

OFFICE OF THE SECRETARY OF DEFENSE

FISCAL YEAR (FY) 2013 BUDGET ESTIMATES



February 2012

**VOLUME I
PART 1 of 2**

**Justification for FY 2013
Operation and Maintenance, Defense-Wide**

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**Office of the Undersecretary of Defense-Comptroller
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

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\$ in thousands	FY 2011 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>
O&M, D-W	38,115,919	432,851	-8,103,103	30,445,667	435,116	1,112,230	31,993,013

The FY 2011 Actual column includes \$9,277 million of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10). The FY 2012 Estimate column excludes \$9,252 million of the FY 2012 OCO Appropriations funding (PL 112-74).

The Operation and Maintenance, Defense-Wide funding request supports critical Department-wide functions and transformational efforts 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

<u>Overview</u>	Changes between FY 2012 and FY 2013 include (dollars in millions)
30,940	FY 2012 column of the FY 2012 Budget Request
-495	One-time net Congressional decreases in FY 2012
30,446	Adjusted FY 2012
+885	Net program changes in Defense Agencies (unclassified)
+280	Net pricing changes in Defense Agencies (unclassified)
<u>+382</u>	Price and program growth in classified programs
31,993	FY 2013 President's Budget Request

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Classified Programs Major Changes:

Measured growth in classified programs, totaling \$382 million, is primarily in the National Intelligence Programs (\$155 million increase for price changes plus \$227 million increase for program changes). Additional details may be found in Volume III of the Operations and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

Defense Agency Programs FY 2013 Highlights:

Highlights of Defense Agency FY 2013 funding include program changes of:

- +\$1,116.3 million (SOCOM): Increase primarily due to USSOCOM's initial baseline migration of recurring Overseas Contingency Operations (OCO) costs required to support Special Operations Forces (SOF) persistently forward-deployed. Costs include funding for additional CV-22B and MH-60M aircraft; advanced tactical and operational skills at all SOF units; enduring contingency support for Theater Special Operations Commands; tactical vehicle maintenance, aircraft contract logistics support; increased intelligence, surveillance, and reconnaissance (ISR) capabilities; and other pre-deployment requirements.
- +\$227.6 million (Classified): Details may be found in Volume III of the Operations and Maintenance, Defense-Wide justification.
- +\$141.6 million (DCMA): Increase primarily due to 1,190 Full Time Equivalent (FTEs) for acquisition workforce growth and equipment purchases associated with the FTE growth.
- -\$186.6 million (OSD): Reflects the Secretary of Defense's priorities for significantly improving the effectiveness and efficiency of the Department's business operations. Reduces overhead for Secretary of Defense offices to include

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the Office of the Under Secretary of Defense, Personnel and Readiness, the Office of the Under Secretary of Defense, Acquisition, Technology and Logistics, and the Office of the Under Secretary of Defense, Intelligence.

- -\$93.9 million (OEA): Decrease primarily due to the removal of a one-time increase of funding to support construction and repair of DoD schools on military installations.
- -\$71.6 million (DoDDE): Decrease primarily due to the changing requirements for the Military Spouse Career Advancement Accounts (MyCAA) and the Educational Partnership programs.

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Summary by Agency (\$ in thousands)

OP-32A	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
BTA	127,891	1,088	-128,979	0	0	0	0
CMP	153,442	2,762	13,140	169,344	2,879	-10,929	161,294
DAU	116,626	911	6,283	123,820	1,272	22,118	147,210
DCAA	502,712	673	-8,681	494,704	3,337	75,932	573,973
DCMA	1,171,110	1,020	-27,119	1,145,011	6,631	141,554	1,293,196
DFAS	0	0	11,975	11,975	204	5,334	17,513
DHRA	738,078	10,280	-103,457	644,901	9,133	22,152	676,186
DISA	1,554,039	17,316	-213,756	1,357,599	16,974	-27,726	1,346,847
DLA	411,277	6,443	36,608	454,328	7,502	-29,937	431,893
DLSA	122,441	1,173	-86,324	37,290	196	-2,349	35,137
DMA	265,267	3,306	-12,966	255,607	3,569	-35,163	224,013
DoDDE	3,059,145	44,124	-325,306	2,777,963	38,602	-71,594	2,744,971
DPMO	24,216	203	-2,093	22,326	234	-596	21,964
DSCA	1,313,020	24,007	-807,843	529,184	9,831	18,902	557,917
DSS	471,887	6,275	26,167	504,329	7,166	-4,833	506,662
DTRA	432,790	4,457	-6,002	431,245	5,813	6,324	443,382
DTSA	36,562	193	-2,976	33,779	292	1,248	35,319
MDA	0	0	202,342	202,342	3,440	54,193	259,975
NDU	97,025	661	-4,530	93,156	860	-9,017	84,999
OEA	47,470	713	293,383	341,566	5,783	-93,912	253,437
OSD	2,247,728	43,560	-75,167	2,216,121	65,885	-186,644	2,095,362
SOCOM	7,265,388	75,183	-3,455,491	3,885,080	89,583	1,116,338	5,091,001
TJS	397,361	-4,608	164,388	557,141	-56	-71,377	485,708
WHS	579,064	-7,843	-15,680	555,541	1,106	-35,350	521,297
Other	16,981,380	200,954	-3,581,019	13,601,315	154,880	227,562	13,983,757
Total	38,115,919	432,851	-8,103,103	30,445,667	435,116	1,112,230	31,993,013

The FY 2011 Actual column includes \$9,277 million of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

The FY 2012 Estimate column excludes \$9,252 million of the FY 2012 OCO Appropriations funding (PL 112-74).

The FY 2013 Estimate column excludes \$7,825 million requested in the FY 2013 Defense-Wide OCO Budget Request.

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Fiscal Year 2013 Budget Estimates
Civil Military Programs (CMP)



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**Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
CMP	153,442	2,762	13,140	169,344	2,879	-10,929	161,294

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 Reserve Affairs and encompass outreach/service programs identified as: 1) the National Guard Challenge Program authorized under 32 U.S.C. 509; 2) the DoD Innovative Readiness Training Program authorized under 10 U.S.C. 2012; and 3) the DoD STARBASE Program currently authorized under 10 U.S.C. 2193.

The National Guard Youth Challenge Program (32 U.S.C. 509) is a youth development program managed by the Assistant Secretary of Defense, Reserve Affairs, and administered by the National Guard Bureau through cooperative agreements with the States. The National Guard Youth Challenge Program provides OSD an opportunity to work with State and local governments to engage our nation's youth and provide graduates an opportunity to join the military. Approximately 20 percent of the 2,000 annual graduates enter military service. The goal of this program is to improve the life skills and employment potential of participants by providing military-based training and supervised work experience, together with the core program components of assisting participants in attaining a high school diploma or its equivalent, leadership development, promoting fellowship and community service, developing life coping skills as well as job skills, and improving physical fitness, health and hygiene. The amount of DoD funds provided may not exceed 75 percent of the costs of operating a Youth Challenge program. It is currently operating in 27 states and 1 territory. The eighteen-month program consists of a 22-week

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I. Description of Operations Financed (cont.)

residential phase that includes a two-week pre-ChalleNGe phase and a 12-month post-residential phase.

The Innovative Readiness Training Program (IRT) (10 U.S.C. 2012) is managed by the Assistant Secretary of Defense, Reserve Affairs. IRT contributes directly to military readiness and provides outstanding and realistic combat support and combat service support training in a multi-service environment for National Guard and Reserve members. It also provides a critical link between the military and underserved civilian communities. This pre and post-deployment readiness training (engineering, health care, diving and transportation) provides hands on mission essential training while simultaneously providing renewal of infrastructure improvements and health care to underserved communities throughout the United States and in US territories. The program provides unique training opportunities that are seldom available under any conditions other than combat. Examples of IRT projects: OPERATION ARCTIC CARE - An Air Force Reserve led joint (including ARNG, USAR, USN) and interagency medical, dental and veterinary winter exercise is the largest recurring joint medical readiness and logistics training exercise, providing humanitarian assistance to underserved American Indians and Alaska Natives. REEF-EX - The South Carolina Army National Guard will de-militarize surplus army vehicles and other equipment that will be deposited on permitted artificial reef sites off the South Carolina coast to create a hard bottom habitat for fish.

The DoD STARBASE Program (10 U.S.C. 2193) is managed by the Assistant Secretary of Defense, Reserve Affairs, and operated by the military services. The program is designed to raise the interest and improve knowledge and skills of students in kindergarten through twelfth grade in science, technology, engineering and mathematics (STEM). The program targets "at risk" (minority and low socio-economic) students and utilizes instruction modules specifically designed to meet specific STEM objectives. The

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I. Description of Operations Financed (cont.)

elementary school program is currently designed to reach students at the fifth grade level that are underrepresented in the STEM areas of study and careers. Students are engaged through an inquiry-based curriculum with "hands-on, minds-on" experiential activities. Students apply Newton's laws and Bernoulli's principles as they study the wonders of space and the properties of matter. Technology and its problem-solving techniques are utilized with computers in experiments, in design of all terrain and space vehicles. Math is embedded throughout the curriculum and teamwork and goal setting are a constant theme as students work together to explore, explain, elaborate and evaluate concepts. The DoD STARBASE 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 is an afterschool STEM mentoring program that combines STEM 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. Mentoring clubs 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 currently operates on Air Force, Air National Guard, Air Force Reserve, Navy, Navy Reserve, and Marine Corps military installations and facilities at 60 locations.

Changes from FY 2012 to FY 2013: After considering the effects of inflation the net program change is a decrease of \$929 thousand. The DoD STARBASE Program increase of \$1,558 sustains the minimum funding required to operate the program at 60 military locations. The National Guard Youth Challenge Program decrease of \$2,126 thousand

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I. Description of Operations Financed (cont.)

maintains the operation of 34 programs in 28 states for at risk youth and is adjusted for price growth.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 <u>Estimate</u>
	<u>FY 2011 Actuals</u>	<u>Budget Request</u>	<u>Congressional Action</u>			<u>Current Estimate</u>		
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
A. BA Subactivities								
1. National Guard Youth ChalleNGe	115,371	120,000	5,000	4.2	125,000	125,000	120,000	
2. Innovative Readiness Training	10,702	20,369	-348	-1.7	20,021	20,021	20,000	
3. DoD STARBASE Program	27,369	19,323	5,000	25.9	24,323	24,323	21,294	
Total	153,442	159,692	9,652	6.0	169,344	169,344	161,294	

Civil Military Programs
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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	159,692	169,344
Congressional Adjustments (Distributed)	10,000	
Congressional Adjustments (Undistributed)	-281	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-67	
Subtotal Appropriated Amount	169,344	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	169,344	
Supplemental		
Reprogrammings		
Price Changes		2,879
Functional Transfers		
Program Changes		-10,929
Current Estimate	169,344	161,294
Less: Wartime Supplemental		
Normalized Current Estimate	169,344	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		159,692
1. Congressional Adjustments		9,652
a. Distributed Adjustments		
1) National Guard Youth ChalleNGe Program	5,000	
2) DoD STARBASE Program	5,000	
b. Undistributed Adjustments		
1) Unobligated Balances	-281	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 Mitigation of Environmental Impacts	-67	
FY 2012 Appropriated Amount		169,344
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		169,344
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		169,344
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		169,344
6. Price Change		2,879
7. Functional Transfers		
8. Program Increases		1,558
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) DoD STARBASE Program	1,558	
The increase sustains program to operate at 60 military locations.		
(FY 2012 Baseline: \$19,323)		
9. Program Decreases		-12,487

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
1) National Guard Youth ChalleNGe Program Congressional Adjustment. (FY 2012 Baseline: \$120,000)	-5,000	
2) DoD STARBASE Program Congressional Adjustment. (FY 2012 Baseline: \$19,323)	-5,000	
c. Program Decreases in FY 2013		
1) National Guard Youth ChalleNGe Program Stablizes and maintains the operation of 34 programs in 28 states for at risk youth and is adjusted for price growth. (FY 2012 Baseline: \$120,000)	-2,126	
2) Innovative Readiness Training (IRT) Decrease stablizes program for various IRT projects. (FY 2012 Baseline: \$20,369)	-361	
FY 2013 Budget Request		161,294

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IV. Performance Criteria and Evaluation Summary:

The Office of the Assistant Secretary of Defense, Reserve Affairs has policy oversight and control over the Department of Defense Civil Military Programs. Control and management of the DoD Civil Military Programs is maintained through the establishment of policies, directives, and funding controls. Evaluation of the program is made by the Secretary, Deputy Secretary, the Under Secretary of Defense (Personnel and Readiness) and the Assistant Secretary of Defense (Reserve Affairs).

Youth ChalleNGe Program Target Enrollment by Fiscal Year: Since the program's inception over 100,000 youth have successfully graduated from the program, with 80 percent earning a high school diploma or GED. On average 26 percent go on to college, 20 percent enter the military, and the remainder joins the work force in career jobs. A longitudinal study conducted by MDRC reported that the early results of their evaluation suggests that partway through the cadets Youth ChalleNGe experience, they are better positioned to move forward in their transition to adulthood. MDRC, a nonprofit, nonpartisan social policy research organization, is highly regarded for its rigorous program evaluations.

<u>STATE</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Alaska	250	250	250
Arkansas	150	200	200
Arizona	160	200	200
California (2)	600	600	600
District of Columbia	56	60	60
Florida	270	270	270
Georgia (2)	800	800	800

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IV. Performance Criteria and Evaluation Summary:

<u>State</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Hawaii (2)	280	400	400
Illinois	630	630	630
Indiana	200	200	200
Kentucky (2)	200	350	350
Louisiana (3)	1,400	1,400	1,400
Maryland	200	200	200
Michigan	228	228	228
Mississippi	400	400	400
Montana	180	200	200
New Jersey	200	200	200
New Mexico	200	200	200
North Carolina	250	250	250
Oklahoma	220	220	220
Oregon	224	224	224
Puerto Rico	200	200	200
South Carolina	150	200	200
Texas	200	200	200
Virginia	270	270	270
Washington	240	240	240
Wisconsin	200	200	200
West Virginia	200	200	200
Wyoming	100	200	200
TOTALS	8,658	9,192	9,192

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IV. Performance Criteria and Evaluation Summary:

STARBASE Program:

STARBASE Program Sites by Fiscal Year: Supports President's initiative to enhance Science, Technology, Engineering, and Math (STEM) learning and implements the DoD STEM Education and Outreach Strategic Plan. In FY 2011 over 65,000 students participated in the program on military installations in 34 states, and involved working with over 360 school districts, and 1,254 schools. In FY 2011, an additional 15 programs in 6 new states were established. FY 2012 Congressional adjustment sustained operation of the existing 76 programs, and the funding level included in this FY 2013 budget request will sustain 60 programs.

<u>Number of Sites Serviced:</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
USAF/AFR/ANG	60	60	45
Navy/Navy Reserve/Marine Corps	15	15	15
Army	1	1	0
TOTALS	76	76	60

Civil Military Programs
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V. Personnel Summary

N/A

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

<u>OP 32 Line</u>	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
988 Grants	153,442	2,762	13,140	169,344	2,879	-10,929	161,294
999 Total Other Purchases	153,442	2,762	13,140	169,344	2,879	-10,929	161,294
Total	153,442	2,762	13,140	169,344	2,879	-10,929	161,294

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Fiscal Year 2013 Budget Estimates
Defense Acquisition University



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**Defense Acquisition University
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) #3: Recruitment and Training

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DAU	116,626	911	6,283	123,820	1,272	22,118	147,210

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) (DoD USD (AT&L)). Its mission is to provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable war fighting capabilities. The DAU also impacts acquisition excellence through:

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets
- Strategic workforce planning

The DAU's vision is to enable over 155,000 Department of Defense acquisition employees to achieve the right acquisition outcomes. The DAU is the one institution that touches nearly every member of the Defense Acquisition Workforce throughout all professional career stages. The University:

- Provides a full range of basic, intermediate, and advanced certification training, Core Plus training, mission assistance, job-relevant applied research, and continuous learning opportunities.

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I. Description of Operations Financed (cont.)

- Fosters career-long professional development through mission assistance, rapid-deployment training on emerging acquisition initiatives, online knowledge-sharing tools, and continuous learning modules.
- Resides in five regional locations throughout the United States, allowing the University to provide local training to acquisition personnel—training at the point of need.
- Is strategically partnered with academic institutions, professional organizations, corporations, and government agencies to provide professional development, equivalencies, academic credit toward degree programs, as well as certificates for DAU courses.

The DAU faculty members are expert practitioners who can draw upon real-world experience to relate to students and develop training products that are directly applicable to the current challenges students face. Many faculty members are drawn to DAU following high-impact careers in the military, defense industry, and civil service because the opportunity to share experiences and to support the vitally important mission of DoD is personally important. The DAU staff members provide the support necessary to keep the University running efficiently, including operating and maintaining the University's automation networks; providing audio, video, and telecommunications support of classes; and other administrative and logistical services to DAU. The DAU also provides travel and per diem funding for Service and other Department of Defense students to attend courses at the various DAU campuses. The Council on Occupational Education, a national institutional accrediting agency, accredits the DAU.

The DAU is recognized nationally as a "Best in Class" corporate university with numerous awards:

- Chief Learning Officer (CLO) Vanguard Award for Learning in Practice (2011)

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I. Description of Operations Financed (cont.)

- Chief Learning Officer (CLO) Learning Elite Award (2011)
- Named a 2011 Program Laureate by the International Data Group recognizing visionary applications of information technology which promote positive social, economic, and educational change
- Chief Learning Officer (CLO) Editors Choice Award for the top score in the Learning Strategy Performance category (2011)
- Brandon Hall Research's Excellence in Learning Award in the Best Use of Virtual Worlds for Learning category (2010)
- Chief Learning Officer (CLO) Vanguard Award for Gaming and Simulation (2009)
- Chief Learning Officer Learning Team Award (2009)
- International Association of Business Communicators (IABC) Silver Inkwell Excellence in Communications Award in the category of Government/Military Communications (2009)
- *Computerworld* 21st Century Achievement Award (2007)
- Earned reaffirmation of accreditation in 2008 with three commended areas
- Seven distance-learning awards
- Best Mature Corporate University—Corporate University Best-in-Class (2006)
- Ranked #1 Organization in the Government for Leadership and Development (2005, 2006, 2007)
- Ranked #1 Corporate University in America—American Society of Training and Development (2004)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2002 & 2006)
- Best Overall Corporate University—Corporate University Best-in-Class (2002 & 2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2002 & 2006)

**Defense Acquisition University
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I. Description of Operations Financed (cont.)

As the primary learning assets provider for the Defense Acquisition Workforce, DAU is a strategic enabler. The DAU enables the right acquisition outcomes by fully engaging its students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges. The DAU wants 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 war fighters.

DAU's Strategic Plan is aligned with the goals of the:

- **Nation:** as established in the President's Memorandum on Government Contracting, the Weapon Systems Acquisition Reform Act of 2009, and National Security Strategy;
- **Defense Department:** as set forth in the National Defense Strategy, Quadrennial Defense Review, DoD's Strategic Management Plan, and SECDEF's workforce growth strategy; and
- **Under Secretary of Defense (Acquisition, Technology & Logistics (AT&L)):** as stated in Congressional testimony, AT&L priorities, and the Defense Acquisition Workforce appendix to the DoD Human Capital Strategic Plan.

Given the rapid pace of change with learning concepts and enabling technologies, DAU must constantly improve the ways it helps its students learn and achieve the right acquisition outcomes by delivering the right knowledge and skills at the point of need.

**Defense Acquisition University
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I. Description of Operations Financed (cont.)

The AT&L Performance Learning Model (PLM) is primarily performance-based. It ensures that all learning activities are focused on enhancing job performance and workplace capability through:

- **Training Courses:** Web-enabled and classroom courses with case-based instruction aimed at developing critical thinkers;
- **Mission Assistance:** Rapidly delivered program and business solutions offered to the Defense Acquisition Workforce through onsite consulting, targeted training, and rapid-deployment training;
- **Continuous Learning:** Self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance; and
- **Knowledge Sharing:** The AT&L Knowledge Sharing System and Acquisition Community Connection provide connection with experts, peers, and acquisition resources.

The University has continued to evolve this learning strategy and has rapidly changed the traditional training paradigm of instruction limited to the classroom, to one that provides learning solutions around the clock - - providing the right training at the right time. With implementation of the PLM, over 150,000 workforce members now have more control over their career-long learning opportunities.

AT&L Performance Learning Model (PLM):

Certification and Assignment-Specific Training: The DAU's mission is to provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable warfighting capabilities. In 2011, the acquisition workforce is approximately 155,000 members strong. Consisting of military and civilian personnel from the Army, Navy, Air Force, Marine Corps, and

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I. Description of Operations Financed (cont.)

Defense agencies, this workforce ensures that America's warfighters have the systems, services, and supplies they need wherever they are and whenever they need them. Congress enacted the Defense Acquisition Workforce Improvement Act (DAWIA) as a part of the FY 1991 National Defense Authorization Act. The DAWIA required the Department of Defense (DoD) to establish training, education, and experience standards for the civilian and military acquisition workforce. The Act also required DoD to establish and maintain a defense acquisition university structure to provide for the professional development and training of the acquisition workforce. The training DAU provides in support of the 15 DAWIA career fields is the foundation for the development of the acquisition workforce.

Recently, the President, Congress, and DoD senior leadership have renewed and increased the emphasis on improving both the Defense acquisition process and the quality of the acquisition workforce.

- In the 2008 National Defense Authorization Act, Congress created the Defense Acquisition Workforce Development Fund to provide for recruiting and hiring, training and development, and recognition and retention of the acquisition workforce.
- In 2009 Congress passed the Weapons System Acquisition Reform Act.
- On March 4, 2009, President Obama signed his memorandum, "Government Contracting," with a mandate for the Federal Government to have sufficient capacity and ability to develop, manage, and oversee its contracting process.
- On April 6, 2009, the Secretary of Defense announced his intent and recommendations to change the Department's strategic direction and reform the DoD acquisition process. This change included increasing the size of the organic acquisition workforce by 20,000 employees.

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I. Description of Operations Financed (cont.)

