFEC (Utilities and Sanitation)	30	0	-30	0	0	0	0
661 Air Force Consolidated Sust AG (Maint)	4,417	115	-3,009	1,523	44	2,433	4,000
699 TOTAL DWCF PURCHASES	**44,859**	**722**	**-18,756**	**26,825**	**276**	**19,862**	**46,963**
771 Commercial Transport	240	4	-20	224	4	32	260
799 TOTAL TRANSPORTATION	**240**	**4**	**-20**	**224**	**4**	**32**	**260**
914 Purchased Communications (Non-Fund)	13,991	238	-9,210	5,019	90	14,891	20,000
920 Supplies & Materials (Non-Fund)	20,928	356	8,907	30,191	543	-4,725	26,009
922 Equipment Maintenance By	204,087	3,469	-154,514	53,042	955	3	54,000

OP-5 Detail by Sub Activity Group

Maintenance
Operation and Maintenance, Defense-Wide
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	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
Contract							
923 Facilities Sust, Rest, & Mod by Contract	37	1	-38	0	0	0	0
925 Equipment Purchases (Non-Fund)	93,439	1,588	-2,148	92,879	1,672	-9,001	85,550
927 Air Def Contracts & Space Support (AF)	9,703	165	-9,868	0	0	0	0
928 Ship Maintenance By Contract	0	0	1,238	1,238	22	40	1,300
929 Aircraft Reworks by Contract	330,472	5,618	-300,882	35,208	634	193,063	228,905
930 Other Depot Maintenance (Non-Fund)	26,809	456	174,752	202,017	3,636	-190,653	15,000
932 Mgt Prof Support Svcs	5,375	91	-3,822	1,644	30	826	2,500
934 Engineering & Tech Svcs	2,244	38	-2,282	0	0	3,000	3,000
987 Other Intra-Govt Purch	8,068	137	3,090	11,295	203	2	11,500
989 Other Services	18,459	313	-12,776	5,996	108	-4,904	1,200
999 TOTAL OTHER PURCHASES	**733,612**	**12,470**	**-307,553**	**438,529**	**7,893**	**2,542**	**448,964**
Total	**802,847**	**13,639**	**-327,735**	**488,751**	**8,288**	**1,751**	**498,790**

* The FY 2017 Actual column <u>includes</u> $349,683.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $375,246.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $462,035.0 thousand of FY 2019 OCO Appropriations funding.
The following OP-32 lines were erroneously requested in the wrong OP-32 lines in the FY 2018 President's Budget. The FY 2019 President's Budget increases and decreases more accurately align these budgeted funds to expected program execution:
1. OP-32 Line 930 Other Depot Maintenance was realigned into OP-32 Line 308 Travel of Persons.
2. OP-32 Line 603 DLA Distribution was realigned into OP-32 Line 930 Other Depot Maintenance.
3. OP-32 Line 930 Other Depot Maintenance was realigned into OP-32 Line 929 Aircraft Contracts by Rework.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Management/Operational Hqtrs

February 2018

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Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Management and Operational Headquarters

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
MngmtHQ	220,974	4,097	-53,202	171,869	1,603	3,619	177,091

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2018 excludes $0.0 thousand of the FY 2018 OCO Appropriations funding (PL 114-113).
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

I. Description of Operations Financed: <u>Management & Operational Headquarters</u> - Includes manpower authorizations, Special Operations Forces (SOF)-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, United States Special Operations Command and the Department of Defense.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	646	559	556
Army	244	272	272

OP-5 Detail by Sub Activity Group

Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

II. Force Structure Summary (cont.)

Marine Corps	62	20	20
Navy	237	53	53
Total	**1,189**	**904**	**901**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	491	374	362
Army	251	299	273
Marine Corps	225	80	70
Navy	259	88	91
Total	**1,226**	**841**	**796**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**134**	**154**	**156**

OP-5 Detail by Sub Activity Group

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	**FY 2017 Actuals**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2019 Estimate**
Management/Operational Hqtrs	220,974	171,869	0	0.0	0	171,869	177,091
Total	**220,974**	**171,869**	**0**	**0.0**	**0**	**171,869**	**177,091**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2018 excludes $0.0 thousand of the FY 2018 OCO Appropriations funding (PL 114-113).
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	171,869	171,869
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	171,869	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	171,869	
Supplemental		
Reprogrammings		
Price Changes		1,603
Functional Transfers		
Program Changes		3,619
Current Estimate	171,869	177,091
Less: Wartime Supplemental		
Normalized Current Estimate	171,869	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**171,869**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**171,869**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**171,869**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**171,869**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**171,869**
6. Price Change		1,603
7. Functional Transfers		
8. Program Increases		4,113
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Civilian Pay Compensable Day	1,245	
Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $115,040 thousand)		
2) Naval Special Warfare Command	372	
Increase relates to the Naval Special Warfare Command's planned +218 military manpower personnel		

OP-5 Detail by Sub Activity Group

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

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

increase. Additional funding supports increased day to day operating costs for travel, contracts, training, and material support for the Headquarters Staff. (FY 2018 Baseline: $5,330 thousand)

3) US Special Operations Command Directorate of Communications (J6)   947

Funding supports the sustainment of the administrative Headquarters Public Address system, Multi-Media/VTC, and other Headquarters Command and Control media infrastructure. Increase provides warranties, maintenance, and sustainment costs related to upgrades for Multi-Media/VTC equipment purchases for headquarters conference rooms and Wargame Center. (FY 2018 Baseline: $1,105 thousand)

4) US Special Operations Command Directorate of Personnel (J1) Realignment   726

In FY 2017, the Directorate of Force Management and Development (FMD) reorganized and was re-designated as the Joint SOF Development Directorate (J7) and personnel functions once performed by the former FMD were realigned to the newly established Directorate of Personnel (J1). Funding for these personnel functions is being realigned from the Other Operations Budget Sub-activity to the Management Operational Headquarters Budget Sub-activity where they should now be executed. This funding supports assigned or affiliated mid-level SOF civilians and active duty personnel with a program consisting of Orientation, Core Curriculum Development/Management,

OP-5 Detail by Sub Activity Group

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

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

Harvard Manage Mentor Program, and four follow-on field training site visits at Special Operations installations. (FY 2018 Baseline: $434 thousand)

    5) US Special Operations Command Staff   823

The funding increase supports the Knowledge Management Contract, Logistics Support, and the Command Graphics Shop.
+$314 thousand provides +2 Contractor FTEs to the USSOCOM Knowledge Management contract to provide dedicated specialized USSOCOM SharePoint support for security management, portal manager certifications/evaluations, and site creation.
+$450 thousand addresses capability gaps to fully fund the Logistics Support Installation Property Management Cell (IPMC)/SMARTTRACK and the Global Logistics Support Services (GLSS) contract renewals.
+$59 thousand meets the Command's increasing needs for printer supplies (paper, ink, CDs, bindings), office copier servicing, and maintenance on industrial printing equipment. (FY 2018 Baseline: $7,506 thousand)

9. Program Decreases   -494
  a. Annualization of FY 2018 Program Decreases
  b. One-Time FY 2018 Increases
  c. Program Decreases in FY 2019
    1) Civilian Pay Realignment   -388

Decrease in civilian personnel funding due to realignment of -3 FTEs from the Management/ Operational Headquarters Budget Sub-activity to the

OP-5 Detail by Sub Activity Group

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

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

Other Operations Budget Sub-activity as a result of the directed Major DoD Headquarters Activities (MHA) rebaseline effort. (FY 2018 Baseline: $115,040 thousand; -3 FTEs)

2) US Special Operations Command Plan, Program, Budget, Execution System Management Information System (PPBES-MIS)   -106

      The PPBES-MIS system provides an automated means to manage USSOCOM resources, update the USSOCOM resource information in the DoD Future Years Defense Program (FYDP) databases, and to update the DoD's Comptroller Information System (CIS). The decrease is based on lower contract costs obtained through a re-compete action. (FY 2018 Baseline: $2,115 thousand)

FY 2019 Budget Request   **177,091**

OP-5 Detail by Sub Activity Group

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

N/A

Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
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V. Personnel Summary	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	1,160	829	784	-331	-45
Officer	685	523	478	-162	-45
Enlisted	475	306	306	-169	0
Reservists on Full Time Active Duty (E/S)	66	12	12	-54	0
Officer	50	11	11	-39	0
Enlisted	16	1	1	-15	0
Civilian End Strength (Total)	1,189	904	901	-285	-3
U.S. Direct Hire	1,189	904	901	-285	-3
Total Direct Hire	1,189	904	901	-285	-3
Active Military Average Strength (A/S) (Total)	1,160	829	784	-331	-45
Officer	685	523	478	-162	-45
Enlisted	475	306	306	-169	0
Reservists on Full Time Active Duty (A/S) (Total)	66	12	12	-54	0
Officer	50	11	11	-39	0
Enlisted	16	1	1	-15	0
Civilian FTEs (Total)	1,189	904	901	-285	-3
U.S. Direct Hire	1,189	904	901	-285	-3
Total Direct Hire	1,189	904	901	-285	-3
Average Annual Civilian Salary ($ in thousands)	131.8	127.3	129.3	-4.5	2.0
Contractor FTEs (Total)	134	154	156	20	2

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

*Active Military End Strength (E/S) net decrease of -45 Officers (-12 Air Force, -26 Army, -10 Marines, and +3 Navy) due to Force Structure adjustments.

*Net decrease of -3 Civilian FTEs due to realignment of -3 FTEs from the Management/ Operational Headquarters Budget Sub-activity to the Other Operations Budget Sub-activity as a result of the directed Major DoD Headquarters Activities (MHA) rebaseline effort.

OP-5 Detail by Sub Activity Group

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	155,944	3,047	-47,366	111,625	569	3,744	115,938
103 Wage Board	734	14	2,667	3,415	17	-2,887	545
199 TOTAL CIV COMPENSATION	**156,678**	**3,061**	**-44,699**	**115,040**	**586**	**857**	**116,483**
308 Travel of Persons	17,037	290	-5,624	11,703	211	-332	11,582
399 TOTAL TRAVEL	**17,037**	**290**	**-5,624**	**11,703**	**211**	**-332**	**11,582**
401 DLA Energy (Fuel Products)	10	1	2	13	0	10	23
411 Army Supply	0	0	35	35	0	0	35
413 Marine Corps Supply	0	0	31	31	-3	3	31
414 Air Force Consol Sust AG (Supply)	1	0	3	4	0	0	4
416 GSA Supplies & Materials	230	4	-234	0	0	0	0
417 Local Purch Supplies & Mat	10	0	305	315	6	6	327
418 Air Force Retail Supply (Gen Support Div)	49	3	-52	0	0	0	0
422 DLA Mat Supply Chain (Medical)	3,124	0	-3,124	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**3,424**	**8**	**-3,034**	**398**	**3**	**19**	**420**
502 Army Fund Equipment	12	0	-8	4	0	0	4
507 GSA Managed Equipment	87	1	210	298	5	6	309
599 TOTAL EQUIPMENT PURCHASES	**99**	**1**	**202**	**302**	**5**	**6**	**313**
614 Space & Naval Warfare Center	0	0	41	41	0	0	41
633 DLA Document Services	0	0	13	13	0	0	13
672 PRMRF Purchases	3	0	-3	0	0	0	0
699 TOTAL DWCF PURCHASES	**3**	**0**	**51**	**54**	**0**	**0**	**54**
705 AMC Channel Cargo	41	-13	-28	0	0	0	0
771 Commercial Transport	231	4	136	371	7	19	397
799 TOTAL TRANSPORTATION	**272**	**-9**	**108**	**371**	**7**	**19**	**397**
913 Purchased Utilities (Non-Fund)	0	0	270	270	5	14	289
914 Purchased Communications (Non-Fund)	458	8	-175	291	5	0	296
915 Rents (Non-GSA)	2,896	49	-1,749	1,196	22	0	1,218

OP-5 Detail by Sub Activity Group

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
917 Postal Services (U.S.P.S)	15	0	10	25	0	0	25
920 Supplies & Materials (Non-Fund)	3,954	67	1,715	5,736	103	117	5,956
921 Printing & Reproduction	444	8	-29	423	8	10	441
922 Equipment Maintenance By Contract	8,061	137	-6,281	1,917	35	0	1,952
923 Facilities Sust, Rest, & Mod by Contract	33	1	-34	0	0	0	0
925 Equipment Purchases (Non-Fund)	5,387	92	-4,190	1,289	23	26	1,338
926 Other Overseas Purchases	2	0	-2	0	0	0	0
929 Aircraft Reworks by Contract	16	0	-16	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	182	3	87	272	5	0	277
932 Mgt Prof Support Svcs	8,784	149	-5,018	3,915	70	0	3,985
933 Studies, Analysis & Eval	4,091	70	6,536	10,697	193	788	11,678
936 Training and Leadership Development (Other Contracts)	154	3	-157	0	0	688	688
937 Locally Purchased Fuel (Non-Fund)	1	0	46	47	0	-47	0
954 Other Costs (Military - Accrued Health Care)	5	0	-5	0	0	0	0
955 Other Costs (Medical Care)	355	12	-367	0	0	0	0
957 Other Costs (Land and Structures)	1,280	22	-1,302	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	25	0	-25	0	0	0	0
984 Equipment Contracts	2,104	36	-1,381	759	14	15	788
987 Other Intra-Govt Purch	1,018	17	2,864	3,899	70	0	3,969
989 Other Services	3,809	65	7,592	11,466	206	603	12,275
990 IT Contract Support Services	387	7	1,405	1,799	32	836	2,667
999 TOTAL OTHER PURCHASES	**43,461**	**746**	**-206**	**44,001**	**791**	**3,050**	**47,842**
Total	**220,974**	**4,097**	**-53,202**	**171,869**	**1,603**	**3,619**	**177,091**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

OP-5 Detail by Sub Activity Group

*The FY 2018 excludes $0.0 thousand of the FY 2018 OCO Appropriations funding (PL 114-113).
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Operational Support

February 2018

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Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Operational Support

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
OpsSup	144,973	2,489	-39,815	107,647	1,408	11,888	120,943

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2018 excludes $0.0 thousand of the FY 2018 OCO Appropriations funding (PL 114-113).
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

I.   Description of Operations Financed: Operational Support - Funding supports Special Operations Forces (SOF)-peculiar Facility Sustainment, Restoration and Modernization (FSRM) activities for all USSOCOM components. Also, includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to the 528th Sustainment Brigade and the Special Operations Forces Support Agency (SOFSA). The 528th Sustainment Brigade is comprised of the U.S. Army 112th Special Operations Signal Brigade, Special Troops Battalion supporting for U.S. Army Special Forces Command/Groups, Special Operations Medical Detachment, and other SOF operational support units, capabilities, and Theater Support Elements.

II. Force Structure Summary:
USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	0	0	0

OP-5 Detail by Sub Activity Group

**Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget**

II. **Force Structure Summary (cont.)**

Army	303	313	333
Marine Corps	0	0	0
Navy	0	0	0
Total	**303**	**313**	**333**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	2	0	0
Army	977	977	1,110
Marine Corps	0	0	0
Navy	1	0	0
Total	**980**	**977**	**1,110**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**52**	**52**	**52**

OP-5 Detail by Sub Activity Group

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action			Current Estimate	FY 2019 Estimate
			Amount	Percent	Appropriated		
Operational Support	144,973	107,647	0	0.0	0	107,647	120,943
Total	**144,973**	**107,647**	**0**	**0.0**	**0**	**107,647**	**120,943**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).

*The FY 2018 excludes $0.0 thousand of the FY 2018 OCO Appropriations funding (PL 114-113).

*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**107,647**	**107,647**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**107,647**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**107,647**	
Supplemental		
Reprogrammings		
Price Changes		1,408
Functional Transfers		
Program Changes		11,888
Current Estimate	**107,647**	**120,943**
Less: Wartime Supplemental		
Normalized Current Estimate	**107,647**	

OP-5 Detail by Sub Activity Group

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	Amount	Totals
FY 2018 President's Budget Request (Amended, if applicable)		**107,647**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**107,647**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**107,647**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**107,647**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**107,647**
6. Price Change		1,408
7. Functional Transfers		
8. Program Increases		14,071
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Civilian Pay	2,344	

Increase of +20 Civilian FTEs to maintain the nucleus for a deployable and sustainable Joint Task Force capable Headquarters, which forms the core of a Special Operations Joint Task Force (SOJTF) Headquarters. These personnel will fill capability gaps in several functional areas resulting from the establishment of 1st Special Forces Command (1st

OP-5 Detail by Sub Activity Group

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

	Amount	Totals

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

SFC), Ft. Bragg, North Carolina in 2015 as follows: an enduring deployable command and control structure, Knowledge Management (KM), cyber electromagnetic activities, weather, fires, aviation, ARSOF training center, contract coordination cell and a G-5, Plans and Strategy Directorate. (FY 2018 Baseline: $35,027 thousand; +20 FTEs)

2) Civilian Pay Compensable Day — 134
Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $35,027 thousand)

3) Headquarter Special Operations Command Facility, — 1,097
Sustainment, Restoration and Modernization (FSRM)
The increase is for three Headquarters USSOCOM projects to repurpose space vacated after the FY 2019 completion of the newly constructed Operational Support Facility at MacDill AFB, Florida. The vacated space will be restored and upgraded to include creating a Sensitive Compartmented Information Facility (SCIF) for additional classified material storage and additional office space for the Judge Advocate General and Public Affairs offices. (FY 2018 Baseline: $1,003 thousand)

4) Identity Management — 2,111
The increase supports the purchase of additional software licenses and expanding program support of the Identity Management Program. See Classified submission for additional details. (FY 2018 Baseline:

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
$12,852 thousand)		
5) Naval Special Warfare (NSW) FSRM	1,739	
Increase supports FSRM costs for NSW facilities for the following restoration and modernization projects: +$893 thousand to replace a rappel tower at Stennis Space Center, Mississippi to support training for wall rappelling, Helicopter Rope Suspension Techniques and Fast Rope Insertion/Extraction System rappelling; +$426 thousand to construct a concrete pad and canopy for a dedicated boat storage facility at NAS Key West, Florida: +$260 thousand to certify the paraloft at Naval Support Activity Bahrain by installing inspection panels for access to the top winches of the paraloft. +$160 thousand supports facility sustainment costs for NSW facilities located at non-Navy locations to include minor facility projects, and maintenance of uninterrupted power supply systems and generators. (FY 2018 Baseline: $7,364 thousand)		
6) Special Operations Command Baumholder, Germany FSRM	6,646	
The increase supports a U.S. Army initiative for SOF to be re-stationed to Baumholder to alleviate overcrowding in Stuttgart. This program will improve SOF mission capability and readiness for the Geographic Combatant Commands. USSOCOM will be modifying existing real property to support SOF operations, maintenance, and storage requirements. Specifically, funds are required for upgrades related		

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
to the Maintenance/Dive Locker facility and the NSWU 2/10 storage facility. (FY 2018 Baseline: $11,086 thousand)		
9. Program Decreases		-2,183
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) SOF Support Activities Lease (SOFSA)	-344	
SOSFSA completed the transition from old facilities (Bluegrass Army Depot) to new facilities with consolidation onto Bluegrass Station in FY 2018, which generated lower lease rates for the new facilities. (FY 2018 Baseline: $10,358 thousand)		
2) US Army Special Operations Command (USASOC) Financial Management	-1,839	
-$498 thousand decrease is due to a reduction in the Enterprise Resource Planning (ERP) construct as the first option year of the Audit Readiness contract allows for cost savings.		
-$1,341 thousand decrease relates to the Army's Government Fund Executive Business System (GFEBS) and technical difficulties with the mapping of Army SOF accounting data delaying implementation and slipping associated costs to FY 2020. (FY 2018 Baseline: $30,226 thousand)		
FY 2019 Budget Request		**120,943**

OP-5 Detail by Sub Activity Group

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

<u>Facilities Sustainment and Restoration/Modernization (FSRM)</u>

(<u>Dollars in Thousands</u>)

	FY 2017 Actuals	FY 2017 OCO	FY 2018 Estimate	FY 2018 OCO	FY 2019 Estimate
<u>Funding Levels</u>					
<u>Sustainment</u>	9,594	0	4,666	0	834

Narrative justification of Sustainment funding: Funding supports unique sustainment contracts for SOF facilities. These sustainment costs are not included in normal facility sustainment provided by Services/Host bases. Other projects supported by FSRM sustainment funding include, but are not limited to, the repair/replacement of uninterrupted power supply systems, circuit/power panels, bollards, security devices, air conditioning units, generators, and communication infrastructure of various SOF facilities.

FY 2018 sustainment funding reflects an estimated decrease in USSOCOM's Command facility sustainment costs. Requirements include: facility maintenance at non-military installations; emergency service work, minor facility projects; maintenance of uninterrupted power supply systems, generators, and commercial industrial shredders.

FY 2019 decrease results from properly categorizing costs with restoration/modernization as opposed to the sustainment category. The FY 2019 figures appropriately reflect historical spending for sustainment. The FY 2019 estimate reflects an adequate and realistic level of sustainment to continue maintaining facility projects driven by the unique requirements of SOF units and missions not provided by Services/Host bases, or when not located on or near military installations. Requirements include facility maintenance at non-military installations, minor facility projects, and maintenance of uninterrupted power supply systems, generators, and commercial industrial shredders.

OP-5 Detail by Sub Activity Group

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

<u>Facilities Sustainment and Restoration/Modernization (FSRM)</u>

	FY 2017 Actuals	FY 2017 OCO	FY 2018 Estimate	FY 2018 OCO	FY 2019 Estimate
Funding Levels					
Restoration/Modernization	28,806	0	13,356	0	26,029

Narrative justification of Restoration/Modernization funding: Funding is used for O&M Minor Construction contracts supporting Special Operations units. These totals are for infrastructure updates, building renovations, reconfigurations, modifications and adjustments. Projects included, but are not limited to, doors, walls, security enhancements, communication and electrical upgrades, and rehabilitation/recovery facilities at various SOF training sites.

FY 2018 funding reflects USSOCOM's facility restoration/modernization requirements, which include: improving SCIFs to meet physical security guidelines; office space reconfigurations of a recently acquired facility; electrical service upgrades to support Combatant Craft requirements in Bahrain; upgrading HVAC for split work environment for physical security of C4I equipment; enlarging fenced secure storage area; improving boat launches for safety and to prevent flooding of bilges and engines; and modernizing/enlarging SEAL locker room cages.

FY 2019 reflects the required FSRM to maintain facility projects driven by the unique requirements of SOF units. Requirements include modernization/restoration of facilities due to re-stationing of SOF personnel from Stuttgart to Baumholder, Germany and upgrading the maintenance/dive locker facility at Baumholder. Naval Special Warfare projects include installing a concrete pad and canopy for a dedicated boat storage facility, upgrading a paraloft facility, restoring a training rappel tower, extending parameter fencing,

OP-5 Detail by Sub Activity Group

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

constructing Integrated Fire Control bunkers and a floating dock installation. Headquarters USSOCOM projects will repurpose space vacated after the completion of the newly constructed Operational Support Facility. The vacated space will be restored and upgraded to include creating a SCIF for data center operations for additional classified material storage and additional office space for the Judge Advocate General and Public Affairs offices.

<u>Facilities Sustainment and Restoration/Modernization (FSRM)</u>

	FY 2017 <u>Actuals</u>	FY 2017 <u>OCO</u>	FY 2018 <u>Estimate</u>	FY 2018 <u>OCO</u>	FY 2019 <u>Estimate</u>
<u>Funding Levels</u>					
<u>Demolition</u>	0	0	0	0	0

Narrative justification of Demolition funding: N/A

	FY 2017 <u>Actuals</u>	FY 2017 <u>OCO</u>	FY 2018 <u>Estimate</u>	FY 2018 <u>OCO</u>	FY 2019 <u>Estimate</u>
<u>TOTAL O&M FUNDING</u>	38,400	0	18,022	0	26,863

OP-5 Detail by Sub Activity Group

V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Active Military End Strength (E/S) (Total)	939	936	1,063	-3	127
Officer	168	165	193	-3	28
Enlisted	771	771	870	0	99
Reservists on Full Time Active Duty (E/S)	41	41	47	0	6
Officer	9	9	14	0	5
Enlisted	32	32	33	0	1
Civilian End Strength (Total)	303	313	333	10	20
U.S. Direct Hire	303	313	333	10	20
Total Direct Hire	303	313	333	10	20
Active Military Average Strength (A/S) (Total)	939	936	1,063	-3	127
Officer	168	165	193	-3	28
Enlisted	771	771	870	0	99
Reservists on Full Time Active Duty (A/S) (Total)	41	41	47	0	6
Officer	9	9	14	0	5
Enlisted	32	32	33	0	1
Civilian FTEs (Total)	303	313	333	10	20
U.S. Direct Hire	303	313	333	10	20
Total Direct Hire	303	313	333	10	20
Average Annual Civilian Salary ($ in thousands)	115.4	111.9	113.2	-3.5	1.3
Contractor FTEs (Total)	52	52	52	0	0

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

*Civilian increase of +20 FTEs to maintain the nucleus for a deployable and sustainable Joint Task Force capable Headquarters, which forms the core of a SOJTF Headquarters. These personnel will resolve capability gaps in several functional areas resulting from the establishment of a 1st Special Forces Command in 2015 to include: an enduring deployable command and control structure, Knowledge Management (KM), cyber electromagnetic activities, weather, fires, aviation, Army Special Operations Forces (ARSOF) training center, contract coordination cell, and a G-5, Plans and Strategy Directorate.