- In the summer of 2010, the Secretary of Defense, Robert M. Gates, and Under Secretary of Defense for Acquisition, Technology and Logistics, Dr. Ashton B. Carter, announced their efficiencies initiatives and Better Buying Power reforms.

With the ever-evolving development of complex new technology and increased pressure to acquire goods and services both economically and efficiently, the acquisition workforce is being called on to operate in an increasingly challenging environment. These demands only heighten the importance of DAU's training mission and the urgency for members of the acquisition workforce to achieve their career development goals so they can better support the warfighter.

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 training
- Services acquisition

The DAU offers more than 100 certification and executive/leadership support courses (1,700 offerings per year) spanning 15 career fields, delivering this training through an appropriate mix of classroom (taught at over 60 customer sites as well as at DAU campuses), web-based, and hybrid offerings. As a result, students can take many of their

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I. Description of Operations Financed (cont.)

courses online, reducing their time away from the job and home, and avoiding travel costs. The DAU provided over 7 million hours of classroom and online training in FY 2011.

Continuous Learning: The AT&L workforce must operate as a continuous learning community. Members of the workforce are required to have 80 continuous learning points every two years. The DAU's Continuous Learning Center contains over 300 self-paced continuous learning modules online that are always available to help meet continuous learning requirements and improve job performance. The DAU provided over 2 million hours of continuous learning in FY 2011.

Mission Assistance: Consulting, Targeted Training, and Rapid Deployment Training:

DAU provides performance support services to DoD and other government agencies to help them resolve individual projects and agency-level acquisition problems. The DAU also provides immediate training on new policy initiatives. At the end of each consulting effort, the customer provides feedback. Following each targeted training event, students respond to an online course survey similar to the one used for DAU certification and assignment-specific courses. The University reviews the results for both consulting and targeted training efforts and incorporates improvements. In FY 2011 the DAU provided over 636 management assistance efforts (consulting, targeted training, and rapid deployment training), totaling over 624,000 contact hours -- most working with customers in their workplaces.

Knowledge Sharing: AT&L Knowledge Sharing System, Acquisition Community Connection, and Virtual Library: Presently a combination of subsystems, knowledge access systems and performance learning tools make up the DoD's AT&L Knowledge Management System (AKMS), where informal assets are developed, stored, contributed, managed, and accessed. A major goal of DAU is to combine the formal learning assets for certification training and

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I. Description of Operations Financed (cont.)

continuous learning, with the assets available in DoD's AKMS, to fully support both formal learning, informal learning and job execution. The AKMS provides reach back to DAU's formal learning courses and content, identified for public release, along with all other informally developed content in the AKMS subsystems and tools.

The AKMS also provides collaborative tools to link people with content and people with people; allowing the workforce to build the overall DoD AT&L knowledge base. The AKMS includes the following: The Acquisition Community Connection (ACC); Defense Acquisition Portal (DAP), previously the AT&L Knowledge Sharing System (AKSS); Ask-a-Professor (AAP) system; Best Practices Clearinghouse (BPCh); ACQuire Enterprise Search; Performance Learning Tools (PLTs); and the DAU Media Library. For more information on AKMS, go to: <https://acc.dau.mil/at&lkm>).

The ACC is the collaborative arm of the AKMS, consisting of online, publicly accessible Communities of Practice (CoPs) whose goal is connecting people and acquisition know-how across the DoD and industry. CoPs enable interaction and sharing of resources and experiences to support job performance, avoid duplication of effort, and advance the connection of people and ideas. Available via the Internet 24/7, the ACC is an UNCLASSIFIED site that serves the defense acquisition workforce by hosting acquisition specific communities of practice and collaborative workspaces. The communities provide workforce members and their industry partners with quick access to information and resources, as well as, the ability to interact, ask questions, share experiences with workforce members across the DoD.

The ACC has grown to more than 129,000 registered users, receives over 1 million unique visitors per year, and averages 10 million page views per month. The CoPs originally centered on acquisition career field areas, have grown to include a broader set of

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I. Description of Operations Financed (cont.)

acquisition and business-related topics and hundreds of collaborative workspace have been established to support the collaboration needs of the workforce.

In addition to hosting over 800 CoPs and collaborative workspaces ACC also serves as the host to the Defense Acquisition Guidebook (DAG), and numerous other web-enabled guidebooks and tools like the Integrated Framework Chart, ACQuipedia, Program Managers' eToolkit, and Performance Based Logistics (PBL) Toolkit. The guidebooks are maintained by content owners on a real-time basis offering the workforce ready access to an integrated set of references, tools, and templates. A variety of other web-enabled guidebooks and tools are being hosted on the ACC to provide the workforce with better access to resources and provide greater efficiencies in the update and maintenance of these documents.

The ACC communities offer a forum for connecting individuals from various organizations who are facing similar problems and issues. This ready access to peers, expert help, and lessons learned provides fertile ground for workforce innovation and fosters the transfer of best business practices across the DoD AT&L workforce. In FY 2011, ACC contact hours totaled over 659 thousand, page views exceeded 126 million, and unique visitors over 1.4 million. (For more information go to: <https://dap.dau.mil>).

The Defense Acquisition Portal (DAP) complements the ACC by providing "golden source" access to mandatory and discretionary policies, instructions, directives, guidebooks, handbooks, manuals and other knowledge libraries within the DoD and associated service portals. The DAP widens its focus to include the larger acquisition picture, encompassing all phases of the acquisition process - requirements generation, budget development, and forces such as organization, workforce and industry. Workforce members will also be able to shortly customize their DAP experience through the implementation of

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I. Description of Operations Financed (cont.)

"MyDAP," a new customizable portal in which users may further target and customize the flow of acquisition-related news and policy as it relates to their career field or interests. In FY 2011, DAP contact hours totaled over 826 thousand, page views over 208 million, and unique visitors over 494 thousand.

Building Compelling Evidence of Results for DAU Stakeholders: The DAU has been able to successfully meet its challenge of serving significantly increasing numbers of students who are in need of certification training. The University has improved in many areas. Since 2001 the University has increased students trained from about 46,000 to over 238,000 per year (FY 2013 est.). Concurrently, the average training cost per student has declined 72 percent. In FY 2013, the average cost per student is an estimated \$617. Even as the University has decreased its cost per student, its current faculty has continued to receive high marks from students and their supervisors in response to survey questions.

The DAU's continued increase in capacity and throughput have not come at the expense of learner satisfaction. DAU customers consistently give top ratings to the DAU's learning assets and to the outstanding faculty who deliver them.

The DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on organization. Surveys completed by students in DAU's classroom courses total over 48,000 in FY 2011; the average rating was 6.39 (or 91 percent). This exceeded DAU's target of 80 percent by 11 percent and is 4 percent above the corporate benchmark of 87 percent. Over 65,000 surveys were completed by online students in FY 2011; the average rating was 5.76 (or 82 percent). This exceeded DAU's target of 80 percent by 2 percent and is tied with the corporate benchmark of 82 percent.

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I. Description of Operations Financed (cont.)

The University has embraced five strategic goals with measures to guide mission efforts:

- Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.
- Continuously improve DAU infrastructure and mission support processes to optimize use of resources.
- Support congressional and DoD acquisition improvement initiatives through leadership, applied research, and engagement with key acquisition organizations.
- Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.
- Proactively engage customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

The DAU's mission is critical to ensuring the Defense Acquisition Workforce is trained to meet the needs of the nation's warfighters. As the primary learning assets provider for the Defense Acquisition Workforce, DAU is committed to enabling the right acquisition outcomes by fully engaging students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges.

II. Force Structure Summary:

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

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II. Force Structure Summary (cont.)

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 42,000). The Defense Systems Management College-School of Program Managers is also located at Ft. Belvoir for executive and international training
- **Mid-Atlantic** - California, Maryland (serves workforce of 26,000)
- **Midwest** - Kettering, Ohio (serves workforce of 21,000)
- **South** - Huntsville, Alabama (serves workforce of 35,000)
- **West** - San Diego, California (serves workforce of 31,000)

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	Current Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
1. Teaching	85,020	90,575	-100	-0.1	90,475	90,475	108,198	
2. Curriculum Development	11,779	12,410	-50	-0.4	12,360	12,360	13,668	
3. Mission Assistance	11,663	12,410	-50	-0.4	12,360	12,360	13,725	
4. Knowledge Sharing	5,948	6,200	-35	-0.6	6,165	6,165	8,171	
5. Research	1,050	1,240	-10	-0.8	1,230	1,230	1,448	
6. Acquisition Workforce	1,166	1,240	-10	-0.8	1,230	1,230	0	
7. Human Capital	0	0	0	n/a	0	0	2,000	
Total	116,626	124,075	-255	-0.2	123,820	123,820	147,210	

* Note: All costs for the DAU products and services include the allocated costs to support those products and services including DAU general and administrative costs. The "Acquisition Workforce" category is renamed "Human Capital" in FY 2013.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	124,075	123,820
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-205	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-50	
Subtotal Appropriated Amount	123,820	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	123,820	
Supplemental		
Reprogrammings		
Price Changes		1,272
Functional Transfers		22,650
Program Changes		-532
Current Estimate	123,820	147,210
Less: Wartime Supplemental		
Normalized Current Estimate	123,820	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		124,075
1. Congressional Adjustments		-255
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-205	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Mitigation of Environment Impacts	-50	
FY 2012 Appropriated Amount		123,820
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		123,820
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		123,820
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		123,820
6. Price Change		1,272
7. Functional Transfers		22,650
a. Transfers In		
1) Sustainment of 151 FTEs transferred from the Defense Acquisition Workforce Development Fund. (FY 2012 Baseline: \$69,424K, Exec., Gen. & Special Schedule +151 FTE)	22,650	
8. Program Increases		5,351
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) Ft. Belvoir Garrison Commander to let DAU obtain additional space. Facility maintenance and modernization anticipated. (FY 2012 Baseline: \$4,095K, Facilities Maintenance by Contract)	3,299	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Hardware replacements, structural replacements, and upgrades to support base level equipment and commercial off the shelf (COTS) software. (FY 2012 Baseline: \$3,740K, Equipment Purchases)	804	
3) Reconfigure classroom and office space to accommodate upgrade of communications and connectivity. (FY 2012 Baseline: \$4,095K, Facilities Maintenance by Contract)	381	
c. Program Growth in FY 2013		
1) One additional paid day (FY 2012 Baseline: \$69,424K, Exec, Gen'l & Spec Sched)	274	
2) Two (2) FTEs for subject matter experts to expand student throughput capacity and reduce outsourced contracting costs. (FY 2012 Baseline: \$69,424K, Exec, Gen'l & Spec Schedules)	258	
3) Increase to rent additional classroom space for course delivery. (FY 2012 Baseline: \$2,301K, Rental Payments to GSA (SLUC))	210	
4) Increase required to support expanded video and telephone conference capabilities, communications, and connectivity. (FY 2012 Baseline: \$2,404, Purchased Communications (non-Fund))	125	
9. Program Decreases		-5,883
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
1) As a result of circa 1929 buildings at Ft. Belvoir, VA, additional facility maintenance was required at the Ft. Belvoir campus (FY 2012 Baseline: \$4,095K, Facilities Maintenance by Contract)	-3,704	
c. Program Decreases in FY 2013		
1) Reflects efficiencies applied to lower travel costs (e.g., expand video and teleconferencing, more on-site training,	-1,003	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
etc.) (FY 2012 Baseline: \$18,269K, Travel)		
2) Reflects efficiencies through effective utilization of cost reduction initiatives to Management and Support services. (FY 2012 Baseline: \$2,272K, Other Services)	-594	
3) Moving more course materials to digital format reduces publication costs. (FY 2012 Baseline: \$2,170, DLA Document Services)	-269	
4) Reflects efficiencies through effective utilization of cost reduction initiatives. (FY 2012 Baseline: \$333K, Printing and Reproduction)	-161	
5) Decrease of 2 FTEs for operational support personnel. (FY 2012 Baseline: \$305K, Wage Board)	-152	
FY 2013 Budget Request		147,210

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IV. Performance Criteria and Evaluation Summary:

	Workload Actual FY 2011	Workload Estimate FY 2012	Workload Estimate FY 2013
Number of Students Trained			
Classroom	36,703	36,600	36,600
Web-based	104,488	163,290	201,850
Total	141,191	199,890	238,450

DAU uses students trained as the optimal 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.

Note: The total workload reflected is related to O&M-DW only.

Number of Students Trained	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Army	41,271	58,390	69,550
Navy	32,587	46,100	55,000
Air Force	31,947	45,200	54,000
DoD	16,995	24,100	28,700
Other	18,445	26,100	31,200
Total	141,191	199,890	238,450

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Cost per Grad (FY 2010: \$634)	\$826	\$619	\$617
\$ Chg from FY 2010	\$192	-\$15	-\$17
% Chg from FY 2010	30.3%	-2.2%	-2.7%
\$ Chg YoY	\$192	-\$207	-\$2
% Chg YoY	30.3%	-25.1%	-0.3%

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. In response to a hacking incident elsewhere, DAU was directed by USCYBERCOM to temporarily suspend on-line training course operations which inhibited access to over 50,000 students in FY 2011.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	<u>28</u>	<u>52</u>	<u>52</u>	<u>24</u>	<u>0</u>
Officer	26	49	49	23	0
Enlisted	2	3	3	1	0
<u>Civilian End Strength (Total)</u>	<u>494</u>	<u>475</u>	<u>641</u>	<u>-19</u>	<u>166</u>
U.S. Direct Hire	494	475	641	-19	166
Total Direct Hire	494	475	641	-19	166
<u>Active Military Average Strength (A/S) (Total)</u>	<u>28</u>	<u>52</u>	<u>52</u>	<u>24</u>	<u>0</u>
Officer	26	49	49	23	0
Enlisted	2	3	3	1	0
<u>Civilian FTEs (Total)</u>	<u>479</u>	<u>465</u>	<u>616</u>	<u>-14</u>	<u>151</u>
U.S. Direct Hire	479	465	616	-14	151
Total Direct Hire	479	465	616	-14	151
Average Annual Civilian Salary (\$ in thousands)	147.1	150.0	151.0	2.9	1.0
<u>Contractor FTEs (Total)</u>	<u>97</u>	<u>87</u>	<u>75</u>	<u>-10</u>	<u>-12</u>

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	69,932	0	-508	69,424	250	23,182	92,856
103 Wage Board	229	0	76	305	1	-152	154
106 Benefit to Fmr Employees	315	0	-315	0	0	0	0
199 Total Civ Compensation	70,476	0	-747	69,729	251	23,030	93,010
308 Travel of Persons	16,341	294	1,634	18,269	311	-1,003	17,577
399 Total Travel	16,341	294	1,634	18,269	311	-1,003	17,577
633 DLA Document Services	1,950	116	104	2,170	136	-269	2,037
699 Total DWCF Purchases	1,950	116	104	2,170	136	-269	2,037
912 GSA Leases (SLUC)	1,989	36	276	2,301	39	210	2,550
914 Purch Com (non fund)	2,106	38	260	2,404	41	125	2,570
915 Rents, Leases (non GSA)	119	2	49	170	3	0	173
917 Postal Svc (USPS)	96	2	-14	84	1	0	85
920 Supplies/Matl (non fund)	1,567	28	274	1,869	32	0	1,901
921 Print & Reproduction	327	6	0	333	6	-161	178
922 Eqt Maint Contract	684	12	-61	635	11	0	646
923 Facilities Maint by Contr	445	8	3,642	4,095	70	-24	4,141
925 Eqt Purch (Non-Fund)	4,786	86	-1,132	3,740	64	804	4,608
932 Mgt Prof Support Svcs	2,232	40	0	2,272	39	-594	1,717
987 Other IntraGovt Purch	3,150	57	0	3,207	55	0	3,262
989 Other Services	10,358	186	1,998	12,542	213	0	12,755
999 Total Other Purchases	27,859	501	5,292	33,652	574	360	34,586
Total	116,626	911	6,283	123,820	1,272	22,118	147,210

Fiscal Year 2013 Budget Estimates
Defense Contract Audit Agency (DCAA)



February 2012

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**Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administrative and Service-wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DCAA	502,712	673	-8,681	494,704	3,337	75,932	573,973

* The FY 2011 Actual column includes \$31,765 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$23,478 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$30,674 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

I. Description of Operations Financed:

www.dcaa.mil The Defense Contract Audit Agency (DCAA) is responsible for providing audit services and financial advice to all Department of Defense (DoD) acquisition officials to assist them in achieving fair and reasonable contract prices and assuring compliance with contractual terms and conditions. The DCAA responds to specific acquisition official requests for services across the entire spectrum of contract financial and business matters as well as fulfilling recurring audit work required to monitor cost performance and approve contract payments. The DCAA provides contract audit support to all DoD components as part of the military operations and reconstruction effort in Iraq and Afghanistan. The DCAA also supports the Iraq and Afghanistan effort of other Federal Agencies such as the State Department and U.S. Agency for International Development on a reimbursable basis.

Significant changes between FY 2012 and FY 2013 include increased work years to reduce the backlog of unaudited contractor incurred costs. Reducing the incurred cost backlog is necessary to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) provide DCAA with data needed for forward-pricing audits; and (3)

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I. Description of Operations Financed (cont.)

prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed).

The DCAA is in full support of the Department's FY 2013 Annual Performance Plan. DCAA's FY 2011 Financial Statements received an unqualified opinion from its Independent Public Auditors. DCAA's hiring and training processes support Department goals for hiring timelines and the Defense Acquisition Workforce Improvement Act (DAWIA) Level II and III certification requirements. DCAA's Information Technology (IT) and National Security Systems (NSS) meet or exceed DoD goals.

The DCAA continues to return savings to the Government that exceed the cost of its operations. In FY 2011, the Agency audited \$19 billion of costs incurred on contracts and reviewed 2,681 forward pricing proposals amounting to \$103 billion. Approximately \$3.5 billion in net savings were reported because of the audit findings. The return on taxpayers' investment is approximately \$5.80 for each dollar invested (\$600 million in FY 2011, including reimbursable).

Projected staffing requirements correspond to planned changes in DoD procurement levels and required effort to complete audits of prior year contract expenditures. The DCAA workload is divided into the major functional categories described below:

<u>Execution of Workyears</u>	<u>(1)</u> <u>FY 2011</u>	<u>(2)</u> <u>FY 2012</u>	<u>(3)</u> <u>FY 2013</u>
1. Forward Pricing	1,220	899	899
2. Incurred Cost Effort:			
Regular Incurred Cost	1,244	1,409	2,118
CAS Compliance Audits	38	36	36
Total Incurred Cost	1,282	1,445	2,154
3. Operations Audits	14	16	16

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I. Description of Operations Financed (cont.)

<u>Execution of Workyears</u>	<u>(1)</u> <u>FY 2011</u>	<u>(2)</u> <u>FY 2012</u>	<u>(3)</u> <u>FY 2013</u>
4. Special Audits	659	490	490
5. Postaward Audits	39	39	39
6. Cost Accounting Standards: Disclosure Statements, Cost Impact Audits, Etc.	212	189	189
7. Other Direct Audit Effort: Procurement Support	235	203	203
Audit Support & Planning	481	407	407
Total Other Direct	716	610	610
8. Field Support: Regional Offices	289	294	294
Field Support	126	126	126
Total Field Support	415	420	420
9. Headquarters	155	161	161
Total Workyears	4,712	4,269	4,978
(1) Actual WYs include 3,922 baseline, 206 OCO, 57 overtime plus 527 DAWDF.			
(2) Includes O&M WYs of 4,269 excluding DAWDF (442).			
(3) Includes O&M WYs of 4,978 excluding DAWDF (167).			

1. **Forward Pricing Effort.** The Federal Acquisition Regulations (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 negotiated Government contracts. The DCAA furnishes pre-award services to contracting officers including:

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I. Description of Operations Financed (cont.)

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 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 top priority.

b. Forward Pricing Rate Reviews. 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. Audits of Parts of Proposals and Agreed Upon Procedures. Audits of parts of proposals are audits of only specific cost elements within a proposal (e.g., only proposed material or labor costs, or overhead rates). Applications of agreed-upon procedures include cost realism reviews and all reviews of information other than cost or pricing data submitted in support of a price proposal. The DCAA provides these services to meet the specific needs of contracting officers.

d. Estimating System Surveys. The DCAA performs these examinations to determine the reliability of contractors' estimating methods and procedures used to prepare price proposals, and whether they provide a basis for negotiating fair and reasonable prices. Systems surveys may be either a joint team review combining experience and capabilities of the auditor and technical specialist, or comprehensive reviews performed solely by auditors. 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

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I. Description of Operations Financed (cont.)

the status of corrective actions taken by contractors on previously disclosed deficiencies.

e. Responses to Requests for Specific Cost Information. This effort includes providing specific cost information to procurement officials on labor rates, overhead 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 reviews of direct labor and material costs and indirect expenses. It also includes reviews of 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 invaluable to the evaluation of contractors' price proposals.

The FY 2013 budget estimate contains a significant increase for the specific purpose of reducing the backlog of unaudited contractor incurred costs. Over the past 3 years, DCAA shifted resources away from audits necessary to close contracts (incurred cost audits) in order to focus on performing Generally Accepted Government Auditing Standards (GAGAS) - compliant audits for large contract proposals where audits can help contracting officers negotiate lower prices. This resulted in an increase in the incurred cost

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I. Description of Operations Financed (cont.)

backlog of approximately \$420 billion between FY 2008 and FY 2011. DCAA will use the increased funding in FY 2013 for additional audit staff specifically to reduce the backlog. Beginning in FY 2012, DCAA is establishing incurred cost teams who will focus all of their efforts on the incurred cost audits until the backlog is reduced to an acceptable level. These dedicated teams will increase efficiencies by lowering learning curves and eliminating disruptions from competing audit assignments. DCAA is also seeking authority to examine only a sample of incurred-cost audits that pose lower risk. Clearing the incurred cost backlog is necessary to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) provide DCAA with data needed for forward-pricing audits; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed).

3. **Operations Audits.** The DCAA also performs a variety of economy and efficiency audits of contractor operations. The DCAA operations audits are systematic reviews of contractor organizational units and functions to evaluate the reasonableness of methods and practices employed on Government contracts.

4. **Special Audits.** The contracting officer normally requests these 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 examinations of contractor earned value management systems which DCAA performs as part of a team lead by the Defense Contract Management Agency. This category also includes accounting system audits that DCAA performs for procurement contracting offices prior to contract award, and various other types of effort requested by the contracting officers. The DCAA has little control over the number or the timing of these audits and must respond to all such requests as a priority.

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I. Description of Operations Financed (cont.)

5. **Postaward Audits.** The Truth in Negotiations Act (TINA) (10 USC §2306a) requires contracting officers to obtain cost or pricing data from contractors before awarding a contract unless an exception applies. Under TINA, the Government has the right to examine these records to ensure that cost or pricing data is accurate, current and complete. The 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 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.

7. **Other Direct Audit Effort.** The other audit-related activities include providing on-site assistance to procurement and contract administration offices, contract audit coordinator programs, and negotiation support. This activity also includes effort related to Congressional, Government Accountability Office (GAO), DoD Inspector General (DoD IG), and other external requests, surveys, and reports. The major functions are:

a. **Financial Liaison.** The 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 on 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.

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I. Description of Operations Financed (cont.)

b. Contract Audit Coordinator (CAC) Program. The DCAA established a CAC program at the largest DoD contractors whose accounting functions, operations, and contract performance occur at multiple locations under the audit cognizance of multiple DCAA field offices. The program maintains effective communications and audit coordination at these contractor locations. The CAC program includes effort to: (i) disseminate information; (ii) monitor problem areas to assure uniform resolution; and (iii) coordinate with other DCAA personnel, contractor representatives, and cognizant procurement officials on issues affecting multiple locations.

c. Negotiation Conferences. 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/or 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/or financial assistance the contracting officer may require during the negotiation process.

d. External Audit Interface. The 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. Suspected Irregular Conduct (SIC). 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

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I. Description of Operations Financed (cont.)

develops evidence for presentation to an U.S. attorney or a grand jury, and/or for use at a trial.

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

8. **Field Support.** This category includes support personnel in the six regional offices, the Information Technology Division, Technical Audit Services Division, and Defense Legal Services.

a. Regional Offices. These offices provide technical audit management and supervision, and logistical support in the form of personnel services, financial management, and administrative services to field office personnel.

b. Defense Contract Audit Institute (DCAI). The DCAI develops and delivers training for approximately 4,200 contract auditors and is an affiliated member of the Defense Acquisition University. The DCAI directs and controls the development and delivery of classroom courses, seminars, computer-based self-study courses, and internet-based, instructor-led courses. The DCAI has program management responsibility for training and career development in the DCAA. It assures that programs of instruction, courses, and training materials meet DoD standards, GAGAS, and National Association of State Boards of Accountancy (NASBA) standards. The DCAI provides policy guidance to the regional offices and field audit offices, where appropriate, regarding training and education, and provides overall monitoring and evaluation of Agency training not

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I. Description of Operations Financed (cont.)

conducted by the Institute. The DCAI ensures training materials are up-to-date and develops new courses when required by the changing audit environment. The DCAI, located on the south campus of the University of Memphis, also serves as a meeting center for various Agency groups. The Institute is co-located with the DCAA Information Technology Division and Technical Audit Services Center in Memphis, Tennessee.

c. Information Technology Division (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 ensure that AIS and personal computing needs are satisfied. It is also responsible for operating the Agency-wide communications infrastructure, monitoring network performance, and managing DCAA's information assurance program.

d. Technical Audit Services Division (OTS). 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 the field offices in implementation of DoD electronic commerce initiatives.

e. Field Administrative Support. Field administrative support personnel provide administrative and resource management services to the Field Detachment, the Defense Contract Audit Institute, and the Defense Legal Services staff assigned to DCAA.

f. Defense Legal Service. This category includes personnel from the Defense Legal Service assigned to DCAA.

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I. Description of Operations Financed (cont.)

9. **Headquarters.** The DCAA Headquarters performs the work normally associated with the central office of a professional 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 advises regional offices on resource management matters, including recruitment and financial management. Headquarters personnel also interface with other DoD components and other Government agencies and Congressional committees on contract audit matters.

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	Current Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
1. Audit Institute	7,696	8,107			8,107	8,390		8,464
DCAA Communications	15	12	0	0.0	12	10		10
DCAA Operations	7,681	8,095	0	0.0	8,095	8,380		8,454
2. Audit Operations	495,016	500,715	-14,118	-2.8	486,597	486,314		565,509
DCAA Communications	4,302	6,024	0	0.0	6,024	4,588		5,339
DCAA Major Headquarters	27,822	31,666	0	0.0	31,666	28,559		29,160
DCAA Operations	462,892	463,025	-14,118	-3.1	448,907	453,167		531,010
Total	502,712	508,822	-14,118	-2.8	494,704	494,704		573,973

* The FY 2011 Actual column includes \$31,765 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$23,478 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$30,674 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	508,822	494,704
Congressional Adjustments (Distributed)	-13,100	
Congressional Adjustments (Undistributed)	-821	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-197	
Subtotal Appropriated Amount	494,704	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	494,704	
Supplemental	23,478	
Reprogrammings		
Price Changes		3,337
Functional Transfers		
Program Changes		75,932
Current Estimate	518,182	573,973
Less: Wartime Supplemental	-23,478	
Normalized Current Estimate	494,704	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		508,822
1. Congressional Adjustments		-14,118
a. Distributed Adjustments		
1) Congressional Adjustments	-13,100	
b. Undistributed Adjustments		
1) Unobligated Balances	-821	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 - Mitigation of Environment Impacts	-197	
FY 2012 Appropriated Amount		494,704
2. War-Related and Disaster Supplemental Appropriations		23,478
a. OCO Supplemental Funding		
1) FY 2012 OCO Appropriations funding (PL 112-74)	23,478	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		518,182
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		518,182
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-23,478
FY 2012 Normalized Current Estimate		494,704
6. Price Change		3,337
7. Functional Transfers		
8. Program Increases		76,976
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) One More Pay Day	1,565	
Additional FY 2013 pay day.		
2) Personnel Increases	67,798	
The increase in personnel compensation is commensurate		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
with an increase of 691 Auditor FTEs. DCAA will assign auditors to incurred cost teams who will focus all of their efforts on the incurred cost backlog. Reducing the incurred cost backlog is necessary to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) provide DCAA with data needed for forward-pricing audits; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed). Note: FY 2013 average salary decreased because auditor hiring is below Agency average salary. (Baseline \$423,551K, Workyears of 3,775)		
3) Travel Supports mission and training travel for increased audit staff. (Baseline \$14,105K)	2,292	
4) Facilities GSA leases rent/facility renovations to accommodate increased audit staff. (Baseline \$12,848K)	1,287	
5) Supplies Supplies and Computer equipment for increased audit staff. (Baseline \$8,134K)	1,170	
6) IT IT Support contract - Help Desk in support of increased audit staff. (Baseline \$7,944K)	989	
7) Software Software licenses necessary to support increased audit staff. (Baseline \$4,533K)	736	
8) Purchased Communications Purchased communications increase is attributable to changes in local communication services required to	673	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
support increased audit staff. (Baseline \$4,598K)		
9) Other Intra-Government Purchases	390	
Increase is the result of security investigations associated with increased audit staff. (Baseline \$10,638K)		
10) PCS	48	
Permanent Change of Station (PCS) increase associated with overseas rotational assignments. (Baseline \$2,825K)		
11) Training Tuition Costs	28	
Training tuition costs associated with increased audit staff. (Baseline \$2,585K)		
9. Program Decreases		-1,044
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Travel	-780	
Travel efficiencies gained by a per capita adjustment. (Baseline \$14,105K)		
2) DFAS	-151	
Reduced DFAS costs because of increased savings from implemented efficiencies affecting DFAS Operations. (Baseline \$3,759K)		
3) Printing and Reproduction	-113	
Printing and Reproduction efficiencies gained by reducing printing of the Contract Audit Manual by 50% as the document is available on-line for workforce use, and PCS reduction of \$1K. (Baseline \$1,146K)		
FY 2013 Budget Request		573,973

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IV. Performance Criteria and Evaluation Summary:

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

Performance Based Measures

Overview. As a single mission 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 86 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, the Navy, and the 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. The DCAA also performs on a reimbursable basis contract audit services for many other federal agencies.

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IV. Performance Criteria and Evaluation Summary:

DCAA's Strategic Plan. DCAA issued a new Strategic Plan in November 2010. The Strategic Plan is founded on a Mission Statement, followed by a Vision Statement, Values and Goals. To address key challenges and fulfill its mission, DCAA has developed a strategic planning approach which aims to achieve DCAA's Vision through its pursuit of several goals to be accomplished within a 5-year time frame. DCAA also published its first Human Capital Plan which tiers from the Strategic Plan, and addresses strategies related to recruitment, on boarding, employee development, retention and succession planning.

DCAA Strategic Plan Goals

Goal 1: "One Agency" with a culture of teamwork, excellence, accountability, mutual respect, integrity, and trust.

Goal 2: High-quality audits and other financial advisory services.

Goal 3: Highly skilled and motivated professionals dedicated to excellence in accomplishing our mission.

Goal 4: Effective working relationships with DCAA external stakeholders.

Goal 5: The workforce has the right space, the right equipment, and the right technology at the right time to successfully deliver on the mission.

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IV. Performance Criteria and Evaluation Summary:

Summary of Performance Based Measures. The chart below summarizes our Audit Performance Measures. As stated, DCAA recently issued an entirely new Strategic Plan within the past year. However, performance measures that align with the new goals have not yet been established. As a result, the audit performance measures discussed below may change for FY 2012 and 2013. Detailed descriptions are provided for each of the existing measures.

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IV. Performance Criteria and Evaluation Summary:

<u>Notes</u>	<u>Audit Performance Measures</u>	<u>FY 2011</u> <u>Actual</u>	<u>FY 2012</u> <u>Objective</u> <u>(Est.)</u>	<u>FY 2013</u> <u>Objective</u> <u>(Est.)</u>
	<u>Quality Related Measures:</u>			
1	DoD IG Opinion on Council of Inspectors General on Integrity and Efficiency (CIGIE) Review	No Current Opinion	Unqualified Opinion	Unqualified Opinion
2	DCAA Internal CIGIE Reviews	68%	100%	100%
3	Quantitative Methods Usage	28%	TBD	TBD
4	CPE Requirements	100%	100%	100%
	<u>Timeliness Measures:</u>			
5	Forward Pricing Audits Issued by Due Date	73%	TBD	TBD
6	Reduction in Incurred Cost Backlog	N/A	TBD	TBD
	<u>Efficiency Measure:</u>			
7	Cost per Direct Audit Hour	\$136.16	TBD	TBD

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IV. Performance Criteria and Evaluation Summary:

Description of Performance Measures:

1. Opinion received from the Department of Defense Inspector General (DoDIG) on the Council of Inspectors General on Integrity and Efficiency (CIGIE) reviews. The Government Auditing Standards, as promulgated by the Government Accountability Office, requires each audit organization that conducts audits in accordance with these standards have an internal quality control system in place and undergo an external quality control review. The internal quality control system established by each audit organization should provide reasonable assurance that it has (1) adopted, and is following, applicable auditing standards and (2) established, and is following, adequate audit policies and procedures. Organizations conducting audits in accordance with these standards should have an external quality control review at least once every three years by an organization not affiliated with the organization being reviewed. These external quality control reviews are conducted based on guidelines established by the CIGIE. An unqualified opinion represents full compliance with auditing standards with no reportable deficiencies.

2. DCAA Internal CIGIE Results. The DCAA uses this measure to validate the quality of audits completed. DCAA's Quality Assurance organization performs these reviews. The goal is for 100 percent of the audits reviewed under CIGIE guidelines to be evaluated as properly reflecting professional judgment.

3. Quantitative Methods Usage. The DCAA uses this measure to monitor the extent to which advanced level audit techniques such as statistical sampling, improvement curves, and regression analysis are used. The goal is set at a level to encourage use when applicable, but not so high as to promote the use of quantitative techniques when they

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IV. Performance Criteria and Evaluation Summary:

are not appropriate. The FY 2012 and 2013 goals for this measure have not yet been established.

4. Continuing Professional Education Requirements. All DCAA audit staff members must complete 80 hours of continuing professional education (CPE) over a two year period in accordance with the GAGAS published by the GAO. The CPE requirement is consistent with DCAA's Strategic Plan goals for professional competence. The DCAA goal is for 100 percent of auditors to complete the minimum Continuing Professional Education requirements.

5. Percent of forward-pricing proposal audit reports issued by the 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 awarding of contracts. The DCAA measures the percent of forward pricing proposal audit reports issued by the due date agreed to between the auditor and requester. The FY 2012 and FY 2013 goals have not yet been established.

6. Reduction in incurred cost backlog. 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 FY 2012 and 2013 goals have not yet been established.

7. Cost Per Direct Audit Hour (CPDAH). The CPDAH metric measures the control of operating costs. To assess overall success in managing operating costs from year to

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IV. Performance Criteria and Evaluation Summary:

year, each year's goal is set at a rate that will not exceed the prior year's rate when restated in constant dollars. The FY 2012 and 2013 goals have not yet been established.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Civilian End Strength (Total)</u>	4,262	4,746	5,252	484	506
U.S. Direct Hire	4,256	4,740	5,246	484	506
Foreign National Direct Hire	1	1	1	0	0
Total Direct Hire	4,257	4,741	5,247	484	506
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	464	494	512	30	18
<u>Civilian FTEs (Total)</u>	4,128	4,269	4,978	141	709
U.S. Direct Hire	4,122	4,263	4,972	141	709
Foreign National Direct Hire	1	1	1	0	0
Total Direct Hire	4,123	4,264	4,973	141	709
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	464	494	512	30	18
Average Annual Civilian Salary (\$ in thousands)	114.5	112.2	110.7	-2.3	-1.5
 <u>Contractor FTEs (Total)</u>	 <u>96</u>	 <u>54</u>	 <u>54</u>	 <u>-42</u>	 <u>0</u>

NOTE: FY 2013 average salary decreased due to auditor hiring below Agency average salary.

**Defense Acquisition Workforce
Development Fund (DAWDF) and Overseas
Contingency Operations (OCO)**

Personnel Summary	FY 2011	FY 2012	FY 2013	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
DAWDF End Strength (Total)	589	271	76	-318	-195
DAWDF FTEs (Total)	527	442	167	-85	-275
DAWDF Sustained FTEs	28	249	510	221	261
OCO FTEs (Total)	206	153	192	-53	39

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	415,875	0	2,385	418,260	1,568	69,361	489,189
103 Wage Board	46	0	1	47	0	0	47
104 FN Direct Hire (FNDH)	66	0	3	69	0	2	71
111 Disability Compensation	1,125	0	1,225	2,350	0	0	2,350
121 Perm Change of Station	2,380	0	445	2,825	0	48	2,873
199 Total Civ Compensation	419,492	0	4,059	423,551	1,568	69,411	494,530
308 Travel of Persons	18,318	330	-4,543	14,105	240	1,512	15,857
399 Total Travel	18,318	330	-4,543	14,105	240	1,512	15,857
673 Def Fin & Accounting Svc	4,237	-750	272	3,759	623	-151	4,231
699 Total DWCF Purchases	4,237	-750	272	3,759	623	-151	4,231
771 Commercial Transport	859	15	42	916	16	-1	931
799 Total Transportation	859	15	42	916	16	-1	931
912 GSA Leases (SLUC)	12,700	229	-81	12,848	218	1,287	14,353
913 Purch Util (non fund)	6	0	-1	5	0	0	5
914 Purch Com (non fund)	4,317	78	203	4,598	78	673	5,349
915 Rents, Leases (non GSA)	481	9	179	669	11	0	680
917 Postal Svc (USPS)	30	1	-10	21	0	0	21
920 Supplies/Matl (non fund)	4,372	79	-525	3,926	67	526	4,519
921 Print & Reproduction	157	3	70	230	4	-112	122
922 Eqt Maint Contract	4,107	74	352	4,533	77	736	5,346
923 Facilities Maint by Contr	106	2	5	113	2	0	115
925 Eqt Purch (Non-Fund)	4,343	78	-213	4,208	72	644	4,924
960 Interest and Dividends	5	0	0	5	0	0	5
987 Other IntraGovt Purch	12,544	225	-2,131	10,638	181	390	11,209
989 Other Services	2,940	53	-408	2,585	44	28	2,657

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OP 32 Line	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
990 IT Contract Support Ser	13,698	247	-5,951	7,994	136	989	9,119
999 Total Other Purchases	59,806	1,078	-8,511	52,373	890	5,161	58,424
Total	502,712	673	-8,681	494,704	3,337	75,932	573,973

* The FY 2011 Actual column includes \$31,765 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$23,478 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$30,674 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

Fiscal Year 2013 Budget Estimates
Defense Contract Management Agency (DCMA)



February 2012

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**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Services

	FY 2011 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>
DCMA	1,171,110	1,020	-27,119	1,145,011	6,631	141,554	1,293,196

* The FY 2011 Actuals column includes \$84,972 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (P.L. 112-10).

* The FY 2012 Estimate column excludes \$87,925 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$69,803 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

I. Description of Operations Financed: The DCMA is a Department of Defense (DoD) Combat Support Agency responsible for ensuring the integrity of the Government contracting process and for providing a broad range of acquisition management services. The DCMA has two primary missions: 1) providing Contract Administration Services (CAS) to their military services worldwide and 2) providing contingency contract support in theater. Their mission is to provide Contract Administration Services to the Department of Defense Acquisition Enterprise and its partners to ensure delivery of quality products and services to the warfighter, on time and on cost. The Agency has worldwide acquisition impact through three Field Directorates (Operations, International, and Special Programs). The Agency's Field Directorates are regionally based.

The Agency's civilian and military personnel are located in over 730 locations, managing over 19,593 contractors and more than 334,398 active contracts. These contracts have a total face value of \$3.234B of which \$1.568B has been obligated. Of this amount, \$237B is current work in process in contractors' facilities. The Agency's responsibilities include managing ACAT I and II programs, \$134B of Government property in-plant, \$9B in progress payments, and \$31B in performance-based payments.

The DCMA's specific contractual responsibilities are derived from the Federal Acquisition Regulations (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS).

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I. Description of Operations Financed (cont.)

These requirements are embedded in the contracts issued by the Military Services and then delegated to the DCMA to administer. They are Operations and Maintenance (O&M) funded to provide contract management services to the Military Services.

Lead Agency for Earned Value Management (EVM)

The DCMA is the DoD lead agent for Earned Value Management (EVM), and has a vital role in contract pricing. It provides a crucial link of communication between procuring activities and the contractor's contract performance. As the lead agent, the Agency validates the contractors' Earned Value Management Systems to ensure the contractor has an acceptable system for tracking cost, schedule and performance. In the communication of contractor performance, the DCMA has a major role in facilitating resolution of acquisition problems/issues by providing strategic information on programs and contract performance through the program management and integration acquisition function. The DCMA is the key linkage of communication to the procuring activities of contract issues and risks. The DCMA analyzes its day-to-day contract oversight operations activities and provides vital information on cost, schedule, and performance to the procuring activities' program managers and contracting officers.

Business Operations

The DCMA's business operations area consists primarily of contracting and property competencies. The DCMA's contracting personnel includes Corporate Administrative Contracting Officer (CACOs), Divisional Administrative Contracting Officers (DACOs), Administrative Contracting Officers (ACOs), Contract Administrators (CAs), Contract Specialists, Termination Contracting Officers (TCOs), Procurement Analysts, Small Business Specialists, Cost and Pricing Analysts, and Cost Monitors. Some of the primary tasks performed by the DCMA contracting personnel include:

- Oversee and monitor contractor performance and Resolve contract disputes
- Assess and evaluate contractor business and management systems

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I. Description of Operations Financed (cont.)

- Negotiate Forward Pricing Rate Agreements and Final Overheads
- Determine contractor's financial resources to satisfactorily perform tasks
- Resolve CAS non-compliances, Close contracts, and approve Disclosure Statements
- Ensure small businesses subcontracting opportunities from prime contractors
- Conduct Procurement Management Review (PMRs) on behalf of Director, Defense Procurement and Acquisition Policy (DPAP)

The Department has made rebuilding cost and pricing capabilities a top priority. In an effort to meet this urgent requirement of the customer, the DCMA has taken a number of substantive actions:

- Established the Cost and Pricing Center
- Established the Proposal Analysis Group
- Established the Forward Pricing and Indirect Cost Group
- Established the Data Analysis, Training and Recruitment Group
- Established the CACO Group.
- The Defense Corporate Executives of the top five DoD companies were aligned to the Center to address the loss of expertise at the Contract Management Office (CMO) and corporate contracting level
- All CACOs were transferred to the Center to insure consistency in the application of complex cost issues across the corporate community
- The Financial Capability Group was aligned into the Cost and Pricing Center to further enhance capability

Termination Contracting Officers

The DCMA maintains a cadre of Termination Contracting Officers whose mission is to settle contracts terminated for the convenience of the Government. When a buying command terminates a contract: the DCMA determines the amount of money due to the contractor; negotiates a settlement; and handles disposition of any property required by the

**Defense Contract Management Agency
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I. Description of Operations Financed (cont.)

Government. The Terminations Division is a "cradle to grave" provider for termination settlements. In April 2009, the Termination Division had \$3.3 billion in workload. As of January 2011, the workload had grown to \$15.6 billion (almost five-fold increase). Furthermore, given the current fiscal environment, likely DoD program cuts will result in additional workload for the Termination Division. The Agency will increase its termination workforce in order to mitigate risk of greatly delaying settlements, which will impact contractors in the industrial base.

Property Management and Plant Clearance Divisions

The DCMA administers the terms of the contract provisions that specify the contractor's obligations to acquire, control, use, care for, report, and dispose of Government property. The DCMA ensures that proper management of Government property is implemented by defense contractors and oversight is provided by Property Administrators and Plant Clearance Officers. The mission of the DCMA's Property Division is to ensure that contractors' property management systems adequately provide for the control, use, preservation, protection, repair and maintenance of the Government property in their possession. The DCMA also has a Plant Clearance Division responsible for timely and cost effective reutilization, sale and disposal of excess Government property in the possession of contractors.