*Increase in Active Military End Strength (E/S) of +28 Officer and +99 Enlisted are to maintain the nucleus for a deployable and sustainable Joint Task Force capable Headquarters, which forms the core of a SOJTF Headquarters. These personnel will resolve capability gaps in several functional areas resulting from the establishment of a 1st Special Forces Command in 2015 to include: an enduring deployable command and control structure, Knowledge Management (KM), cyber electromagnetic activities, weather, fires, aviation, Army Special Operations Forces (ARSOF) training center, contract coordination cell, and a G-5, Plans and Strategy Directorate.

*Increase in Reservists on Full Time Active Duty (E/S) of +5 Officer and +1 Enlisted due to an OSD database correction.

OP-5 Detail by Sub Activity Group

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	34,981	684	-733	34,932	178	2,472	37,582
103 Wage Board	0	0	95	95	0	7	102
199 TOTAL CIV COMPENSATION	**34,981**	**684**	**-638**	**35,027**	**178**	**2,479**	**37,684**
308 Travel of Persons	6,253	106	-2,010	4,349	78	-278	4,149
399 TOTAL TRAVEL	**6,253**	**106**	**-2,010**	**4,349**	**78**	**-278**	**4,149**
401 DLA Energy (Fuel Products)	24	3	165	192	-1	170	361
411 Army Supply	0	0	87	87	0	0	87
412 Navy Managed Supply, Matl	0	0	136	136	0	0	136
414 Air Force Consol Sust AG (Supply)	199	-17	61	243	6	-6	243
416 GSA Supplies & Materials	0	0	53	53	1	-1	53
417 Local Purch Supplies & Mat	185	3	-157	31	1	-1	31
422 DLA Mat Supply Chain (Medical)	2,429	0	-2,429	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	0	0	24	24	0	0	24
499 TOTAL SUPPLIES & MATERIALS	**2,837**	**-11**	**-2,060**	**766**	**7**	**162**	**935**
502 Army Fund Equipment	439	12	-451	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	743	25	-654	114	-2	0	112
507 GSA Managed Equipment	16	0	-16	0	0	0	0
599 TOTAL EQUIPMENT PURCHASES	**1,198**	**37**	**-1,121**	**114**	**-2**	**0**	**112**
601 Army Industrial Operations	166	0	-156	10	0	0	10
603 DLA Distribution	123	5	-128	0	0	0	0
631 Navy Base Support (NFESC)	38	-1	139	176	-13	0	163
634 NAVFEC (Utilities and Sanitation)	3,058	11	-1,883	1,186	-23	0	1,163
699 TOTAL DWCF PURCHASES	**3,385**	**15**	**-2,028**	**1,372**	**-36**	**0**	**1,336**
705 AMC Channel Cargo	9	-3	-6	0	0	0	0
720 DSC Pounds Delivered	0	0	2	2	0	0	2
771 Commercial Transport	243	4	-220	27	0	0	27

OP-5 Detail by Sub Activity Group

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
799 TOTAL TRANSPORTATION	**252**	**1**	**-224**	**29**	**0**	**0**	**29**
912 Rental Payments to GSA (SLUC)	11	0	-11	0	0	0	0
913 Purchased Utilities (Non-Fund)	2,946	50	-2,996	0	0	0	0
914 Purchased Communications (Non-Fund)	222	4	69	295	5	-5	295
915 Rents (Non-GSA)	7,680	131	2,827	10,638	191	-574	10,255
917 Postal Services (U.S.P.S)	252	4	-236	20	0	0	20
920 Supplies & Materials (Non-Fund)	769	13	6,467	7,249	130	-130	7,249
921 Printing & Reproduction	20	0	88	108	2	-2	108
922 Equipment Maintenance By Contract	5,686	97	-4,831	952	17	-17	952
923 Facilities Sust, Rest, & Mod by Contract	15,149	258	2,454	17,861	321	8,429	26,611
925 Equipment Purchases (Non-Fund)	4,176	71	4,802	9,049	163	-163	9,049
932 Mgt Prof Support Svcs	6,879	117	-5,364	1,632	29	0	1,661
933 Studies, Analysis & Eval	2,861	49	-2,910	0	0	0	0
934 Engineering & Tech Svcs	540	9	-549	0	0	0	0
935 Training and Leadership Development	0	0	1,390	1,390	28	0	1,418
936 Training and Leadership Development (Other Contracts)	7,801	156	-7,957	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	0	0	163	163	-1	-162	0
955 Other Costs (Medical Care)	6	0	0	6	0	0	6
957 Other Costs (Land and Structures)	16,262	276	-16,046	492	9	-9	492
984 Equipment Contracts	1,105	19	-829	295	5	-5	295
987 Other Intra-Govt Purch	15,177	258	-9,857	5,578	100	10,050	15,728
989 Other Services	6,090	104	4,052	10,246	184	-7,887	2,543
990 IT Contract Support Services	2,435	41	-2,460	16	0	0	16
999 TOTAL OTHER PURCHASES	**96,067**	**1,657**	**-31,734**	**65,990**	**1,183**	**9,525**	**76,698**
Total	**144,973**	**2,489**	**-39,815**	**107,647**	**1,408**	**11,888**	**120,943**

OP-5 Detail by Sub Activity Group

Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 113-235).
*The FY 2018 excludes $0.0 thousand of the FY 2018 OCO Appropriations funding (PL 114-113).
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Other Operations

February 2018

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Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Other Operations

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
OtherOps	1,653,463	25,330	-672,683	1,006,110	17,149	61,418	1,084,677

* The FY 2017 Actual column includes $724,592.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column excludes $356,113.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column excludes $438,617.0 thousand of FY 2019 OCO Appropriations funding.

I. **Description of Operations Financed**: Other Operations - Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations (MISO) units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this sub activity is support for the Theater Special Operations Commands (TSOCs). Humanitarian/ Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations, which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the United States and the host nation and allow Special Operations Forces to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a Title X, Section 401 function of the United States Code.

II. **Force Structure Summary**:

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	298	116	168
Army	244	213	240
Marine Corps	43	84	84
Navy	304	527	528
Total	**889**	**940**	**1,020**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	1,463	1,419	2,040
Army	25,812	25,763	25,945
Marine Corps	2,418	2,548	2,608
Navy	4,594	4,768	5,159
Total	**34,287**	**34,498**	**35,752**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**1,075**	**1,061**	**1,094**

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	**FY 2017 Actuals**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2019 Estimate**
Other Operations	1,653,463	1,006,110	0	0.0	0	1,006,110	1,084,677
Total	**1,653,463**	**1,006,110**	**0**	**0.0**	**0**	**1,006,110**	**1,084,677**

* The FY 2017 Actual column <u>includes</u> $724,592.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $356,113.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $438,617.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

B. <u>Reconciliation Summary</u>	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	1,006,110	1,006,110
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,006,110	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	1,006,110	
Supplemental	356,113	
Reprogrammings		
Price Changes		17,149
Functional Transfers		1,632
Program Changes		59,786
Current Estimate	1,362,223	1,084,677
Less: Wartime Supplemental	-356,113	
Normalized Current Estimate	1,006,110	

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2018 President's Budget Request (Amended, if applicable)		1,006,110
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		1,006,110
2. War-Related and Disaster Supplemental Appropriations		356,113
a. OCO Supplemental Funding		
1) OCO	356,113	
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		1,362,223
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		1,362,223
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-356,113
FY 2018 Normalized Current Estimate		1,006,110
6. Price Change		17,149
7. Functional Transfers		1,632
a. Transfers In		
1) Civilian FTE Transfer from Defense Intelligence Agency (DIA)	1,632	
13 FTEs transfer from Defense Intelligence Agency (DIA) to USSOCOM to support SOF specific mission sets within J6 Chief Information Officer (CIO) Communications Directorate and the J-24 Intelligence Capabilities and Resources Cryptologic Operations Directorate. (+13 FTEs)		
8. Program Increases		91,249

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Air Force Special Operations Command - Aircrew Eye and Respiratory Protection Systems	1,800	

Increase funds sustainment cost for current Aircrew
Eye and Respiratory Protection Systems (AERPS).
Current AERPS equipment is 10 years old and almost
obsolete and out-of-date with new ground chemical
gear and equipment connections. This increase will
assist in sustaining the life of the aging AERPS. (FY
2018 Baseline: $0 thousand)

2) Air Force Special Operations Command Special Tactics (ST) Personnel Recovery Growth	1,770	

Increase funds unit operational equipment, supplies
and training for the additional +245 military
endstrength for ST. The increase in force structure
is required to sustain air-ground integration
capabilities without a perpetual surge, impacting
dwell rates and OPTEMPO of an already insufficiently
manned ST. These efforts help to ensure ST's ability
to meet special operations requirements specified by
the combatant commanders. (FY 2018 Baseline: $30,362
thousand)

3) Civilian Pay	7,283	

Increase of +58 FTEs in support of the USSOCOM's
planned force structure increases:
+11 FTEs to provide increased USSOCOM Command
Operations Review Board oversight of Sensitive

OP-5 Detail by Sub Activity Group

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

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

Activities.
+25 FTEs increase to establish a Military
Intelligence (MI) Battalion and provide the Rangers
additional technical and cyber capabilities.
+14 FTEs increase to reflect additional Countering
Weapons of Mass Destruction (CWMD) billets validated
by the Joint Manpower Validation Board on 31 Mar
2017. The additional FTEs support synchronization of
CWMD planning efforts with SOF's Theater Special
Operations Commands, Service Components, and
Geographic Combatant Commands.
+8 FTEs to support Cyber activities. Increase
supports the coordination and direction of cyberspace
operations. (FY 2018 Baseline: $117,344 thousand; +58
FTEs)

 4) Civilian Pay Compensable Day   450
Increase due to FY 2019 having one additional
compensable day (going from 260 days to 261 and from
2,080 hours in FY 2018 to 2,088 hours in FY 2019).
(FY 2018 Baseline: $117,344 thousand)

 5) Civilian Pay Realignment   1,133
This zero-balance transfer is a reorganization of the
AFSOC's Unit Identification Codes (UIC) as well as
Program Element Codes (PEC). This properly organizes
and aligns the Service Components end strength in
both the OSD and USSOCOM databases with AFSOC's
current organizational manning document.
Realignments include:
+5 FTEs from the Maintenance Budget Sub-activity and

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
+1 FTE from the Professional Development Budget Sub-activity to the Other Operations Budget Sub-activity. +3 FTEs due to realignment from the Management/ Operational Headquarters Budget Sub-activity to the Other Operations Budget Sub-activity as a result of the directed Major DoD Headquarters Activites (MHA) rebaseline effort. (FY 2018 Baseline: $117,344 thousand; +9 FTEs)		
6) Establish Global Messaging/Counter Messaging Capability (GMCM)	14,533	
USSOCOM, as the Joint Proponent for MISO, has been directed by the Secretary of Defense to establish a centralized DoD MISO GMCM capability at USSOCOM. This funding increase will support the transition of the existing mission for online MISO capability at U.S. Central Command to a centralized DoD MISO GMCM capability at USSOCOM. This organization will support and coordinate DoD GMCM operations in support of Combatant Command objectives and sets conditions for integration of additional capabilities in order to enhance DoD's execution of the National Security Strategy and fill capability gaps existing in operating in the Information Environment. Funding covers contractor support (+$,4,600 thousand; +23 Contractor FTEs), facility lease (+$4,500 thousand) and outfit expenses (+$3,400 thousand), communication supplies (+$593 thousand), and licenses (+$1,440 thousand). (FY 2018 Baseline: $0 thousand)		
7) Marine Special Operations Command Force Structure	1,665	

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Growth

Increase funds required equipment, operational training and supplies to support the additional +50 Marines (military personnel) provided to increase the Marine Special Operations Companies (MSOCs). The MSOCs will now task organize each Marine Special Operations Team with critical enablers allowing independent operations in the distributed environment. The additional force structure in FY 2019 will provide the following capabilities: +3 personnel in the Marine Raider Support Group to provide Fires and Multi-purpose Canine support; +35 personnel in the Marine Raider Support Battalion to provide Combat Support/Combat Service Support to increase intelligence (+19), communications (+10) and logistics (+6) capacity; +2 personnel in the Marine Raider Regiment to provide Military Free Fall parachute rigging support; and +10 personnel in the 2nd Marine Raider Battalion to provide increased logistics (+3), motor transport maintenance (+2), ordnance maintenance (+1), and Explosive Ordnance Disposal (+4) capabilities to allow the MSOCs to task organize as required by mission. (FY 2018 Baseline: $49,302 thousand)

8) Naval Special Warfare Command (NSW) - Identity Management (IdM)   5,286

Funding provides for supplies, service contract costs, travel, and training for Identity Management employees. NSW expanded upon USSOCOM's existing IdM

OP-5 Detail by Sub Activity Group

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

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

capabilities to support operational needs of the NSW Groups and commanders they support. Funding provides for Vulnerability Assessment products and business transactions and supports NSW deployers in NSW Unit One, traveling to and from the Pacific Command (PACOM) Area of Responsibility (AOR) supporting Special Operations Command, Korea (SOCKOR), and NSW Unit Two, traveling to and from the European Command (EUCOM) AOR supporting Special Operations Command, Europe (SOCEUR). Funding provides for IdM (open source/open-media) over-watch at the NSW unit level in support of these Theater Special Operations Commands' mission requirements. Additional efforts include IdM educational curriculum development in support of the NSW Center, and IdM mission planning with US Naval Fleet assets working with, and in support of NSW. (FY 2018 Baseline: $0 thousand)

9) Naval Special Warfare Command (NSW) – Knowledge Management	2,642	

Funding for NSW's Knowledge Management cell was realigned from the Communications Budget Sub-activity to the Other Operations Budget Sub-activity to correctly align the program. Funds are for contract services that support management of NSW's unit training and readiness database and portals. (FY 2018 Baseline: $0 thousand)

10) Naval Special Warfare Command (NSW) – Ranges	2,516	

Funding is in support of increased operations costs for an additional 357,000 square feet of indoor close

OP-5 Detail by Sub Activity Group

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

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

quarter combat (CQC) and dynamic shooting training
ranges (projects P888 CQC and Dynamic Shooting
Facility in LaPosta, CA; and P183 Indoor Dynamic
Range in Little Creek, VA). Costs include routine
day-to-day maintenance of equipment and consumable
items (targets and weapons cleaning items). The
indoor ranges are scheduled for completion in FY
2018. The additional FY 2019 funding supports the
first full year of operational costs for the
additional square footage. (FY 2018 Baseline: $31,419
thousand)

11) Naval Special Warfare Command (NSW) Combat   13,548
Support/Combat Service Support (CS/CSS)
   Increase funds required equipment, operational
training, and supplies to support planned force
structure growth in NSW CS/CSS.   In keeping with the
Secretary's Force Planning initiative, an additional
+258 CS/CSS military personnel are planned to address
capacity and readiness shortfalls and transition to a
Naval Special Warfare Task Group structure with 9
Platoons instead of the current 7 Platoons per SEAL
Team. (FY 2018 Baseline: $84,121 thousand)

12) Naval Special Warfare Command - Chemical Biological   12,185
Radioactive Nuclear Defense (CBRND)
   Increase supports NSW operational readiness as it
relates to Chemical, Biological, Radiological and
Nuclear Defense (CBRND) equipment, consumables and
medical counter measures. Supported items include
the Joint Service Lightweight Integrated Suit

OP-5 Detail by Sub Activity Group

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

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

Technology (JSLIST) over garment, Uniform Integrated Protection Ensemble (UIPE) Increment 1, Expedient Personnel Decontamination System (EPDS), Reactive Skin Decontamination Lotion (RSDL) and other CBRND protective, detection and decontamination equipment and medical supplies. Employment of CBRND items will be driven by Mission-oriented Protective Posture (MOPP) levels. (FY 2018 Baseline: $0 thousand)

13) Theater Special Operations Command - Force Structure Growth   310

    Requested increase funds headquarters operational support needed to sustain additional military personnel at the TSOC's to address identified capability and capacity gaps. $114 thousand increase supports +47 military personnel at SOCAFRICA. $196 thousand increase supports +26 military personnel at SOCSOUTH. The additional endstrength will enable these TSOCs to sustain current OPTEMPO and meet deployment demands in a more efficient and effective manner. This increase is reflected in travel, supplies and equipment. (FY 2018 Baseline: $25,563 thousand)

14) Theater Special Operations Command - Korea (SOCKOR)   1,790
Joint Operations Center (JOC)

    Increase funds SOCKOR with an additional +10 contractors to support the demands of an increased operating tempo associated with SOCKOR's transformation into a fully operational headquarters and the need for a 24/7 manned JOC. The additional

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
contractor support will address this requirement and support the 24/7 manning requirements. (FY 2018 Baseline: $754 thousand)		
15) U.S. Army Special Forces Command (USASOC) -1st Special Forces Command (Airborne) (1st SFC(A))	3,467	
Increase funds operational training, supplies, and equipping of the additional +65 military personnel for USASOC 1st SFC(A). The additional force structure will fill capability and capacity gaps in USASOC's ability to develop an organic, rapidly deployable, scalable and sustainable mission command element to form the nucleus of a Special Operations Joint Task Force Headquarters. (FY 2018 Baseline: $76,497 thousand)		
16) U.S. Army Special Operations Command Regimental Military Intelligence Battalion (RMIB)	20,871	
Increase funds the requisite equipment, supplies, and operational training to support an additional +147 military personnel provided for the formal establishment of the RMIB. The RMIB will address capability and capacity gaps identified in operating in the Information Environment by providing the Rangers with additional technical and cyber capabilities and capacity. (FY 2018 Baseline: $1,240 thousand)		
9. Program Decreases		-31,463
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

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

1) Civil Affairs Battalion   -666

Program decrease is a result of the Department of Defense's formal regulatory per diem change from 100 percent to 75 percent for extended travel greater than 30 days; and 75 percent to 55 percent for extended travel greater than 180 days. The Civil Affairs Battalion supports military commanders by working with civil authorities and civilian populations in the commander's area of operations to identify critical requirements needed by local citizens in war or disaster situations. (FY 2018 Baseline: $16,105 thousand)

2) Civil Information Management Data Processing System   -551
(CIMDPS)

The reduction is a result of retiring the previous version of CIMDPS and fully fielding the next generation upgrade. There is no longer a requirement to sustain the previous version of CIMDPS. The CIMDPS is an automation system that assists active civil-military operations in collecting, processing, analyzing, maintaining, mining, and delivering Civil Information and analysis products in support of military operations. (FY 2018 Baseline: $2,778 thousand)

3) Communications - Realignment of Special Operations   -3,410
Forces Liaison Element (SOFLE) Command, Control, Communications and Computers (C4) Requirements

Program decrease is a result of realigning funding for SOFLE C4 requirements from the Other Operations

OP-5 Detail by Sub Activity Group

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

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

Budget Sub-activity to the Communications Budget Sub-activity. This realignment properly aligns C4 funding into the budget line where it will be executed. (FY 2018 Baseline: $6,000 thousand)

4) Concept Development, Transition, and Application Contract	-239	

Decrease represents the end of the Concept Development, Transition, and Application (CDTA) deliverables-based services contract. The requirement for this service will be accomplished with existing government manpower/contracted services. CDTA provided niche services that included concept development, wargaming, capability based assesments, symposiums/workshops, and other concept transition and application activities influencing SOF development efforts. (FY 2018 Baseline: $239 thousand)

5) Force Management and Development Exercises - SOCOM Headquarters	-12,042	

USSOCOM Enterprise Wide Training and Exercise Program (UEWTEP) provides centrally managed funding to support all components and TSOC levels. Funds requested in FY 2018 to support warfighting readiness for Joint National Training Coordination exercises EMERALD WARRIOR, RAVEN, JADE HELM, JADED THUNDER, and TRIDENT are not required in FY 2019. (FY 2018 Baseline: $21,539 thousand)

6) Management/Operational Headquarters - Realignment	-726	

The Directorate of Force Management and Development

OP-5 Detail by Sub Activity Group

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

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

(FMD) reorganized and was re-designated as the Joint
SOF Development Directorate (J7). Personnel functions
once performed by the former FMD were realigned to
the newly established Directorate of Personnel(J1).
This decrease is a result of funding for personnel
functions realigning from the Other Operations Budget
Sub-activity to the Management Operational
Headquarters Budget Sub-activity. This realignment
properly aligns funds into the budget line where they
will be executed. (FY 2018 Baseline: $726 thousand;
+0 FTEs)

7) Military Information Support Group (MISG)   -846
   Decrease represents anticipated contract efficiencies
   gained with the ability to consolidate contracts and
   venues. The MISG organizes, trains, and equips
   assigned and attached forces to rapidly deploy
   worldwide to conduct Military Information Support
   Operations (MISO)and other specified influence and
   communication tasks in any environment in support of
   the combatant commanders. (FY 2018 Baseline: $17,156
   thousand)

8) Military Liaison Element (MLE) Training   -2,103
   MLE is a task organized element directed by the
   Geographic Combatant Commander to coordinate,
   facilitate, and oversee the conduct of Operational
   Preparation of the Environment in selected countries
   with knowledge of the US Ambassador and the country's
   team. Program decrease is a result of the Department
   of Defense formal regulatory per diem change from 100

OP-5 Detail by Sub Activity Group

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

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

percent to 75 percent for extended travel greater than 30 days; and 75 percent to 55 percent for extended travel greater than 180 days. (FY 2018 Baseline: $7,389 thousand)

9) Preservation of the Force and Families (POTFF) - Family Readiness	-1,528

The POTFF-Family Readiness program strives to link formal and informal networks by developing systems, enhancing resources and designing programs which provide information, support and outreach motivated by a goal of creating a resilient stable Command. Program was reassessed after prior year of execution data was available. Program decrease is result of re-scoping services to meet lower than currently planned demand and anticipated participation levels. (FY 2018 Baseline: $5,000 thousand)

10) Preservation of the Force and Families (POTFF) - Spiritual	-670

The Spiritual Performance Program completes the holistic balance for service members with emphasis on direct/deployed unit support in the field. Program decrease is a result of the Spiritual Performance Metrics contract ending in FY 2018. Services performed by this contract has concluded and are not planned for renewal. (FY 2018 Baseline: $1,349 thousand)

11) Special Operations Command - Headquarters J3 Operations	-4,013

Funding supports day-to-day J3 Operations,

OP-5 Detail by Sub Activity Group

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

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

operational tasks and personnel and funds contracts, travel, supplies, equipment, communications and software. Program decrease is a result of projected savings due to contract conversion from the Global Battlestaff and Program Support contract to the USSOCOM Wide Mission Support (SWMS) contract used to contract for various specialists. The contract conversion is projected to generate savings as a result of contract rescoping and increased competition during the re-bidding process. (FY 2018 Baseline: $18,087 thousand)

12) Theater Special Operations Command - Central (SOCCENT)   -4,669

Funding decrease represents a funding realignment for SOCCENT from the Other Operations Budget Sub-activity to the Communications Budget Sub-activity to consolidate support for the new centralized Special Operations Information Technology Enterprise Contract to support IT technical support at the TSOCs. Costs are variable based on geographic location and include IT service support such as: Help Desk support; "touch" maintenance for computer workstation hardware and software; systems administration for IT infrastructure; technical support for Video Teleconferencing (VTC) systems. (FY 2018 Baseline: $31,319 thousand)

FY 2019 Budget Request   **1,084,677**

OP-5 Detail by Sub Activity Group

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

N/A

Other Operations
Operation and Maintenance, Defense-Wide
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V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	__Change FY 2017/ FY 2018__	__Change FY 2018/ FY 2019__
Active Military End Strength (E/S) (Total)	34,193	34,350	35,359	157	1,009
Officer	5,870	5,961	6,228	91	267
Enlisted	28,323	28,389	29,131	66	742
Reservists on Full Time Active Duty (E/S)	94	148	393	54	245
Officer	71	110	210	39	100
Enlisted	23	38	183	15	145
Civilian End Strength (Total)	889	940	1,020	51	80
U.S. Direct Hire	889	940	1,020	51	80
Total Direct Hire	889	940	1,020	51	80
Active Military Average Strength (A/S) (Total)	34,193	34,350	35,359	157	1,009
Officer	5,870	5,961	6,228	91	267
Enlisted	28,323	28,389	29,131	66	742
Reservists on Full Time Active Duty (A/S) (Total)	94	148	393	54	245
Officer	71	110	210	39	100
Enlisted	23	38	183	15	145
Civilian FTEs (Total)	889	940	1,020	51	80
U.S. Direct Hire	889	940	1,020	51	80
Total Direct Hire	889	940	1,020	51	80
Average Annual Civilian Salary ($ in thousands)	118.9	124.8	125.9	5.9	1.1
Contractor FTEs (Total)	1,075	1,061	1,094	-14	33

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

*Active Military End Strength and Active Military Average Strength includes both Active Duty and Guard personnel.

*Military end strength numbers reflect authorized personnel.

*Increase of 80 Civilian FTE reflects:
+3 Realignment from the Management/ Operational Headquarters Budget Sub-activity to the Other Operations Budget Sub-activity as a result of the directed Major Headquarters DoD Activities (MHA) rebaseline effort.
+6 Civilian FTEs is a zero-balance transfer of the AFSOC's Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include +5 from the Maintenance Budget Sub-activity and +1 from the Professional Development Budget Sub-activity to the Other Operations Budget Sub-activity.
+13 FTEs transfer from DIA to USSOCOM to support SOF specific mission sets within J6 and J-24 Cryptologic Operations.
+11 FTEs to provide increased USSOCOM Command Operations Review Board oversight of Sensitive Activities.
+25 FTEs to establish the Military Intelligence (MI) Battalion and provide the Rangers additional technical and cyber capabilities.
+14 FTEs associated with CWMD JMVB validated billets.
+8 FTEs associated with supporting the coordination and direction of cyberspace operations.