Property Management

Historically, the property workload has steadily grown and is projected to continue increasing through the Fiscal Year Defense Plan. Ongoing operations in Iraq and Afghanistan are driving wear and tear on the defense equipment inventory and recapitalizing the inventory will further drive property management requirements. In addition, on-going Overseas Contingency Operations (OCO) has increased workload for the DCMA property specialists. To more efficiently and effectively support OCO and augment Outside the Continental United States (OCONUS) DCMA civilian forces, the Agency

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

established reach back support in the investigation and determinations of liability for Loss, Theft, Damaged or Destroyed (LTDD) of Government property. Under this initiative, the DCMA provides the oversight of contractor's property management systems thus allowing deployed Property Administrators to focus on more critical aspects of the OCO property mission.

With additional property management workforce capabilities, the misuse and/or loss of Government property, which would result in increased contract/program costs, will be minimized. Contract closeout will also be enhanced. When Government property is no longer required in performance of contract requirements, the DCMA manages the plant clearance process in which they:

- Evaluate the adequacy of the contractor's property disposal procedures
- Review inventory disposal schedules
- Conduct/arrange for verification/allocability review of property prior to disposal
- Screen excess property with Owing Agency/General Services Administration (GSA) (federal agencies/donees)
- Determine appropriate method of disposal for items not selected for reutilization
- Monitor the contractor's property disposal/sale process
- Review bids submitted for sale of surplus property and make sale awards
- Ensure that sales proceeds are collected and properly credited
- Ensure disposal is accomplished in a timely manner
- Close plant clearance cases and Support disposition reviews
- Advise and assist the contractor, contracting officer, inventory manager, federal agencies and eligible donees in actions related to disposal of contractor inventory
- Instruct contractors on the preparation of inventory schedules and use of the Plant Clearance Automated Reutilization Screening System (PCARSS)
- Approve requisitions and ensure timely shipment of property by contractors

**Defense Contract Management Agency
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I. Description of Operations Financed (cont.)

Plant Clearance

Plant clearance workload increased commensurate with the increase in cost type contracts when Government property is acquired and with the recent spike in terminated programs and property work stemming from OCO operations and the drawdown in Iraq. This workload is expected to continue at high levels through the FYDP. An increase in the plant clearance workforce will minimize the risk of increased Lost, Theft, Damaged and Destroyed (LTDD) property as well as demilitarization of Government property work not being performed.

Technical Workforce

This workforce performs multiple functions across several professional series in support of systematic monitoring and evaluation of DoD contractors to ensure critical material delivered to the warfighters is in compliance with contractual standards and readiness requirements. The DCMA technical workforce consists of two main functional areas: Quality Assurance (QA) and Engineering & Analysis (EA). The technical workforce monitors and evaluates critical contractor systems and processes for a broad range of programs covering the spectrum of products ranging from large complex programs such as Naval Nuclear Propulsion, Level I (L1)/ Submarine Safety (SUBSAFE), Fighter and Cargo Aircraft, Shipboard Components, Missiles, Satellites, and ground vehicles such as Mine Resistant Ambush Protected (MRAPs) to items that are shipped directly to the war effort such as spare parts, ammunition, and body armor.

Quality Assurance Workforce

The DCMA's QA workforce is the first line of assurance that the Department and its warfighters are receiving the right product and that when it arrives it functions as designed. These QA employees possess specialized skills in many areas including Non-Destructive Testing and Inspection and process evaluations, and commodity expertise in areas such as Aircraft production, electronics, explosives, and ammunition. Workload has been increasing significantly in the following areas:

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I. Description of Operations Financed (cont.)

- Safety of Flight inspections in support of Depot Maintenance requirements; due to increased aging aircrafts
- Requirements for critical surveillance on Critical Safety Items parts
- Material Review Board activities
- Number of Mandatory Government Inspection points
- Number of contracts with Higher Level Quality Requirements
- Number of contracts requiring First Article Testing (FAT)
- Changes to Critical Safety Item (CSI) identification process

The DCMA QA has also become an integral part of the war effort providing oversight of contractor provided services such as: power generation, dining facilities, fuel, water supplies, and life, health and safety of warfighters. The Agency's QA workforce also supports the Department's Foreign Military Sales (FMS) program by surveilling contractor performance on contracts for our allies in both CONUS and OCONUS areas. Additionally, The Department of State (DoS) has recently recognized the need for QA support and has received approval from the DoD for QA support as the mission in Iraq transfers from DoD to DoS. A large portion of the Agency's planned growth has been designated to mitigate the risks in the quality assurance area and address the new missions.

Engineering and Analysis (EA) Workforce

The DCMA's Engineering and Analysis (EA) workforce possess specialized skills in many areas including Systems Engineering, Software Engineering, Manufacturing and Scheduling, Supply Chain Management, Earned Value Management, Industrial Analysis, and Program Integration. They perform work on extremely complex systems involving high technology with significant software requirements. Between 2000 and 2008 the EA workforce declined by approximately 20 percent. During this same period of time Unliquidated Obligations

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I. Description of Operations Financed (cont.)

(ULO) increased by \$115 billion. The Engineering and Analysis workload has been significantly increasing in the following areas:

- Higher systems engineering requirements in ACAT programs
- Increased emphasis on ensuring that earned value data is accurate and provides valid information to Program Managers (PMs) and senior DoD officials for decision making. This includes increased demand for validated contractor systems as well as independent assessments of Earned Value data in support of Defense Acquisition Executive Summary (DAEs) and major program reviews.
- Increases in contracts requiring First Article Testing (FAT requires the Engineering and Manufacturing specialist ensure that the contractor test procedures actually meet the contracts technical requirements)
- Changes to Critical Safety Item (CSI) identification process has resulted in better insight into the number of contracts with this requirement. Where critical characteristics are not clearly identified this designation requires that the engineer work with the QA specialist and the Engineering authority to clearly identify the critical characteristics and processes so that appropriate surveillance can be established.
- Increased demand for accelerated deliveries (a 160 percent increase from 2006 to 2010) requiring the manufacturing specialists to work with the contractors and buying commands to meet critical in-theater requirements has also placed additional demand on the DCMA's transportation specialists to ensure that product actually gets shipped where required on-time.
- There is an increasingly significant workload growing in the area of technical support to the Cost and Pricing Center's mission in the following areas: Should Cost Reviews, Overhead Rate Reviews, Technical Reviews of Independent Research and Development, Technical Support to Negotiations, and Cost Estimating Relationship Reviews. This workload is endorsed by the Department and is expected to save the taxpayers and DoD hundreds of millions of dollars.

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I. Description of Operations Financed (cont.)

Executive Agent for Earned Value

The DCMA's responsibility as the DoD Executive Agent for Earned Value Management (USD (A&T) memo dated December 4, 1995) is two-fold in nature. First as the Executive Agent, the DCMA is responsible for ensuring supplier's EVM systems are in compliance with the EIA 748-A ANSI Standard within DoD. This ensures the data produced by the supplier's EVM system is reliable for Program Manager's decision making. To perform this function multiple EVMS reviews must be performed at each contractor site with requirements for EVM. Secondly routine surveillance is the best way to help ensure the Department gets the performance and dependability it expects from the EVMS and this activity is a significant resource driver for the DCMA.

In 2006, when emphasis was renewed in DoD on Earned Value, the DCMA established the EVMS Center to perform the system certification function and re-build the DCMA's expertise in the field for routine surveillance. The DCMA is able to perform approximately 22 reviews a year. The DCMA plans to increase the EV Center staffing so a realistic number of system reviews can be accomplished each year that will allow each site requiring EV to undergo a certification review approximately once every three years. Since 2008, the DCMA has concentrated on rebuilding its EV expertise in the field both through extensive training and workforce increases.

Manufacturing Surveillance Workforce

Since 2006, the DCMA has seen a significant decline in its Manufacturing Surveillance workforce. During this same time period there has been a steady increase in expedited delivery request in support of increased system usage on aging weapons systems. Current workload projections require rebuilding the Industrial Specialist and Industrial Engineering workforce to approximately the same levels they were in 2006 to meet current and projected requirements.

**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

Other Focus Areas

There is a need to provide technical expertise in support of the Department's focus on: Should Cost Reviews, Overhead Rate Reviews, Technical Reviews of Independent Research & Development, Technical Support to Negotiations, and Cost Estimating Relationship Reviews. In addition to establishing the Cost and Pricing Center, the DCMA plans to devote a substantial amount of its growth to support these efforts. The DCMA's EA workforce performs a number of unique acquisition missions outside of their primary engineering support role. These include:

- *Transportation* - the DCMA's transportation mission directly supports the warfighter by ensuring that required products get into theater when needed. This includes the critical movement of Foreign Military Sales, as well as US warfighter assets, to theaters of operation worldwide. Transportation issues include export licenses, movement of hazardous cargo and Radio Frequency Identification Device (RFID) compliances to assist/improve in-transit visibility of assets
- *Safety* - the DCMA's safety role as defined in the FAR requires the DCMA to ensure contractor compliance with contractual safety requirements (FAR 42.302 (a) (39)). Recent events in the ammunition and explosives area have highlighted the importance of performing proper oversight of the safety requirements. Customer mandated Pre-Award Surveys have been increasing along with Post-Award surveys which are required to ensure contractor safety plans are adequate.
- *Packaging* - The military operating environment drives unique packaging specifications. The DCMA's packaging personnel help ensure supplies needed by warfighters arrive in working condition. Proper packaging and marking of military items reduces the risk that stored supplies will suffer damage as a result of poor preservation and packaging. Improper packaging can result in hidden damage and lead to not having properly functioning equipment and supplies needed by the warfighter.

**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

Combat Support Agency

As a Combat Support Agency, the DCMA's role in contingency operations is to perform Contingency Contract Administration Services (CCAS). The DCMA is currently supporting the United States Central Command (USCENTCOM) Area of Responsibility (AOR) for delegated contract administration of the Army Logistics Civil Augmentation Program (LOGCAP) and Air Force Contract Augmentation Program (AFCAP), and supporting additional Systems and Theater Support Contract delegations from CENTCOM Contracting Command (CCC) to include additional support to Combined Security Transition Command-Afghanistan (CSTC-A). The Agency believes that the DCMA will always have a significant role in support of contingency operations. Recent CCAS workload increases include:

- CSTC-A support and expanded LOGCAP and AFCAP Support
- Expanded Theater-wide Contracts Awarded by CENTCOM Contracting Command

In summary, the DCMA total workload volume has been increasing at a sharp pace since FY 1999, while the workforce had been steady declining during the same period of time. Commencing in FY 2009, the Agency has been experiencing a slight workforce uptick. The DCMA's budget submit continues to support the Agency's efforts to grow the acquisition workforce as envisioned by the Department for the DCMA to assume a broader acquisition role e.g., price costing, earned value and quality assurance as well as invigorate core competencies with new talent. The table below displays the Agency's planned growth by the functional area of expertise.

<u>Functional Titles</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Business Cost Estimating & Financial Mgmt.	147	153	173
Contracting	2,019	2,234	2,551
Industrial/Contract Property Management	255	267	293
Information Technology	136	140	144

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I. Description of Operations Financed (cont.)

<u>Functional Titles</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Life Cycle Logistic	114	123	127
Production, Quality, & Manufacturing	3,536	3,707	4,111
Program Management	341	341	356
Purchasing	9	9	9
SPRDE-S&T Manager	5	5	5
SPRDE-Systems Engineering	772	864	934
Test & Evaluation	7	7	7
Other	1	6	10
Total	7,342	7,856	8,720

II. Force Structure Summary:

N/A

**Defense Contract Management Agency
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III. Financial Summary (\$ in thousands)

	FY 2012							
	FY 2011 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2013 <u>Estimate</u>	
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
A. BA Subactivities								
1. Operational Support	1,160,872	1,133,736	-2,355	-0.2	1,131,381	1,130,908	1,278,740	
Contract Management	1,106,147	1,079,431	-2,355	-0.2	1,077,076	1,075,952	1,223,781	
Management/Operational Hqtrs	54,725	54,305	0	0.0	54,305	54,956	54,959	
2. Training	10,238	13,630	0	0.0	13,630	14,103	14,456	
Base Support (local training, conferences, tuition assistance)	6,872	7,727	0	0.0	7,727	7,727	8,320	
Professional Development	1,807	2,137	0	0.0	2,137	2,137	2,801	
Specialized Skill Training	1,559	3,766	0	0.0	3,766	4,239	3,335	
Total	1,171,110	1,147,366	-2,355	-0.2	1,145,011	1,145,011	1,293,196	

* The FY 2011 Actuals column includes \$84,972 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (P.L. 112-10).

* The FY 2012 Estimate column excludes \$87,925 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$69,803 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	1,147,366	1,145,011
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-1,899	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-456	
Subtotal Appropriated Amount	1,145,011	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	1,145,011	
Supplemental	87,925	
Reprogrammings		
Price Changes		6,631
Functional Transfers		
Program Changes		141,554
Current Estimate	1,232,936	1,293,196
Less: Wartime Supplemental	-87,925	
Normalized Current Estimate	1,145,011	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		1,147,366
1. Congressional Adjustments		-2,355
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-1,899	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 Mitigation of Environment Impacts	-456	
FY 2012 Appropriated Amount		1,145,011
2. War-Related and Disaster Supplemental Appropriations		87,925
a. OCO Supplemental Funding		
1) Overseas Contingency Operations (OCO)	87,925	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		1,232,936
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		1,232,936
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-87,925
FY 2012 Normalized Current Estimate		1,145,011
6. Price Change		6,631
7. Functional Transfers		
8. Program Increases		146,047
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) One Additional Paid Day	4,643	
One additional paid day from FY 2012 to FY 2013 (From 260 to 261)		
2) Personnel Compensation:	129,574	
The increase in personnel compensation is commensurate		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

with an increase of 1,190 Full Time Equivalents (FTEs) of which 819 FTEs are converting out of the Section 852 into baseline funding. Agency plans for acquisition workforce growth into areas envisioned by the Department for DCMA to assume a broader acquisition role e.g., price costing, earned value and quality assurance as well as invigorate core competencies with new talent. Using Agency growth, in concert with human capital strategic planning, the Agency is integrating a highly skilled and diverse workforce to not only address an impending retirement, but redirect the right skills to the right locations to meet shifts in workload.

NOTE: Additionally, 1,339 FTEs are budgeted within the Defense Acquisition Workforce Development Fund in FY 2013. (FY 2012 FTE Baseline: 8,835) (FY 2012 Baseline: \$978,189K)

3) Equipment Purchases

Equipment purchases have increased due to Agency growth, replacement cycle for Firewalls and Intrusion Detection in support of Information Assurance (IA) along with Video Telecommunication (VTC) requirements. Also, furniture costs have risen with need to outfit additional spaces related to the Agency workforce growth. (FY 2012 Base: \$24,583K)

4) Purchased Communications

Increase in Purchased Communications results from enhancing mobility efforts to better service the workforce (i.e., Quality Assurance and Pricing Representatives) at remote locations to perform the contract administration mission. (FY 2012 Baseline: \$7,199K)

Amount Totals

3,783

3,085

**Defense Contract Management Agency
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
5) IT Contract Support Increase in Other Services results from contractor labor support required to meet IA in support of Cyber Command requirements and maintaining the Help Desk to accommodate Agency growth. (FY 2012 Baseline: \$23,923K) (FY 2012 FTE Baseline: 119)	1,776	
6) Equipment Maintenance Increase in equipment maintenance is due to server hardware storage requirements necessary to accommodate new equipment purchases and enhanced software capabilities. (FY 2012 Baseline: \$621K)	1,685	
7) Voluntary Separation Incentive Pay (VSIP) Voluntary Separation Incentive Pay is required to balance the workforce skills to that of the workload. The Agency will employ all necessary actions to place displaced employees prior to offering incentives. (FY 2012 Baseline: \$0K)	600	
8) GSA, Rents (non GSA) and Utilities Increase in infrastructure cost results from acquiring additional leased space in FY 2013 due to the estimated increase in Acquisition workforce and annual Utility Company unit cost escalations. (FY 2012 Baseline: \$25,140K)	393	
9) DISA Telecommunications Services The increase in Communication Services (DISA) Tier 2 is a result of the rate stabilization and utilizing DISA for commercial circuits support. (FY 2012 Baseline: \$8,715K) (Baseline \$0)	342	
10) Permanent Change of Station (PCS)/Transportation DCMA will continue to require additional PCS funds to hire	159	

**Defense Contract Management Agency
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
personnel to meet recruitment needs across the Agency. Additionally, the Agency will need to realign personnel to support the ever changing contractor workload. (FY 2012 Baseline: \$15,394K)		
11) Disability Compensation Increase in Disability Compensation reflects a revised estimate. (FY 2012 Baseline: \$4,172K) (Baseline \$0)	6	
12) Foreign National Indirect Hire Increase in Foreign National Indirect Hires is commensurate with the FY 2011 actuals inflated by the pricing factor. (FY 2012 Baseline: \$834K)	1	
9. Program Decreases		-4,493
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Travel, Supplies and Printing In support of the SECDEF initiatives, DCMA has implemented cost savings strategies which include leveraging technology to the extent possible, reduced number of conference events and participation, and a supply spending reduction across the enterprise. Additionally, the Agency has made available on-line access to Agency publications. (FY 2012 Baseline: \$29,848K)	-2,555	
2) Defense Finance and Accounting Services Decrease in the Defense Finance and Accounting Services (DFAS) is attributed to the most current workload counts. (FY 2012 Baseline: \$5,831K)	-768	
3) Other Services Decrease in other services is a result of realigning funding to personnel compensation and Voluntary Separation	-761	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Incentive Pay (VSIP. (FY 2012 Baseline: \$10,892K) (Baseline \$0)		
4) Facility Sustainment, Restoration, and Modernization (FSRM) The decrease in Facility Sustainment, Restoration, and Modernization (FSRM) funding is due to DCMA requirements changing on an annual basis. The DCMA FSRM requirements are dependent upon the number of leases expiring and the required movement of personnel. (FY 2012 Base: \$5,677K) (FY 2012 Base: \$5,677K)	-277	
5) Postal Services Decrease in Postal Services results in efficiencies gained by leveraging technology, consolidating mailings, and using less express mail service. (FY 2012 Baseline: \$195K) (FY 2012 Baseline: \$195K)	-71	
6) DISA Information Services DISA decrease is a result of the stabilization of the rate. (FY 2012 Base: \$3,500K)	-60	
7) Interest and Dividends The decrease in Interest is due to stablization of cost. (FY 2012 Baseline: \$30K) (Baseline \$0)	-1	
FY 2013 Budget Request		1,293,196

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IV. Performance Criteria and Evaluation Summary:

Performance Management is an integral component of the DCMA's strategic planning and management philosophy and facilitates the Agency measurement and assessment tools. The Strategic Plan utilizes a series of performance indicators to demonstrate progress in meeting the Strategic End States. The use of indicators is the foundation of how the Agency assesses organizational performance and is used to clearly define performance expectations for the DCMA processes and supplier performance. The plan promotes performance assessment by tracking accomplishment of strategic initiatives, assessing operational capability and capacity, therefore providing the insight needed to improve organizational health, effectiveness and efficiency.

The Agency's Strategic Plan utilizes a "balanced scorecard" approach to align strategies and actions to support the organization's vision. This approach supports planning and assessment of performance around both the internal processes and external outcomes. For the DCMA's strategic plan the four perspectives were refined using language more specific to the Agency environment and terminology. The DCMA Balanced Scorecard perspectives are Acquisition Enterprise, Policies and Processes, Human Capital, and Stewardship. The plan leverages existing the DCMA's capabilities and articulates the Agency's future vision. The Strategic Plan is driven by a number of key focus areas which are:

- Deliver exceptional support to the acquisition system customers
- Grow and retool the workforce
- Enhance policies and processes
- Improve Agency efficiencies

Acquisition Enterprise Perspective

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IV. Performance Criteria and Evaluation Summary:

Strategic End State: - the DCMA's acquisition customers receive excellent CAS and the management information needed to make sound business decisions.

Agency Strategic Priority -Deliver predictive, decision-quality information to buying activities and the Acquisition Enterprise through robust financial, industrial, and supply chain analysis. It's also done by exploiting the DCMA's specialized expertise in earned value management, the defense supplier base, and cost monitoring/containment.

Strategic Initiatives

- **Initiative #1:** Enhance the DCMA's performance as the Department's Executive Agent for Earned Value Management Systems.
- **Initiative #2:** Continue to build the Manufacturing and Supply Chain Management core competency. Refine the process to ensure timely development and collection of measures and metrics that assess and identify supplier and industrial base risks while recommending mitigating actions to alleviate such risks.
- **Initiative #3:** Ensure timely disposition of issues impacting the allowance of contract costs. Notify customers expeditiously of actual and anticipated labor and overhead rate changes.
- **Initiative #4:** Develop a supplier capabilities assessment architecture and operating concept to assemble timely, accurate, and predictive business information while allowing visibility into contractor capabilities across the DoD Acquisition Enterprise.
- **Initiative #5:** Improve customer satisfaction and develop a methodology to more effectively measure customer satisfaction levels.

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IV. Performance Criteria and Evaluation Summary:

- **Initiative #6:** Execute our expanded mission for Contract Contingency Administration Services (CCAS) more effectively and efficiently.

Performance Assessment- Progress towards the end state is assessed with performance indicators such as earned value management system compliance and surveillance reporting, supply chain management, customer satisfaction, and on time delivery.

Policy and Processes Perspective

Strategic End State - Effective policies and process standards are in place to support delivery of consistent and cost effective CAS.

Agency Strategic Priority- Establish policy infrastructure, define policy structure, and promulgate policy and process guidance.

Strategic Initiatives

- **Initiative #1:** Define and codify our Agency's policy structure to establish clear ownership, a common look and location, and ensure currency.
- **Initiative #2:** Develop and document policies, processes, competencies, and training needed to drive effectiveness/efficiency in our mission as well as to support business processes.
- **Initiative #3:** Develop a plan to effectively rebuild and execute our quality assurance capabilities through improved policies, processes, and tools.

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IV. Performance Criteria and Evaluation Summary:

- **Initiative #4:** Develop a plan to effectively execute our engineering analysis capabilities through improved policy, processes, and tools.
- **Initiative #5:** In conjunction with buying activities and DCAA, develop a concept for the Agency's future role in contract pricing which optimizes the process and eliminates duplicate efforts.
- **Initiative #6:** Reduce the number of overage contracts.
- **Initiative #7:** Establish the Agency Lean Six Sigma (LSS) Program Office to enhance Agency operational performance and ensure a common approach on LSS projects.

Performance Assessment- Progress towards the end state is assessed with performance indicators such as contract closeout timeliness, reducing cancelling funds, forward pricing rates, contract audit follow up reports, Lean Six Sigma implementation, and quality assurance surveillance plans.

Human Capital Perspective

Strategic End State - A diverse, agile, highly performing workforce equipped with the competencies needed to execute current and future missions.

Agency Strategic Priorities

- **Priority #1:** Grow and retool our Agency workforce through a robust intern program and increased emphasis on external recruitment and internal development.

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IV. Performance Criteria and Evaluation Summary:

- **Priority #2:** Develop and assess functional skills requirements needed to renew workforce competence in core processes starting with contracting, quality, and engineering.
- **Priority #3:** Enhance leadership skills across the Agency and ensure that the DCMA workforce, at all levels, has access to, and fully understands, available opportunities to develop and improve these skills.

Strategic Initiatives

- **Initiative #1:** Attract, recruit, develop, and retain a high-performing and diverse workforce representative of the public it serves.
- **Initiative #2:** Establish personnel policies that promote inclusiveness and fairness.
- **Initiative #3:** Leverage competency alignment to deliver effective technical skills training, tailor workforce development initiatives, and foster a culture of mentorship across the workforce.
- **Initiative #4:** Document and communicate the end-to-end hiring duties and responsibilities that produce a lean and effective hiring process; will result in improved customer service and reduced vacancy fill times.
- **Initiative #5:** Revitalize the DCMA's leadership development programs into a focused and clearly articulated career guide that identifies, promotes, and encourages appropriate leadership skill development for the entire workforce throughout their careers.
- **Initiative #6:** Establish and implement an Agency approach for recruiting, retaining, managing, and utilizing the Emergency Essential (EE) personnel needed to support our expanded CCAS Mission.

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IV. Performance Criteria and Evaluation Summary:

- **Initiative #7:** Review all military billets to validate which positions must be performed by military personnel and determine the appropriate rank, service, and specialty. Ensure the validated positions meet the DCMA mission requirements, military service needs, and provide the service members with training and development opportunities.
- **Initiative #8:** Conduct a realistic assessment of costs to train and develop the workforce to specified competencies; create funding profiles that mirror requirements.

Performance Assessment- Progress towards the end state is assessed with performance indicators such as improving the Defense Acquisition Workforce Improvement Act (DAWIA) certifications, recruitment of Emergency Essential Personnel, improving hiring rates, and increasing Agency interns.

Stewardship Perspective

Strategic End State - An ethical organization with well-defined roles, responsibilities, infrastructure, and management controls fully aligned to effectively and efficiently manage public resources.

Agency Strategic Priority - Ensure the efficient use of Agency resources through disciplined planning and execution of obligations and expenditures.

Strategic Initiatives supporting end state

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IV. Performance Criteria and Evaluation Summary:

- **Initiative #1:** Promulgate policy for our organizations and infrastructure to promote standardization, ensure alignment, and enhance mission performance.
- **Initiative #2:** Develop and execute an enterprise workload assessment and integration process that specifically addresses short and long-range resource planning, analysis of resources needed to support cross-divisional workload, manpower modeling, and execution tracking requirements including labor dollars and FTEs.
- **Initiative #3:** Strengthen Agency assessment capability and assure effective management controls are implemented throughout the Agency.
- **Initiative #4:** Continue to improve management controls on Agency financial management systems and processes to improve audit readiness, ensure accountability for all Agency financial resources, and improve access to timely and actionable financial management information.
- **Initiative #5:** Develop and execute a business process reengineering plan and IT Enterprise Architecture.
- **Initiative #6:** Design, develop and implement a streamlined Performance Management System that leverages a more uniform set of performance indicators across the Agency.

Performance Assessment- Progress towards the end state will be assessed with performance indicators such as improving cash management, effective budget execution, FTE management, and reimbursable operations.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	395	562	562	167	0
Officer	331	493	493	162	0
Enlisted	64	69	69	5	0
<u>Reserve Drill Strength (E/S) (Total)</u>	41	41	41	0	0
Officer	33	33	33	0	0
Enlisted	8	8	8	0	0
<u>Civilian End Strength (Total)</u>	9,113	10,535	10,824	1,422	289
U.S. Direct Hire	9,029	10,445	10,735	1,416	290
Foreign National Direct Hire	71	77	75	6	-2
Total Direct Hire	9,100	10,522	10,810	1,422	288
Foreign National Indirect Hire	13	13	14	0	1
<u>Active Military Average Strength (A/S) (Total)</u>	395	562	562	167	0
Officer	331	493	493	162	0
Enlisted	64	69	69	5	0
<u>Reserve Drill Strength (A/S) (Total)</u>	41	41	41	0	0
Officer	33	33	33	0	0
Enlisted	8	8	8	0	0
<u>Civilian FTEs (Total)</u>	9,174	9,553	10,742	379	1,189
U.S. Direct Hire	9,090	9,463	10,653	373	1,190
Foreign National Direct Hire	71	77	75	6	-2
Total Direct Hire	9,161	9,540	10,728	379	1,188
Foreign National Indirect Hire	13	13	14	0	1
Memo: Reimbursable Civilians Included	720	718	744	-2	26
Average Annual Civilian Salary (\$ in thousands)	116.3	112.6	113.3	-3.7	.7

Defense Contract Management Agency
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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Contractor FTEs (Total)</u>	<u>153</u>	<u>153</u>	<u>153</u>	<u>0</u>	<u>0</u>
DAWDF and OCO Personnel Summary					
DAWDF End Strength (Total)	1,230	1,240	1,213	10	-27
OCO End Strength (Total)	308	246	250	-62	4
DAWDF and OCO End Strength Total	1,538	1,486	1,463	-52	-23
DAWDF FTEs (Total)	1,241	1,350	1,339	109	-11
DAWDF Sustained FTEs	0	231	819	231	588
OCO FTEs (Total)	308	263	241	-45	-22

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	962,696	0	9,299	971,995	3,499	134,195	1,109,689
103 Wage Board	171	0	42	213	4	-3	214
104 FN Direct Hire (FNDH)	5,596	29	356	5,981	102	-171	5,912
106 Benefit to Fmr Employees	151	0	-151	0	0	0	0
107 Voluntary Sep Incentives	1,248	0	-1,248	0	0	600	600
111 Disability Compensation	4,172	0	0	4,172	0	6	4,178
121 Perm Change of Station	8,068	0	3,469	11,537	0	86	11,623
199 Total Civ Compensation	982,102	29	11,767	993,898	3,605	134,713	1,132,216
308 Travel of Persons	26,948	485	-2,873	24,560	418	-1,807	23,171
399 Total Travel	26,948	485	-2,873	24,560	418	-1,807	23,171
647 DISA Info Svcs	3,414	-443	529	3,500	60	-60	3,500
673 Def Fin & Accounting Svc	5,831	-1,032	1,299	6,098	1,010	-766	6,342
677 DISA Telecommunications Services - Other	7,790	-628	1,553	8,715	-302	339	8,752
699 Total DWCF Purchases	17,035	-2,103	3,381	18,313	768	-487	18,594
771 Commercial Transport	3,550	63	244	3,857	66	269	4,192
799 Total Transportation	3,550	63	244	3,857	66	269	4,192
901 FN Indirect Hires	820	12	2	834	14	1	849
912 GSA Leases (SLUC)	18,924	341	843	20,108	342	41	20,491
913 Purch Util (non fund)	2,280	41	261	2,582	44	335	2,961
914 Purch Com (non fund)	14,657	264	-7,722	7,199	122	3,085	10,406
915 Rents, Leases (non GSA)	1,844	33	573	2,450	42	17	2,509
917 Postal Svc (USPS)	195	4	-3	196	3	-71	128
920 Supplies/Matl (non fund)	12,071	218	-7,265	5,024	85	-620	4,489
921 Print & Reproduction	149	3	112	264	4	-128	140

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OP 32 Line	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
922 Eq't Maint Contract	811	15	-205	621	11	1,685	2,317
923 Facilities Maint by Contr	3,742	67	1,868	5,677	97	-277	5,497
925 Eq't Purch (Non-Fund)	25,675	463	-1,555	24,583	418	3,783	28,784
960 Interest and Dividends	0	0	30	30	0	0	30
989 Other Services	22,575	406	-12,089	10,892	185	-761	10,316
990 IT Contract Support Ser	37,732	679	-14,488	23,923	407	1,776	26,106
999 Total Other Purchases	141,475	2,546	-39,638	104,383	1,774	8,866	115,023
Total	1,171,110	1,020	-27,119	1,145,011	6,631	141,554	1,293,196

* The FY 2011 Actuals column includes \$84,972 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (P.L. 112-10).

* The FY 2012 Estimate column excludes \$87,925 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$69,803 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

**Fiscal Year 2013 Budget Estimates
Defense Finance and Accounting Service**



February 2012

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**Defense Finance and Accounting Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2011 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>
DFAS	0	0	11,975	11,975	204	5,334	17,513

I. Description of Operations Financed: The Defense Finance and Accounting Service (DFAS), (<http://www.dfas.mil>) serves as the Executive Agent, responsible for finance and accounting activities within the Department of Defense (DoD). The DFAS provides finance and accounting management and operational support for appropriated, non-appropriated, revolving and trust funds.

The FY 2013 Operation and Maintenance President's Budget request supports the DFAS' on-going audit readiness efforts to ensure appropriate internal controls and processes are in place to comply with applicable U.S. Generally Accepted Accounting Standards, and the requirements of the Office and Management Budget Circular A-136, Financial Reporting Requirements. The DFAS is responsible for implementing effective internal controls and for complying with applicable laws and regulations.

Changes between FY 2012 and FY 2013: Price changes are \$204 thousand. After considering the effects of inflation, the net program change is an increase of \$5,334 thousand. The program increase provides funding to the DFAS for the *acceleration* of the DoD Audit Readiness initiative as directed by the Secretary of Defense.

In 2009, the Department presented a plan to meet the Congressional deadline for achieving audit ready financial statements by 2017. The plan focused first on achieving audit readiness for the information most used by DoD managers - budgetary information and

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I. Description of Operations Financed (cont.)

counts and location of assets - but sought to achieve full audit readiness by FY 2017 as required by law.

In 2011, the Secretary issued new guidance, accelerating key elements of the audit readiness initiative and placing greater emphasis on the overall effort. The DoD now strives to attain audit readiness of key budget statements (the Statement of Budgetary Resources) by 2014, to increase the emphasis on asset audits, and to provide support to a standard financial training and professional development program, while still achieving full audit readiness by FY 2017.

This strategy offers a more focused approach to achieving audit readiness by: concentrating on the information most used in managing the Department; providing managers auditable general-fund information to track spending and identify waste; and improving the way the Pentagon does business sooner, with greater efficiency.

This approach requires the DoD to increase funding support for additional actions vital now to achieve the accelerated audit readiness goals. These actions include:

1. Process Review and Remediation: Assess and Improve Internal Controls and Data in Existing Processes and Systems. The DFAS currently conducts a substantial amount of accounting rework because of errors and mis-posting of information. The DoD anticipates that the improved controls necessary for auditability, along with the targeted system improvements will reduce this rework and create efficiencies for the Department. Under prior plans, these improvements were coincident to new system implementations and other business process improvement efforts; the Department will now move forward with increased data cleansing and aggressively improving internal controls to provide

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I. Description of Operations Financed (cont.)

auditable information both in existing systems and as DoD transitions to modern, improved systems.

- 2. Financial Management Certification Program: Provide a standard training and professional development program for the DoD financial management workforce (with a focus on auditability).** The FY 2013 President's Budget request provides the funding necessary to establish a standardized financial management training and professional development program designed to support the Under Secretary of Defense (Comptroller)'s goal to maintain a capable financial management workforce. The certification program will increase the workforce's capabilities in audit readiness and analytics and will comply with FY 2010 National Defense Authorization Act congressional direction.
- 3. Internal Audits: Utilize internal audit agencies and services to assess and improve financial controls.** The Department manages financial improvement activities through the Financial Improvement and Audit Readiness (FIAR) Plan, which provides the strategy, methodology, and means for monitoring progress to achieve Congress' audit readiness requirement. The FIAR Plan also advances the Department's fiscal stewardship and improves the financial information needed to manage the Department.

The FIAR Plan organizes and prioritizes the financial improvement efforts of the Military Departments and Defense Agencies. It ensures the Components' Financial Improvement Plans are aligned with business transformation initiatives and systems modernization efforts necessary for successful audit readiness.

Internal audits conducted will assess whether Components and Defense Agencies are achieving established milestones set through the FIAR plan to improve financial controls and achieve the Department's audit readiness goals.

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I. Description of Operations Financed (cont.)

- 4. External Audits: Utilize external audit firms to validate progress with formal examinations and commence audits as DoD achieves audit readiness.** The DFAS plans to contract with an independent public accounting firm to (1) assess DoD information technology systems for compliance with audit readiness requirements, rules, and regulations; and (2) assist with preparation of a single-audit under Statement on Standards for Attestation Engagement (SSAE 16). These efforts benefit DoD customers by ensuring accurate financial data and preparing the finance and accounting systems to support clean audits.

The increased resources, along with leadership involvement and oversight from the Secretary and Deputy Secretary of Defense, will enable the DoD to achieve the aggressive audit acceleration schedule for the Statement of Budgetary Resources and meet the Congressional and Department's intent to obtain full audit readiness for all DoD financial statements by 2017.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action			Current Estimate		
			Amount	Percent	Appropriated			
A. BA Subactivities								
Audits	0	12,000	-25	-0.2	11,975	11,975		6,621
Financial Management Certification Program	0	0	0	n/a	0	0		5,125
Process Review and Remediation	0	0	0	n/a	0	0		5,767
Total	0	12,000	-25	-0.2	11,975	11,975		17,513

Funding for conducting audit readiness initiatives for the Defense Finance and Accounting Service are further defined in stated categories for FY 2013 in accordance with new audit readiness acceleration initiatives directed by the Secretary of Defense.

Defense Finance and Accounting Service
 Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	12,000	11,975
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-20	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-5	
Subtotal Appropriated Amount	11,975	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	11,975	
Supplemental		
Reprogrammings		
Price Changes		204
Functional Transfers		
Program Changes		5,334
Current Estimate	11,975	17,513
Less: Wartime Supplemental		
Normalized Current Estimate	11,975	

**Defense Finance and Accounting Service
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		12,000
1. Congressional Adjustments		-25
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-20	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Mitigation of Environment Impacts	-5	
FY 2012 Appropriated Amount		11,975
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		11,975
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		11,975
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		11,975
6. Price Change		204
7. Functional Transfers		
8. Program Increases		10,892
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Process Review and Remediation	5,767	
Provides audit readiness funding to assess and improve internal controls and data in existing processes and systems. Required to meet Secretary of Defense and Congressional intent for improved audit readiness by 2017. (FY 2012 Baseline \$0)		
2) Financial Management and Certification Program	5,125	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Provides funding to support a standard training and professional development program for the DoD financial management workforce. Required to meet Secretary of Defense and Congressional intent for improved audit readiness by 2017. (FY 2012 Baseline \$0)		
9. Program Decreases		-5,558
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Audits	-5,558	
Realigns audit readiness funding to further define activities required to meet the Secretary of Defense and Congressional intent to improved audit readiness by 2017. (FY 2012 Baseline \$11,975)		
FY 2013 Budget Request		17,513

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IV. Performance Criteria and Evaluation Summary:

The Secretary of Defense accelerated the Department's audit readiness initiative to achieve audit readiness of the Statement of Budgetary Resources by 2014 and full compliance with the Chief Officer's Act of 1990 by FY 2017. The Secretary of Defense appointed the Under Secretary of Defense, Comptroller (OUSD(C)), the day-to-day responsibility for managing the audit readiness program. To successfully meet these goals, the OUSD(C) utilizes the Financial Improvement and Audit Readiness (FIAR) plan.

The FIAR plan, developed in 2005, is an ever evolving document, established to chart a course for sound financial management by improving internal controls, resolving material weaknesses, and advancing the Department's fiscal stewardship. The FIAR Plan details an integrated path for DoD financial improvement for the Military Services and Defense-Wide Agencies and to confirm these improvements with favorable financial audits.

The FIAR plan was employed as the strategy set by the Department to meet the Secretary's goals for audit readiness. The FIAR Plan sets milestones for resolving problems affecting the accuracy, reliability, and timeliness of financial information. The Plan describes major impediments identified by auditors and management and projects actions and target dates for resolving problems.

The DFAS, as the Executive Agent responsible for finance and accounting activities within the DoD, is a key component of the audit readiness initiative. The DFAS is currently revising its' audit readiness plan to meet the new goals directed by the Secretary of Defense. These new goals and milestones will be published in the biennial FIAR PLAN Status Report.

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<u>V. Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Contractor FTEs (Total)</u>	<u>0</u>	<u>59</u>	<u>87</u>	<u>59</u>	<u>28</u>

Defense Finance and Accounting Service
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

<u>OP 32 Line</u>	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
989 Other Services	0	0	11,975	11,975	204	5,334	17,513
999 Total Other Purchases	0	0	11,975	11,975	204	5,334	17,513
Total	0	0	11,975	11,975	204	5,334	17,513

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**Fiscal Year 2013 Budget Estimates
Defense Human Resources Activity (DHRA)**



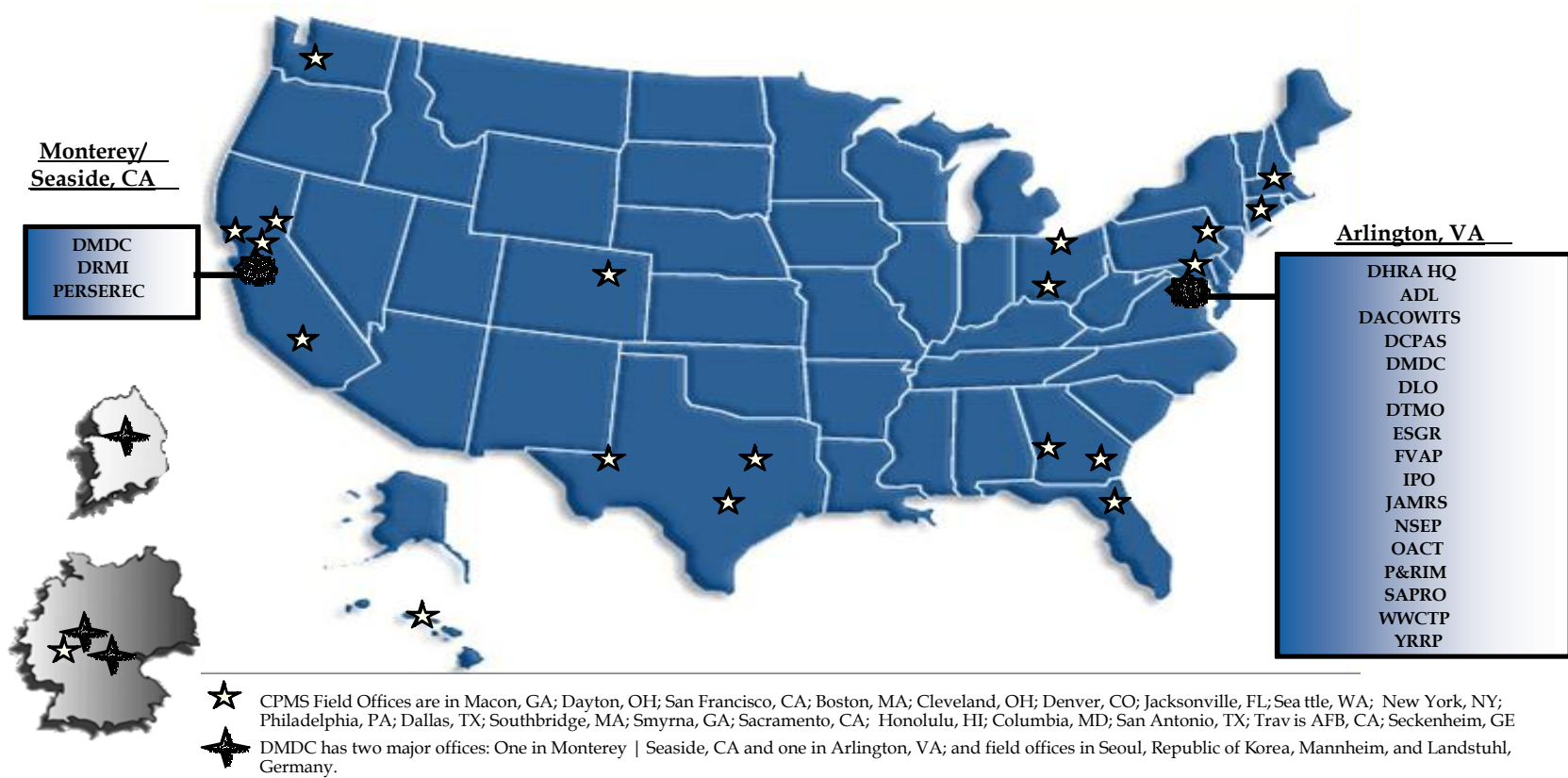
February 2012

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Defense Human Resources Activity
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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
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**Defense Human Resources Activity
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DHRA	738,078	10,280	-103,457	644,901	9,133	22,152	676,186

I. Description of Operations Financed: The Defense Human Resources Activity (DHRA) enhances the operational effectiveness and efficiency of a host of dynamic and diverse programs supporting the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)). The Field Activity supports policy development by performing cutting-edge research and expert analysis, supports readiness and departmental reengineering efforts, manages the largest automated personnel data repositories in the world, prepares tomorrow's leaders through robust developmental programs, supports recruiting and retaining the best and brightest, and delivers both benefits and critical services to war-fighters and their families.