OP-5 Detail by Sub Activity Group

*Active Military End Strength increase of +267 Officers and +742 Enlisted due to:
+99 Officers and +186 Enlisted associated with AFSOC's zero-balance transfer
reorganization of the commands Unit Identification Codes (UIC) as well as Program Element
Codes (PEC). This properly organizes and aligns the Service Components end strength in
both the OSD and USSOCOM databases with AFSOCs current organizational manning document.
+2 Officers and +7 Enlisted
+166 Officers and +549 Enlisted Force Structure Increase

*Reservists on Full Time Active Duty (E/S) increase of +100 Officers and +145 Enlisted
due to Joint Table of Mobilized Distribution (JTMD) billets from United States Central
Command (CENTCOM), United Stated Europe Command (EUCOM), and United States Pacific
Command (PACOM)/United States Forces Korea, to USSOCOM to complete the transfer of the
Forces For Unified Commands Memorandum.

* Increase in Contractor FTE's to support (+10) SOCKOR's transition into a fully
operational headquarters and (+23) contractor support for consolidation and expansion of
Global Messaging/Counter Messaging capability.

OP-5 Detail by Sub Activity Group

Other Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	105,688	2,066	7,912	115,666	590	12,184	128,440
103 Wage Board	0	0	1,608	1,608	8	-1,616	0
106 Benefit to Fmr Employees	0	0	70	70	0	-70	0
199 TOTAL CIV COMPENSATION	**105,688**	**2,066**	**9,590**	**117,344**	**598**	**10,498**	**128,440**
308 Travel of Persons	298,829	5,080	-126,814	177,095	3,188	315	180,598
399 TOTAL TRAVEL	**298,829**	**5,080**	**-126,814**	**177,095**	**3,188**	**315**	**180,598**
401 DLA Energy (Fuel Products)	2,978	343	-1,305	2,016	-8	1,069	3,077
411 Army Supply	1,789	51	-188	1,652	6	-7	1,651
412 Navy Managed Supply, Matl	17,850	0	-9,944	7,906	-27	-117	7,762
413 Marine Corps Supply	1,082	-24	-1,058	0	0	0	0
414 Air Force Consol Sust AG (Supply)	4,827	-402	-1,411	3,014	79	-82	3,011
416 GSA Supplies & Materials	3,991	68	934	4,993	90	14,686	19,769
417 Local Purch Supplies & Mat	79,491	1,352	-69,770	11,073	199	89	11,361
418 Air Force Retail Supply (Gen Support Div)	96	6	-102	0	0	0	0
421 DLA Mat Supply Chain (Cloth & Textiles)	1,397	2	-1,399	0	0	0	0
422 DLA Mat Supply Chain (Medical)	34,568	-3	-34,565	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	748	-13	4,361	5,096	-58	-144	4,894
499 TOTAL SUPPLIES & MATERIALS	**148,817**	**1,380**	**-114,447**	**35,750**	**281**	**15,494**	**51,525**
502 Army Fund Equipment	1,801	51	2,381	4,233	16	-191	4,058
503 Navy Fund Equipment	1,147	1	-1,148	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	5,314	178	-4,208	1,284	-24	-111	1,149
507 GSA Managed Equipment	1,572	27	6,750	8,349	150	-118	8,381
599 TOTAL EQUIPMENT PURCHASES	**9,834**	**257**	**3,775**	**13,866**	**142**	**-420**	**13,588**
601 Army Industrial Operations	691	0	-666	25	0	0	25
603 DLA Distribution	101	4	-105	0	0	0	0
610 Navy Air Warfare Center	185	5	-128	62	1	-3	60

OP-5 Detail by Sub Activity Group

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OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018		FY 2018 Estimate	Change FY 2018/FY 2019		FY 2019 Estimate
		Price	Program		Price	Program	
611 Navy Surface Warfare Ctr	111	2	2,674	2,787	23	-175	2,635
613 Naval Fleet Readiness Ctrs (Aviation)	50	-5	-45	0	0	0	0
614 Space & Naval Warfare Center	1,906	72	-1,799	179	2	-3	178
631 Navy Base Support (NFESC)	48	-1	398	445	-33	-6	406
633 DLA Document Services	39	-1	-38	0	0	0	0
634 NAVFEC (Utilities and Sanitation)	65	0	672	737	-14	-5	718
647 DISA Enterprise Computing Centers	0	0	411	411	-25	-7	379
661 Air Force Consolidated Sust AG (Maint)	1,028	27	-1,055	0	0	0	0
671 DISA DISN Subscription Services (DSS)	10	0	809	819	15	-4	830
677 DISA Telecomm Svcs - Reimbursable	69	1	1,812	1,882	36	0	1,918
699 TOTAL DWCF PURCHASES	**4,303**	**104**	**2,940**	**7,347**	**5**	**-203**	**7,149**
702 AMC SAAM (fund)	210,574	2,738	-213,082	230	-17	0	213
705 AMC Channel Cargo	2,221	-702	-760	759	14	-6	767
707 AMC Training	4,902	216	-5,118	0	0	0	0
708 MSC Chartered Cargo	5,583	-1,496	-4,087	0	0	0	0
719 SDDC Cargo Ops-Port hndlg	0	0	203	203	0	-5	198
771 Commercial Transport	43,076	732	-31,201	12,607	227	-895	11,939
799 TOTAL TRANSPORTATION	**266,356**	**1,488**	**-254,045**	**13,799**	**224**	**-906**	**13,117**
912 Rental Payments to GSA (SLUC)	4,609	78	-4,687	0	0	0	0
913 Purchased Utilities (Non-Fund)	215	4	602	821	15	95	931
914 Purchased Communications (Non-Fund)	28,411	483	-15,991	12,903	232	-702	12,433
915 Rents (Non-GSA)	11,361	193	-11,364	190	3	4,500	4,693
917 Postal Services (U.S.P.S)	101	2	58	161	3	0	164
920 Supplies & Materials (Non-Fund)	83,917	1,426	27,473	112,816	2,031	-1,281	113,566
921 Printing & Reproduction	598	10	703	1,311	24	-39	1,296

OP-5 Detail by Sub Activity Group

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
922 Equipment Maintenance By Contract	30,849	525	20,844	52,218	940	5,636	58,794
923 Facilities Sust, Rest, & Mod by Contract	3,018	52	-3,070	0	0	0	0
924 Pharmaceutical Drugs	448	15	-214	249	9	-29	229
925 Equipment Purchases (Non-Fund)	201,597	3,427	-164,025	40,999	738	31,248	72,985
926 Other Overseas Purchases	6,798	116	1,808	8,722	157	-161	8,718
930 Other Depot Maintenance (Non-Fund)	18,609	316	-16,829	2,096	38	-2	2,132
932 Mgt Prof Support Svcs	53,150	904	-38,418	15,636	281	-314	15,603
933 Studies, Analysis & Eval	8,069	137	-6,818	1,388	25	-18	1,395
934 Engineering & Tech Svcs	4,368	74	-4,442	0	0	0	0
935 Training and Leadership Development	0	0	60,004	60,004	1,200	-61,204	0
936 Training and Leadership Development (Other Contracts)	37,533	751	-38,284	0	0	57,789	57,789
937 Locally Purchased Fuel (Non-Fund)	1,218	140	-30	1,328	-5	-1,261	62
955 Other Costs (Medical Care)	43,174	1,511	-36,025	8,660	329	-126	8,863
957 Other Costs (Land and Structures)	9,943	169	-10,112	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	2,011	34	-2,045	0	0	0	0
984 Equipment Contracts	5,133	87	-5,220	0	0	0	0
986 Medical Care Contracts	210	7	45,097	45,314	1,722	-266	46,770
987 Other Intra-Govt Purch	98,663	1,678	-27,279	73,062	1,315	0	74,377
989 Other Services	154,567	2,628	45,544	202,739	3,649	2,775	209,163
990 IT Contract Support Services	11,066	188	-10,962	292	5	0	297
999 TOTAL OTHER PURCHASES	**819,636**	**14,955**	**-193,682**	**640,909**	**12,711**	**36,640**	**690,260**
Total	**1,653,463**	**25,330**	**-672,683**	**1,006,110**	**17,149**	**61,418**	**1,084,677**

* The FY 2017 Actual column <u>includes</u> $724,592.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $356,113.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $438,617.0 thousand of FY 2019 OCO Appropriations funding.

OP-5 Detail by Sub Activity Group

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 *The realignment from OP-32 line 935 (Training and Leadership Development(Advisory and Assistance)) to OP-32 line 936 (Training and Leadership Development (Other Contracts)) correctly aligns funding with the proper type of support.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Ship/Boat Operations

February 2018

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Ship/Boat Operations
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Ship and Boat Operations

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
ShipOps	106,544	1,488	5,336	113,368	508	5,178	119,054

*The FY 2017 Actuals Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 115-31).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Appropriations funding.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

I. **Description of Operations Financed**: Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and Sea, Air, and Land (SEAL) Teams. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified and measurable to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

II. **Force Structure Summary**:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	149	154	154
Total	**149**	**154**	**154**

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	2,905	2,905	2,905
Total	**2,905**	**2,905**	**2,905**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**9**	**9**	**9**

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	FY 2018 Congressional Action Percent	FY 2018 Congressional Action Appropriated	Current Estimate	FY 2019 Estimate
Ship/Boat Operations	106,544	113,368	0	0.0	0	113,368	119,054
Total	**106,544**	**113,368**	**0**	**0.0**	**0**	**113,368**	**119,054**

*The FY 2017 Actuals Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 115-31).

*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Appropriations funding.

*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
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III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**113,368**	**113,368**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**113,368**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**113,368**	
Supplemental		
Reprogrammings		
Price Changes		508
Functional Transfers		
Program Changes		5,178
Current Estimate	**113,368**	**119,054**
Less: Wartime Supplemental		
Normalized Current Estimate	**113,368**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**113,368**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**113,368**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**113,368**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**113,368**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**113,368**
6. Price Change		508
7. Functional Transfers		
8. Program Increases		8,686
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Civilian Pay Compensable Day	78	
Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $16,613 thousand)		
2) Naval Special Warfare Group 3 Shallow Water Combat Submersible (SWCS)	368	
The funding increase provides additional operational		

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
support for the maturing SWCS as it moves toward fully replacing the SEAL Delivery Vessel. Increases include additional steaming hours, training, infrastructure support, supplies and materials to sustain the SWCS program associated with the two additional SWCS that are fielded in FY 2019. (FY 2018 Baseline: $37,980 thousand; +0 FTEs)		
3) Naval Special Warfare Group 4 (NSWG4) Funding supports increase in pre-deployment training (+$6,180 thousand), post-deployment maintenance/repair costs (+$1,234 thousand), and port services (+$826 thousand) to enhance the readiness posture of NSWG4 due to increase in OPTEMPO. NSWG4 is responsible for organizing, manning, training, educating, equipping, deploying and sustaining assigned forces primarily for surface combatant and other maritime special operations in support of combatant commanders operational taskings. (FY 2018 Baseline: $46,720 thousand)	8,240	
9. Program Decreases		-3,508
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Naval Small Craft Instruction and Technical Training School (NAVSCIATTS) Decrease represents a realignment of NAVSCIATTS base operating support cost from the Ship and Boat Operations Budget Sub-Activity to Base Support Budget Sub-activity. Base Operating Costs for NAVSCIATTS is	-608	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
more appropriately budgeted for and executed in the Base Support Budget Sub-activity. (FY 2018 Baseline: $46,720 thousand; +0 FTEs)		
2) Naval Special Warfare Group 4 Maintenance Budget Sub-Activity Realignment	-2,900	
Sustainment funding for the Combatant Craft Assault (-$1,200 thousand) and the Combatant Craft Medium (-$1,700 thousand) programs are realigned from the Ship and Boat Budget Sub-activity to the Maintenance Budget Sub-activity to properly align funding where it should be executed. Sustainment once performed at the unit level is now being performed under the CLS contract so it is now more appropriately budgeted for and executed in the Maintenance Budget Sub-activity. (FY 2018 Baseline: $46,720 thousand)		
FY 2019 Budget Request		**119,054**

OP-5 Detail by Sub Activity Group

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

N/A

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V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Active Military End Strength (E/S) (Total)	1,973	1,973	1,973	0	0
Officer	229	229	229	0	0
Enlisted	1,744	1,744	1,744	0	0
Reservists on Full Time Active Duty (E/S)	932	932	932	0	0
Officer	159	159	159	0	0
Enlisted	773	773	773	0	0
Civilian End Strength (Total)	149	154	154	5	0
U.S. Direct Hire	149	154	154	5	0
Total Direct Hire	149	154	154	5	0
Active Military Average Strength (A/S) (Total)	1,973	1,973	1,973	0	0
Officer	229	229	229	0	0
Enlisted	1,744	1,744	1,744	0	0
Reservists on Full Time Active Duty (A/S) (Total)	932	932	932	0	0
Officer	159	159	159	0	0
Enlisted	773	773	773	0	0
Civilian FTEs (Total)	149	154	154	5	0
U.S. Direct Hire	149	154	154	5	0
Total Direct Hire	149	154	154	5	0
Average Annual Civilian Salary ($ in thousands)	109.1	107.9	108.9	-1.2	1.0
Contractor FTEs (Total)	9	9	9	0	0

OP-5 Detail by Sub Activity Group

Ship/Boat Operations
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Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	16,262	318	33	16,613	85	78	16,776
199 TOTAL CIV COMPENSATION	**16,262**	**318**	**33**	**16,613**	**85**	**78**	**16,776**
308 Travel of Persons	16,018	272	-1,839	14,451	260	1,339	16,050
399 TOTAL TRAVEL	**16,018**	**272**	**-1,839**	**14,451**	**260**	**1,339**	**16,050**
401 DLA Energy (Fuel Products)	119	14	113	246	-1	1,156	1,401
411 Army Supply	182	5	-187	0	0	0	0
412 Navy Managed Supply, Matl	5,247	0	-4	5,243	-18	-691	4,534
416 GSA Supplies & Materials	1,213	21	3,794	5,028	91	-776	4,343
417 Local Purch Supplies & Mat	2	0	-2	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	1	0	-1	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**6,764**	**40**	**3,713**	**10,517**	**72**	**-311**	**10,278**
503 Navy Fund Equipment	15	0	2,740	2,755	0	0	2,755
506 DLA Mat Supply Chain (Const & Equip)	45	2	-27	20	0	0	20
507 GSA Managed Equipment	32	1	548	581	10	2	593
599 TOTAL EQUIPMENT PURCHASES	**92**	**3**	**3,261**	**3,356**	**10**	**2**	**3,368**
603 DLA Distribution	3	0	4	7	0	0	7
610 Navy Air Warfare Center	1,856	49	-115	1,790	16	-16	1,790
611 Navy Surface Warfare Ctr	991	14	-859	146	1	-1	146
612 Navy Undersea Warfare Ctr	41	2	0	43	1	-1	43
625 Navy Trans (Service Support)	9	-2	-7	0	0	0	0
631 Navy Base Support (NFESC)	118	-2	708	824	-61	61	824
633 DLA Document Services	92	-1	127	218	4	0	222
634 NAVFEC (Utilities and Sanitation)	442	2	-444	0	0	0	0
671 DISA DISN Subscription Services (DSS)	10	0	205	215	4	-1	218
699 TOTAL DWCF PURCHASES	**3,562**	**62**	**-381**	**3,243**	**-35**	**42**	**3,250**
702 AMC SAAM (fund)	0	0	5,968	5,968	-454	0	5,514

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Ship/Boat Operations
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	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
710 MSC Surge Sealift (Full Operating Status)	24,700	0	1,194	25,894	0	0	25,894
771 Commercial Transport	3,325	57	-2,079	1,303	23	3	1,329
799 TOTAL TRANSPORTATION	**28,025**	**57**	**5,083**	**33,165**	**-431**	**3**	**32,737**
913 Purchased Utilities (Non-Fund)	0	0	188	188	3	1	192
914 Purchased Communications (Non-Fund)	1,234	21	-1,006	249	4	1	254
915 Rents (Non-GSA)	1,470	25	-1,400	95	2	0	97
917 Postal Services (U.S.P.S)	2	0	-2	0	0	0	0
920 Supplies & Materials (Non-Fund)	11,971	204	3,337	15,512	279	2,411	18,202
921 Printing & Reproduction	61	1	-62	0	0	0	0
922 Equipment Maintenance By Contract	5,325	91	-3,664	1,752	32	3	1,787
923 Facilities Sust, Rest, & Mod by Contract	113	2	-115	0	0	0	0
924 Pharmaceutical Drugs	91	3	-94	0	0	0	0
925 Equipment Purchases (Non-Fund)	4,359	74	-1,633	2,800	50	4,306	7,156
928 Ship Maintenance By Contract	937	16	-953	0	0	0	0
932 Mgt Prof Support Svcs	2,822	48	-2,870	0	0	0	0
933 Studies, Analysis & Eval	153	3	-156	0	0	0	0
934 Engineering & Tech Svcs	745	13	-758	0	0	0	0
935 Training and Leadership Development	53	1	-54	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	1,255	145	-107	1,293	-5	-1,288	0
957 Other Costs (Land and Structures)	339	6	-345	0	0	0	0
984 Equipment Contracts	3	0	-3	0	0	0	0
987 Other Intra-Govt Purch	2,947	50	1,170	4,167	75	-76	4,166
989 Other Services	1,941	33	3,993	5,967	107	-1,333	4,741
999 TOTAL OTHER PURCHASES	**35,821**	**736**	**-4,534**	**32,023**	**547**	**4,025**	**36,595**
Total	**106,544**	**1,488**	**5,336**	**113,368**	**508**	**5,178**	**119,054**

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Ship/Boat Operations
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*The FY 2017 Enacted Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 115-31).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Appropriations funding.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Professional Development Education

February 2018

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Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 3: Training and Recruiting/Professional Development

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
ProDev	31,598	562	-1,264	30,896	456	257	31,609

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

I. **Description of Operations Financed**: <u>Professional Development Education</u> - Includes the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida, the U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida, and the Naval Special Warfare Center for Sea, Air, Land (SEAL) {Teams} and Special Warfare Combatant-Craft Crewmen (SWCC) at San Diego, California. JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations specialized learning activities focused on professional development of Special Operations Forces (SOF) leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, SOF professional development to educate Air Commandoes, the special operations community, services and other U.S. government agencies. The Center for SEAL and SWCC provides SOF education and leadership growth for platoon leaders, lead petty officers, career counselors, and command leaders.

II. **Force Structure Summary**:

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

II. Force Structure Summary (cont.)

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	85	84	83
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**85**	**84**	**83**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	45	45	32
Army	12	12	12
Marine Corps	2	2	2
Navy	4	4	4
Total	**63**	**63**	**50**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**57**	**59**	**59**

OP-5 Detail by Sub Activity Group

Professional Development Education
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Fiscal Year (FY) 2019 President's Budget

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	FY 2017 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Professional Development	31,598	30,896	0	0.0	0	30,896	31,609
Total	**31,598**	**30,896**	**0**	**0.0**	**0**	**30,896**	**31,609**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

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

B. <u>**Reconciliation Summary**</u>	Change <u>FY 2018/FY 2018</u>	Change <u>FY 2018/FY 2019</u>
Baseline Funding	30,896	30,896
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	30,896	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	30,896	
Supplemental		
Reprogrammings		
Price Changes		456
Functional Transfers		
Program Changes		257
Current Estimate	30,896	31,609
Less: Wartime Supplemental		
Normalized Current Estimate	30,896	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**30,896**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**30,896**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**30,896**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**30,896**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**30,896**
6. Price Change		456
7. Functional Transfers		
8. Program Increases		349
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Civilian Pay Compensable Day	38	
Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $9,805 thousand)		
2) Joint Special Operations Forces Senior Enlisted Academy (JSOFSEA)	242	
JSOFSEA provides specialized joint professional		

OP-5 Detail by Sub Activity Group

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

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

military education using distance-learning and resident coursework enhancing the critical thinking of senior enlisted leaders as they grow their knowledge base in the strategic and operational realm. Students gain valuable knowledge and experience to successfully lead in a joint, interagency, intergovernmental, and multinational environment. The course develops students for operational and strategic level positions across a broad range of joint and special operations assignments. The JSOFSEA course is taught four times per year. The increase provides for an increase of 36 students per year based on the increase in SOF Enlisted positions for FY 2019 at a cost of approximately $7 thousand per student for travel, lodging, and per diem for 60 days. (FY 2018 Baseline: $17,128 thousand)

3) Joint Special Operations University (JSOU)   69
Funding supports education-specific Information Technology (IT) infrastructure for hardware sustainment, software (Fusion, Articulate 360, Think Tank, Ispring, Kaitura) and support critical to conducting resident courses and technology based distance learning courses. Specifically, the increase funds the following educational IT initiatives: $59 thousand for Blackboard to provide additional storage and bandwidth required for increases in Blended and Distance Learning Capabilities; $10 thousand for Air Magnetic which monitors radio frequencies of the JSOU

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
commercial wireless internet to ensure no signal bleeds over into JSOU classified classrooms. (FY 2018 Baseline: $17,128 thousand)		
9. Program Decreases		-92
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Civilian FTE Realignment	-92	
The civilian FTE realignment is zero-balance transfer of AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include -1 FTE from the Professional Development Budget Sub-activity to the Other Operations Budget Sub-activity. (FY 2018 Baseline: $9,805 thousand; -1 FTEs)		
FY 2019 Budget Request		**31,609**

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

IV. Performance Criteria and Evaluation Summary:

	FY2017 Estimate			FY2018 Estimate			FY2019 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Professional Military Education									
Joint Special Operations University (JSOU)	3214	3214	109	3699	3699	110	3735	3735	113
Air Force Special Operations School (AFSOS)	8910	8910	1396	8910	8910	1396	8910	8910	1396
Center for Sea, Air, Land (SEAL) and Special Warfare Combatant-Craft Crewman (SWCC)	646	646	65	646	646	65	646	646	65
Total Professional Military Education	12770	12770	1570	13255	13255	1571	13291	13291	1574

	FY2017 Estimate			FY2018 Estimate			FY2019 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Professional Continuing Education									
Joint Special Operations University (JSOU)	11204	9615	817	11319	9778	849	11319	9778	849
Total Professional Continuing Education	11204	9615	817	11319	9778	849	11319	9778	849
Sub-activity Group Total	23974	22385	2387	24574	23033	2420	24610	23069	2423

Definitions:

Input = number of students entering a given fiscal year

Output = number of students graduating during a given fiscal year

Workload (student-year equivalent) = {(entrants + graduates)/2} x {(course length in days)/days per year)}

Narrative:

1) Professional Military Education (PME) - Includes the broad body of knowledge that develops the habits of mind essential to the military professional's expertise in the art and science of war. Special Operations Forces (SOF)- specific education complements and supplements existing Joint, Component, Service and Joint Professional Military Education programs to ensure and enhance SOF operational readiness and strategic thinking.

2) Professional Continuing Education - SOF-specific learning activity that expands professional knowledge and provides up-to-date information on new developments. The outcome generally leads to the issuance of a certificate or continuing education units for the purpose of documenting attendance at a designated seminar or course of instruction.

Explanation of Changes:

1) Factors influencing workload include course length, inputs and outputs.

2) FY 2019 JSOU increase in inputs is primarily for the increased student throughput for the Joint Special Operations Senior Enlisted Academy based on estimated anticipated future manning of the SOF Senior Enlisted positions in FY 2019.

3) There is no change between FY18-19 for AFSOS and the Center for SEAL/SWCC.

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

V. <u>Personnel Summary</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	Change FY 2017/ <u>FY 2018</u>	Change FY 2018/ <u>FY 2019</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>63</u>	<u>63</u>	<u>50</u>	<u>0</u>	<u>-13</u>
Officer	34	34	27	0	-7
Enlisted	29	29	23	0	-6
<u>Civilian End Strength (Total)</u>	<u>85</u>	<u>84</u>	<u>83</u>	<u>-1</u>	<u>-1</u>
U.S. Direct Hire	85	84	83	-1	-1
Total Direct Hire	85	84	83	-1	-1
<u>Active Military Average Strength (A/S) (Total)</u>	<u>63</u>	<u>63</u>	<u>50</u>	<u>0</u>	<u>-13</u>
Officer	34	34	27	0	-7
Enlisted	29	29	23	0	-6
<u>Civilian FTEs (Total)</u>	<u>85</u>	<u>84</u>	<u>83</u>	<u>-1</u>	<u>-1</u>
U.S. Direct Hire	85	84	83	-1	-1
Total Direct Hire	85	84	83	-1	-1
Average Annual Civilian Salary ($ in thousands)	116.5	116.7	118.1	.2	1.4
<u>Contractor FTEs (Total)</u>	<u>57</u>	<u>59</u>	<u>59</u>	<u>2</u>	<u>0</u>

Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

*The civilian FTE realignment is zero-balance transfer of AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document. Realignments include -1

OP-5 Detail by Sub Activity Group

FTE from the Professional Development Budget Sub-activity to the Other Operations Budget Sub-activity.

*Military decrease of -7 Officers and -6 Enlisted is also a zero-balance transfer of AFSOC's command Unit Identification Codes (UIC) as well as Program Element Codes (PEC). This properly organizes and aligns the Service Components end strength in both the OSD and USSOCOM databases with AFSOC's current organizational manning document.