The DHRA FY 2013 budget funds execution of the Field Activity's mission to:

- Organize, direct, and manage all assigned resources, to include the twenty-two programs described herein
- Maintain a central repository of the DoD Human Resource (HR) information, both current and historic
- 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))

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I. Description of Operations Financed (cont.)

- Support functional policy analyses, workshops, and change management activities; define and/or document functional requirements; provide for business process reengineering, continuous process improvement; and develop, integrate, and provide functional oversight for the Human Resources Management (HRM) enterprise architecture and HRM information management initiatives
- Act as the source for collecting and archiving manpower-related databases, as well as providing management information based on research and analysis of HR and other related federal functional area databases
- Administer the sexual assault prevention and response policies and programs for the Department of Defense
- 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 Department of Defense. Assist in establishing strategic direction and in establishing and administering travel policy; centrally manage all commercial travel programs
- Provide policy support 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)
- Design and manage DHRA programs and activities to improve standards of performance, economy, and efficiency

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

The Field Activity supports 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 serves the Under Secretary's vision of creating an organization that is dedicated and committed to the readiness of the Department's Service men and women, their families, and civilian employees. The DHRA FY 2013 budget supports the Under Secretary's three fundamental focus areas:

- Ensure Total Force Readiness
- Care for Our People
- Create and Sustain a Culture of Relevance, Effectiveness, and Efficiency.

Narrative Explanation of Changes:

The FY 2013 DHRA budget represents a net increase of slightly over \$22 million from FY 2012.

The net increase from FY 2012 to FY 2013 is the result of a \$30 million technical error affecting DHRA's civilian personnel costs that resulted in a Congressional reduction to the DHRA FY 2012 budget submission. The \$30 million reduction distorts the FY 2012 baseline, thus making it appear that the DHRA is experiencing significant program growth in FY 2013 when, in fact, the DHRA top line is essentially holding constant. DHRA took this one time reduction out of Program funding in FY 2012 by eliminating the lowest priority initiatives, extending timelines on deliverables, awarding fewer contracts, and shifting critical work to the civilian workforce.

In FY 2013, DHRA will be taking on several new programs and will experience growth in one key program that has significant Congressional interest.

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I. Description of Operations Financed (cont.)

The changes in the DHRA budget from FY 2012 to FY 2013 are attributed to several major factors:

- The Synchronized Pre-deployment and Operational Tracker (SPOT) Enterprise Suite will transfer to DHRA from the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)).
- The Computer/Electronics Accommodation Program (CAP) will transfer to DHRA from the TRICARE Management Activity (TMA).
- The Enterprise Identity Attribute Service (EIAS) will be integrated into the Defense Manpower Data Center's Common Access Card (CAC) Program.
- DHRA will receive funding to support a Suicide Prevention Office.
- DHRA funding will include a significant increase to the Sexual Assault Prevention and Response (SAPR) program.
- The Interagency Program Office (IPO) will transfer from DHRA to TMA.
- DHRA will continue to take advantage of the efficiencies identified in the FY 2012 budget submission, in addition to efficiencies identified for FY 2013.

Increases and decreases are detailed at the program level¹.

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

Joint Advertising, Market Research, and Studies (JAMRS):

(Dollars in Thousands)

<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
11,562	27,804	25,549

JAMRS total mission is about enabling DoD Leadership and the Services to make informed research-based recruiting decisions, eliminating unnecessary redundancies across the recruiting communities, and focusing outreach efforts with influencers in order to preserve and enhance the All-Volunteer Force. Within DoD, JAMRS has the sole responsibility to monitor the youth market and provide timely, accurate, and actionable information regarding youth's interest in and reasons for joining as well as influencers' attitudes toward military service. JAMRS is also the only DoD program to track each advertising campaign conducted by the Services/Components so they can optimize their marketing resources, and helps to ensure nearly a billion dollars of advertising is spent effectively (GAO-03-1005 recommendation). 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 Services' recruiting outreach efforts. JAMRS also executes the Department's only joint advertising campaign aimed at influencers, complementing the individual Services' efforts, and allowing them to focus primarily on the youth market. This campaign, a long term educational approach to reconnect America with the military, builds advocacy among parents, teachers, guidance counselors, and coaches, who are the primary influencers of youth, and creates a more receptive recruiting environment for the individual Services.

Learn more about JAMRS' mission and program successes at www.jamrs.org.

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I. Description of Operations Financed (cont.)
National Security Education Program (NSEP):

(Dollars in Thousands)

<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
18,409	18,099	16,382

The NSEP mission is to equip Americans with proficiencies in less commonly taught languages and cultures critical to national security and to provide a cadre of highly qualified candidates for employment in the national security community. NSEP is an integral component of the Department's strategic long-term approach to addressing the language and cultural needs of the Services. NSEP collaborates with the Departments of Education, State and the Office of the Director of National Intelligence to ensure an interagency approach to national language programming. NSEP represents a vital investment in strategic partnerships with the United States education community to ensure a flow of more qualified language proficient candidates to the Federal sector. NSEP will continue its vital efforts to identify and support language studies among United States undergraduate and graduate students through its nationally recognized Boren Scholarships and Fellowships as well as support opportunities for advanced language learning in the highly successful Language Flagship Program. NSEP will continue to support the innovative National Language Service Corps to provide short-term language services to key government agencies with surge requirements.

**Defense Human Resources Activity
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I. Description of Operations Financed (cont.)
Defense Resources Management Institute (DRMI):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
1,468	1,449	1,444

The DRMI conducts professional education programs in analytical decision making and resources management for military officers of all services, and senior civilian officials of the United States and 162 other countries.

Additional information can be found at <https://www.nps.edu/Academics/Centers/DRMI>.

Defense Language Office (DLO):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
57,783	47,697	41,750

DLO provides strategic direction and oversight for the Department's language, regional and cultural programs to ensure an integrated and joint approach, in support of counterinsurgency (COIN), humanitarian and irregular warfare (IW) missions. DLO develops and recommends policy, programming, planning and strategic guidance for language proficiency, regional expertise and culture for the Total Force. DLO implements a comprehensive Department-wide program through oversight, advocacy, policy, resources, research, and metrics. DLO identifies and evaluates policies, procedures, and resource needs. DLO provides OSD-level guidance in the areas of curriculum development, training, testing, and basic and sustainment tools to achieve the following end state: "The

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I. Description of Operations Financed (cont.)

Department will have the required combination of language skills, regional expertise, and cultural capabilities to meet current and projected needs." DLO:

- Develops, recommends and monitors policies for language, regional and culture related to the development, management, and utilization of members of the Armed Forces and DoD civilian employees
- Monitors trends in the accession, retention, and promotion of individuals with these critical skills
- Explores innovative concepts to expand Defense foreign language, regional and cultural skills and capabilities, and English language training to support heritage recruiting and assist in building partner capacity
- Provides strategic oversight of the testing and training programs at Defense Language Institute Foreign Language Center and Defense Language Institute English Language Center.

Enterprise Human Resources Automated Systems - Defense Civilian Personnel Data System (DCPDS) :

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
63,569	61,643	69,638

As the Department's enterprise civilian human resources (HR) system, DCPDS supports HR system operations for over 800,000 civilian employee records and 1.5 million position records. The network and system operations span worldwide, with 24/7 operations supporting 19 Regional Service Centers and over 300 Customer Support Units. As a leader in federal HR systems, the Department has been designated by OPM/OMB as one of the five

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I. Description of Operations Financed (cont.)

HR Shared Service Centers, with DCPDS supporting approximately one-third of the federal workforce. DCPDS continues to prove its business case by saving the Department over \$200 million per year by operating centrally those HR system activities previously performed by the individual DoD Service/Agencies.

Operation of a single enterprise civilian HR information system has ensured a coherent, standardized, and cost-effective system for the entire Department. Consistent with the DoD HR Strategic Plan, the Defense Civilian Personnel Advisory Service (DCPAS) provides management systems and tools that support total force planning and informed decision-making. To date, the DCPDS Information Assurance (IA) program has successfully deterred all attempted intrusions.

Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs:

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
66,163	44,193	37,873

DCPAS Programs include:

- Civilian Senior Executive/Equivalent Career Lifecycle Management
- HR Compliance and Investigations (Alternative Dispute Resolution (ADR) and EEO Investigations)
- Injury Compensation and Unemployment Compensation Advisory Programs
- Pipeline Reemployment Program (reemploys employees suffering from job-related injuries and illnesses)

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I. Description of Operations Financed (cont.)

- Staffing and Civilian Transition Programs (formerly known as CARE) (program chairs the DoD BRAC Working Group)
- DoD Priority Placement Program (PPP)
- Defense Senior Leader Development Program (DSLDP)
- Executive Leadership Development Program (ELDP) (provides an extensive exposure to the roles and missions of the DoD with the focus on understanding war fighter)
- Defense Civilian Emerging Leader Program (DCELP) (provides leader and functional expertise development at the entry level for civilian employees)

In FY 2013, DCPAS continues its management, oversight, and infrastructure support to the Department in several key areas: the Senior Executive Management, a redesigned hiring process adhering to veterans' preference requirements, a "Department of Defense Civilian Workforce Incentive Fund", and a Mandatory Training and Retraining Program for Supervisors. For a more detailed view of the DCPAS mission, please reference the following web site: <http://www.cpms.osd.mil>.

Defense Enrollment Eligibility Reporting System (DEERS), Real Time Automated Personnel Identification System (RAPIDS), Common Access Card (CAC):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
131,862	102,273	126,940

The DEERS, RAPIDS, and CAC programs are inter-related and inter-dependent operational systems that promote an efficient flow of business processes. DEERS is the DoD's authoritative data repository of all manpower, personnel (military, civilian, selected

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I. Description of Operations Financed (cont.)

contractors, retirees, and family members), benefit eligibility, and TRICARE enrollments worldwide. CAC uses the DEERS database for authentication and personnel information. RAPIDS is the infrastructure that supports the Uniformed Services identification card, provides on-line updates to DEERS and issues the CAC to Service members, civilian employees, and eligible contractors, thus providing an enterprise-wide credential for both physical and logical access to DoD facilities and networks. During FY 2013, DHRA will implement an Enterprise Identity Attribute Service (EIAS) under the CAC program. The EIAS will enable real time access decisions in both the classified and unclassified environment.

Defense Enrollment Eligibility Reporting System (DEERS):

The DEERS provides hundreds of system interfaces and over 50 applications to hundreds of military healthcare systems. The DEERS design allows DoD to add enterprise solutions quickly and efficiently, resulting in better, more cost effective service to members and war-fighters. Leveraging the DEERS infrastructure has proven value-added benefits.

Real Time Automated Personnel Identification System (RAPIDS):

The RAPIDS is the 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.

Common Access Card (CAC):

The CAC is DoD's enterprise-wide solution for secure identity credentials allowing logical access to DoD's computer networks and systems as well as physical access to buildings and secure areas. CAC, coupled with the Defense Information System Agency's

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

public key infrastructure (PKI), is a breakthrough innovation for the Department which has reduced network intrusions by 50% and has also prevented over a million unauthorized accesses to DoD installations and facilities.

During FY 2013, the CAC Program will implement an Enterprise Identity Attribute Service (EIAS) to enable real time access decisions in both the classified and unclassified environment. The EIAS supports the distribution of DoD person and personnel attributes to applications and services in a controlled, consistent, and secure manner to support Attribute Based Access Control (ABAC) decisions.

Human Resources Strategic Assessment Program (HRSAP):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
4,884	3,925	3,922

The 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 HRSAP has streamlined the survey development and analysis processes to enable faster results and to increase the number of clients contacted. HRSAP administers 4+ surveys per year to over 400,000 people with an average turnaround for initial results of 120 days. Survey results provide empirical data quickly to senior Pentagon leaders for more timely and informed policy decisions.

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I. Description of Operations Financed (cont.)

Personnel Security Assurance (PSA):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
26,047	20,924	22,383

The program is comprised of four systems: the Joint Personnel Adjudication System (JPAS), the Defense Central Index of Investigations (DCII), the Secure Web Fingerprint Transmission (SWFT), and the Improved Investigative Records Repository (iIRR). PSA provides comprehensive capabilities to perform processing and verification of security clearances for all DoD military personnel, civilians and contractors.

Synchronized Pre-deployment and Operational Tracker (SPOT):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
0	0	26,963

The Synchronized Pre-deployment and Operational Tracker (SPOT) program will transfer to DHRA from the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L)) in FY 2013. The Synchronized Pre-deployment and Operational Tracker Enterprise Suite (SPOT-ES) is the Department of Defense (DoD) system of record for accountability and visibility of contracts and contractor personnel authorized to operate in a contingency operation. Sections 861 and 862 of the FY 2008 National Defense Appropriations Act (NDAA) required the Department of State (DoS), the Department of Defense (DoD), and the U.S. Agency for International Development (USAID) to establish and maintain a central repository for collecting and maintaining information on contracts and

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I. Description of Operations Financed (cont.)

contractors in Iraq and Afghanistan. A Memorandum of Understanding signed by these three Agencies designates SPOT as this repository. SPOT-ES provides web based tracking and visibility into contract services, personnel and equipment locations; provides a common operational picture for Combatant Commanders; enhances the analytical tools to accurately plan for the quantity of contracted support required for future contingency operations; and collects accurate data for the OMB-directed quarterly census of all contractors supporting contingency operations.

Personnel and Readiness Information Management (P&R IM):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
47,161	31,829	8,790

P&R IM provides the HRM community with information management processes and tools that are strategically aligned, customer focused, and produce leading edge results. The Director serves as the DHRA Chief Information Officer, chairs the HRM Investment Review Board (IRB), and is the DoD lead for the Virtual Lifetime Electronic Record benefits capabilities. P&R IM initiates, coordinates, and executes project/program areas such as Information Assurance, Personnel Sector Critical Infrastructure Protection, Information Technology, and Functional Data Administration and Standardization. P&R IM improves HRM business processes and policies between DoD and non-DoD agencies such as Department of Veterans Affairs. P&R IM's initiatives resolve functional problems, document functional requirements, and develop common data across all Components. P&R IM executes HRM portfolio management to ensure efficient management of investments and limited resources are optimally allocated. P&R IM reviews and analyzes all HRM business system certifications, and provides acquisition management support to HRM initiatives and programs requiring assistance in developing statutory and regulatory required

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I. Description of Operations Financed (cont.)

documentation to meet the HRM IRB and the Defense Business Systems Management Committee. P&R IM integrates high-level HRM architecture information into the DoD Business Enterprise Architecture (EA), Federal EA, and the Global Information Grid under the areas of Civilian HRM, Military Health System, and Military and Other HRM.

For more information, visit the P&R IM website at <http://www.prim.osd.mil>.

Defense Travel Management Office (DTMO):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
20,121	14,068	13,887

DTMO serves as the single 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 allowance and entitlement program management. By centralizing travel functions under one organization, the Department 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 transforming the Defense Travel Enterprise by implementing better solutions and providing the best value for the travel community.

For additional information please visit <http://www.defensetravel.dod.mil>

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I. Description of Operations Financed (cont.)
Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
17,562	11,379	10,671

ESGR develops and promotes a culture in which American employers support and value the military service of their employees with ESGR as the principal advocate within DoD. ESGR develops and promotes employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of applicable laws, and resolving conflict between employers and service members. ESGR operates in every state and territory through a network of more than 4,800 volunteers and approximately 200 support staff members.

ESGR's national employer outreach program increases employer awareness of their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA) and emphasizes employers' critical contributions to the defense of the Nation through support of their Guard and Reserve employees. ESGR provides authoritative advice and counsel to the Service 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>

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

Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
5,164	4,833	3,801

FVAP helps Uniformed Service personnel, their voting-age dependents, and overseas civilians exercise their right to vote in federal elections so that they have an opportunity equal to that of the general population to vote and to have that vote counted. FVAP achieves this mission through advocacy and assistance to military, military dependent, and overseas voters, as well as to state and local election jurisdictions and governments.

FVAP administers 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). The FVAP vision is that military and overseas voters are able to cast a ballot from anywhere in the world as easily as if they were at a polling place.

Given that regularly scheduled federal elections occur in even numbered years, much of FVAP's activity is driven by that schedule, with a focus on voter training, outreach and communications in FY12, even though the actual general federal election occurs in FY13. Much of FVAP's surge activity to implement the MOVE Act will be completed leading up to and immediately following the November 2012 election, allowing FVAP to return to a program management mode of operations with the new voter assistance programs in place.

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I. Description of Operations Financed (cont.)

Personnel Security Research Center (PERSEREC):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
6,525	900	545

PERSEREC is the sole personnel security research center for the Department of Defense. PERSEREC improves DoD personnel security policy and procedures by conducting quick-response studies and analyses, short-term research, and long-term programmatic research as well as by developing procedures, security tools and automated systems that can be promptly implemented to improve personnel security and related suitability policies. The Center's products are used by the Office of the Undersecretary of Defense for Personnel and Readiness, the DoD Components, and the larger government-wide security and intelligence community. PERSEREC's work directly addresses one of the Secretary of Defense's Priority Performance Goals: Reform the Personnel Security Clearance Process. In addition, PERSEREC supports DoD's Insider Threat Working Group and the Office of Management and Budget Performance Accountability Council. This council is responsible for overseeing and improving personnel security and suitability programs government wide. PERSEREC uses systematic and empirical research as the basis for making program improvements. Research results are used to improve the efficiency, effectiveness, and fairness of the DoD personnel security program.

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I. Description of Operations Financed (cont.)

Sexual Assault Prevention and Response Office (SAPRO):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
11,264	13,720	24,673

As the single point of authority, accountability, and oversight for DoD's sexual assault prevention and response policy and oversight, SAPRO:

- Oversees the implementation of policies and promotes policies that foster a climate of confidence to encourage victims to report the sexual assault and seek and enter into care
- Oversees and evaluates Department-wide SAPR program effectiveness
- Assesses the capability of the Department to respond to the needs of adult sexual assault victims
- Coordinates policies related to adult sexual assault victims
- Monitors and analyzes reports of sexual assault to determine the efficacy of sexual assault policies and programs to prepare an annual report to Congress on the DoD's reports of adult sexual assaults and conducts annual assessments at the U. S. Military Service Academies
- Provides funding authority to Military Services, National Guard, and Reserves to support program initiatives that will enhance sexual assault prevention and reporting.

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

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I. Description of Operations Financed (cont.)
Office of the Actuary (OACT):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
727	433	364

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 DoD's and Treasury's required annual contributions into 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 the cost estimates for legislative proposals involving military benefits (such as Combat-Related Special Compensation and Concurrent Receipt Disability Pay) and adapts retirement, education benefits, and retiree health care system valuation models to legislated changes.

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I. Description of Operations Financed (cont.)
Quadrennial Review of Military Compensation (QRMC):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
0	50	50

The QRMC is a Presidentially chartered commission that performs a comprehensive review of the military compensation system to address specific Presidentially directed issues, and recommend changes. Past QRMCs have addressed important issues such as pay comparability and the military retirement system. The 11th QRMC will have completed its work in FY 2012. The 12th QRMC has not yet been appointed, thus the agenda has not yet been established.

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

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
285	168	389

The DACOWITS advises on matters and policies relating to the recruitment and 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 Department of Defense at the end of approximately one year of effort.

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.)

Wounded Warrior Interagency Program Office (IPO):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
10,235	10,007	0

In FY 2013, the Interagency Program Office (IPO) will transfer from DHRA to the TRICARE Management Activity.

The Wounded Warrior Care and Transition Policy (WWCTP):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
226	1,101	506

These funds provide support to the Wounded Warrior Care and Transition Policy program which is responsible for expediting the determination of DoD disability benefits; reducing the unemployment rate of Wounded, Ill, and Injured through the Education and Employment Advocacy Program; providing the DoD/VA Recovery Coordination Program for recovering service members; and developing a strategic outreach campaign to connect Wounded, Ill, and Injured Service members, their families, and caregivers with reliable, trustworthy resources for any phase of recovery or reintegration. As the Department's proponent for the Transition Assistance Program (TAP), the WWCTP funds delivery of pre-separation counseling and transition services to separating Service and family members. Funding also supports cross-agency coordination of Wounded, Ill, and Injured Senior Oversight Committee (SOC) and Joint Executive Council (JEC) decisions, monitoring

**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

implementation of SOC and legislative mandates, to ensure that congressional reporting requirements are met for the Under Secretary of Defense for Personnel and Readiness.

Advanced Distributed Learning (ADL) Registry:

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
957	950	949

The ADL Registry delivers timely and effective computer-based training to the services and DoD Agencies and Activities. Using the international standard Sharable Content Object Reference Model (SCORM), ADL collaborated with industry and other government agencies and developed a standard format for delivering interoperable training content and the ADL-Registry, to enable discovery and sharing of training content. This Registry enables central registration of courses, modules, and lessons (learning objects) which empower developers, instructors, and students to find relevant content created by any DoD component. (The SCORM format standard guarantees the content will run on their local system.)

Yellow Ribbon Reintegration Program (YRRP) Headquarters Office:

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
23,067	25,862	21,580

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I. Description of Operations Financed (cont.)

The YRRP is a national combat veteran reintegration program that provides support and outreach to National Guard and Reserve members throughout the deployment cycle.

The YRRP is an overarching program, encompassing all phases of the deployment cycle. The Under Secretary of Defense for Personnel and Readiness, (USD (P&R)), has oversight of the Yellow Ribbon Reintegration Program. However, each of the Service's Reserve Components, (Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve and Coast Guard), currently implement Service specific programs to meet the intent and requirement of the legislated program through events conducted across all 54 states and territories. DoD published the YRRP Department of Defense Instruction (DoDI) 1342.28 on March 30, 2011 that provides the Services the necessary guidance to create a standardized Program that will combine the best practices of each Service to aid members and their Families to the maximum extent possible. The Yellow Ribbon Reintegration Program will provide support services to commanders, Service members, and Families as close as possible to the Service member's residence.