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	9,906	194	-295	9,805	50	-54	9,801
199 TOTAL CIV COMPENSATION	**9,906**	**194**	**-295**	**9,805**	**50**	**-54**	**9,801**
308 Travel of Persons	3,154	54	986	4,194	75	236	4,505
399 TOTAL TRAVEL	**3,154**	**54**	**986**	**4,194**	**75**	**236**	**4,505**
401 DLA Energy (Fuel Products)	2	0	-2	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**2**	**0**	**-2**	**0**	**0**	**0**	**0**
661 Air Force Consolidated Sust AG (Maint)	13	0	-13	0	0	0	0
671 DISA DISN Subscription Services (DSS)	0	0	5	5	0	0	5
699 TOTAL DWCF PURCHASES	**13**	**0**	**-8**	**5**	**0**	**0**	**5**
914 Purchased Communications (Non-Fund)	0	0	10	10	0	0	10
920 Supplies & Materials (Non-Fund)	789	13	488	1,290	23	3	1,316
921 Printing & Reproduction	53	1	11	65	1	0	66
922 Equipment Maintenance By Contract	1,377	23	-1,031	369	7	0	376
925 Equipment Purchases (Non-Fund)	722	12	-90	644	12	1	657
932 Mgt Prof Support Svcs	150	3	-153	0	0	0	0
933 Studies, Analysis & Eval	1,522	26	-1,548	0	0	1,630	1,630
935 Training and Leadership Development	0	0	13,412	13,412	268	-1,630	12,050
936 Training and Leadership Development (Other Contracts)	0	0	0	0	0	69	69
964 Other Costs (Subsistence and Support of Persons)	417	7	-424	0	0	0	0
987 Other Intra-Govt Purch	25	0	1,077	1,102	20	2	1,124
989 Other Services	13,403	228	-13,631	0	0	0	0
990 IT Contract Support Services	65	1	-66	0	0	0	0
999 TOTAL OTHER PURCHASES	**18,523**	**314**	**-1,945**	**16,892**	**331**	**75**	**17,298**
Total	**31,598**	**562**	**-1,264**	**30,896**	**456**	**257**	**31,609**

OP-5 Detail by Sub Activity Group

Professional Development Education
Operation and Maintenance, Defense-Wide
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*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.
*Funding in OP-32 line 935 Training and Leadership Develop was realigned into OP-32 line 933 Studies, Analysis & Eval to more appropriately account for Support contracts not associated with Training and Leadership Development.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Specialized Skill Training

February 2018

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Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 3: Training and Recruiting/Specialized Skill Training

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
SSTrng	330,103	5,844	12,619	348,566	5,401	-14,993	338,974

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

I.   Description of Operations Financed: Specialized Skill Training and Recruiting –
Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the U.S. Army Special Warfare Center Medical Training Facility, the Naval Special Warfare Center (NSWCEN), the Marine Special Operations School (MSOS), the U.S. Air Force Special Operations Air Warfare Center (SOAWC), and the U.S. Special Operations Forces Language Office. The schools provide recruitment and training in both basic and advanced special operations skills and operations, and educates American and Allied personnel in geo-political and military aspects of joint special operations. Funding also provides Special Operations Forces Language training which produces language proficient personnel.

II. Force Structure Summary:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	0	0	0
Army	576	615	615

OP-5 Detail by Sub Activity Group

Specialized Skill Training
Operation and Maintenance, Defense-Wide
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II. Force Structure Summary (cont.)

Marine Corps	52	52	52
Navy	127	127	127
Total	**755**	**794**	**794**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	0	0	0
Army	1,130	1,128	1,232
Marine Corps	253	276	276
Navy	620	619	614
Total	**2,003**	**2,023**	**2,122**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**324**	**329**	**343**

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action			Current Estimate	FY 2019 Estimate
			Amount	Percent	Appropriated		
Specialized Skill Training	330,103	348,566	0	0.0	0	348,566	338,974
Total	**330,103**	**348,566**	**0**	**0.0**	**0**	**348,566**	**338,974**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).

*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.

*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

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

	Change FY 2018/FY 2018	Change FY 2018/FY 2019
B. <u>Reconciliation Summary</u>		
Baseline Funding	**348,566**	**348,566**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**348,566**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**348,566**	
Supplemental		
Reprogrammings		
Price Changes		5,401
Functional Transfers		
Program Changes		-14,993
Current Estimate	**348,566**	**338,974**
Less: Wartime Supplemental		
Normalized Current Estimate	**348,566**	

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**348,566**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**348,566**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**348,566**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**348,566**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**348,566**
6. Price Change		5,401
7. Functional Transfers		
8. Program Increases		4,187
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Air Force Special Operations Command Training	1,861	
The increase provides for additional contract instructors (+14 contractor FTEs) to provide academic, simulator, and mission qualification training to support demand for courses requiring higher instructor-to-student ratios. The training requirement increase is based on programmed throughput of +22 students per year for AC/MC-130		

OP-5 Detail by Sub Activity Group

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

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

aircraft training and student travel. Training increases represent +5 students for initial training and +17 students for functional training. The increase continues efforts from the standup in FY 2018 for two Field Training Units (FTU) at Hurlburt Field, FL previously located at Kirtland AFB, NM. (FY 2018 Baseline: $40,417 thousand)

2) Civilian Pay Compensable Day   400
   Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $83,768 thousand)

3) U.S. Army Special Warfare Center (SWCS) Operations   1,926
   Funding supports the sustainment costs for computers, equipment, and travel related to the increase in military manpower (+104 military personnel). The additional force structure resolves instructor/cadre shortages and addresses critical capability gaps for safety observers and role players in the Special Operations Center of Excellence. (FY 2018 Baseline: $8,548 thousand)

9. Program Decreases   -19,180
   a. Annualization of FY 2018 Program Decreases
   b. One-Time FY 2018 Increases
   c. Program Decreases in FY 2019
   1) Marine Special Operations School   -973
      MARSOC decrease results from reducing the number of class days for multiple advanced courses at the Marine Raider Training Center (MRTC) representing an

OP-5 Detail by Sub Activity Group

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

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

average 25% reduction in training days across MRTC
courses. The shorter class schedule allows students
to more quickly return to operational units and
complete follow-on training tailored for current
operational requirements. (FY 2018 Baseline: $23,953
thousand)

2) Naval Special Warfare Center Advanced Special   -4,142
Operations Techniques (ASOT) Course
   Decrease relates to the cancellation of the ASOT
Course of Instruction (COI) formerly taught at the
Naval Special Warfare Center. The ASOT skills
training was duplicative of tactical training already
provided for NSW requirements. (FY 2018 Baseline:
$43,158 thousand)

3) Naval Special Warfare Center Personnel Equipment   -2,566
   Decrease resulted from uniform requirements becoming
"Navy Common" and transitioning to a Service funded
responsibility. (FY 2018 Baseline: $43,158 thousand)

4) SOF Language   -2,513
   Based on a USSOCOM Enterprise-wide assessment of
language training requirements, administration of the
SOF language program was duplicative since Components
used the same distance learning online courses. SOF
language administrative requirements were
consolidated and funding re-baselined for 2019
without affecting student throughput requirements.
(FY 2018 Baseline: $55,245 thousand)

5) U.S. Army Special Warfare Center John F. Kennedy   -8,986
(SWCSJFK)

OP-5 Detail by Sub Activity Group

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
The decrease is due to extending the lifecycle replacement of computers/servers by an additional year and reducing Information Technology contractor support. (FY 2018 Baseline: $64,379 thousand)		
FY 2019 Budget Request		**338,974**

IV. Performance Criteria and Evaluation Summary:

	FY2017 Estimate			FY2018 Estimate			FY2019 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Initial Skills									
USASOC	11528	8623	1234	11528	8695	1265	11528	8646	1261
AFSOC	1089	1101	233	1308	1308	227	1335	1335	232
MARSOC	1172	792	129	1157	792	125	1147	780	126
NAVSPECWARCOM	2886	1978	380	2747	2037	361	2747	2032	361
HQ SOF Language	0	0	0	0	0	0	0	0	0
Total	16675	12494	1976	16740	12832	1978	16757	12793	1980
Skill Progression									
USASOC	4122	3871	338	4128	3896	339	3694	3472	302
AFSOC	213	213	14	225	225	16	207	207	14
MARSOC	562	517	37	522	561	37	497	497	35
NAVSPECWARCOM	1077	990	162	1051	1017	164	878	852	137
SOF Language	0	0	0	0	0	0	0	0	0
Total	5974	5591	551	5926	5699	556	5276	5028	488
Functional									
USASOC	15091	14369	2128	11990	11956	1863	11582	11466	1793
AFSOC	1943	1943	145	1624	1624	126	1640	1640	127
MARSOC	5197	5105	397	5205	5189	417	5191	5139	415
NAVSPECWARCOM	4851	4835	232	4896	4896	234	4896	4896	234
SOF Language	1750	1750	72119	1750	1750	72119	1750	1750	72119
Total	28832	28002	75021	25465	25415	74759	25059	24891	74688
Sub-activity Group Total									
USASOC	30741	26863	3700	27646	24547	3467	26804	23584	3356
AFSOC	3245	3257	392	3157	3157	369	3182	3182	373
MARSOC	6931	6414	563	6884	6542	579	6835	6416	576
NAVSPECWARCOM	8814	7803	774	8694	7950	759	8521	7780	732
SOF Language	1750	1750	72119	1750	1750	72119	1750	1750	72119
Sub-activity Group Total	51481	46087	77548	48131	43946	77293	47092	42712	77156

*2019 student numbers are estimated based on 2nd quarter 2017 Institutional Training Readiness Report data. More accurate data will be available 2nd quarter Calendar Year 2018.

OP-5 Detail by Sub Activity Group

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

Definitions:

<u>Input</u> = number of students entering a given fiscal year

<u>Output</u> = number of students graduating during a given fiscal year

<u>Workload</u> (student-year equivalent) = {(entrants + graduates)/2} x (course length in days)/days per year)
[Institutional Training Readiness Report workload formula]

Narrative:

Specialized Skill Training provides military members with initial job qualification skills or new or higher levels of skill in their current military specialty or functional area. The focus is on "occupational" training that relates to skills that individual military members require in order to perform "wartime missions." This training data is reported in the following sub-categories.

- <u>Initial Skills</u>. Represents the training pipeline for producing new SOF operators. Initial SOF Skills Training is comprised of numerous requirements designed to become a SOF operator (initial qualification as a NAVSPECWARCOM Sea, Air, Land (SEAL) or Special Warfare Combatant-craft Crewman (SWCC), USASOC Special Forces, MARSOC Critical Skills Operator, or AFSOC Air Commando). The funding required to operate and sustain these classes include costs for civilian and contract instructors, curriculum development, training supplies and equipment, uniform items, medical equipment and services, weapons and ordinance sustainment, diving systems, maritime craft, communication devices, and range support.

OP-5 Detail by Sub Activity Group

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

- <u>Skill Progression</u>. Provides advanced training focused on the unique skills and strategic tactics required to progress in SOF operations. Skill progression courses are supportive of the operator's primary specialty skill set, typically have smaller class size, and are designed for mature SOF personnel including individual refresher training courses designed to maintain qualifications and/or proficiency. In addition, these advanced courses are in constant demand and are heavily reliant on specialized equipment and technology that require continuous maintenance and upgrades.

- <u>Functional</u>. Available to personnel in various SOF occupational specialties who require specific, additional skills or qualifications without changing their primary specialty or skill level. These additional skills include language proficiency, Survival Evasion Resistance and Escape training, mission specific training, and specialty skills (e.g., medical, computer networks, Small Unmanned Aircraft System operations, Jumpmaster).

Explanation of Changes:

1) Factors influencing workload include course length, input and outputs. For FY 2019, the forecasted graduation rates between FY 2018 and FY 2019 are estimated to remain constant at 91.3%. However, workload is decreasing based on a decrease in the total number of entrants.

2) Skill Progression Training includes acquiring aviation skills. The related funding resides in the Flight Operations Budget Sub-activity due to its close association with aviation units/flying hour assets and reliance on the Flying Hour Program (FHP) resources for completion of most training. The numbers here do not reflect the FHP costs and are strictly Flight Operations Support (FOS).

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

3) The Functional Training workload calculations include the Headquarters USSOCOM and Components' SOF Language courses. The SOF Language course workload is significantly higher than the Components' workload because class durations are longer and more students participate, leading to a large number of class days per year.

4) There are several outputs which are greater than inputs due to programmed graduates crossing FY boundaries and where input was higher in the previous FY. Also, the output numbers depend on where the class start dates are scheduled; closer to the end of the FY, students will graduate in the next FY, therefore increasing output numbers.

OP-5 Detail by Sub Activity Group

V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	2,003	2,023	2,122	20	99
Officer	253	253	269	0	16
Enlisted	1,750	1,770	1,853	20	83
Civilian End Strength (Total)	755	794	794	39	0
U.S. Direct Hire	755	794	794	39	0
Total Direct Hire	755	794	794	39	0
Active Military Average Strength (A/S) (Total)	2,003	2,023	2,122	20	99
Officer	253	253	269	0	16
Enlisted	1,750	1,770	1,853	20	83
Civilian FTEs (Total)	755	794	794	39	0
U.S. Direct Hire	755	794	794	39	0
Total Direct Hire	755	794	794	39	0
Average Annual Civilian Salary ($ in thousands)	101.3	105.5	106.5	4.2	1.0
Contractor FTEs (Total)	324	329	343	5	14

Personnel Summary Explanations:
*USSOCOM military personnel are reported in Military Service Estimates.

*Increase of +83 Enlisted and +16 Officer Military End Strength (E/S) resolves instructor/cadre shortages and addresses critical capability gaps as well as safety concerns in the Special Operations Center of Excellence.

OP-5 Detail by Sub Activity Group

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	76,464	1,494	3,113	81,071	413	3,111	84,595
103 Wage Board	0	0	2,697	2,697	14	-2,711	0
199 TOTAL CIV COMPENSATION	**76,464**	**1,494**	**5,810**	**83,768**	**427**	**400**	**84,595**
308 Travel of Persons	18,810	320	-4,169	14,961	269	1,229	16,459
399 TOTAL TRAVEL	**18,810**	**320**	**-4,169**	**14,961**	**269**	**1,229**	**16,459**
401 DLA Energy (Fuel Products)	413	48	-184	277	-1	237	513
411 Army Supply	106	3	2,119	2,228	8	23	2,259
413 Marine Corps Supply	17	0	77	94	-9	9	94
414 Air Force Consol Sust AG (Supply)	521	-43	802	1,280	34	-34	1,280
416 GSA Supplies & Materials	607	10	24	641	12	1	654
417 Local Purch Supplies & Mat	1,130	19	3,800	4,949	89	-777	4,261
421 DLA Mat Supply Chain (Cloth & Textiles)	2,758	4	-2,762	0	0	0	0
422 DLA Mat Supply Chain (Medical)	11,994	-1	-11,993	0	0	0	0
424 DLA Mat Supply Chain (Weapon Sys)	99	-2	1,067	1,164	-13	-552	599
499 TOTAL SUPPLIES & MATERIALS	**17,645**	**38**	**-7,050**	**10,633**	**120**	**-1,093**	**9,660**
502 Army Fund Equipment	250	7	-248	9	0	0	9
503 Navy Fund Equipment	64	0	-62	2	0	0	2
505 Air Force Fund Equip	0	0	1,292	1,292	0	0	1,292
506 DLA Mat Supply Chain (Const & Equip)	381	13	440	834	-16	-217	601
507 GSA Managed Equipment	129	2	250	381	7	-121	267
599 TOTAL EQUIPMENT PURCHASES	**824**	**22**	**1,672**	**2,518**	**-9**	**-338**	**2,171**
603 DLA Distribution	15	1	-16	0	0	0	0
610 Navy Air Warfare Center	144	4	-148	0	0	0	0
633 DLA Document Services	344	-4	-340	0	0	0	0
634 NAVFEC (Utilities and Sanitation)	64	0	-64	0	0	0	0
677 DISA Telecomm Svcs -	79	2	-81	0	0	0	0

OP-5 Detail by Sub Activity Group

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
Reimbursable							
699 TOTAL DWCF PURCHASES	**646**	**3**	**-649**	**0**	**0**	**0**	**0**
771 Commercial Transport	468	8	230	706	13	-117	602
799 TOTAL TRANSPORTATION	**468**	**8**	**230**	**706**	**13**	**-117**	**602**
912 Rental Payments to GSA (SLUC)	3,060	52	-3,112	0	0	0	0
913 Purchased Utilities (Non-Fund)	106	2	-55	53	1	22	76
914 Purchased Communications (Non-Fund)	534	9	1,117	1,660	30	-561	1,129
915 Rents (Non-GSA)	1,703	29	-1,191	541	10	1	552
917 Postal Services (U.S.P.S)	1	0	-1	0	0	0	0
920 Supplies & Materials (Non-Fund)	20,053	341	4,245	24,639	444	-4,537	20,546
921 Printing & Reproduction	582	10	179	771	14	-188	597
922 Equipment Maintenance By Contract	9,827	167	-8,904	1,090	20	2	1,112
923 Facilities Sust, Rest, & Mod by Contract	1	0	-1	0	0	0	0
925 Equipment Purchases (Non-Fund)	6,721	114	14,554	21,389	385	-9,692	12,082
929 Aircraft Reworks by Contract	29,030	494	-29,524	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	23	0	37,927	37,950	683	-128	38,505
932 Mgt Prof Support Svcs	1,507	26	-1,533	0	0	3,431	3,431
933 Studies, Analysis & Eval	1,663	28	-1,691	0	0	807	807
934 Engineering & Tech Svcs	0	0	0	0	0	3,946	3,946
935 Training and Leadership Development	16	0	137,960	137,976	2,760	-41,956	98,780
936 Training and Leadership Development (Other Contracts)	92,630	1,853	-94,483	0	0	36,996	36,996
937 Locally Purchased Fuel (Non-Fund)	69	8	95	172	-1	-115	56
955 Other Costs (Medical Care)	761	27	2,214	3,002	114	-3,116	0
957 Other Costs (Land and Structures)	950	16	-966	0	0	0	0
964 Other Costs (Subsistence and	15	0	-15	0	0	0	0

OP-5 Detail by Sub Activity Group

Specialized Skill Training
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Program	FY 2019 Estimate
Support of Persons)							
984 Equipment Contracts	222	4	1,836	2,062	37	4	2,103
987 Other Intra-Govt Purch	9,888	168	-5,381	4,675	84	10	4,769
989 Other Services	35,559	605	-36,164	0	0	0	0
990 IT Contract Support Services	325	6	-331	0	0	0	0
999 TOTAL OTHER PURCHASES	**215,246**	**3,959**	**16,775**	**235,980**	**4,581**	**-15,074**	**225,487**
Total	**330,103**	**5,844**	**12,619**	**348,566**	**5,401**	**-14,993**	**338,974**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.
*The realignment from OP-32 line 935 Training and Leadership Development(Advisory and Assistance) to OP-32 line 934 Engineering and Tech Services correctly aligns funding with the proper type of support.
*The realignment from OP-32 line 935 Training and Leadership Development(Advisory and Assistance) to OP-32 line 936 Training and Leadership Development (Other Contracts) correctly aligns funding with the proper type of support.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Acquisition/Program Management

February 2018

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Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 4: Administrative and Servicewide Activities/Acquisition Program Management

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
APMngmt	87,895	1,587	4,791	94,273	947	2,567	97,787

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

I. **Description of Operations Financed**: Acquisition and Program Management - Provides resources for Operation and Maintenance costs supporting special operations forces (SOF)-peculiar acquisition program management to include engineering and logistical support for SOF acquisition programs. Support also includes funding for travel, operational test and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for the SOF Acquisition, Technology and Logistics (AT&L) organization to include support equipment, necessary facilities, SOF AT&L civilians and associated management costs.

II. **Force Structure Summary**:

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2017	FY 2018	FY 2019
Air Force	299	311	316
Army	42	45	45

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

II. Force Structure Summary (cont.)

Marine Corps	0	0	0
Navy	0	0	0
Total	**341**	**356**	**361**

Military End Strength	FY 2017	FY 2018	FY 2019
Air Force	22	29	29
Army	24	35	34
Marine Corps	5	12	11
Navy	8	16	15
Total	**59**	**92**	**89**

Contractor FTEs	FY 2017	FY 2018	FY 2019
Total	**278**	**278**	**278**

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

			FY 2018				
			Congressional Action				
A. BA Subactivities	**FY 2017 Actuals**	**Budget Request**	**Amount**	**Percent**	**Appropriated**	**Current Estimate**	**FY 2019 Estimate**
Acquisition/Program Management	87,895	94,273	0	0.0	0	94,273	97,787
Total	**87,895**	**94,273**	**0**	**0.0**	**0**	**94,273**	**97,787**

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	94,273	94,273
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	94,273	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	94,273	
Supplemental		
Reprogrammings		
Price Changes		947
Functional Transfers		
Program Changes		2,567
Current Estimate	94,273	97,787
Less: Wartime Supplemental		
Normalized Current Estimate	94,273	

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**94,273**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**94,273**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**94,273**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**94,273**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**94,273**
6. Price Change		947
7. Functional Transfers		
8. Program Increases		3,452
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
c. Program Growth in FY 2019		
1) Civilian Pay Compensable Day	226	
Increase due to FY 2019 having one additional compensable day (going from 260 days to 261 and from 2,080 hours in FY 2018 to 2,088 hours in FY 2019). (FY 2018 Baseline: $49,188 thousand)		
2) Civilian Pay FTE	698	
Increase of five (+5) Civilian FTEs due to realignment from the Maintenance Budget Sub-activity		

OP-5 Detail by Sub Activity Group

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

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

to the Acquisition Program Management Budget Sub-activity to properly align C-130J program management personnel to the Acquisition/Program Management Budget Sub-activity. (FY 2018 Baseline: $49,188 thousand; +5 FTEs)

3) Combat Craft Heavy (CCH)   522
Increase supports acquisition program management and system engineering support costs for the delivery of a second CCH craft in FY 2018. This delivery requires additional funding for engineering contract support to evaluate Engineering Changes Proposals (ECP) resulting from the initial fielding of the increased complex boat number two. (FY 2018 Baseline: $506 thousand)

4) Global Messaging Counter Messaging (GMCM)   496
USSOCOM, as the Joint Proponent for Military Information Support Operations (MISO), has been directed by the Secretary of Defense to establish a centralized DoD MISO GMCM capability at USSOCOM. This funding increase will support the transition of existing mission for online MISO capability at U.S. Central Command to a centralized DoD MISO GMCM capability at USSOCOM and the required acquisition program management of the GMCM architecture. This organization will support and coordinate DoD GMCM operations in support of Combatant Command objectives and sets conditions for integration of additional capabilities in order to enhance DoD's execution of the National Security Strategy and fill capability

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
gaps existing in operating in the Information Environment. (FY 2018 Baseline: $0 thousand)		
5) Shallow Water Craft Submersible (SWCS) Increase supports acquisition program management and system engineering costs for the delivery of two additional (total of 4) Shallow Water Combat Submersible crafts in FY 2019. The additional contractor personnel will conduct ECP analysis for the ongoing fielding of these boats. (FY 2018 Baseline: $148 thousand)	625	
6) Special Access Program Network Program increase due to an administrative program element realignment from the Communications Budget Sub-activity to properly align the program management costs for this network into the Acquisition and Program Management Budget Sub-activity. (FY 2018 Baseline: $877 thousand)	885	
9. Program Decreases		-885
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		
1) Commando Solo Decrease in travel and Acquisition Program Management support cost due to the roll-on/roll-off Removable Airborne Military Information Support Operations (MISO) System (RAMS) procurement efforts scheduled for completion in FY 2018. (FY 2018 Baseline: $460 thousand)	-342	
2) Simulator Block Update	-543	

OP-5 Detail by Sub Activity Group

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

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
The Special Ops Aviation Simulation Training and Rehearsal Support (SOASTARS) contract provides aircraft specific Subject Matter Experts in support of the training site for Software Engineering, Configuration Management, and Mission Rehearsal. The decrease reflects a schedule delay in the display control upgrades planned for FY 2019 that are now scheduled for FY 2020 in the Mission Rehearsal Observation Center, deferring planned contract support and travel to execute this effort. (FY 2018 Baseline: $2,458 thousand)		
FY 2019 Budget Request		**97,787**

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

N/A

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	59	92	89	33	-3
Officer	55	85	82	30	-3
Enlisted	4	7	7	3	0
Civilian End Strength (Total)	341	356	361	15	5
U.S. Direct Hire	341	356	361	15	5
Total Direct Hire	341	356	361	15	5
Active Military Average Strength (A/S) (Total)	59	92	89	33	-3
Officer	55	85	82	30	-3
Enlisted	4	7	7	3	0
Civilian FTEs (Total)	341	356	361	15	5
U.S. Direct Hire	341	356	361	15	5
Total Direct Hire	341	356	361	15	5
Average Annual Civilian Salary ($ in thousands)	136.1	138.2	139.5	2.1	1.3
Contractor FTEs (Total)	278	278	278	0	0

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates.

*Military end strength numbers reflect authorized personnel.

*Increase of +5 Civilian FTEs due to realignment from the Maintenance Budget Sub-activity

OP-5 Detail by Sub Activity Group

to the Acquisition Program Management Budget Sub-activity to properly align C-130J program management personnel to the Acquisition/Program Management Budget Sub-activity.

*Active Military End Strength (E/S) decrease of -3 Officers reflects Major DoD Headquarters Activities reductions.

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
101 Exec, Gen'l & Spec Scheds	46,051	900	1,499	48,450	247	659	49,356
103 Wage Board	354	7	377	738	4	265	1,007
199 TOTAL CIV COMPENSATION	**46,405**	**907**	**1,876**	**49,188**	**251**	**924**	**50,363**
308 Travel of Persons	2,722	46	-783	1,985	36	1,028	3,049
399 TOTAL TRAVEL	**2,722**	**46**	**-783**	**1,985**	**36**	**1,028**	**3,049**
601 Army Industrial Operations	4,887	0	-2,374	2,513	-31	318	2,800
610 Navy Air Warfare Center	1,021	27	-104	944	8	-31	921
611 Navy Surface Warfare Ctr	446	6	388	840	7	-392	455
612 Navy Undersea Warfare Ctr	1,334	50	-415	969	14	96	1,079
614 Space & Naval Warfare Center	1,066	40	-182	924	9	376	1,309
661 Air Force Consolidated Sust AG (Maint)	0	0	438	438	13	-399	52
699 TOTAL DWCF PURCHASES	**8,754**	**123**	**-2,249**	**6,628**	**20**	**-32**	**6,616**
705 AMC Channel Cargo	0	0	286	286	5	-291	0
799 TOTAL TRANSPORTATION	**0**	**0**	**286**	**286**	**5**	**-291**	**0**
914 Purchased Communications (Non-Fund)	38	1	6	45	1	66	112
920 Supplies & Materials (Non-Fund)	490	8	67	565	10	-12	563
922 Equipment Maintenance By Contract	3,705	63	-3,512	256	5	39	300
925 Equipment Purchases (Non-Fund)	6,627	113	-5,690	1,050	19	731	1,800
930 Other Depot Maintenance (Non-Fund)	0	0	348	348	6	146	500
932 Mgt Prof Support Svcs	12,567	214	10,812	23,593	425	-1,174	22,844
933 Studies, Analysis & Eval	847	14	-861	0	0	0	0
934 Engineering & Tech Svcs	2,268	39	-210	2,097	38	15	2,150
987 Other Intra-Govt Purch	1,346	23	3,518	4,887	88	525	5,500
989 Other Services	1,517	26	-1,319	224	4	272	500
990 IT Contract Support Services	609	10	1,530	2,149	39	312	2,500
998 Other Costs (SOCOM Only)	0	0	972	972	0	18	990

OP-5 Detail by Sub Activity Group

Acquisition/Program Management
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
999 TOTAL OTHER PURCHASES	30,014	511	5,661	36,186	635	938	37,759
Total	87,895	1,587	4,791	94,273	947	2,567	97,787

*The FY 2017 Actual Column includes $0.0 thousand of the FY 2017 Overseas Contingency Operations (OCO) Appropriations funding (PL 114-113).
*The FY 2018 Estimate excludes $0.0 thousand of the FY 2018 OCO Request.
*The FY 2019 Estimate excludes $0.0 thousand of the FY 2019 OCO Request.

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

The Joint Staff

February 2018

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The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide Summary ($ in thousands)

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
TJS	583,629	8,639	484,498	1,076,766	7,668	44,532	1,128,966

* The FY 2017 Actual column includes FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column excludes $4,841.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column excludes $28,671.0 thousand of FY 2019 OCO Appropriations funding.

I.   Description of Operations Financed:

The Chairman of the Joint Chiefs of Staff (CJCS) is the principal military adviser to the President, National Security Council, and Secretary of Defense. The Chairman presides over and serves as a member of the Joint Chiefs of Staff. CJCS relies upon the Joint Staff (TJS) to craft and distribute guidance for combatant forces' unified strategic direction, operations under unified commands, and integration into effective combat forces. On behalf of the Chairman, TJS provides Combatant Commands (CCMDs), the Services, and U.S. war fighters with joint policy, strategy, and doctrine necessary to employ effective joint combat forces in contingencies worldwide.

Goldwater-Nichols legislation (P.L. 99-433) strengthened joint military participation in the management of Department of Defense resources by providing the CJCS, CCMDs, and the Joint Staff a greater voice in the planning, programming, budgeting, and execution process. While resource management is an internal matter of each Military Department by statute, the Chairman retains responsibility to review major personnel, materiel, and logistics requirements of the Armed Services in relation to strategic and operational plans. Ultimately, the CJCS is the one person tasked with providing the President and Secretary of Defense strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the CCMDs and Services.

Twelve major program areas make up the Joint Staff's Operation and Maintenance funding for FY 2019. Six programs enable the Joint Staff and CCMD staffs to provide advice and recommendations to the CJCS through information sharing, joint doctrine and education development, and detailed studies and analyses. The six programs are Planning and Decision Aid System (PDAS); Analytical Support to Force Planning; Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) Program; Defense Critical Infrastructure

I.   Description of Operations Financed (cont.)

Program; Joint Staff Analytical Support (JSAS); and Support to Information Operations Capabilities. The seventh TJS program, Combatant Commander Initiative Fund (CCIF), directly supports Combatant Commanders with unforeseen contingency requirements. Non-conventional Assisted Recovery (NAR) is the eighth TJS program and provides for personnel recovery capabilities for Combatant Commanders. The final four programs support day-to-day operations: Management Headquarters, the Pentagon Reservation Maintenance Revolving Fund (PRMRF), Facilities Sustainment, Restoration & Modernization, and Facility Operations.

In FY 2017, the National Defense University (NDU) realigned under the Joint Staff as a Chairman of the Joint Chiefs of Staff (CJCS) Controlled Activity. As such, CJCS has been delegated the authority from the Secretary of Defense for direct management control and responsibility over the programming and execution of NDU's resources. NDU's description of operations financed is provided following the Joint Staff's operations description.

1. Planning and Decision Aid System (PDAS) ($42,130K) supports the planning and execution of Integrated Joint Special Technical Operations. PDAS is a classified, protected program under the Secretary of Defense.

2. Analytical Support to Force Planning ($8,163K) is a Joint Staff and OSD co-sponsored program that enables strategic analysis for the entire DoD and is underpinned by the Joint Data Support (JDS) program. The JDS program supports OSD and Joint Staff management and execution of DoD's Support for Strategic Analysis (SSA) initiative. This initiative includes DoD-level study teams developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and current and future-year baselines. JDS is the single authoritative source of SSA products from which the Joint Staff, OSD, Services, Agencies, and Combatant Commanders use as starting points for analysis of planning, programming, and acquisition efforts.

3. Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Program ($634,084K) funds exercise and training capabilities for Combatant Command staff supporting operational plans, theater security cooperation, and Unified Command Plan objectives. CE2T2 also resources the Chairman's global integration exercise program to advance global integration operations training to address the Nation's priority strategic challenges. For Service joint training, the CE2T2 program supports the participation of multiple Service units/capabilities in Service training venues. CE2T2 also provides training enablers for realistic and robust combat training with interagency participation in Service events, realistic opposing

I.   Description of Operations Financed (cont.)

forces, feedback and lessons learned, and development of a more adaptive joint force. Four major subdivisions of CE2T2 funding are defined by the following:

3.1 CE2T2 Direct – MHA ($4,440K) provides funding to support Joint Staff operations at the Department of Defense Complex located in Suffolk, VA, considered Major Headquarters Activities (MHA) in nature, but aligned to the CE2T2 program. Elements of this program include facility maintenance, security, information technology and communication services, and personnel, administrative, and logistical support. This program also includes funding to support development of Joint doctrine.

3.2 CE2T2 Direct – Non-MHA ($602,186K) funding is used for the joint training requirements of the Department of Defense to include exercises for nine Combatant Commands as well as training that prepare the Services to operate as part of a joint force. CE2T2 is the key resource for Combatant Commanders' and Services' ability to conduct joint, combined, and interagency training and exercises. These training events and exercises are key to improving mission essential task-based readiness levels as well as supporting each Combatant Commander's Theater Campaign Plan. The priority use of these funds is for the readiness of our forces and that of the Combatant Commanders to execute missions assigned to them by national command authorities.

Aside from Overseas Contingency Operations and Title 22 Security Assistance programs, CE2T2 provides the lion's share of Combatant Commanders' funds for military-to-military engagement. Because of their international political impact, Combatant Commanders' exercises are tools of national power, and the exercises directly advance U.S. national strategy. In addition to their primary purpose of training U.S. forces, the Combatant Commanders' exercises have corollary effects which assist in strengthening alliances. Furthermore, the exercises generate international interest and shape the geopolitical environment.

For Service joint training, the CE2T2 program supports the participation of multiple Service units/capabilities in Service training venues; for example, Air Force participation in Army's pre-deployment exercises at the National Training Center. CE2T2 also provides training enablers for realistic and robust combat training with interagency participation in Service events, realistic opposing forces, feedback and lessons learned, and development of a more adaptive joint force.

I.   Description of Operations Financed (cont.)

3.3 The CE2T2 Direct – Non-MHA funding resources the following training programs:

3.3.1 Joint Exercise Transportation Program (JETP): Is a key component of the Joint Exercise Program and funds transportation of personnel and equipment to worldwide exercises. This strategic lift capability enables Combatant Commanders' to train battle staffs and participating forces in joint and combined operations, evaluate contingency and operations plans, and execute theater engagement. It also provides an opportunity to stress strategic transportation systems as well as command and control and intelligence, surveillance, reconnaissance systems to evaluate their readiness across the range of military operations.

3.3.2 Service Incremental Funding (SIF): Funds provide for Service participation in Combatant Commander exercise and engagement events. Through a collaborative planning process, CCMDs identify forces required for an exercise. SIF is then provided to pay for the additional costs that would otherwise be absorbed by the Services. This allows CCMDs to achieve Theater Campaign Plan objectives without having a detrimental impact on Service training budgets. SIF is essential to the realistic conduct of field training exercises – exercises which include forces on the ground, in the air, or at sea, rather than exercises merely for headquarters.

3.3.3 Joint Staff Support to Combatant Command Exercises: Each year, Combatant Commanders conduct exercise/engagement events; this includes multi-commands events, with Joint Staff, OSD, other DOD agencies and interagency participation in a global integration exercise program to advance global integration operations training to address the Nation's priority strategic challenges. To maximize effectiveness of these events, the Joint Staff annually supports up to two exercises per Combatant Command. This support includes scenario development; observer/trainers; exercise management; and, subject matter expertise in Interagency, Information Operations, Cyber Operations, Intelligence, Communications Synchronization, Public Affairs and other warfighting functional areas. The Joint Staff also provides this support to United States Forces Korea (USFK) and to select Executive Branch organizations during one annual National Level Exercise.

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

3.3.4 <u>**Combatant Command Training and Exercises**</u>: Provides the Combatant Commands with funding resources to facilitate their participation in over 170 annual training, exercises, and engagement events to ensure overall CCMD readiness to conduct assigned missions; this includes small scale events through major command and national-level or globally integrated exercises. Additionally, the program supports the development, evaluation, and integration of a single, high quality training environment. In addition to serving as the operating budget for CCMDs, this program ensures readiness of CCMD and component staffs to execute key operational plans in support of U.S. national strategy.

3.3.5 <u>**Joint National Training Capability (JNTC)**</u>: Uses a mix of live, virtual, and constructive (LVC) training resulting in the most realistic joint mission experience possible. The LVC environment links and combines existing exercises with live forces, augmented by appropriate modeling and simulation, to create a more realistic training experience for the joint force. Through the use of 42 persistent, networked training sites, JNTC also enables Joint, Interagency, Intergovernmental, and Multinational (JIIM) context to a greater extent than otherwise available. Through a network of subject matter experts, JNTC provides a vital link between joint training activities and ongoing operations. This linkage is crucial to institutionalizing lessons learned and lessons anticipated based on over 15 years of conflict. JNTC also funds improvements to training realism, including advanced range instrumentation (threat replication) and opposition forces. Overall, JNTC increases training effectiveness while mitigating gaps and seams between Service-centric training programs.

3.3.6 <u>**Joint Training Coordination Program (JTCP)**</u>: Provides funds for the Services and U.S. Special Operations Command to participate in the exercises of the other Services. Through such participation, U.S. forces develop the skills and cross-Service familiarity that is necessary to operate in a joint environment. JTCP facilitates the integration of special operations and conventional forces – critical to the defeat of terrorists – including al-Qaeda. By providing or replicating cross-Service participation in pre-deployment exercises at Army's Combat Training Centers, USAF's Green and Red Flag at Nellis AFB, the Marine Air Ground Task Force Training Command at Twenty-Nine Palms, and the Navy's Fleet Training Program at multiple locations, JTCP improves pre-deployment training for warfighters who will be on the front lines.

3.3.7 <u>**Joint Knowledge Online (JKO)**</u>: Provides funds for an adaptable 24/7 distributed learning training platform on both classified and unclassified networks, scalable to meet current and emerging

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

individual and staff training needs of Combatant Command (CCMD), Combat Support Agency (CSA), Service, multinational, coalition, and Interagency organizations. JKO advances cost-effective training enablers to support the shift from large scale events to more frequent, small facilitated events with training tools that support responsive, just-in-time staff training opportunities and enable perpetual refresh training. The JKO integrated Small Group Scenario Trainer (SGST) web-based, distributed staff training tool enables transregional, cross-domain and cross-functional training. Leveraged for blended learning training support, JKO and SGST integrate across the learning continuum of individual, staff, and collective training. JKO training content, videos, courses and scenario simulations address fundamental training requirements of the Joint Staff, Joint Task Forces, CCMDs, CSAs, and supporting organizations across the DoD.

3.3.8 Joint Training Information Management System (JTIMS): Provides funds for a training enterprise service to facilitate management and execution of joint training programs in accordance with the CJCS Joint Training System (JTS). JTIMS supports CJCS Title 10 responsibilities/requirements, Combatant Commands, Services, Combat Support Agencies, National Guard and OSD joint training responsibilities by providing a set of integrated information management capabilities necessary to identify, collect, analyze, develop, store, and disseminate the data required to implement the four phases of the JTS. JTIMS is a system-of-record software application that supports the strategic and operational requirements of the joint warfighter through the integration of joint training information systems. JTIMS integrates with readiness, force sourcing, planning, training, and assessment systems including: Defense Readiness Reporting Systems – Strategic, Joint Capabilities Requirements Manager, Universal Joint Task List Development Tool, and Joint Lessons Learned Information System.

3.3.9 Joint Interoperability Division: The Joint Interoperability Division (JID) provides tactical data link (TDL) training and operational support for Joint and Coalition forces through courses offered on-line, in-residence, and via mobile training teams. As the Department of Defense's sole source of qualified Joint Interface Control Officers (JICOs), the Division ensures the timeliness and accuracy of information used by operational commanders at all levels to make warfighting decisions. This directly reduces the risk of fratricide and improves operational effects. In 1999, the Office of the Secretary of Defense outlined the requirements for a single joint officer (the JICO) and a cell of tactical data link experts to plan, execute and manage the multi-TDL architecture for the Joint Task Force or Combatant Command. In 2001, OSD and Joint Requirements Oversight Council determined that no

I.   <u>**Description of Operations Financed (cont.)**</u>
single service can mitigate interoperability gaps alone and directed the JID to be the sole DoD provider of joint interoperability training and JICO production.

3.3.10 <u>**Joint Targeting School**</u>: The Joint Targeting School (JTS) is the only provider of formal operational-level joint targeting instruction for the Department of Defense. JTS provides joint targeting instruction to personnel assigned targeting, fires and planning duties at Combatant Commands (CCMDs), the Joint Staff, Services, inter-agencies and partner countries. JTS delivers instruction to over 1,500 students through six distinct courses intended for mid-career intelligence and operational officers and Non-Commissioned Officers. Specifically, JTS provides instruction in Joint Targeting Staff, Battle Damage Assessment, Weaponeering Applications, Joint Intermediate Target Development and Collateral Damage Estimation (CDE). Additionally, the Chairman of the Joint Chiefs of Staff Instruction 3160.01B, "No-Strike and the Collateral Damage Estimation", directs the JTS to instruct Collateral Damage Estimation Methodology (CDM) and ascribes the following roles and responsibilities specific to CDM: provide CDE qualification training; maintain a standardization instructor to serve as program manager capable of qualifying other CDE instructors; accredit and audit CCMD and Service CDE programs; develop and maintain a standardized CDE Program of Instruction; and maintain records of JTS graduates who are CDE qualified.

3.3.11 <u>**Joint Deployment Training Center**</u>: The Joint Deployment Training Center (JDTC) provides functional training to all Combatant Commands, Services, and other Department of Defense Agencies for approved Global Command and Control Systems-Joint applications, including Joint Operation Planning and Execution System (JOPES), Common Operational Picture, and Integrated Imagery and Intelligence. Through the JDTC, the Joint Staff provides training on a variety of Global Force Management (GFM) related tools including JOPES, Joint Capabilities Requirements Manager, Preferred Force Generation, Logbook, and GFM Toolset. The JDTC also assists in mission analysis and readiness reporting by providing Subject Matter Experts to facilitate analysis, help build situational awareness, and address Joint Task Force Headquarters related sourcing requirements.

3.4 CE2T2 Facility Operations ($2,416K) provides funding to support Joint Staff operations at the Department of Defense Complex located in Suffolk, VA. Elements of support include facility leases and utilities.

I.   Description of Operations Financed (cont.)

3.5 CE2T2 Joint Staff Activities Program ($25,042K) provides civilian pay funding for civilian full-time-equivalents (FTEs) executing the Combatant Command Exercise Engagement and Training Transformation (CE2T2) program.

4. Defense Critical Infrastructure Program (DCIP) ($0K) funds the operation and maintenance of the DoD Secure Internet Protocol Router Network (SIPRNet) and Joint Worldwide Intelligence Communications System (JWICS) web-based geospatial data application used to store, analyze, and visualize Defense Critical Infrastructure Program (DCIP) data. In FY 2019, an internal realignment moved DCIP ($500K) under the OCJCS Management Headquarters Program since DCIP was merged into the Mission Assurance Area based on a recently updated DoD Directive.

5. Joint Staff Analytical Support (JSAS) Program ($44,299K) provides defense analytical support capabilities for the CJCS and CCMDs. JSAS encompasses the developmental tools and infrastructure required to conduct analyses and formulate the results to best assist the CJCS in fulfilling his statutory responsibilities. Key deliverables provided by JSAS include wide-ranging force structure assessments, course of action development for the joint force environment, analysis and studies to aid in decision-making, and other analysis efforts to implement timely, low-cost initiatives and Global Force Management (GFM) focused tools delivering a global visibility of the disposition of DoD forces. Summary-level descriptions of the five JSAS sub-categories include:

   5.1 Joint Collaborative Analysis (JCA): provides the CJCS with the analytical capabilities needed to support decision making associated with force structure assessment and GFM focused capabilities, readiness, availability, and employment data, joint course of action development, and joint and coalition analysis that directly contribute to the accomplishment of CCMD and Joint Staff missions. This includes low-cost analytical capabilities intrinsic to meet the Chairman's requirements in support of the National Military Strategy, Global Common Operational Picture, and Set the Globe initiatives.

   5.2 Functional Capabilities Boards (FCBs): provide analytic support for the Joint Requirements Oversight Council (JROC). FCBs support the JROC by integrating stakeholder views (OSD, CCMDs, Services, Defense Agencies, Joint Staff, and other federal agencies) in concept development, capabilities planning, and force development to ensure the U.S. military can execute assigned

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

missions. FCBs provide assessments and recommendations that enhance capabilities integration, examine joint priorities among existing and future programs, assess program alternatives (including unclassified, collateral, compartmented, and special access programs), minimize duplication of effort throughout the Services, and provide oversight in the management of materiel and non-materiel changes that support the national defense and military strategies to achieve optimum effectiveness and efficiency of the Armed Forces.

5.3 <u>**Joint Logistics**</u>: provides strategic guidance with a global perspective to the joint logistics enterprise to advocate for CCMDs requirements while accounting for Services' responsibilities enabling timely, effective, and efficient initiatives to improve logistics processes, practices, and technologies for the Joint Force. Joint Logistics provides the best possible logistics advice to the CJCS through detailed readiness assessments, concept development and analyses, multi-national and interagency partnerships, joint doctrine and education development, and a comprehensive understanding of supply, maintenance, distribution, operational contract support and services, health services support, preferred munitions and engineering and cross-servicing arrangements.

5.4 <u>**Adaptive Planning**</u>: provides an analytic baseline for developing scenarios, contingency operations, forces, and equipment required for operational planning. The capability provides visibility to warfighter identified preferred munitions within a weapon system linked to employable force structure. This enables senior leaders and warfighters to make timely force management decisions. The Adaptive Planning framework also provides the starting point for strategic analysis in support of the Planning, Programming, Budgeting, and Execution process. Joint Data Support (JDS) is the single authoritative source of Support for Strategic Analysis (SSA) products from which the Joint Staff, OSD, Services, Agencies, and CCMDs use as starting points for analysis supporting their planning, programming, and acquisition efforts.

5.5 <u>**Joint Training System (JTS)**</u>: manages training throughout the DoD. JTS provides an integrated, capability and requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS supports DoD's implementation of the Joint Learning Continuum by providing the construct to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability.

I.   Description of Operations Financed (cont.)

6. Support to Information Operations Capabilities Program ($15,060K) funds the Joint Information Operations Range (JIOR), a closed-loop network that forms a live-fire information operations range. JIOR utilizes encrypted tunneling over existing networks, to conduct training, testing, and experimentation in support of Information Operations (IO), Electronic Warfare (EW), Computer Network Attack (CNA)/Computer Network Defense (CND), and Cyberspace mission areas in a threat representative environment. JIOR is unique within the Department and provides the capability to train and certify Cyber Mission Force members.

7. Combatant Commander Initiative Fund (CCIF) ($7,503K) enables the CJCS to act quickly to support the Combatant Commanders when they lack the authority, flexibility, or resources to solve emergent challenges and unforeseen contingency requirements critical to joint war fighting readiness and national security interests. The strongest candidates for approval are initiatives that support CCMD activities and functions, enhance interoperability, and yield high benefits at low cost. Initiatives support authorized activities such as force training, joint exercises, contingencies, command and control, military education and training of foreign personnel, defense personnel expenses for bilateral or regional cooperation programs, urgent and unanticipated humanitarian relief and reconstruction assistance, force protection, and joint war fighting capabilities.

8. Core Management Headquarters ($184,954K) provides general support of the Joint Staff in six key areas.

    8.1 Office of the Joint Staff Comptroller: operates and maintains auditable systems for Joint Staff specific program development, budget formulation for Congressional justification books, recording of financial transactions, accounting, financial reporting, acquisition package development, audit readiness preparation, and management of official representation funds.

    8.2 Joint Staff CIO (J-6) Directorate: assists the CJCS in providing the best military advice while advancing cyber defense, Joint and Coalition interoperability, and C2 systems capabilities required by the Joint Force to preserve the nation's security. The J6 also provides Joint Staff CIO management and oversight roles, responsibilities and processes that support and enable Joint Staff mission networks.

    8.3 Joint Staff Security Office (JSSO): develops and implements security policies and procedures, issues security badges, processes security clearances, and maintains network access security.

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

8.4 <u>**Office of the Secretary, Joint Staff (SJS)**</u>: supports the nation's top military leadership with precise and timely action processing and information management operations that enable the CJCS and other Joint Staff leaders to effectively communicate decisions and strategic information.

8.5 <u>**Joint Staff Force Development Directorate (J-7)**</u>: procures computer hardware and software, system storage devices, and network resources to support Joint Training labs, exercise and training spaces, Video Teleconferencing spaces, and the Joint Information Environment (JIE) Data Center in Suffolk, VA supporting Joint Force Development and training mission events. J-7 is responsible for maintaining 384,000 square feet of technical spaces with 36 test bays, 1,000 workstations, 1,000 routers, and several hundred switches.

8.6 <u>**Joint Staff Support Service Office (JSSSO)**</u>: provides maintenance support for facilities and new construction and renovation of existing spaces.

9. Pentagon Reservation Maintenance Revolving Fund (PRMRF) ($77,242K) pays TJS's share of the maintenance, sustainment, protection, repair, and renovation of the Pentagon Reservation. The PRMRF budget request includes TJS rent, force protection provided by the Pentagon Force Protection Agency, and real property operations to include standard maintenance, repair, and utilities. TJS's annual PRMRF funding requirements also include the costs of real property operations and security of Raven Rock Mountain Complex. The Washington Headquarters Service (WHS) is the executive agent for Raven Rock Mountain Complex, and tenants share financing of operations via the PRMRF Defense Working Capital Fund. The Joint Staff's share of construction and maintenance of the Unified Command Center, which includes the National Military Command Center, Resource Situational Awareness Center, and National Joint Operations and Intelligence Center, is also included in the PRMRF line.

10. Non-conventional Assisted Recovery ($1,688K) provides for efforts used to reduce risk to U.S. Forces and government personnel of isolation, capture, and exploitation. This personnel recovery program authorizes the use of irregular groups or individuals, including indigenous personnel, tasked with establishing infrastructures and capabilities that would be used to facilitate the recovery of isolated personnel conducting activities in support of U.S. military operations in the various geographical

I.   Description of Operations Financed (cont.)

combatant command areas of responsibility. Support to surrogate forces may include the provision of limited amounts of equipment, supplies, training, transportation, other logistical support, or funding.

11. Facilities Restoration & Modernization and Sustainment ($647K) provides facility and life cycle maintenance support functions including maintenance and repair projects and minor construction accomplished by the Pentagon's in-house and contracted workforce. The Joint Staff objectives are to sustain mission capability, quality of life, and workforce productivity. The program executes work orders for facility related repairs/upgrades, and plans and executes minor construction and renovation projects supporting the annual improvement program and various Joint Staff directorates.

12. Facility Operations ($16,631K) includes elements of support such as facility leases and utilities that are not considered Major Headquarters Activities in nature but support the remainder of the Joint Staff not associated with the CE2T2 program.

Note: The above O&M programs under BA 01 contain $25,513K in FY 2019 for Cyber efforts.