In FY 2011, the Yellow Ribbon Reintegration Program (YRRP) Office was transferred to the DHRA for administrative control. Additionally, per NDAA-11, the YRRP is focusing on unemployment and underemployment of returning Reserve Component members by planning and executing activities that enhance employment for Guard and Reserve service members, Veterans, and their families. The end state will be an infusion of Veterans and currently-serving Reserve Component Service members into the public and private workforce in jobs that reflect and reward their talent and dedication, and their commitment to the United States and its best values. YRRP will accomplish this through the Employment Initiative Program (EIP), which also focuses on reducing the burden of unemployment compensation on the Department of Defense budget by proactively working with employers to place qualified Guard and Reserve Service members and Veterans into appropriate jobs and/or job training programs.

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

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

Computer/Electronics Accommodation Program (CAP):

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
0	0	5,591

In FY 2013, the Computer/Electronics Accommodation Program (CAP) will transfer to DHRA from the TRICARE Management Activity. CAP provides computer and other technology accommodations for personnel with special needs. This program provides DoD and 68 other Federal agencies with employee workplace accommodations. It also supports wounded warriors with adaptive equipment.

Suicide Prevention Office:

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
0	0	2,060

Beginning in FY 2013, DHRA will receive funding to support a Suicide Prevention Office in response to the DoD Task Force Report on Prevention of Suicide by Members of the Armed Forces (August 2010). This capability will provide strategic vision, analysis and research to support policy direction, integration and oversight for the Department's suicide prevention efforts. It will standardize policies and procedures with respect to resiliency, mental fitness, life skills, and suicide prevention. It will also provide integration of best practices, and general oversight, serve as a change agent, and establish an ongoing external review group of non-Department experts to assess progress.

**Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

Furthermore, it will provide guidance from which the Services can design and implement their suicide prevention programs.

Labor:

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
153,811	152,845	158,096

DHRA Labor funds civilian pay for 1,180 government Full Time Equivalents for FY 2013.

Operations:

(Dollars in Thousands)		
<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
59,226	48,748	51,390

DHRA Operations funding provides support costs for the entire organization. These include rents, utilities, supplies, travel, and other common support services. Other specific items include National Capital Region transportation subsidies, communications, Defense Finance and Accounting Services (DFAS) support, and Human Resource Fees.

II. Force Structure Summary:

N/A

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

	<u>FY 2012</u>						
	<u>FY 2011 Actuals</u>	<u>Budget Request</u>	<u>Congressional Action</u>		<u>Current Estimate</u>	<u>FY 2013 Estimate</u>	
			<u>Amount</u>	<u>Percent Appropriated</u>			
A. BA Subactivities							
4. Administrative & Service-wide Activities	738,078	676,419	-31,518	-4.7	644,901	644,901	676,186
ACTUARY	727	436	-3	-0.7	433	433	364
Advanced Distributed Learning	957	950	0	0.0	950	950	949
Computer/Electronics Accommodation Program	0	0	0	n/a	0	0	5,591
DEERS/RAPIDS/CAC	131,862	108,930	-6,657	-6.1	102,273	102,273	126,940
Defense Advisory Committee on Women in the Services	285	598	-430	-71.9	168	168	389
Defense Civilian Personnel Data System	63,569	68,474	-6,831	-9.0	61,643	61,643	69,638
Defense Language Office	57,783	48,358	-661	-1.4	47,697	47,697	41,750
Defense Personnel Security Research Center	6,525	908	-8	-0.9	900	900	545
Defense Resource Management Institute	1,468	1,479	-30	-2.0	1,449	1,449	1,444
Defense Travel Management Office	20,121	16,919	-2,851	-16.9	14,068	14,068	13,887
Defense Wide CPAS Mission Programs	66,163	51,302	-7,109	-13.9	44,193	44,193	37,873
Employer Support of the Guard and Reserve	17,562	12,226	-847	-6.9	11,379	11,379	10,671
Federal Voting Assistance Program	5,164	5,344	-511	-9.6	4,833	4,833	3,801
Human Resources Strategic Assessment Program	4,884	3,860	65	1.7	3,925	3,925	3,922
Information Management	47,161	33,162	-1,333	-4.0	31,829	31,829	8,790
Joint Advertising, Market	11,562	27,991	-187	-0.7	27,804	27,804	25,549

**Defense Human Resources Activity
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Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

	FY 2012						
	FY 2011 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		Current <u>Estimate</u>	FY 2013 <u>Estimate</u>	
			<u>Amount</u>	<u>Percent Appropriated</u>			
A. <u>BA Subactivities</u>							
Research & Studies							
Labor	153,811	152,845	0	0.0	152,845	152,845	158,096
NSEP	18,409	18,424	-325	-1.8	18,099	18,099	16,382
Operations	59,226	49,272	-523	-1.1	48,749	48,749	51,390
Personnel Security Assurance	26,047	22,180	-1,256	-5.7	20,924	20,924	22,383
Quadrennial Review of Military Compensation	0	696	-646	-92.8	50	50	50
Sexual Assault Prevention and Response Office	11,264	14,038	-318	-2.3	13,720	13,720	24,673
Suicide Prevention Office	0	0	0	n/a	0	0	2,060
Synchronized Pre-deployment and Operational Tracker	0	0	0	n/a	0	0	26,963
WW-CTP	226	801	300	37.5	1,101	1,101	506
WW-IPO	10,235	11,176	-1,169	-10.5	10,007	10,007	0
Yellow Ribbon Reintegration Program	23,067	26,050	-188	-0.7	25,862	25,862	21,580
Total	738,078	676,419	-31,518	-4.7	644,901	644,901	676,186

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

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	676,419	644,901
Congressional Adjustments (Distributed)	-30,130	
Congressional Adjustments (Undistributed)	-1,070	
Adjustments to Meet Congressional Intent	-256	
Congressional Adjustments (General Provisions)	-62	
Subtotal Appropriated Amount	644,901	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	644,901	
Supplemental		
Reprogrammings		
Price Changes		9,133
Functional Transfers		22,377
Program Changes		-225
Current Estimate	644,901	676,186
Less: Wartime Supplemental		
Normalized Current Estimate	644,901	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		676,419
1. Congressional Adjustments		-31,518
a. Distributed Adjustments		
1) Fully Fund Wounded Care and Transition Policy Office	300	
2) Overstatement of FY12 Civilian Personnel Costs	-30,000	
3) Unjustified increase for Defense Advisory Committee for Women in the Services Program Reporting	-430	
b. Undistributed Adjustments		
1) Unobligated Balances	-1,070	
c. Adjustments to Meet Congressional Intent		
1) Sec 8034 - Mitigation of Environment Impacts	-256	
d. General Provisions		
1) Sec 8023(f) - FFRDC	-62	
FY 2012 Appropriated Amount		644,901
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		644,901
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		644,901
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		644,901
6. Price Change		9,133
7. Functional Transfers		22,377
a. Transfers In		
1) Synchronized Pre-deployment and Operational Tracker (SPOT)	26,963	
SPOT will transfer to DHRA from the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (AT&L) in FY 2013. (FY 2012 Baseline \$0K)		
2) Computer/Electronics Accommodation Program (CAP)	5,591	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
CAP will transfer to DHRA from TRICARE Management Activity in FY 2013. (FY 2012 Baseline \$0K)		
b. Transfers Out		
1) Wounded Warrior Interagency Program Office (IPO)	-10,177	
The IPO will transfer to the TRICARE Management Activity in FY 2013. (FY 2012 Baseline \$50K)		
8. Program Increases		50,271
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Defense Enrollment Eligibility Reporting System (DEERS), Real Time Automated Personnel Identification System (RAPIDS), Common Access Card (CAC)	22,928	
The growth is attributed primarily to the integration of the Enterprise Identity Attribute Service (EIAS), approximately \$18 million, into the Common Access Card (CAC) Program. The balance of the growth supports technical refresh and life cycle maintenance. (FY 2012 Baseline: \$108,930K)		
2) Sexual Assault Prevention and Response Office (SAPRO)	10,720	
The increase will fund program enhancements in Sexual Assault Safe Helpline expanded requirements, Sexual Assault training enhancements, and implementation of sexual assault common research and metrics development. (FY 2012 Baseline: \$13,720K)		
3) Enterprise Human Resources Automated Systems - Defense Civilian Personnel Data System (DCPDS)	6,947	
There is no real growth in DCPDS. The apparent growth is attributable to the \$30 million technical error in the DHRA FY 2012 budget submission that resulted in a		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Congressional reduction. (FY 2012 Baseline: \$61,643K)		
4) Labor	4,701	
The increase will fund increase in authorized FTE level based on transfer to DHRA of the SPOT and CAP programs, receipt of funding to support a Suicide Prevention Office, and approval of FTE authorizations to support the Personnel Security Assurance program. The increase also includes \$588K attributed to the extra paid day in FY 2013.		
(FY 2012 Baseline: \$152,845K, +28FTE)		
5) Suicide Prevention Office	2,060	
DHRA will receive funding to support a Suicide Prevention Office in FY 2013. (FY 2012 Baseline: \$0K)		
6) Operations	1,594	
Operations funding will increase slightly to support the transfer to DHRA of the SPOT and CAP programs, implementation of a Suicide Prevention Office program, and approval of FTE authorizations to support the Personnel Security Assurance program. (FY 2012 Baseline: \$49,244K)		
7) Personnel Security Assurance (PSA)	1,103	
Minor increase will support technical refresh and life cycle maintenance replacement of supporting systems. (FY 2012 Baseline: \$20,924K)		
8) Defense Advisory Committee on Women in the Service (DACOWITS)	218	
The increase will support analysis of matters and policies relating to the recruitment and retention, treatment, employment, integration, and well-being of professional women in the Armed Forces. (FY 2012 Baseline: \$168K)		
9. Program Decreases		-50,496

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Personnel and Readiness Information Management (P&R IM) This decrease reflects the expiration of Virtual Lifetime Electronic Record (VLER) program funds. It also reflects the discontinuation of Records and Knowledge Management support and continuous process improvement (CPI) support to the Personnel and Readiness community; and the scaling back of several HRM enterprise architecture efforts. (FY 2012 Baseline: \$31,829K)	-23,580	
2) Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs The FY 2013 budget reflects a reduction in contractor support. In addition, the Pipeline Program is being reduced, resulting in lower compensation to the Services for anticipated fewer individuals returning to work after sustaining on-the-job injuries or illnesses. (FY 2012 Baseline: \$44,193K)	-7,071	
3) Defense Language Office (DLO) This decrease reduces funding for interactive culture training systems for personnel supporting Security Force Assistance objectives; and reduces the Project Global Officer program to focus primarily on the largest "feeder" colleges/universities with large numbers of ROTC cadets/midshipmen. (FY 2012 Baseline: \$47,697K)	-6,758	
4) Yellow Ribbon Reintegration Program (YRRP) Headquarters Office This decrease reflects efficiencies gained from reduced reliance on service support contractors and from	-4,722	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
operational savings such as travel, training, and support. (FY 2012 Baseline: \$25,862K)		
5) Joint Advertising and Marketing Research Studies (JAMRS) The decrease in JAMRS funding supports continuation of the SecDef's efficiency initiative, reducing funding for advertising, and operations savings such as reductions in travel, training, and support. (FY 2012 Baseline: \$27,804K)	-2,728	
6) National Security Education Program (NSEP) These savings will be realized from the reduction of the number of new Flagship grants as well as the reduction across the board of the award amounts of existing Flagship grants. These reductions will impact the program by reducing the number of programs and students involved. NSEP will also eliminate the planned regional centers for the National Language Service Corps program, which will significantly reduce the ability for program outreach outside of the DC area. (FY 2012 Baseline: \$18,099K)	-2,025	
7) Federal Voting Assistance Program (FVAP) This decrease is largely due to those cyclical operations producing a reduction in travel, advertising, and outreach expenses. Since regularly scheduled federal elections occur in even numbered years, much of FVAP's activity is driven by that schedule, with a focus on voter training, outreach and communications in FY12, even though the actual general federal election occurs in FY13. (FY 2012 Baseline: \$4,833K)	-1,114	
8) Employer Support of the Guard and Reserve (ESGR) This decrease reduces the field State Committee budgets; reduces HQ/Volunteer training and travel; reduces	-901	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
advertising and marketing costs; and further reduces full-time contracted support staff in each State. (FY 2012 Baseline: \$11,379K)		
9) Wounded Warrior Care and Transition Policy (WWCTP) The decrease in WWCTP funding supports continuation of the SecDef's efficiency initiative, and operational savings such as reductions in travel, training, and support. (FY 2012 Baseline: \$605K)	-613	
10) Defense Travel Management Office (DTMO) This decrease reduces funding for training and training materials to the DoD travel community, effectively shifting responsibility for most training to the Services/Agencies; and reduces support to the traveler by reducing the hours of operation at the Travel Assistance Center (TAC) from 24/7 to 16 hours per day/5 days per week and no holiday operations. (FY 2012 Baseline: \$14,068K)	-420	
11) Defense Personnel Security Research Center (PERSEREC) This decrease reflects the saving for Technical IT support of the Automated Continuous Evaluation Program (ACES) as it transitions to operational status. (FY 2012 Baseline: \$900K)	-370	
12) Minor Program Adjustments to DRMI, HRSAP, OACT, QRMC, and ADL Minor FY 2013 reductions (less than 3%) result from operational savings identified such as reducing travel, training, and support. (FY 2012 Baseline: \$6,807K)	-194	
FY 2013 Budget Request		676,186

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IV. Performance Criteria and Evaluation Summary:

Joint Advertising, Market Research, and Studies (JAMRS) Program

JAMRS supports the achievement of the Department's recruiting goals, meets the objectives of the President's Management Agenda initiative of Strategic Management of Human Capital, and falls primarily in the Force Management quadrant of the Balanced Scorecard. The program supports efforts to target the right number and quality of military recruits as measured in the Balanced Scorecard and reported in the Annual Defense Report and Performance Assessment Review. JAMRS performance evaluation will be based on the following metrics from a year-end evaluation survey completed by key JAMRS stakeholders (i.e., POCs from Services' Recruiting Commands and other DoD constituents):

- "JAMRS has been helpful in meeting my department's objectives" mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; 2011 mean rating = 4.3);
- "Overall, I am satisfied with the services provided by JAMRS" mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; 2011 mean rating = 4.4);
- "I intend to use JAMRS as a key resource in the future" mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; 2011 mean rating = 4.5);
- "I would recommend the information and services provided by JAMRS to my colleagues" mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; 2011 mean rating = 4.6); and
- "My department saves money through its use of the JAMRS program" mean rating at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; 2011 mean rating = 4.3).

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IV. Performance Criteria and Evaluation Summary:

Joint Advertising performance evaluation will be based on the following metrics assuming a \$2.0M spend-level on advertising over the entire FY 2013:

- Reach no less than 50 percent of the adults ages 35-64 with advertising;
- Frequency of advertising (the number of times a person sees a particular advertisement) will meet or exceed 3.0 times per adult influencer;
- Number of gross impressions obtained through advertising will meet or exceed 30 million adult influencers;
- Deliver over 100 million brand impressions via online media including search;
- Maintain Service branch link off conversion on www.todaysmilitary.com at FY 2012 levels;
- Maintain Request for Information volume on www.todaysmilitary.com at FY 2012 levels;
- Meet or exceed the number of user sign-ups on www.myfuture.com from FY 2012;
- Deliver a minimum of 85% of the universe for class 2014 high school aged students;
- Secure DMV participation from at least 34 states in HSMF class year 2014 direct marketing efforts; and
- Distribute Futures magazine to approximately 90% of high schools nationwide.

In FY 2013, Joint Market Research and Studies (JMRS) performance evaluation will be based on the number of website visits to its DoD internal audience website, www.dmren.org. The Defense Market Research Executive Notes (DMREN) website houses an array of JAMRS research and study initiatives providing valuable demographic insight for recruiting professionals.

The JMRS performance evaluation will also be based on the results of the year-end evaluation survey which includes usefulness scales for each of the major projects within

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IV. Performance Criteria and Evaluation Summary:

the program. JMRS project performance evaluation will be based on the following metrics assuming they are funded in FY 2013:

- Average Youth Poll usefulness ratings at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; "The Youth Polls have been helpful in meeting my department's objectives" 2011 mean rating = 4.4);
- Average Ad Tracking usefulness ratings at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; "The Ad Tracking study has been helpful in meeting my department's objectives" 2011 mean rating = 4.3);
- Average Market Segmentation usefulness ratings at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; "JAMRS' Market Segmentation Research has been helpful in meeting my department's objectives" 2011 mean rating = 4.2); and
- Average usefulness ratings across individual studies (i.e., non-tracking studies) at least 4.0 on a 5.0 scale (1 = strongly disagree and 5 = strongly agree; 2011 mean rating across individual studies = 4.1).

Defense Language Office (DLO)

The mission of DLO is aligned with the Force Development quadrant of the Secretary of Defense Risk Management Framework, with a strategic goal to improve workforce skills to meet mission requirements and enact policy contained in the February 2010 Quadrennial Defense Review and Fiscal Year 2012-2016 Defense Planning and Programming Guidance (DPPG). DLO also supports the goals of the Under Secretary of Defense for Personnel and Readiness (USD/P&R) plan for Strategic Management of Human Capital, with a focus on critical skills. DLO recommends policy to build, strengthen and institutionalize language proficiency, regional expertise and culture.

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IV. Performance Criteria and Evaluation Summary:

The Fiscal Year 2013 performance goals for the Office are:

- Recommend policies, plans, and programs to support the development and enhancement of the Department's language proficiency, regional expertise and culture;
- Analyze Department of Defense policies and guidance on all matters related to the management of language, regional, and cultural capabilities;
- Advise USD/P&R on Service and Agency compliance with Department of Defense Directives (DoDD), Department of Defense Instructions (DoDI) and other implementing policies, for management of DoD language, regional and cultural capabilities;
- Standardize and establish common terminology and performance measures for identifying, developing, measuring and managing language and culture-related programs. Additionally, in conjunction with Joint Staff, ensure the Department can define, identify, and prioritize strategic and operational requirements for regional proficiency and provide appropriate demand signals to force providers.
- Oversee Service and Agency policies and procedures for administration and payment of a Foreign Language Proficiency Bonus for military personnel, Foreign Language Proficiency Pay for civilian personnel, and a Skill Proficiency Bonus to encourage senior ROTC students to pursue strategic language and regional/cultural study;
- Serve as OSD Functional Manager for forecasting and managing the policies, metrics, timelines, and execution of Department of Defense (DoD) Foreign Area Officer (FAO) Program and DoD 1040 civilian career series;
- Oversee and manage DoD language proficiency testing program to include oversight of Service and Agency implementing policies and procedures for management of Defense Language Proficiency Testing Program to include maintaining a DoD Instruction on Testing;

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IV. Performance Criteria and Evaluation Summary:

- Manage and collaborate the distribution of grants to colleges and universities with Reserve Officer Training Corps (ROTC) programs to develop programs for foreign regional studies in languages and regions of strategic interest to DoD;
- Oversee and manage language, regional and cultural readiness;
- Participate in the development and sustainment of a personnel information system that maintains accurate data on all DoD personnel skilled with foreign language, and regional capability;
- Lead the collaboration and synchronization efforts of DoD regional (and cultural) capabilities; and
- Lead and chair Defense Language Steering Committee and Defense Language Action Panel.

The Office will use the following metrics to monitor progress:

- Track annual reporting and develop metrics to track the accession, separation and promotion rates of language professionals and Foreign Area Officers;
- Capture growth in available language capabilities required for selected Steady State Security Posture scenarios (Language Readiness Index risk assessment tool);
- Oversee accountability in DoD databases of personnel with regional proficiency ratings and Irregular Warfare skills.
- Capture the cumulative increase in the number of DLIFLC students who achieve a 2/2/1+ DLPT score.
- Report percent of personnel who complete regional language skill, regional expertise, and cultural competency programs either prior to or within 60 days of deployment to Afghanistan.

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IV. Performance Criteria and Evaluation Summary:

- Track and report percent of USFOR-A component commands that meet DoD COIN Training Guidance leader language skill requirement.

Enterprise HR Automated Systems Enterprise Human Resource Automated System - The Defense Civilian Personnel Data System (DCPDS):

DCPDS has enabled a significant improvement in the servicing ratio (the number of personnel to employees served), achieving significant savings by improving the 1:61 ratios at program inception (1994) to 1:85 currently. DCPDS has proven its business case for saving approximately \$200 million per year with reduced costs primarily attributable to the decreases sustained in the Services/DoD Agencies in HR staff and facilities costs. Sustainment, operations, and maintenance of DCPDS are provided through a performance-based, firm-fixed-price contract and uses system and vendor performance metrics to assess contractor performance. The results of the annual measurements of performance using service level agreements

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

Investigations and Resolutions: Performance criteria call for Alternative Dispute Resolution (ADR) to be offered on 100 percent of Equal Employment Opportunity (EEO) cases. For every complaint the Investigations and Resolutions Division (IRD) resolves early, DoD avoids a conservative estimate of \$60,000 in case processing costs and potentially, millions of dollars associated with protracted litigation. FY 2013 goals include: continuing to offer ADR on 100 percent of available formal EEO cases; increasing ADR activity at the pre-complaint stage in an effort to decrease formal complaint intake; and collaborating with customers to develop new efficiencies that will improve the

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IV. Performance Criteria and Evaluation Summary:

Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act) statistics.

Injury Compensation and Unemployment Compensation Advisory Programs: Success is measured by cost containment through effective case management, return to work programs, and customer satisfaction. FY 2013 goals include: Integrate the certificate program (online and face-to-face training) for Injury Compensation Program Administrators (ICPAs) with the HR Professional Career Framework; Expand outreach efforts in support of the Presidential POWER (Protecting Our Workers and Ensuring Reemployment) Initiative; Employ at least 200 injury compensation claimants a year through the Pipeline Reemployment Program. (The program provides funding and/or FTEs to employ injured workers. The estimated future cost avoidance is over \$803 million since the inception of the program in 2005.) Audit over 18,000 unemployment claims for accuracy and identification of potential reimbursement for erroneous claims.