The National Defense University (NDU) ($96,565K) is the premier center for joint professional military education. The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Middle States Commission on Higher Education accredits the National Defense University. NDU conducts world class Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

NDU is composed of the following nine colleges, institutions, and activities located at Ft. McNair, Washington, DC, and Norfolk, VA:

- CAPSTONE / PINNACLE / KEYSTONE
- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- College of Information Cyberspace (CIC) (formerly Information Resources Management College (iCollege))
- Institute for National Strategic Studies (INSS)

I.   Description of Operations Financed (cont.)

- Joint Forces Staff College (JFSC)
- National War College (NWC)
- NDU Operations
- NDU - MHA

1. CAPSTONE / PINNACLE / KEYSTONE ($2,506K)

CAPSTONE is a congressionally mandated course that is required for all newly promoted active duty one star generals/admirals. Attendance is required within the first two years of selection to the one star rank. CAPSTONE, offered four times a year, is a five-week course consisting of seminars, case studies, informal discussions, visits to key U.S. military commands within the continental United States, and overseas field studies to areas with high U.S. interests. Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, and senior political and military leaders of foreign governments. The University hosts two additional general officer/senior enlisted leadership programs, twice annually:

PINNACLE prepares prospective three-star commanders to lead joint and combined forces, building upon CAPSTONE and the Joint Flag Officer Warfighting Course.

KEYSTONE educates Command Senior Enlisted Leaders (CSELs) in a general / flag officer level joint or Service headquarters.

2. College of International Security Affairs (CISA) ($5,156K) is the Department of Defense strategic level capacity in combating terrorism and irregular warfare. The Combating Terrorism Fellowship (CTF) program at Fort McNair, is composed of a joint, interagency, intergovernmental, and multinational students. The Joint Special Operations Masters of Arts (JSOMA) program at Fort Bragg, North Carolina serves students from across the Joint Special Operations enterprise, the interagency, and partner nations emphasizing the challenges of irregular warfare within the context of an international security studies curriculum. The South and Central Asia Program (SCAP) serves a joint student body providing focused international security studies content on the major strategic challenges in the South and Central Asia region.

I.   Description of Operations Financed (cont.)

3. Dwight D. Eisenhower School of National Security and Resource Strategy (formerly Industrial College of the Armed Forces) ($6,655K) prepares its graduates to lead the strategic institutions and activities associated with the integrated development and resource execution of national security and national defense strategies.

4. College of Information Cyberspace (CIC) ($6,370K) was renamed this year from the Information Resource Management College (IRMC). The CIC prepares military and civilian leaders to attain and retain national strategic cyberspace advantage by providing a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for information resources management and government information leadership.

5. Institute for National Strategic Studies (INSS) ($6,108K) conducts research in support of the NDU education mission and to enhance and enrich leader development within NDU academic programs. The institute conducts strategic studies and synthesizes the resultant research and analysis into policy recommendations, publications, and activities in support of the research requirements of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the Combatant Commanders; and, engages with other U.S. Government Agencies and the national security community. The four INSS components are the Center for Strategic Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), Center for Complex Operations (CCO), and NDU Press. The CSCMA and CCO were authorized by legislation.

6. Joint Forces Staff College (JFSC) ($13,495K) is an intermediate and senior-level joint college that educates national security leaders to plan and execute operational-level joint, multinational, and interagency operations. The College is congressionally mandated to educate joint leaders. The Officer Professional Military Education Policy establishes three Joint Professional Military Education programs: Joint Advanced Warfighting School (JAWS), Joint and Combined Warfighting School (JCWS), and the Joint and Combined Warfighting School-Hybrid (JCWS-H) to meet that mandate.

7. National War College (NWC) ($4,856K) conducts a senior-level course of study in national security strategy to prepare selected military officers, federal officials, and international officers for high-level policy, command, and staff responsibilities. The college emphasizes the joint (multi-service), interagency, and international perspectives and awards the Master of Science in National Security Strategy.

I.   Description of Operations Financed (cont.)

8. NDU Operations ($26,979K) The National Defense University Information Technology Directorate (ITD), Facilities, Events, Human Resources, Resource Management, Library, Security, and Health Fitness Directorates provide general support to the Joint Staff and NDU components enabling the University to optimize its joint professional educational, research, and outreach mission.

9. NDU-MHA ($24,440K) The NDU MHA program is the portion of the NDU budget that is considered Major Headquarters Activity.

II. Force Structure Summary:
N/A

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
1. Operating Forces	497,437	992,364	0	0.0	0	992,364	1,032,401
Analytical Support to Force Planning	7,208	8,163	0	0.0	0	8,163	8,163
CCMD Exercise Engagement and Training Transformation (CE2T2)	4,663	6,189	0	0.0	0	6,189	4,440
CCMD Exercise Engagement and Training Transformation (CE2T2) - Non MHA	0	551,511	0	0.0	0	551,511	602,186
Combatant Commanders Initiatives Fund (CCIF)	0	15,000	0	0.0	0	15,000	7,503
Defense Critical Infrastructure Program (DCIP)	494	500	0	0.0	0	500	0
Facilities Restoration & Modernization - Non MHA	275	250	0	0.0	0	250	260
Facilities Sustainment - Non MHA	1,658	400	0	0.0	0	400	387
Facility Ops (CE2T2) - Non MHA	0	2,386	0	0.0	0	2,386	2,416
Facility Ops - Non MHA	0	13,406	0	0.0	0	13,406	16,631

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Joint C5 Capability Development, Integration and Interoperability	0	6,340	0	0.0	0	6,340	0
Joint Staff Activities - CE2T2	24,604	23,478	0	0.0	0	23,478	25,042
Joint Staff Analytical Support (JSAS)	41,928	37,494	0	0.0	0	37,494	44,299
Management HQ OCJCS	273,718	194,061	0	0.0	0	194,061	184,954
National Defense University - Non MHA	1,781	0	0	0.0	0	0	0
Non-conventional Assisted Recovery (NAR) - Non MHA	0	0	0	0.0	0	0	1,688
Pentagon Reservation (PRMRF)	84,451	78,314	0	0.0	0	78,314	77,242
Planning and Decision Aid System (PDAS)	44,195	40,073	0	0.0	0	40,073	42,130
Support to Information Operations Capabilities	12,462	14,799	0	0.0	0	14,799	15,060
3. Training	**86,192**	**84,402**	**0**	**0.0**	**0**	**84,402**	**96,565**
Capstone	2,964	2,506	0	0.0	0	2,506	2,506
College of Information Cyberspace (CIC) - formerly Information	7,909	6,251	0	0.0	0	6,251	6,370

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

A. BA Subactivities	FY 2017 Actuals	Budget Request	FY 2018 Congressional Action Amount	Percent	Appropriated	Current Estimate	FY 2019 Estimate
Resources Management College							
College of International Security Affairs	5,865	5,060	0	0.0	0	5,060	5,156
Eisenhower School	7,889	6,557	0	0.0	0	6,557	6,655
Institute for National Strategic Studies	6,364	5,994	0	0.0	0	5,994	6,108
Joint Forces Staff College	16,520	13,428	0	0.0	0	13,428	13,495
National Defense University – MHA	19,499	23,821	0	0.0	0	23,821	24,440
National Defense University Operations	13,159	16,005	0	0.0	0	16,005	26,978
National War College	6,023	4,780	0	0.0	0	4,780	4,857
Total	**583,629**	**1,076,766**	**0**	**0.0**	**0**	**1,076,766**	**1,128,966**

* The FY 2017 Actual column <u>includes</u> FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $4,841.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $28,671.0 thousand of FY 2019 OCO Appropriations funding.

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

B. **Reconciliation Summary**	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	1,076,766	1,076,766
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,076,766	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	1,076,766	
Supplemental		
Reprogrammings		
Price Changes		7,668
Functional Transfers		436
Program Changes		44,096
Current Estimate	1,076,766	1,128,966
Less: Wartime Supplemental		
Normalized Current Estimate	1,076,766	

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**1,076,766**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**1,076,766**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**1,076,766**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**1,076,766**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**1,076,766**
6. Price Change		7,668
7. Functional Transfers		436
a. Transfers In		
1) FIAR Spaces Transfer from OSD to TJS - Audit Readiness 4th Estate	436	

       Funds will be used to pay for three civilian full-time equivalent (FTE) personnel in support of the Department of Defense (DoD) Inspector General (IG) Group Auditor in their efforts to perform an audit of the DoD's consolidated financial statement. The FTEs will be dedicated to assisting with audit support by answering DoDIG requests and providing supporting documentation. (FY 2018 Baseline: $193,074 thousand; +3 FTEs)

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

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

8. Program Increases   68,501

   a. Annualization of New FY 2018 Program

   b. One-Time FY 2019 Increases

      1) DOTMLPF Change Recommendations (DCR) for Unmanned   1,000
      Systems Threat
         Funding in support of an OSD directed study of
         Unmanned Systems. This effort seeks to further
         define the threat and provide discrete, actionable
         recommendations to improve warfighter lethality
         against anticipated proliferation of unmanned
         Systems. (FY 2018 Baseline: $23,165 thousand; +0
         FTEs)

      2) Strategic Stability Study   1,000
         OSD-directed study on strategic stability issues
         impacting the United States. (FY 2018 Baseline:
         $3,754 thousand; +0 FTEs)

   c. Program Growth in FY 2019

      1) Combatant Commander's Exercise Engagement and   50,197
      Training Transformation (CE2T2) Support
         Increase in funding for CE2T2 in FY 2019 enables
         CCMDs to increase the impact of joint exercises by
         funding additional transportation requirements and
         Service costs above the currently programmed
         baseline. These resources will mitigate risk by
         addressing top priority exercise-related shortfalls
         impacting CCMD, and Service joint readiness.
         Additionally, the enhancement directly supports the
         Secretary of Defense's Lines of Effort to 1)
         strengthen alliances and attract partners, and 2)

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

<u>**C. Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
restore readiness and build lethality. (FY 2018 Baseline: $551,511 thousand; +0 FTEs)		
2) National Defense University - Joint Education and Information Technology System Sustainment	11,400	
Joint Education and Information Technology Improvements provide funding to enhance National Defense University academic technology and faculty proficiency based on most recent accreditation review by the Middle States Association of Colleges and Schools, as well as an independent Board of Visitors. Funding supports modernization of information technology infrastructure, classroom technology, to include integration of Secure Internet Protocol Routing (SIPR) and Joint World-wide Intelligence Communications Systems (JWICS) networks, and experimental learning capabilities. The request also funds development of an Enterprise Planning System for research and faculty management, as well as development of a learning center to allow faculty and curriculum to evolve with education technology and learning. (FY 2018 Baseline: $60,995 thousand; +0 FTEs)		
3) Planning and Decision Aid System (PDAS)	3,000	
This realignment from Procurement to O&M is to mitigate significant risk to operations of the program and to sustain increased capacity footprint by providing an alternative capability to other DoD Information Technology programs that sunsetted in recent years. (FY 2018 Baseline: $40,073 thousand; +0		

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

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

FTEs)

4) Support to Information Operations Capabilities –
Sustainment of Increased Investments   750
This realignment from Procurement to O&M is to
mitigate risk to operations of the program and to
sustain increased capacity investments made in recent
years. This effort was supported by an Internal
Realignment within Support to Information Operations
Capabilities from Procurement to O&M. (FY 2018
Baseline: $14,799 thousand)

5) One Extra Compensable Day   728
One extra compensable day from 260 to 261 days (FY
2018 Baseline: $189,402 thousand)

6) OCJCS Management Headquarters   248
Realigned from Procurement to O&M due to cancellation
of a scheduled FY 2019 purchase in the commercial
heavy-armored vehicle (CHAV) program. Reprogrammed
funds will be used to replenish supply items such as
furniture, fixtures, and equipment. (FY 2018
Baseline: $194,061 thousand; +0 FTEs)

7) DISN Cost Recovery Model – Incorporation of Pacific   178
Enterprise Services – Korea
Increase of $178K for an anticipated increase to the
annual Joint Staff Defense Information System Network
(DISN) Transmission Services bill. This annual bill
pays for transport infrastructure and maintenance for
DISA leased fiber/circuits. (FY 2018 Baseline:
$30,223 thousand; +0 FTEs)

9. Program Decreases   -24,405

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

	<u>Amount</u>	<u>Totals</u>
C. <u>Reconciliation of Increases and Decreases</u>		
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
c. Program Decreases in FY 2019		

     1) FTE realignment from Direct to Reimbursable
       Upon reconciling the Joint Staff's manning documents
       to our budget submission numbers, 1 FTE was
       discovered that was erroneously reported and budgeted
       as direct when it is actually a reimbursable FTE.
       This FTE has been corrected in the budget submission
       to accurately reflect its funding source as
       reimbursable. No funding is moved as direct funding
       was never spent on it and the reimbursable source
       continues to pay for the FTE. (FY 2018 Baseline: $0
       thousand; -1 FTEs)

     2) Management Headquarters Reduction (20%, planned in FY   -12,410
     2015)
       The decrease in Management Headquarters represents
       the Joint Staff's final reduction to achieve the 20%
       headquarters reductions that were implemented in FY
       2015. The Joint Staff is on track to meet the
       required reductions of this initiative and has
       achieved this decrease through significant reductions
       in the amount of contracted services utilized by the
       staff and other targeted reductions. (FY 2018
       Baseline: $194,061 thousand; +0 FTEs)

     3) Combatant Commanders Initiatives Fund (CCIF)   -7,497
     Reduction
       Reduction to CCIF to better align programming with
       anticipated execution. (FY 2018 Baseline: $15,000

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

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

thousand; +0 FTEs)

4) TJS 25% MHA Reduction to Comply with 2016 NDAA to Management Headquarters OCJCS	-1,753	

    The decrease to Management Headquarters represents the Joint Staff's commitment to meeting the 2016 NDAA's additional MHA reduction in addition to the previously implemented 20% reduction (begun in FY 2015) to Major Headquarters Activities. (FY 2018 Baseline: $194,061 thousand; -16 FTEs)

5) TJS 25% Major Headquarter Activities (MHA) Reduction to Comply with 2016 NDAA to Joint Staff Analytical Support	-1,268	

    The decrease to Joint Staff Analytical Support represents the Joint Staff's commitment to meeting the 2016 NDAA's additional MHA reduction in addition to the previously implemented 20% reduction (begun in FY 2015) to Major Headquarters Activities. (FY 2018 Baseline: $37,494 thousand; +0 FTEs)

6) TJS 25% MHA Reduction to Comply with 2016 NDAA to Planning and Decision Aid System	-883	

    The decrease to the Planning and Decision Aid System represents the Joint Staff's commitment to meeting the 2016 NDAA's additional MHA reduction in addition to the previously implemented 20% reduction (begun in FY 2015) to Major Headquarters Activities. (FY 2018 Baseline: $40,073 thousand; +0 FTEs)

7) Pentagon Rent Rate Reduction	-594	

    Reduction due to Washington Headquarters Service (WHS) Pentagon Rent rate reduction. (FY 2018

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Baseline: $78,314 thousand; +0 FTEs)		
FY 2019 Budget Request		**1,128,966**

IV. Performance Criteria and Evaluation Summary:

The Combatant Commanders Exercise Engagement Training Transformation (CE2T2) program improves joint context in training, provides enabling capabilities that enrich the joint training environment for the Services and Combatant Commands (CCMD), supports the Combatant Commander's training and theater engagement and promotes joint readiness. This is a keystone program addressing the Chairman of the Joint Chiefs three focus areas: (1) restoring joint readiness, (2) improving joint warfighting capability, and (3) developing leaders for Joint Forces Next. The CE2T2 program goals and objectives are guided by a senior stakeholder leadership team and informed by the Office of the Under Secretary of Defense for Personnel and Readiness. The overall CE2T2 program is composed of several key programs listed below.

1. Combatant Command Training and Exercises. This program develops increased readiness and agility for U.S. forces and battle staffs through realistic and challenging joint/combined training at the strategic, operational and tactical levels. Training and exercise funding enables CCMDs to conduct exercises within complex, multinational operational environments. CCMDs measure the effectiveness of their joint training programs by assessing their staff's readiness to execute assigned missions, including Operational Plans, Contingency Plans and achievement of Theater Campaign Plan objectives. Beginning in FY 2018, data for USCYBERCOM, which was previously included in the USSTRATCOM total, is broken out separately.

Combatant Command	FY 2017 Exercises	FY 2018 Exercises	FY 2019 Exercises
AFRICOM	15	15	15
CENTCOM	14	20	20
CYBERCOM	0	2	2
EUCOM	12	11	11
NORTHCOM	14	16	16
PACOM	19	19	19
SOCOM	10	14	14
SOUTHCOM	10	11	11
STRATCOM	4	2	2
TRANSCOM	10	11	11

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

Total	108	121	121

2. Joint Exercise Transportation Program (JETP). The Joint Staff measures program effectiveness against OSD financial benchmarks and collects common JETP performance measures quarterly from all nine Combatant Commands (CCMD). FY 2018 and FY 2019 measures reported below are approximate based on CCMD-submitted budget requirements. In FY 2017, CCMDs initially planned on executing 116 joint exercises. The FY 2017 exercise total reflects events that were cancelled due to real-world operations or changes in force availability.

	FY 2017	**FY 2018**	**FY 2019**
Number of Joint Exercises supported with JETP funding	108	121	121
Total number of personnel moved with JETP	65,267	75,500	82,000
Total Tons of equipment moved with JETP	84,082	97,200	105,500
Total US personnel receiving joint training	158,493	183,200	198,800

3. Service Incremental Funds (SIF). SIF allows Service Component Commands to support the various Geographic Combatant Commands' theater campaign objectives by providing trained and ready forces to over 70 joint exercises each year. The Joint Staff measures program effectiveness against OSD financial benchmarks and collects common SIF performance measures quarterly from all nine CCMDs. FY 2018 and FY 2019 measures reported below are based on CCMD-submitted budget requirements.

	FY 2017	**FY 2018**	**FY 2019**
Number of US personnel participating through SIF	66,516	67,900	80,700
Number of personnel attending exercise planning events	23,506	24,000	25,200

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

4. Joint Staff Support to Combatant Command Exercises. The Joint Staff provides tailored joint training, exercise design, planning, subject matter experts, education, and insights to Joint force commanders across the entire spectrum of operations. The Joint Staff measures program effectiveness based on customer feedback regarding joint training environment fidelity, technical support and capturing best practices and insights. FY 2018 and FY 2019 support is projected based on Combatant Command support requests.

	FY 2017	FY 2018	FY 2019
Number of CCMD training events supported	26	28	30

5. Joint National Training Capability (JNTC). The JNTC program provides accreditation and/or certification for Service and U.S. Special Operations Command training programs and/or sites. JNTC support enhances elements of joint context across JNTC programs and sites resulting in improved joint training for the warfighter. JNTC liaison officers provide on-site operational and technical expertise on enterprise-wide joint training enablers for over 150 training events with over 200,000 trainees annually. In addition to the metrics below, Joint Staff actively solicits customer feedback to improve program effectiveness. In FY 2019, JNTC will add US Marine Corps Training Program, Marine Corps Information Operations Command as the Marines' seventh JNTC accredited program.

	FY 2017	FY 2018	FY 2019
Accreditation and/or certification events	20	20	20
Number of accredited programs supported	35	36	37
Number of certified sites supported	36	36	37

6. Joint Training Coordination Program (JTCP). This program incentivizes Service participation in other Service Title 10 JNTC accredited training programs by funding the movement of personnel and materiel to and from training sites during both planning and execution phases. Service and USSOCOM event planners identify annual opportunities for mutually beneficial joint training. Historically, not all JNTC accredited training events receive JTCP funding since demand exceeds available funding. Funding is allocated based on the priorities of the hosting Service and availability of supporting forces. Program effectiveness is measured through quarterly tracking of event/units funded and percentage of Service training events supported.

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

	FY 2017	FY 2018	FY 2019
Number of training events executed with JTCP	126	150	116
Number of units participating with JTCP	412	480	378

7. Joint Knowledge Online (JKO). The JKO online learning platform provides 24/7 global web-based access for online education and training courses. The capability provides required, theater-entry, and self-paced training to prepare individuals for joint operations and training exercises. Program effectiveness is measured through quarterly tracking of online course completions and number of Combatant Command joint exercises and Service training events supported with Blended Learning Training Packages (BLTPs) and tailored individual training courses.

	FY 2017	FY 2018	FY 2019
Number of course completions	5,905,477	7,770,000	9,300,000
Number of exercises/events supported with blended learning and tailored training	19	19	19

8. Joint Training Information Management System (JTIMS). JTIMS is the Chairman's authoritative web-based system of record designed to support execution of the Joint Training System (JTS). Funding enables a set of integrated information management capabilities to identify, collect, analyze, store, and disseminate information required to execute the four phases of the JTS for 600+ training events annually. The JTIMS semi-annual system lifecycle includes software maintenance updates for bug fixes, user requested enhancements, and cybersecurity patches. Program effectiveness is measured through the collection of user feedback after training events (using a Likert-type 1-5 scale) and system availability.

	FY 2017	FY 2018	FY 2019
Customer Feedback Index for training events	3.6	4.0	4.0
Number of unplanned service interruptions	0	0	0

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

9. Joint Interoperability Division (JID). This funding supports the delivery of Tactical Data Link (TDL) and Joint Interface Control Officer (JICO) training to improve Joint force integration, readiness, and support Combatant Commands' operational needs. Beginning in FY 2018, JID will sunset two courses while increasing online content. These actions are projected to increase the overall number of student graduates. Program effectiveness is measured through quarterly collection of number of students trained, number of joint training courses delivered and number of mobile training teams delivered.

	FY 2017	**FY 2018**	**FY 2019**
Number of students trained in classroom settings	753	800	850
Number of online graduates	38,829	39,770	40,700
Number of joint training courses delivered	36	34	34
Mobile Training Teams delivered	17	17	17

10. Joint Targeting School (JTS). JTS provides doctrinally-based joint targeting education and training in order to prepare Combatant Command, Service, interagency, and allied personnel for operational-level targeting duties. During FY 2017, JTS offered seven different courses. Demand for joint targeting training by the Combatant Commands is greater than current JTS capacity. Program effectiveness is measured through quarterly collection of number of students trained and number of mobile training teams delivered. JTS plans for a baseline of 2 MTTs per Combatant Command per year, but provides additional teams if host organizations provide funding.

	FY 2017	**FY 2018**	**FY 2019**
Number of in-resident students	850	875	875
Mobile Training Teams (MTTs) delivered	24	21	21

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

11. Joint Deployment Training Center (JDTC). JDTC provides functional training to CCMDs, Services, and Combat Support Agencies on Department of Defense joint command and control systems of record. This training results in warfighters able to plan, deploy/redeploy, manage, and maintain situational awareness of global forces, equipment, and supplies. Program effectiveness is measured through quarterly collection of number of students trained and number of exercises/contingency events supported.

	FY 2017	FY 2018	FY 2019
Number of students trained	1,272	1,400	1,400
CCMD exercise and contingency events supported	7	8	8

Programmed changes between FY 2018 and FY 2019: CE2T2 received an enhancement to the overall topline of CE2T2 O&M for FY19. This enhancement will enable CCMDs to increase the impact of joint exercises by funding additional transportation requirements and Service costs above the original baseline. The enhancement will also support the Globally Integrated Exercise (GIE). These resources will mitigate risk by addressing top priority exercise-related shortfalls improving CCMD and Service joint readiness. Additionally, the enhancement directly supports the Secretary of Defense's lines of effort to 1) strengthen alliances and attract partners, and 2) restore readiness and build lethality. Multiple O&M program funding adjustments reflect shifts in funding within CE2T2 to address Stakeholder-identified priorities. T&E funding increases are intended to reduce risk in the planning and synchronization of joint exercises; offsets in SIF and JTCP were identified as areas for increased risk. With the realignment of the CE2T2 program from OSD to Joint Staff, stakeholders have identified numerous improvement opportunities and the Joint Staff is working to define and translate these into program metrics to improve the quality of future submissions.

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

National Defense University is the premier center for joint professional military education. NDU's primary mission is to prepare and support national security leaders through teaching, research, and applied learning. Success of the University's programs is measured in the quantity and quality of graduates who are skilled in national and international security, joint professional military education, and strategic leadership and decision making. The University also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.

All joint academic programs at NDU have been reviewed and approved by the Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and student outcomes assessment. In addition, the University is regionally accredited by the Middle States Commission on Higher Education.

NDU Faculty and staff are nationally and internationally recognized for their expertise and contributions to research in their respective fields. Topics include ethical leadership, logistics management, the role of military forces in various countries, joint operations, and other related security issues. Due to the sensitive nature and complex topics addressed, many products of NDU faculty and staff cannot be attributed or publicly disclosed. NDU publishes The Chairman of the Joint Chiefs of Staff national security journal, *Joint Force Quarterly*, which is a major contribution to the research and curriculum quality. NDU also publishes a journal of complex operations entitled *Prism,* which is published quarterly.

National War College	FY 2017	FY 2018	FY 2019
Army graduates	43	43	43
Navy graduates	21	21	21
Air Force graduates	41	41	41

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

Marine Corps graduates	14	14	14
Coast Guard graduates	2	2	2
Interagency civilians	55	55	55
International students	32	32	32

Programmed changes between FY 2018 and FY 2019: There are no planned changes in student body enrollment from FY 2018 to FY 2019.

Dwight D. Eisenhower School of National Security and Resource Strategy (formerly Industrial College of the Armed Forces)	FY 2017	FY 2018	FY 2019
Army graduates	67	61	61
Navy graduates	23	22	29
Air Force graduates	57	57	57
Marine Corps graduates	15	16	17
Coast Guard graduates	2	2	2
Interagency civilians	100	105	121
International students	34	38	39

Programmed changes between FY 2018 and FY 2019: Navy plans to increase the number of students by 31% in FY 2019 due to an increasing emphasis on JPME with a resource management focus and the ability to accommodate more students in the newly completed Lincoln Hall. U.S. government civilians enrollment is increased due to the ability to accommodate additional students.

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

CAPSTONE / PINNACLE / KEYSTONE	FY 2017	FY 2018	FY 2019
CAPSTONE (one star flag officers)	204	204	204
PINNACLE (three star commanders)	30	30	30
KEYSTONE (command senior enlisted leaders)	80	80	80

Programmed changes between FY 2018 and FY 2019: There are no planned changes in student body enrollment from FY 2018 to FY 2019.

College of International Security Affairs (CISA)	FY 2017	FY 2018	FY 2019
Combating Terrorism Fellowship Program (JPME II)			
U.S. military officers	15	12	15
Interagency civilians	30	19	20
International students	40	40	40
Joint Special Operations Master of Arts (JSOMA)			
U.S. military officers	37	37	37
Interagency civilians	2	2	2
International students	4	4	4
South Central Asia Security Studies Program			

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

(SCAP)			
U.S. military officers	37	37	37
Interagency civilians	4	4	4
Homeland Defense Fellows and Nuclear Energy Security Program			
U.S. military officers	1	1	1
Interagency civilians	5	5	5
International students	10	10	10
Reserve Component National Security Course	350	350	350

Programmed changes between FY 2018 and FY 2019: There are no planned changes in student body enrollment from FY 2018 to FY 2019.

College of Information Cyberspace (CIC)	FY 2017	FY 2018	FY 2019
Information Resource Management College	420	420	420
CFO Academy	178	178	178

Programmed changes between FY 2018 and FY 2019: There are no planned changes in student body enrollment from FY 2018 to FY 2019.

Institute for National Strategic Studies (INSS)	FY 2017	FY 2018	FY 2019

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

Center for Study of Weapons of Mass Destruction Program for Emerging Leaders)	78	75	75

Programmed changes between FY 2018 and FY 2019: There are no planned changes in student body enrollment from FY 2018 to FY 2019.

Joint Forces Staff College (JFSC)	FY 2017	FY 2018	FY 2019
Active duty	847	813	742
Reserve component	248	204	216
Interagency civilians	48	38	26
International students	124	86	86
Total Students	**1,267**	**1,141**	**1,070**
Joint Advanced Warfighting School (JAWS)	40	44	45
Joint and Combined Warfighting School (JCWS)	952	872	800
JCWS-Hybrid	275	225	225
Total Students	**1,267**	**1,141**	**1,070**

Programmed changes between FY 2018 and FY 2019: The projected reduction in JCWS students for FY19 is driven by the Officer Professional Military Education Policy (CJCSI 1800.01 series) requirement to maintain a 4:1 student/faculty ratio. With the anticipated loss

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

of Army instructor billets in FY18, the FY19 student throughput had to be adjusted accordingly.

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V. **Personnel Summary**	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	1,433	1,402	1,375	-31	-27
Officer	1,146	1,177	1,163	31	-14
Enlisted	287	225	212	-62	-13
Reserve Drill Strength (E/S) (Total)	444	465	462	21	-3
Officer	295	309	307	14	-2
Enlisted	149	156	155	7	-1
Reservists on Full Time Active Duty (E/S)	58	49	47	-9	-2
Officer	53	42	41	-11	-1
Enlisted	5	7	6	2	-1
Civilian End Strength (Total)	1,478	1,434	1,413	-44	-21
U.S. Direct Hire	1,392	1,348	1,326	-44	-22
Total Direct Hire	1,392	1,348	1,326	-44	-22
Reimbursable Civilians	86	86	87	0	1
Active Military Average Strength (A/S) (Total)	1,433	1,402	1,375	-31	-27
Officer	1,146	1,177	1,163	31	-14
Enlisted	287	225	212	-62	-13
Reserve Drill Strength (A/S) (Total)	444	465	462	21	-3
Officer	295	309	307	14	-2
Enlisted	149	156	155	7	-1
Reservists on Full Time Active Duty (A/S) (Total)	63	49	47	-14	-2
Officer	56	42	41	-14	-1
Enlisted	7	7	6	0	-1
Civilian FTEs (Total)	1,379	1,426	1,413	47	-13

V. <u>Personnel Summary</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	Change FY 2017/ <u>FY 2018</u>	Change FY 2018/ <u>FY 2019</u>
U.S. Direct Hire	1,281	1,340	1,326	59	-14
Total Direct Hire	1,281	1,340	1,326	59	-14
Reimbursable Civilians	98	86	87	-12	1
Average Annual Civilian Salary ($ in thousands)	148.4	141.3	145.1	-7.1	3.8
<u>Contractor FTEs (Total)</u>	<u>647</u>	<u>1,525</u>	<u>1,679</u>	<u>878</u>	<u>154</u>

TJS requires staff that qualifies for and possesses Top Secret/Sensitive Compartmented Information (TS/SCI) security clearances. In addition, military and civilian personnel selected to work on the Joint Staff are seasoned professionals with joint experience. The Joint Staff's program funding reflects the Secretary's guidance to reduce funding and the size of Major Headquarters Activities (MHA) and meets the Chairman's Strategic Direction to the Joint Force.

The net direct civilian FTE decrease of 14 from FY 2018 to FY 2019 is due to reduction of 16 FTE as part of planned Major Headquarters Activities reductions, an increase of 3 FTE to support audit readiness activities, and a realignment of 1 FTE from direct to reimbursable.

The growth of 154 contractor full-time equivalents (CFTEs) between FY 2018 and FY 2019 is largely due to topline increases for CE2T2 and National Defense University and internal realignments within the Joint Staff to fund higher priority needs:

1. National Defense University - increase of 62 CFTEs as a result of internal

realignment to better align programming to execution and an increase to the topline for Joint Education and Information Technology Systems Sustainment to maintain degree accreditation certification.

2. Combatant Commanders Exercise Engagement and Training Transformation - increase of 38 CFTEs as a result of combatant command prioritization of funding and an increase to the CE2T2 topline.

3. Joint Staff Analytical Support - increase of 22 CFTEs as a result of baseline increase for FY 2019.

4. Planning and Decision Aid System - increase of 19 CFTEs as a result of internal O&M realignment and a $3,000K realignment from Procurement to O&M to mitigate significant risk to operations of the program and to fund new DoD Information Technology programs.

5. Management Headquarters - increase of 13 CFTEs for previously underfunded Security Management Service contract.

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

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	**Actuals**	**Price**	**Program**	**Estimate**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	189,153	3,696	-4,220	188,629	962	1,983	191,574
103 Wage Board	653	13	107	773	4	-4	773
107 Voluntary Sep Incentives	234	0	-234	0	0	0	0
199 Total Civ Compensation	**190,040**	**3,709**	**-4,347**	**189,402**	**966**	**1,979**	**192,347**
308 Travel of Persons	14,145	240	135,343	149,728	2,695	13,822	166,245
399 Total Travel	**14,145**	**240**	**135,343**	**149,728**	**2,695**	**13,822**	**166,245**
416 GSA Supplies & Materials	369	6	40	415	7	-352	70
499 Total Supplies & Materials	**369**	**6**	**40**	**415**	**7**	**-352**	**70**
672 PRMRF Purchases	84,451	-431	-5,706	78,314	-478	-594	77,242
699 Total DWCF Purchases	**84,451**	**-431**	**-5,706**	**78,314**	**-478**	**-594**	**77,242**
703 JCS Exercises	0	0	99,241	99,241	-7,939	23,316	114,618
708 MSC Chartered Cargo	0	0	29,308	29,308	3,019	-3,280	29,047
719 SDDC Cargo Ops-Port hndlg	0	0	8,263	8,263	0	-3,990	4,273
771 Commercial Transport	234	4	38,836	39,074	703	-772	39,005
799 Total Transportation	**234**	**4**	**175,648**	**175,886**	**-4,217**	**15,274**	**186,943**
912 Rental Payments to GSA (SLUC)	8,240	140	3,378	11,758	212	694	12,664
913 Purchased Utilities (Non-Fund)	2,990	51	-172	2,869	52	-107	2,814
914 Purchased Communications (Non-Fund)	53,119	903	-34,802	19,220	346	-8,650	10,916
915 Rents (Non-GSA)	0	0	2,348	2,348	42	-828	1,562
917 Postal Services (U.S.P.S)	36	1	716	753	14	-19	748
920 Supplies & Materials (Non-Fund)	7,898	134	848	8,880	160	628	9,668
921 Printing & Reproduction	1,303	22	4,245	5,570	100	-746	4,924
922 Equipment Maintenance By Contract	7,838	133	37,796	45,767	824	-157	46,434
923 Facilities Sust, Rest, & Mod by Contract	2,286	39	3,354	5,679	102	-1,779	4,002
925 Equipment Purchases (Non-Fund)	44,205	751	-35,116	9,840	177	-2,770	7,247
932 Mgt Prof Support Svcs	9,302	158	151,362	160,822	2,895	-19,561	144,156
933 Studies, Analysis & Eval	25,442	433	6,429	32,304	581	-2,858	30,027
934 Engineering & Tech Svcs	1,784	30	32,635	34,449	620	-1,268	33,801
953 Other Costs (Military - Other Personnel	1,690	0	-1,690	0	0	0	0

The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

OP 32 Line	FY 2017 Actuals	Change FY 2017/FY 2018 Price	Change FY 2017/FY 2018 Program	FY 2018 Estimate	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Estimate
Benefits)							
955 Other Costs (Medical Care)	9,194	322	-9,516	0	0	0	0
957 Other Costs (Land and Structures)	0	0	762	762	14	-776	0
960 Other Costs (Interest and Dividends)	39	1	290	330	6	-6	330
984 Equipment Contracts	32	1	1,486	1,519	27	-1,546	0
985 Research & Development, Contracts	1,809	0	-1,809	0	0	0	0
987 Other Intra-Govt Purch	21,423	364	40,257	62,044	1,117	-1,157	62,004
989 Other Services	49,404	840	-1,411	48,833	879	38,742	88,454
990 IT Contract Support Services	46,356	788	-17,870	29,274	527	16,567	46,368
999 Total Other Purchases	**294,390**	**5,111**	**183,520**	**483,021**	**8,695**	**14,403**	**506,119**
Total	**583,629**	**8,639**	**484,498**	**1,076,766**	**7,668**	**44,532**	**1,128,966**

* The FY 2017 Actual column <u>includes</u> FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $4,841.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $28,671.0 thousand of FY 2019 OCO Appropriations funding.
Note: National Defense University (NDU) inadvertently accounted for FY 2017 execution in OP-32 codes 953 and 955. Future execution in OP-32 codes 953 and 955 will not occur.

Note: Program growth between FY 2018 and FY 2019 occurred throughout several OP-32 codes (specifically, OP-32 codes 101, 308, 703, 989, and 990) due to internal realignments, primarily in the CE2T2 program and Joint C5 Capability Development, Integration and Interoperability, to better align programming to execution. Additionally, CE2T2 and NDU received increases to their topline primarily impacting OP-32 codes 308, 703, 989, and 990. CE2T2 will be conducting additional exercises requiring more travel and contract support (308, 703, & 989) to support efforts to restore joint readiness and build a more lethal force. NDU is making investment in Information Technology (IT) to maintain degree accreditation certification, leading to an increase in 990.

Note: A DepSecDef-directed functional transfer in FY 2018 realigned the entire Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) program from the Office of the Undersecretary for Personnel and Readiness (OUSD P&R) to the Joint Staff in an effort to address improvements that the Chairman of the Joint Chiefs of Staff has listed as his focus areas and for which the CE2T2 program has a direct impact. The Chairman's focus areas include restoring joint readiness, improving our warfighting capability, and developing leaders for Joint Forces Next. Further, the CE2T2 program not only impacts the Chairman's focus areas, but also directly supports two lines of effort for the Secretary of Defense: 1. Restoring military readiness as we build a more lethal force; and, 2. Strengthening alliances and attracting new partners. Due to their Operational and Training nature, this program has historically executed in a Non-Major Headquarters Activity Program Element and remains differentiated from the other CE2T2 programs executed by the Joint Staff. In FY 2018, Joint Staff program growth seen because of this functional transfer is offset by corresponding OSD program decreases, specifically within the Office of the Undersecretary for Personnel and Readiness. The net effect to the Department is a net-zero profile for FY 2018.

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Fiscal Year (FY) 2019 President's Budget

Operation and Maintenance, Defense-Wide

Washington Headquarters Services

February 2018

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Washington Headquarters Services
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2019 President's Budget

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

	FY 2017 Actuals	Price Change	Program Change	FY 2018 Estimate	Price Change	Program Change	FY 2019 Estimate
WHS	626,695	6,125	-196,044	436,776	-4,561	24,192	456,407

* The FY 2017 Actual column <u>includes</u> $1,996.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $3,179.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $7,766.0 thousand of FY 2019 OCO Appropriations funding.

I. <u>Description of Operations Financed</u>: The Washington Headquarters Services (WHS) was established on October 1, 1977, as a Department of Defense (DoD) field activity by DoD Directive 5100.4. WHS is the essential services provider for the Office of the Secretary of Defense (OSD), the Defense Agencies, DoD Field Activities, specified offices in the National Capital Region (NCR) and across the nation. WHS provides a wide range of centralized capabilities to DoD headquarters, OSD, and DoD components, enabling economies of scale for delivering essential administrative services to fulfill the mission of the Department. The functions and operations of WHS are in support of the Secretary of Defense (SECDEF) Lines of Efforts, "Restoring Military Readiness as We Build a More Lethal Force" and "Bring Business Reforms to the Department of Defense". WHS is functionally aligned under the Chief Management Officer (CMO). WHS services are organized into several directorates and specialty offices. These teams of WHS personnel support the mission of our Defense Department customers by managing DoD-wide programs and operations for the Pentagon Reservation, Mark Center, and DoD-leased facilities in the NCR. WHS enables centralized operational support functions for maximum efficiency and control, while adopting a business model based on the following programs:

Compensation and Benefits: WHS centrally manages its civilian compensation and benefits program that includes 1,274 direct funded civilian full-time equivalents (FTE).

Exhibit OP-5, Operation and Maintenance Detail

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

Facilities and Installation Management: The funds associated with this program pay for the OSD and WHS portions of rent for the Pentagon, Raven Rock Mountain Complex, Mark Center, and leased space within the NCR. The rent payments cover costs for Facility and Installation services to include space management, facility operation, maintenance, repair and alteration, minor construction, custodial, physical security, property management, safety, health, environmental management, fire protection and other support services.

Financial Management: Services include planning, programming, budgeting, execution, and accounting services for WHS and its customers. The Financial Management Directorate develops policies and performs the administration of funds, provides accounting support, and establishes reporting procedures for all funds allotted to OSD, WHS, and selected Defense Agencies and DoD Field Activities. Key functions also include developing the Program Objective Memorandum (POM), Budget Estimate Submission (BES), and President's Budget (PB); funds distribution and certification; direct treasury disbursement, financial reporting; civilian pay management; and leading the transition from audit readiness to audit sustainment. WHS maintains quality, efficiency, and effectiveness of financial operations through the delivery of timely, accurate, and reliable products and services.

Human Resources: Provides support for executive, political, military and civilian personnel. Services and functions include: employee benefits; administration of the Drug-Free Workforce Program; advisory services on staffing activities; classification and management advisory on compensation; external recruitment efforts; personnel security and clearance appeals; work force development; awards and incentive programs; and labor and management employee relations services. This group enables WHS to provide the

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

appropriate level of executive and political personnel support for its client base which includes the OSD; the military departments; the Defense Agencies and DoD Field Activities; the National Security Council; White House Support Group; state, local and academic institutions; and other executive agencies and legislative bodies. These programs also enable WHS to serve its OSD and Fourth Estate customers with high demand services such as the hiring of consultants and highly qualified experts (HQE); and Intergovernmental Personnel Act (IPA) assignments. Human Resource Directorate continuously works to improve the support it provides to its customers. A key element towards improvement of support is the time-to-hire (TTH) initiative which implements CMO and WHS strategic guidance to provide an improved hiring solution for the OSD and WHS civilian workforce. In order to provide greater process control and visibility, WHS will now perform Human Resource transactional activities previously serviced by the Defense Logistics Agency (DLA), providing end-to-end auditable HR process that reduces TTH cycle time from 144 days to 70 days.

WHS Operations: Provides administrative and operational support to the OSD and its principal staff, select Defense Agencies and DoD Field Activities, and other specified Defense Agencies. Additional services include continuity of operations (COOP), planning and program evaluation, legal services, the Mass Transit Subsidy Program, and the automatic declassification program as required by Executive Order. Support is also provided for acquisition planning, technical guidance and business strategy development for all programs, historical services, and executive level advice and assistance on all WHS and OSD procurement and contracting matters.

DoD Consolidated Adjudications Facility (CAF): Serves as the DoD executive organization for determining the security clearance eligibility, common access card credentialing, and suitability of non-Intelligence Agency DoD personnel, including eligibility for access to

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

Sensitive Compartmented Information (SCI). These security actions, which total over one million cases annually, involve all applicants actively affiliated with the DoD, to include Active Duty, National Guard, Reserve, civilian, and contractor personnel under the National Industrial Security Program. In addition to DoD employees, the DoD CAF supports the White House, staff of the U.S. Senate and House of Representatives, Supreme Court of the United States, the Congressional Budget Office, and the U.S. Capitol Police. The workload performed by the DoD CAF comprises nearly 96 percent of all adjudicative reviews performed within DoD and over 84 percent of those executed across the federal government. The DoD CAF is responsible for ensuring that, based on all available information, the individual's loyalty, reliability and trustworthiness are such that entrusting an individual with classified information, assigning them to sensitive duties, or providing them physical and logical access to facilities and systems is clearly consistent with the interests of national security. The DoD CAF projects an increase in the number of adjudications it will perform as the DoD expands its Continuing Evaluation (CE) program. CE uses hardware and software technical solutions, including automated records checks, to supplement security investigations. This capability will provide the DoD with the ability to identify detrimental information and/or adverse activities in a more auspicious manner; thus strengthening the Department's ability to deter, detect, and, prevent insider threats. Resources associated with the DoD CAF are aligned within the WHS Operations and Compensation and Benefits sub-activities.

DoD Innovation Functions: The DoD launched two technology initiatives, Defense Innovation Unit Experimental (DIUx) and Defense Digital Service (DDS), for the purpose of accelerating technological innovations to support the Department. The DoD relies on innovation to maintain our nation's ability to deter, and if need be, prevail in conflict.

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)

The DIUx, with outposts in the heart of Silicon Valley, Austin, TX and Boston, MA serves as a bridge between those in the U.S. military executing some of our nation's toughest security challenges and companies operating at the cutting edge of technology. DIUx is an experiment that continuously repeats how best to identify, contract, and prototype novel innovations through sources not traditionally available to the DoD, with the ultimate goal of accelerating technology into the hands of the warfighter.

The DDS was established to apply best-in-class private sector practices, skills, and technology to transform the way software products are developed and delivered for the DoD. Currently, DDS is tasked with examining the way the Department works with cloud-based services and to think more deliberately and innovatively about cloud and information technology implementation practices and policies. DDS performs its mission by working closely with DoD stakeholders, and other government entities, focusing on targeted projects that advance DoD's initiatives that are critical to the wellbeing of Service members, civilian employees, and the core mission support of the Department.

Changes from FY 2018 - FY 2019: The FY 2019 budget estimate reflects a price change of $-4,561 thousand and a program change of +$24,192 thousand. The program changes are highlighted below:

Compensation and Benefits +$7,178 (program and price change): WHS centrally manages its civilian compensation and benefits program which resources 1,274 direct funded civilian FTEs. The overall change of +$7,178 reflects an increase of +$845 for price change and an increase of +$6,333 for program change. Compensation and Benefits reflects adjustments for DIUx and WHS In-sourcing, DDS, Audit Readiness, the Armed Forces Retirement Home,

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)
Continuous Evaluation, Repricing, Delayering, Major Headquarter Activities (MHA) Reduction, and one additional Compensable Day.

Defense Digital Service (DDS) +$4,323 (program and price change): The overall change of +$4,323 reflects an increase of +$4 for price change and an increase of +$4,319 for program change. Program increase supports the growing demand for DDS expertise.

Defense Innovation Unit Experimental (DIUx) +$13,649 (program and price change): The overall change of +$13,649 reflects an increase of +$324 for price change and an increase of +$13,325 for program change. DIUx reflects an overall program increase, Countering Small Unmanned Aerial Systems (C-sUAS) Gaps and In-sourcing.

Facilities Service +$2,534 (program and price change): The overall change of +$2,534 reflects a decrease of $-7,162 for price change and an increase of +$9,696 for program change. Adjustments include the Mark Center Rent, Pentagon Rent Adjustment, Revolving Funds Rent Reduction, Pentagon Reservation Building Control System Replacement, Countering Small Unmanned Aerial Systems(C-sUAS) – Protecting High Priority Sites, Leased Space, and reduction in planned moves.

Financial Management +$480 (program and price change): The overall change of +$480 reflects an increase of +$350 for price change and an increase of +$130 for program change. Adjustments reflect a program decrease in Audit Readiness and an increase in the DFAS bill.

Human Resources $-1,951 (program and price change): The overall change of $-1,951 reflects an increase of +$280 for price change and a decrease of $-2,231 for program

Exhibit OP-5, Operation and Maintenance Detail

I.   Description of Operations Financed (cont.)
change. This reflects the decrease in Human Resource transactional services from DLA and a decrease in Employee Assistance Program.

WHS Operations $-6,582 (program and price change): The overall change of $-6,582 reflects an increase of +$798 for price change and a decrease of $-7,380 for program change. This reflects change in WHS Contract Review, DoD CAF Personnel Security Adjudication Support, Reduction in Supplies, Service Requirement Review Board (SRRB) reduction, Department of Public Works from Fort George G. Meade, Enterprise Performance Management (EPM), and Travel.

II. Force Structure Summary:
N/A

Exhibit OP-5, Operation and Maintenance Detail

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

A. **BA Subactivities**	**FY 2017 Actuals**	**Budget Request**	FY 2018 Congressional Action			**Current Estimate**	**FY 2019 Estimate**
			Amount	**Percent**	**Appropriated**		
Compensation and Benefits	183,361	165,885	0	0.0	0	165,885	173,063
Defense Digital Service	0	246	0	0.0	0	246	4,569
Defense Innovation Unit Experimental	0	20,984	0	0.0	0	20,984	34,633
Facilities/Installation Management	212,773	178,349	0	0.0	0	178,349	180,883
Financial Management	12,841	11,450	0	0.0	0	11,450	11,930
Human Resources	12,176	15,563	0	0.0	0	15,563	13,612
Information Technology	161,772	0	0	0.0	0	0	0
WHS Operations	43,772	44,299	0	0.0	0	44,299	37,717
Total	**626,695**	**436,776**	**0**	**0.0**	**0**	**436,776**	**456,407**

* The FY 2017 Actual column <u>includes</u> $1,996.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $3,179.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $7,766.0 thousand of FY 2019 OCO Appropriations funding.

Exhibit OP-5, Operation and Maintenance Detail

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

B. **Reconciliation Summary**	Change FY 2018/FY 2018	Change FY 2018/FY 2019
Baseline Funding	**436,776**	**436,776**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**436,776**	
Fact-of-Life Changes (2018 to 2018 Only)		
Subtotal Baseline Funding	**436,776**	
Supplemental		
Reprogrammings		
Price Changes		-4,561
Functional Transfers		-131
Program Changes		24,323
Current Estimate	**436,776**	**456,407**
Less: Wartime Supplemental		
Normalized Current Estimate	**436,776**	

Exhibit OP-5, Operation and Maintenance Detail

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

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2018 President's Budget Request (Amended, if applicable)		**436,776**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2018 Appropriated Amount		**436,776**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2018 Baseline Funding		**436,776**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2018 Estimate		**436,776**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2018 Normalized Current Estimate		**436,776**
6. Price Change		-4,561
7. Functional Transfers		-131
a. Transfers In		
1) Compensation and Benefits - Audit Readiness	410	

       This transfers resources from Office of the Secretary of Defense to WHS. The resources are to fund +3 FTEs to supports the DoD Inspector General (DoDIG) Group Auditors in their efforts to perform the DoD Consolidated Audit. Personnel will be dedicated support to assist with the various phases of audit, from the start of the audit engagement until findings are fully remediated. This includes responding to the DoDIG Group Auditors requests for sampling and ensuring key supporting documentations are provided

Exhibit OP-5, Operation and Maintenance Detail

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>Amount</u>	<u>Totals</u>
in a timely manner. (FY 2018 Baseline: $0 thousand; +3 FTEs)		
2) Compensation and Benefits - The Armed Forces Retirement Home (AFRH)	173	
In accordance with the Deputy Secretary of Defense's February 14, 2017 memorandum, "Armed Forces Retirement Home Solvency Strategy", the authority, direction, and control of the AFRH and its Chief Operating Officer transferred from the Under Secretary of Defense (Personnel & Readiness) to the Chief Management Officer (CMO). The CMO was assigned responsibility for AFRH liaison functions to its DoD Field Activity, the WHS, that funds one FTE. This transfer will improve the efficiency and effectiveness of the DoD oversight of the AFRH management and operations. (FY 2018 Baseline: $0 thousand; +1 FTEs)		
b. Transfers Out		
1) Compensation and Benefits- Continuous Evaluation Investigation Program	-714	
Transfer of personnel and the associated resources to properly align the Continuous Evaluation (CE) request for information (RFI) functions from the WHS to the Defense Security Service (DSS). (FY 2018 Baseline: $165,885 thousand; -6 FTEs)		
8. Program Increases		70,330
a. Annualization of New FY 2018 Program		
b. One-Time FY 2019 Increases		
1) Building Control System Replacement (Pentagon	3,779	

Exhibit OP-5, Operation and Maintenance Detail

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>

Reservation)

The increase supports the replacement of existing building control system components with newer Building Automation and Control Network (BACnet) devices that meet standard communication protocol requirements for the Pentagon. The BACnet devices control critical Pentagon building systems (steam, hot water, blended chilled water, heating, ventilation, air conditioning, drinking water, etc.) and improve the ability to secure the system against electronic intrusion via cyber security protocols. The BACnet system will have increased cyber security protocols to safeguard against electronic intrusion. The existing building controls protocol is obsolete due to lack of spare parts and fewer vendors are available for service enhancements or upgrades. WHS will fund this as a one-time Pentagon Reservation Maintenance Revolving Fund (PRMRF) above standard order. DoD customers who request PRMRF above standard services are required to pay over and above standard services. (FY 2018 Baseline: $178,349 thousand; +0 FTEs)

c. Program Growth in FY 2019

  1) Mark Center Rent   23,913

The FY 2017 National Defense Authorization Act (NDAA) transferred the jurisdiction of the Fort Belvoir Mark Center Campus from the Secretary of the Army to the Secretary of Defense, making the Mark Center Campus part of the Pentagon Reservation. The increase

Exhibit OP-5, Operation and Maintenance Detail

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
represents what will now be WHS budgetary requests for Pentagon rent (OP-32 line 672 (PRMRF Purchases) instead of the previous budgetary request in the Buildings Maintenance Fund (OP-32 line 680) to resource the WHS/OSD portion of the Mark Center rent. (FY 2018 Baseline: $178,349 thousand; +0 FTEs)		
2) Defense Innovation Unit Experimental (DIUx) (Non-Labor)	13,225	
Funding supports travel, training, IT hardware/software, supplies, equipment, facility and facility sustainment costs, and +23 contractors with highly-qualified industry experience to facilitate the execution of Other Transactional Authorities (OTAs) focused on prototyping activities. DIUx assists in developing materiel solutions to their most challenging and compelling technological problems. The resources will be used to validate and verify technological solutions in areas of Artificial Intelligence/Machine Learning, Autonomy, Human Systems, Information and Technology and Space. (FY 2018 Baseline: $20,984 thousand; +0 FTEs)		
3) Pentagon Rent Adjustment	8,948	
Properly funds the Pentagon Reservation Rent in OP-32 line 672. The increase will fully fund the anticipated FY 2019 Pentagon Reservation Rent. The PRMRF Purchases (OP-32 line 672) supports the following: Pentagon Rent (standard), $120,741; Pentagon Rent (above standard) (i.e. BCM, C-sUAS), $4,959; and Mark Center Rent, $23,913. (FY 2018		

Exhibit OP-5, Operation and Maintenance Detail

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>

Baseline: $178,349 thousand; +0 FTEs)

4) Defense Digital Service (DDS) (Non-Labor)   4,319
The increase supports facility costs, training,
travel, supplies and materials, and support contracts
(+5 contractor FTEs). The facility cost funds the
build-out and leased space near the U.S. Army Cyber
Center of Excellence at Fort Gordon, GA. The
facility will be utilized to provide training to
customers on how to apply modern technology to solve
problems and manage projects efficiently in an
unclassified environment. Additional resources will
fund travel costs to stakeholders and vendors,
supplies and materials (such as private sector tools,
software, and computer equipment), and contract
support from highly-qualified digital services
experts who are Engineers, Project Owners/ Managers,
and User/Graphic Interface Designers. (FY 2018
Baseline: $246 thousand; +0 FTEs)

5) Compensation and Benefits – Repricing   3,237
The increase reflects the proper pricing of the
Compensation and Benefits program to bring the
Average Annual Rate (AAR) in line with the current
execution rate. The WHS civilian pay budget supports
1,274 FTEs performing critical services and functions
on behalf of DoD. (FY 2018 Baseline: $165,885
thousand; +0 FTEs)

6) DIUx – Counter Small Unmanned Aerial Systems (C-sUAS)   3,200
Gaps
The increase in funds will acquire hardware,

Exhibit OP-5, Operation and Maintenance Detail

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

software, and contract support (i.e. engineering, autopilot, video protocol and technician support) to sustain commercial drone security mitigation efforts for the military services and the DoD in support of continuing follow-on efforts on the next generation of platforms for an implemented U.S. Central Command Joint Urgent Operations Needs Statement (JOUNS). The DIUx has developed solutions to mitigate security threats posed by commercial drones used by the military services. These include blocking network traffic to foreign servers, avoiding sharing of Personal Identifiable Information, and blocking potentially harmful forced software updates. (FY 2018 Baseline: $20,984 thousand; +0 FTEs)

7) Compensation and Benefits – DIUx In-sourcing   3,100
The increase supports the realignment of DIUx mission funds to Compensation and Benefits, that resources an additional +15 FTEs that work to solve challenges and issues for the Department in areas such as Artificial Intelligence and Machine Learning, Autonomy, Human Systems, Information Technology, and Space. DIUx requires specialized staffing to carry out the niche functions of its three teams: Venture, Foundry, and Engagement. The Venture team identifies emerging commercial technology and explores its military applicability, the Foundry team works with technology that is still maturing and is not yet ready for production, and the Engagement Team introduces entrepreneurs to military problems and the military

Exhibit OP-5, Operation and Maintenance Detail

WHS-1091

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
to entrepreneurs. The additional +15 FTEs are required to hire Program Managers and Highly Qualified Experts (HQEs) who will perform the increased workload as more DoD agencies take advantage of DIUx's tecological expertise. (FY 2018 Baseline: $165,885 thousand; +15 FTEs)		
8) Compensation and Benefits - WHS In-sourcing	2,705	
In support of the DoD Workforce Rationalization Plan, WHS reduced O&M spending through the in-sourcing of contract services to government civilians, ensuring a more appropriate and effective alignment of work and freeing up critical O&M resources for other readiness, recapitalization, and modernization needs. The funding supports the addition of government employees instead of contracted services where appropriate and/or efficient to do so by reducing contract cost. The increase supports +26 FTEs for: - Security and Safe Operations (4 FTEs/$347 thousand); - Equal Employment Opportunity (3 FTEs/$413 thousand); - Plans Integration Support (3 FTEs/$287 thousand); - Small Business Program Support (1 FTE/$69 thousand); - Facilities Management (7 FTEs/$722 thousand); - Human Resource Support (8 FTEs/$867 thousand). (FY 2018 Baseline: $165,885 thousand; +26 FTEs)		
9) WHS Counter Small Unmanned Aerial Systems (C-sUAS) - Protecting High Priority Sites	1,180	

Exhibit OP-5, Operation and Maintenance Detail

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

Funding will support the sustainment of WHS-owned C-sUAS protecting critical facilities, assets, and mission from unmanned aircraft systems threats. As a Service Provider for the Pentagon, WHS will fund a portion of the C-sUAS sustainment cost as an above standard Pentagon Reservation Maintenance Revolving Fund (PRMRF) order. DoD customers who request PRMRF above standard services must pay for those above standard services. (FY 2018 Baseline: $178,349 thousand; +0 FTEs)

10) Compensation and Benefits - Defense Digital Service   1,101
In order to meet growing demand, the DDS will establish an additional team of five highly skilled technical experts. The team will include three engineers, one product manager, and one strategy/operations lead. Additional manpower and funding will permit the Department to increase the size and scope of programs such as the bug bounty program (also known as "Hack the Pentagon") across vital digital assets. The growth will sustain this program on a continual basis; thus closing vulnerabilities throughout the Department's cyber network as they arise. (FY 2018 Baseline: $165,885 thousand; +5 FTEs)

11) Compensation and Benefits - One Additional   665
Compensable Day
The funding increase supports one (1) extra compensable day in FY 2019. (FY 2018 Baseline: $165,885 thousand)

Exhibit OP-5, Operation and Maintenance Detail

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
12) DFAS Bill	633	
This increase fully funds the anticipated FY 2019 bill reflecting full transition to the Defense Agency Initiative (DAI) system. (FY 2018 Baseline: $11,450 thousand; +0 FTEs)		
13) Leased Space	325	
The increase supports the additional requirement for special-use leases for high priority/classified contingency operations support activities, intelligence community activities, and communication/command centers that support DoD senior leadership. (FY 2018 Baseline: $178,349 thousand; +0 FTEs)		
9. Program Decreases		-46,007
a. Annualization of FY 2018 Program Decreases		
b. One-Time FY 2018 Increases		
1) DoD CAF Personnel Security Adjudication Support	-1,312	
This was a one-time FY 2018 President's Budget request to develop a Manpower model to calculate and generate DoD CAF adjudicator manpower requirements based on the expected levels of workload. The effort is complete and the model will be used to ensure adjudicator positions are properly planned, benchmarked, and resourced to perform assigned workload. (FY 2018 Baseline: $44,299 thousand; +0 FTEs)		
c. Program Decreases in FY 2019		
1) Mark Center Rent	-23,913	
The FY 2017 NDAA transferred the jurisdiction of the		

Exhibit OP-5, Operation and Maintenance Detail

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

Fort Belvoir Mark Center Campus from the Secretary of the Army to the Secretary of Defense, making the Mark Center Campus part of the Pentagon Reservation. The decrease represents the transfer of the BMF (OP-32 line 680) resources used to pay the WHS portion of the Mark Center rent to the PRMRF Purchases (OP-32 line 672). (FY 2018 Baseline: $178,349 thousand; +0 FTEs)

2) Revolving Funds Rent Reduction   -3,586
The reduction results from WHS cost savings initiative to reduce customer rates in the Revolving Funds (BMF and PRMRF). As a result, the rent WHS pays for the OSD/WHS Mark Center and Pentagon occupancy will decrease for FY 2019. (FY 2018 Baseline: $178,349 thousand; +0 FTEs)

3) WHS Contracts Review   -3,426
The decrease reflects additional savings identified during a rigorous evaluation of WHS service contracts. Some of the savings were used to in-source +26 FTEs. The decrease reflects -24 contractor FTEs (CFTEs):
- Plans Integration Support (-4 CFTEs);
- Small Business Program (-1 CFTEs);
- Equal Employment Opportunity (-5 CFTEs);
- Security Services (-5 CFTEs);
- Facility Services (-7 CFTEs); and
- Administrative Services (-2 CFTEs). (FY 2018 Baseline: $44,299 thousand; +0 FTEs)

4) DIUx Program Line Realignment to Compensation and   -3,100

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III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>

Benefits
DIUx mission funding is reduced and realigned to WHS
Compensation and Benefits to support +15 additional
civilian FTEs. The DIUx plan will now pursue
government personnel instead of contractors to
support (-10 contractor FTEs)their critical mission.
(FY 2018 Baseline: $20,984 thousand; +0 FTEs)

5) Compensation and Benefits - Major Headquarters   -2,191
Activities (MHA) Reduction
Decrease reflects elimination of -16 civilian FTE
positions and their associated resources as part of
the DoD Reform Agenda and adhering to Section 346 of
the FY 2017 NDAA to maintain MHA civilian staffing at
reduced levels. (FY 2018 Baseline: $165,885 thousand;
-16 FTEs)

6) Compensation and Benefits - Delayering   -2,153
Decrease in funding is a result of the Delayering
initiative and strategic grade reshaping actions
requested by senior DoD leadership to restructure the
organization in order to better execute mission
critical functions, eliminate same-grade reporting
and maintain a skilled workforce. Delayering actions
resulted in the reduction of -10 FTEs across the WHS
organization, and increased supervisory oversight.
The decrease reflects:
- Acquisition Support (-1 FTE);
- Adjudication Support (-6 FTEs);
- Executive Services Support (-1 FTE);
- Human Resource Support (-1 FTE);

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III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

       – WHS Front Office Support (-1 FTE). (FY 2018
       Baseline: $165,885 thousand; -10 FTEs)

7) Human Resource Support   -1,797
   Human Resources functions previously performed by the
   Defense Logistics Agency (DLA) for transactional
   services such as staffing and classification,
   benefits and awards, Labor Management Employee
   Relations, and maintenance of Human Resources IT
   systems will now be performed in-house by WHS
   civilians. This decrease reflects the elimination of
   payments to DLA for these services. (FY 2018
   Baseline: $15,563 thousand; +0 FTEs)

8) Supplies   -1,010
   As part of the DoD Reform Agenda, additional
   efficiencies were achieved in purchased supplies
   across the WHS Enterprise. (FY 2018 Baseline: $44,299
   thousand)

9) Reduction in Planned Moves   -950
   The funding decrease reflects savings from not doing
   all required activities and actions related to a
   predetermined tenant relocation. The cost burden
   (e.g., furniture restock; alternation cost)
   associated with relocating OSD and WHS tenants from
   facilities is less than in previous years as a result
   of improved space stability and overhead planning.
   (FY 2018 Baseline: $178,349 thousand; +0 FTEs)

10) Service Requirement Review Board (SRRB)   -619
   Decrease reflects the reduction relating to the DoD
   Reform Agenda. The program includes incremental

Exhibit OP-5, Operation and Maintenance Detail

III. <u>Financial Summary</u> ($ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>

reductions which align with consolidation and
reduction of service contracts. (FY 2018 Baseline:
$44,299 thousand; +0 FTEs)

11) Audit Readiness   -503
    The funding decrease reflects contract support
    reductions as WHS completes initial audit
    examinations, and remediation in concert with the
    DoD, and enters the sustainment phase of Audit
    Readiness in FY 2109 and out. (FY 2018 Baseline:
    $11,450 thousand; +0 FTEs)

12) Employee Assistance Program   -434
    The reduction is the result of contract re-compete
    efficiencies for the Employee Assistance Program.
    The customer base supported by the EAP and its
    applications includes OSD, WHS and PFPA. (FY 2018
    Baseline: $15,563 thousand; +0 FTEs)

13) Department of Public Works from Fort George G. Meade   -377
    The decrease represents efficiencies within the
    utilities program portfolio (electric, gas, water,
    refuse removal) for services provided by the
    Department of Public Works (DPW) to the DoD CAF
    occupied buildings on Fort George G. Meade, Army
    Base. (FY 2018 Baseline: $44,299 thousand; +0 FTEs)

14) Enterprise Performance Management (EPM)   -364
    The reduction reflects a decrease in sustainment cost
    in IT contract services for the EPM program. As the
    key process matures, the core metrics will be
    defined/implemented and initial systems and security
    analysis will be in place. The EPM is required by

Exhibit OP-5, Operation and Maintenance Detail

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
WHS to define metrics, collect data and report organizational performance information which is used to improve processes and operations. (FY 2018 Baseline: $44,299 thousand; +0 FTEs)		
15) Travel	-272	
In support of DoD Reform Agenda, management directed decision to scrutinize travel and eliminate non-value added activities. (FY 2018 Baseline: $44,299 thousand; +0 FTEs)		
FY 2019 Budget Request		**456,407**

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IV. **Performance Criteria and Evaluation Summary**:

The WHS provides administrative and operational support services to OSD as well as certain defense agencies and joint activities which do not have their own administrative support capability. WHS's objectives are to provide accurate and responsive support in civilian and military personnel services, facilities operations and management, acquisition and procurement, financial management, and other miscellaneous activities. Additionally WHS strives to ensure compliance with the 2007 National Security Presidential Directive (NSPD)-51 and Homeland Security Presidential Directive (HSPD)-20 risk management principles for continuity of operations in the event of a national emergency.

In addition to these traditional services, WHS administers data systems in support of the OSD decision and policy making processes, provides automated data processing services, continuity integration enterprise-level storage devices, and manages DoD-occupied, General Services Administration (GSA)-controlled space in common support facilities throughout the National Capital Region. WHS has also expanded its services to include the DoD CAF, DDS, and DIUx activities.

The following identifies some of the more significant indicators for WHS Operations and Maintenance:

1) Personnel Services and Personnel Security	FY 2017	FY 2018	FY 2019
Percentage of SES hiring actions that meet the target cycle time of 95 business days or less.	90%	90%	90%
Percentage of GS-15 and below hiring actions			

Exhibit OP-5, Operation and Maintenance Detail

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

completed within 75 business days or less.

Percentage of interim clearances granted within 10 business days of NIP received to interim granted portion of the process.	90% 90%	90% 90%	90% 90%

2) <u>Facilities and Operational Services</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>
Space Managed (square feet (SQFT) in 000)			
OSD/WHS Pentagon Assigned SFQT	1,208	1,186	1,004
OSD/WHS Mark Center Assigned SQFT	567	490	571
OSD/WHS Leased Space Assigned SQFT	615	493	443

3) <u>Acquisition and Procurement Support</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>
Total number of contracts annually	3,500	3,500	3,500
Percentage of O&M dollars obligated/committed prior to expiration	100%	100%	100%
Percentage of total acquisitions awarded within specified timeframes	90%	93%	93%

4) <u>Program, Budget and Accounting</u>	<u>**FY 2017**</u>	<u>**FY 2018**</u>	<u>**FY 2019**</u>

Exhibit OP-5, Operation and Maintenance Detail

IV. <u>**Performance Criteria and Evaluation Summary**</u>:

Program/Budget Coverage (Approp/Funds)	15	15	15
Installation Accounting (Allotments Processed)	14	14	14
O&M Reimbursable Transactions	25,452	25,987	26,507
Quarterly Financial Statements (balance sheets, net position, consolidated statement of budgetary resources, and statement of net cost)	4	4	4

5) <u>Mandatory Declassification Program Mgmt (MDR)</u>	**FY 2017**	**FY 2018**	**FY 2019**
Mandatory Declassification Cases	6,300	5,500	5,200
Annual Backlog (Open Cases greater than 1 year old as of October 1st each year)	2,025 (32%)	1,100 (20%)	1,352 (26%)

6) <u>DoD Consolidated Adjudication Facility</u>	**FY 2017**	**FY 2018**	**FY 2019**
Number of personnel serviced	3,512,156	3,550,682	3,520,000
Number of adjudication determinations	836,000	874,000	918,000

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V. __Personnel Summary__	FY 2017	FY 2018	FY 2019	Change FY 2017/ FY 2018	Change FY 2018/ FY 2019
Active Military End Strength (E/S) (Total)	153	155	155	2	0
Officer	31	42	42	11	0
Enlisted	122	113	113	-9	0
Reservists on Full Time Active Duty (E/S)	1	12	49	11	37
Officer	0	8	46	8	38
Enlisted	1	4	3	3	-1
Civilian End Strength (Total)	1,392	1,302	1,350	-90	48
U.S. Direct Hire	1,331	1,256	1,274	-75	18
Total Direct Hire	1,331	1,256	1,274	-75	18
Reimbursable Civilians	61	46	76	-15	30
Active Military Average Strength (A/S) (Total)	153	155	155	2	0
Officer	31	42	42	11	0
Enlisted	122	113	113	-9	0
Reservists on Full Time Active Duty (A/S) (Total)	1	12	49	11	37
Officer	0	8	46	8	38
Enlisted	1	4	3	3	-1
Civilian FTEs (Total)	1,392	1,302	1,350	-90	48
U.S. Direct Hire	1,331	1,256	1,274	-75	18
Total Direct Hire	1,331	1,256	1,274	-75	18
Reimbursable Civilians	61	46	76	-15	30
Average Annual Civilian Salary ($ in thousands)	137.8	132.1	135.8	-5.7	3.7

Exhibit OP-5, Operation and Maintenance Detail

V. __Personnel Summary__	__FY 2017__	__FY 2018__	__FY 2019__	**Change** __FY 2017/__ __FY 2018__	**Change** __FY 2018/__ __FY 2019__
Contractor FTEs (Total)	892	308	302	-584	-6

Changes from FY 2018 - FY 2019:   The Reservists on Full-Time Active Duty (A/S) reflects an increase of +37 Military A/S supporting the Defense Innovation Unit Experimental (DIUx).

An overall increase of +18 Civilian Direct Funded FTEs reflect the following adjustments:
  - WHS Offices In-sourcing, (+26 FTEs);
  - DIUx In-sourcing, (+15 FTEs);
  - Defense Digital Service (DDS), (+5 FTEs);
  - Audit Readiness, (+3 FTEs);
  - The Armed Forces Retirement Home (AFRH), (+ 1 FTE);
  - Major Headquarters Activities, (-16 FTEs); and
  - Delayering, (-10 FTEs)
  - Continuous Evaluation functional transfer to DSS (-6 FTEs)

An overall increase of +30 FTEs in Reimbursable Civilians reflect following adjustments:
  - Boards, Commissions and Task Force (BCTF), (-33 FTEs);
  - Office of Military Commission, (+33 FTEs); and
  - DDS, (+30 FTEs).
The DDS +30 reimbursable FTEs will staff three (3) teams for each of the Military Departments (Department of the Army, Air Force, and Navy). The teams will consist of top tier performers who will join the DoD for one- or two- year terms after several years at leading technology companies. The Army and Air Force each signed a

Exhibit OP-5, Operation and Maintenance Detail

memorandum of agreement (MOA) with the DDS and is preparing a third MOA with the Department of the Navy. These teams will work on projects such as Counter Unmanned Aerial Systems, IT site modernizations and cyber security.

The overall decrease of -6 Contractor FTEs (CFTEs) reflects a decrease of -24 CFTEs in contract services reduction, an increase of +13 CFTEs for DIUx, and an increase of +5 CFTEs for DDS. The decrease supports the continuous effort in the DoD Reform Agenda to reduce contract support and streamline acquisition process. The DDS and DIUx increases are due to contract support requirements for highly skilled technical experts to perform its mission.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2017	Change FY 2017/FY 2018		FY 2018	Change FY 2018/FY 2019		FY 2019
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	182,927	3,574	-20,806	165,695	845	6,333	172,873
107 Voluntary Sep Incentives	434	0	-244	190	0	0	190
199 Total Civ Compensation	**183,361**	**3,574**	**-21,050**	**165,885**	**845**	**6,333**	**173,063**
308 Travel of Persons	1,031	18	915	1,964	35	1,925	3,924
399 Total Travel	**1,031**	**18**	**915**	**1,964**	**35**	**1,925**	**3,924**
672 PRMRF Purchases	143,132	-730	-29,923	112,479	-686	37,820	149,613
680 Building Maint Fund Purch	33,165	-1,141	22,509	54,533	-6,680	-27,499	20,354
696 DFAS Financial Operation (Other Defense Agencies)	3,991	-49	343	4,285	221	633	5,139
699 Total DWCF Purchases	**180,288**	**-1,920**	**-7,071**	**171,297**	**-7,145**	**10,954**	**175,106**
771 Commercial Transport	6	0	-6	0	0	0	0
799 Total Transportation	**6**	**0**	**-6**	**0**	**0**	**0**	**0**
912 Rental Payments to GSA (SLUC)	77	1	-78	0	0	250	250
913 Purchased Utilities (Non-Fund)	123	2	1,158	1,283	23	-463	843
914 Purchased Communications (Non-Fund)	30,653	521	-31,174	0	0	0	0
915 Rents (Non-GSA)	20,134	342	-20,476	0	0	1,325	1,325
920 Supplies & Materials (Non-Fund)	17,015	289	-8,677	8,627	155	3,534	12,316
921 Printing & Reproduction	1,250	21	-1,271	0	0	0	0
922 Equipment Maintenance By Contract	3,006	51	-3,057	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	10,035	171	-932	9,274	167	-1,201	8,240
925 Equipment Purchases (Non-Fund)	3,749	64	-1,278	2,535	46	8,784	11,365
932 Mgt Prof Support Svcs	39,979	680	-6,991	33,668	606	-195	34,079
933 Studies, Analysis & Eval	1,230	21	-367	884	16	-566	334
934 Engineering & Tech Svcs	1,964	33	1,219	3,216	58	2,106	5,380
960 Other Costs (Interest and Dividends)	22	0	-22	0	0	0	0
985 Research & Development, Contracts	0	0	3,000	3,000	0	-3,000	0

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		Change FY 2017/FY 2018			Change FY 2018/FY 2019		
OP 32 Line	**FY 2017 Actuals**	**Price**	**Program**	**FY 2018 Estimate**	**Price**	**Program**	**FY 2019 Estimate**
987 Other Intra-Govt Purch	34,901	593	-17,005	18,489	333	-6,752	12,070
989 Other Services	3,478	59	4,803	8,340	150	1,549	10,039
990 IT Contract Support Services	94,393	1,605	-87,684	8,314	150	-391	8,073
999 Total Other Purchases	**262,009**	**4,453**	**-168,832**	**97,630**	**1,704**	**4,980**	**104,314**
Total	**626,695**	**6,125**	**-196,044**	**436,776**	**-4,561**	**24,192**	**456,407**

* The FY 2017 Actual column <u>includes</u> $1,996.0 thousand of FY 2017 Overseas Contingency Operations (OCO) Appropriations Funding (PL 115-31).
* The FY 2018 Estimate column <u>excludes</u> $3,179.0 thousand of FY 2018 OCO Appropriations Funding.
* The FY 2019 Estimate column <u>excludes</u> $7,766.0 thousand of FY 2019 OCO Appropriations funding.
- Reduction in OP-32 Line 985 (Research & Development, Contracts) properly aligns DIUx program to OP-32 Line 934 (Engineering & Tech Svcs) and 989 (Other Services)
- Reduction in OP-32 Line 987 (Other Intra-Govt Purch) reflects Human Resource program reductions and properly aligns DIUx program to OP-32 line 925 (Equipment Purchases (Non-Fund)) and 920 (Supplies & Materials (Non-Fund))

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