Staffing and Civilian Transition Programs: Program goals and results: Ensure DoD has effective policies and programs related to stability of employment that support management's ability to restructure organizations while retaining needed skills of affected employees. Ensure DoD managers, supervisors, and employees affected by restructuring have sufficient information, guidance, and support to understand and utilize transition assistance programs; DoD HR practitioners have necessary tools, information, and guidance to administer transition assistance programs effectively; DoD leadership has necessary tools and information to support restructuring and realignment goals in an efficient and humane manner. FY 2013 goals include: providing approximately 19 Priority Placement Program training courses throughout DoD, conducting 4-5 on-site, comprehensive PPP/VSIP evaluations, and providing Career Transition Assistance briefings

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IV. Performance Criteria and Evaluation Summary:

and support at installations affected by BRAC and the Secretary of Defense's efficiency reductions.

Leadership, Learning, and Development: This model provides a blueprint for the deliberate development of DoD civilian leaders below the executive level to identify and close gaps in critical leader competencies. It is responsive to the DoD Human Capital Strategic Plan and other key DoD or governmental goals. Program success is being measured by formative and summative evaluation metrics covering all phases and aspects of the program. Metric categories include leader bench strength, participant quality, participant development, career progress, impact on DoD, and barriers and enablers. Metrics are used to evaluate applicants prior to being admitted to the programs, as well as track participants' success while enrolled in the programs. This includes marketing, solicitation, nomination, application, assessment, selection, and orientation phases, as well as educational offerings such as leadership seminars, professional military education, individual development, and program completion phases, including graduate utilization (return on investment).

Civilian Senior Executive/Equivalent Career Lifecycle Management (CSE): This program oversees the CSE Career Lifecycle from end-to-end, including the recruitment, sustainment, development, management and compensation of the Department's senior leadership. The CSE Lifecycle Management ensures talent management and succession planning including mission-critical competency bench strength to address current and future needs of the Department.

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IV. Performance Criteria and Evaluation Summary:

Defense Enrollment Eligibility Reporting System (DEERS), Real Time Automated Personnel Identification System (RAPIDS), and the Common Access Card (CAC)

Performance goals include:

- Continue to deliver responses for over 39 million records and worldwide access times averaging less than 2 seconds for over 4 million transactions processed daily
- Provide 99.5 percent database availability for over 4 million daily transactions
- Post accurate, up-to-date information from the Uniformed Services within 24 hours from receipt and support of Service member mobilizations within 24 hours of notification
- Reduce average issuance times to no more than 17 minutes for all DoD Identification card forms and maintain 97 percent availability for the RAPIDS system
- Incorporate new benefits or entitlements as directed by Congressionally mandated dates
- Ensure card technology remains state-of-the-art and interoperable in accordance with OMB mandated standards for HSPD-12
- Provide accurate and timely responses to customer inquiries by answering phone calls in under one minute wait time and correspondence within ten days, measured in the aggregate
- Create a team to pro-actively identify and fix data errors before beneficiaries are negatively impacted
- Create and retain accurate reporting required by law or regulation for educational programs, verification of military experience and training, actuarial data, PERSTEMPO, linguist tracking, child and spouse abuse, federal parent locator, and

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IV. Performance Criteria and Evaluation Summary:

Defense incident reporting that feeds the National Incident Based Reporting System, EEO, Census, and demographics data

- Implement the Command Post Exercise (CPX) Module to allow Commanders and Staffs to use NTS in simulated exercises with no evacuee participation required
- Provide a Consular Task Force (CTF) Data Push to support the Department of State's Consular Task Force (CTF) program to provide timely information on US Citizen evacuees
- Provide a Pre-Registration Module to pre-populate the NTS database prior to an evacuation
- Implement the Joint Patient Tracking System (JPATS) to push data from the ETAS into the Department of Health and Human Services' (HHS) Joint Patient Tracking System for rapid patient accountability.

Performance goals related specifically to the Enterprise Identity Attribute Service (EIAS) include:

- Process 300 hits/sec on classified environment with 2 second maximum response time
- Process 1000 hits/sec on unclassified environment with 2 second maximum response time
- Maintain 99.7% service availability including scheduled and unscheduled downtime (threshold) on both the classified and unclassified environments
- Demonstrate progress towards MAC 1 capability for the classified environment
- Incorporate new identity attributes into the EIAS payload once approved by the DoD CIO Identity and Access Management (IdAM) group

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IV. Performance Criteria and Evaluation Summary:

Summary statistics (both cumulative since inception and cumulative for the prior fiscal year) of quantifiable benefits attributable to Fraud Focus, covering Civilian Pay, Military Pay, Retired/Annuitant Pay, Vendor Pay, Data Mining, Contract Pay, Cross System, Purchase Card, and Transportation are:

Area	Cumulative (since 8/5/1994)	2011
Erroneous Payment	\$183,090,568	\$29,737,743
Suspected Fraud	\$6,821,423	\$0
Actual Fraud	\$10,053,556	\$0
Cost Avoidance	\$10,398,455	\$0
Total	\$199,635,421	\$29,737,743

Fraud and abuse cost avoidance for FY10 based on statistics from TMA based on inpatient and outpatient medical care eligibility verification and verification of other health insurance is \$330M.

Human Resources Strategic Assessment Program (HRSAP)

Performance goals include:

- Administer 4 or more surveys and conduct 12 or more focus groups and provide a tabulation of responses, report, briefing, and/or research summaries for each and ensure data are available for final analysis within 180 days of closing the survey

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IV. Performance Criteria and Evaluation Summary:

- Provide data for recruiting and retention SECDEF updates
- Use scientifically accepted methods for survey item development (e.g., ensure reliable, valid results and maintain internal consistency of reported scales at not less than .70), and statistical design (e.g., stratified random sample designs and weighting that results in acceptable margins of error not to exceed +/- 5 percent in reported results for 90 percent of pre-established interest groups)

Personnel Security Assurance (PSA)

Performance goals include:

- Implement critical system modifications necessary to eliminate "end-of-life" system components, increase system stability, and standardize the configuration such that they are in line with DoD as well as DMDC standards
- Improve application security through initiatives to increase audit capabilities, support Public Key Enabled (PK-Enabled) authentication, and expand automated secured data transmission
- Establish a streamlined process for handling Privacy Act requests to eliminate the inherited backlog of requests.

Synchronized Pre-deployment and Operational Tracker (SPOT):

Performance goals include:

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IV. Performance Criteria and Evaluation Summary:

- Continue to be the system of record for accountability and visibility of contracts and contractor personnel in support of the CENTCOM Area of Responsibility and other contingencies around the world.
- Continue to provide the only DoS, DoD, and USAID sanctioned Letter of Authorization (LOA) which provides the Government Furnished Services to contractor personnel.
- Provide the information on contractor personnel supporting Iraq and Afghanistan to the Office of the Secretary of Defense for reports to Congress.
- Provide the number of contractor personnel and contract capability to Combatant Commands for operational planning purposes and to aid in their decision making processes.

Personnel and Readiness Information Management (P&R IM)

P&R IM aligns with the Department's Strategic Management Plan.

FY 2013 performance goals are:

- Provide timely support for the development of Departmental HRM Information Technology (IT) policies;
- Initiate, coordinate, and execute project/program areas such as CIO support, Information Management Analysis, Information Assurance Vulnerability Management, Information Assurance Certification and Accreditation, Critical Infrastructure Protection, Information Technology, Functional Data Administration, and Data Standardization;
- Execute HRM portfolio management of all investments, capabilities, acquisitions, systems, and initiatives for which the USD(P&R) is responsible.

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IV. Performance Criteria and Evaluation Summary:

- Recommend and approve actions relative to the funding certification of HRM business systems with a total cost in excess of \$1 million;
- Manage the HRM Investment Review Board (IRB) to support the annual review of all HRM business system investments;
- Ensure that the HRM policies and priorities are reflected in the Department's Business Enterprise Architecture (BEA);
- Define, document, and maintain Department-wide HRM Enterprise Standards that include Authoritative Sources, Business Glossary Standards, Business Process Standards, Business Rule Standards, and Common Human Resources Information Standards (CHRIS);
- Lead efforts to enhance exchange of information with other Federal, State, and local agencies to ensure efficient and effective adjudication and delivery of benefits to Service members, Veterans, and their families.

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IV. Performance Criteria and Evaluation Summary:

Defense Travel Management Office (DTMO):

The DTMO, established in February 2006, has four enduring goals:

- Improve delivery of travel services
- Increase cost effectiveness of the travel enterprise
- Achieve operational excellence
- Improve organizational readiness

DTMO's goals have objectives that can be measured to determine DTMO's progress in serving the travel community.

• Improve Delivery of Travel Services

- FY 11 Accomplishments

- o Provided DTS proliferation support to Defense Intelligence Agency and Combatant Commands
- o Assisted ~20,000 recruits traveling from Military Entrance Processing Stations to Duty Stations
- o Supported ~1,200 DoD Group Bus Moves (October 2010 - June 2011) through GOPAX, moving ~124,000 travelers
- o Coordinated with U.S. Transportation Command, Pacific Command, and Commercial Travel Offices to provide travel and transportation support in support of Operation Tomodochi, as well as allowances guidance for over 8,000 family members who were traveling out of and back to Japan

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IV. Performance Criteria and Evaluation Summary:

- o Assisted over 449,000 travelers through the Travel Assistance Center
 - o Successfully conducted the 2011 Defense Travel Administrator (DTA) Seminar for 614 attendees
 - o Provided implementation support for DTS releases for CBA, Multiple Lines of Accounting/Import-Export
 - o Provided implementation support for four Maintenance Releases for DTS (quarterly)
 - o Performed ~400 bus inspections for the Military Bus Program
 - o Completed Rental Car Benchmark Study and Government Administrative Rate Supplement (GARS) Analysis
 - o Established Memorandum of Agreement with Federal Motor Carrier Safety Administration, Department of Transportation, to share future bus safety inspection and carrier approval data to improve management of the bus program
 - o Updated Rental Car Agreement (October 2010)
 - o Launched new DTMO website (December 2010)
- FY 12/13 Planned Activities
- o Develop a baseline of functional travel requirements for the NextGen travel solution
 - o Create a customer profile that identifies needs and reflects travel demand
 - o Enhance outreach processes and methods to collect and measure customer satisfaction
 - o Conduct visioning sessions with stakeholders
 - o Continue to support recruit travel and DoD group bus moves
 - o Continue to support travelers through the Travel Assistance Center

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IV. Performance Criteria and Evaluation Summary:

- o Perform bus inspections for the Military Bus Program
- o Complete update of Rental Truck Agreement
- o Complete update of Military Bus Agreement
- o Explore green travel options for lodging and rental car
- o Update premium class travel resources

• Increase Cost Effectiveness of the Travel Enterprise

- FY 11 Accomplishments

- o Published quarterly Defense Travel Enterprise Metrics Report
- o Supported Army implementation of Defense Travel System (DTS) CBA Module at General Fund Enterprise Business System (GFEBS) sites, Missile Defense Agency and Uniformed Service University of Health Sciences
- o Awarded Commercial Travel Office service contracts for Defense Travel Areas 5, 8, and 9 - Air Force CONUS, Asia Pacific, and Navy Worldwide, respectively
- o Released RFP for Small Business contracts solicitation (Q1 FY11)
- o Supported Controlled Spend Account (CSA) Program for Air Force

- FY 12/13 Planned Activities

- o Award Small Business contracts
- o Determine optimal sourcing strategies for NextGen travel programs
- o Define the data architecture to meet the objectives of the NextGen business intelligence solution and develop internal/external report requirements
- o Continue implementation of the Commercial Travel Information Management (CTIM) Tool

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IV. Performance Criteria and Evaluation Summary:

- Develop enterprise-wide dashboards to enable monitoring and management of travel spend

• Achieve Operational Excellence

- FY 11 Accomplishments

- Submitted legislative proposal to Congress to reform title 37 travel and transportation statutes
- Set Calendar Year (CY) 2011 BAH Rates
- Submitted report to Congress on BAH
- Conducted ~85 Utility/Recurring Maintenance Expense and Move-in Expense surveys and ~120 Cost of Living Allowance (COLA) Surveys
- Set Overseas Non-foreign Per Diem rates to include Alaska, and Hawaii
- Computed and prescribed CONUS COLA rates for CY 2012
- Achieved approval of Commercial Travel Management Department of Defense Instruction 5154.31
- Completed Transportation Allowance Model and lodging recommendations
- Completed Chapters 1-3 and 6 for Joint Federal Travel Regulation (JFTR)/Joint Travel Regulation(JTR)merger (reduced from 272 pages to 173 pages)

- FY 12/13 Planned Activities

- Complete update to the Defense Travel Regulation
- Develop/implement automated Living Pattern Survey/Retail Price Survey tool
- Set BAH Rates for CY 2012/2013
- Set Overseas Non-foreign Per Diem rates, to include Alaska and Hawaii
- Simplify allowances and consolidate purposes of travel

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IV. Performance Criteria and Evaluation Summary:

- o Partner with GSA on the Federal Travel Regulation (FTR) rewrite
- o Draft core travel and expense policies in Department of Defense Instruction (DoDI) Volumes
- o Continue consolidating Joint Travel Regulations (JTR)/Joint Federal Travel Regulations (JFTR)
- o Develop an enhanced enterprise-wide program that monitors and enforces compliance - develop, pilot, and fully implement compliance tool to fulfill requirement of the law (once signed)
- o Develop a Travel Enterprise Model and matrix that identifies the components of the future enterprise, attributes of those components, and touch points across the various elements
- o Identify and reengineer processes that provide the greatest opportunity for alignment with simplified policies and facilitate the use of new technologies
- o Establish an enhanced supplier management program

• Improve Organizational Readiness

- FY 11 Accomplishments

- o Conducted leadership session to lay out strategy for 2012-2017
- o Developed plan for travel transformation concept and way ahead and established Transformation Cell and associated Integrated Project Teams (IPT's)
- o Developed Certifying Officers Legislation Refresher Training (December 2010) and three additional Distance Learning classes
- o Conducted 14 Defense Travel Administrator (DTA) classroom training courses for Defense Agencies

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IV. Performance Criteria and Evaluation Summary:

- o Customers completed over 388,300 web-based training courses (October 2010 - May 2011)
- o Delivered 110 Distance Learning courses for 1,307 attendees (October - June)

- FY 12/13 Planned Activities
 - o Develop new strategy for 2012-2017
 - o Develop a human capital strategy
 - o Develop an IT Strategy for the NextGen travel solution
 - o Design the NextGen enterprise architecture; integrate with BEA and DoDAF
 - o Develop and implement a communications plan/change management strategy for the future travel enterprise
 - o Develop a budgeting process that more clearly links funding to strategy
 - o Develop an IT acquisition strategy

Employer Support of the Guard and Reserve (ESGR):

ESGR continues to enhance its metrics program to measure and better evaluate its performance. It focuses on performance-based budgeting to ensure support for Guard and Reserve Service members is in place to facilitate mobilizations when needed. The program also addresses the OUSD Personnel & Readiness efforts to improve Quality of Life for Service members.

Performance goals from the Strategic Plan include:

- Grow employer support by contacting known employers of Guardsmen and Reservists;

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IV. Performance Criteria and Evaluation Summary:

- Expand ESGR/USERRA awareness through focused outreach;
- Maintain resolution rate and timeliness of handling the number of formal complaints under the Uniformed Services Employment and Reemployment Rights Act (USERRA)

Metrics used to measure the program's performance are as follows:

- The number of "Statements of Support" (SoS) signed by Federal, state and local governmental agencies and private employers, to include SoS's from known employers of Guard and Reserve service members:
 - FY10: (Actual) - 58,817
 - FY11: (Actual) - 45,140
 - FY12: (Projected) - 60,000
 - FY13: (Projected) - 60,000

- Evidence of increased awareness of ESGR/USERRA as a result of Employer Outreach program activities providing an opportunity to inform employers of their rights and responsibilities:
Employers informed:
 - FY11: (Actual)- 153,062
 - FY12: (Projected due to force drawdown) - 150,000
 - FY13: (Projected due to force drawdown) - 150,000

- ESGR volunteers inform Guard and Reserve Component service members on their rights and responsibilities under USERRA during unit visits and mobilization/demobilization:
RC Members informed:

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IV. Performance Criteria and Evaluation Summary:

- FY11: (Actual)- 473,891
- FY12: (Projected due to force drawdown) - 400,000; Direct Mail projections are zero, based on deleted \$1.036M Military Outreach mission per DoD Efficiency Initiative
- FY13: (Projected due to force drawdown) - 375,000; Direct Mail projections are zero, based on deleted \$1.036M Military Outreach mission per DoD Efficiency Initiative

- The number of employment conflicts received and resolved:
 - FY11: (Actual) - 2,979 received with 80.5 percent of cases resolved
 - FY12: (Projected due to force drawdown) 3,000 received with more than 75 percent of cases resolved based on estimated case complexity
 - FY13: (Projected due to force drawdown) 3,000 received with more than 75 percent of cases resolved based on estimated case complexity
- Average calendar days to resolve employment conflicts: (Goal is within 14 days):
 - FY11: (Actual) - less than 9 days (8.77 days).
 - FY12: (Projected) - less than 12 days.
 - FY13: (Projected) - less than 12 days.

Note: All days to resolve cases have been converted to calendar days in accordance with ESGR/DOL-VETS MOU requirements (previously reported as business days for FY09 and prior). FY11 - FY13 and out years are based on the new case management system and aligning with DOL case resolution statuses, which further break down USERRA case(s), complaints and categories. After combining the total number of resolved cases and administrative

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IV. Performance Criteria and Evaluation Summary:

closures, the percentage of cases resolved should remain an average of 70 to 75 percent case resolution rate.

Federal Voting Assistance Program (FVAP):

Recognizing the challenges to military and overseas absentee voting, FVAP has identified five strategic goals to guide its FY2010-2016 program and policy development. Strategic goals are defined as FVAP-wide priority outcomes necessary to accomplish its mission. Each goal represents a leading indicator of success for the program.

FY 2013 strategic goals are:

- Strategic Goal #1. Improve UOCAVA voter success rates to meet or exceed the general absentee population's voter success rates by 2016
- Strategic Goal #2. All UOCAVA voters have adequate opportunity to successfully cast a ballot in every State and Territory in the 2014 General Election
- Strategic Goal #3. Quantify the overseas civilian population by 2012
- Strategic Goal #4. Streamline the UOCAVA voting process by 2016, so that no stage takes more than 15 minutes to complete
- Strategic Goal #5. Be a model agency of professional execution

Measures of effect are aligned to the FY 2013 FVAP strategic goals as follows:

- Strategic Goal #1. Improve UOCAVA voter success rates to meet or exceed the general absentee population's voter success rates by 2016

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- Challenge: While military voter registration and military voter participation rates exceed those of the general electorate (when adjusted for age and gender differences) during both the 2008 and 2010 general federal elections, these voters had much lower absentee ballot return rates than those of the general absentee voting electorate. For absentee voters, "voting success rate" is defined as the successful transmission of an absentee ballot to a registered absentee voter and his/her successful casting of the absentee ballot. According to the 2008 Post Election Survey Report, the overall UOCAVA voter absentee ballot return rate was 67%, whereas the non-UOCAVA domestic national absentee ballot return rate was 91%.
- Goal: Military and overseas voter registration, participation, and absentee ballot return rates, are equal to or greater than that for the general absentee voting electorate by age cohort and state.
- Measure of Effect: Military and overseas voter registration, participation, absentee ballot return rates, and ballot count rates, are equal to or greater than that for the general absentee voting electorate, by age cohort and by State.
- Strategic Goal #2. All UOCAVA voters have adequate opportunity to successfully cast a ballot in every State and Territory in the 2014 General Election.
 - Challenge: FVAP works with State and local jurisdictions to improve the military and overseas voting process. Currently, with most States delegating election administration down to the local election officials, those different local election processes can be complex, confusing, and insufficiently clear to provide military and overseas sufficient opportunity to cast an absentee ballot. Furthermore, some States find full compliance with UOCAVA and the MOVE Act difficult, and need assistance on how to reach compliance.
 - Goal: FVAP will continue to strengthen its Legislative Initiatives program, an annual process in which FVAP reviews State legislation on absentee voting and develops recommendations and required actions to improve the process. FVAP will

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IV. Performance Criteria and Evaluation Summary:

also continue to measure its ability to influence State-by-State UOCAVA voting programs with its internal measurement legislative scoring program. FVAP's Legislative Initiatives program will focus on sending ballots to voters at least 45 days before the election (as now mandated by the MOVE Act) as well as to help States expand electronic support for the military and overseas voting process to provide at least both email and on line transmission of blank ballots to military and overseas voters, supplementing postal mail delivery.

- Measure of Effect: Raise all States and Territories Legislative Initiative Scores to 75% or better by 2014.
- Strategic Goal #3. Quantify the overseas civilian population by 2012.
 - Challenge: Current estimates of non-military overseas American populations vary widely, from two to four million citizens. However, such wide variance makes analyzing the effectiveness of FVAP's voting assistance programs for overseas civilians impossible. Further, the demographic and geographic distribution of these citizens is unknown, but knowing such distributions would help FVAP craft the most effective voting assistance solutions.
 - Goal: By defining the demographic and geographic totals and distribution of the overseas civilian population, FVAP can tailor its voting assistance programs, including targeted electronic support systems, based upon those demographics. Therefore, FVAP strives to define the overseas civilian population by country, by metropolitan area within countries, and by demographic distribution. FVAP will also reach out to overseas citizen groups and other non-federal entities with large American populations to expand its available data streams and to leverage FVAP's voting assistance communications.
 - Measure of Effect: Overseas civilian population participates in survey in statistically significant levels (95% confidence level).

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- Strategic Goal #4. Streamline the UOCAVA voting process by 2016, so that no stage takes more than 15 minutes to complete.
 - Challenge: The majority of voting failure occurs in ballot return, due to various factors such as limitations in traditional mail service, overtaxed VAOs and State and local election officials, and voters' and local election officials, and voters' lack of understanding of the absentee process. Voters complain that the voting process is complicated, residency qualification laws are confusing, and that they do not receive timely responses or support from their election officials.
 - Goal: FVAP will focus on eliminating confusing, opaque, and lengthy voting processes for UOCAVA voters. Technology provides the opportunity to convert these confusing processes into a series of intuitive, easy to answer questions that automatically guide the voter through the process quickly and seamlessly. In addition, FVAP will focus on initiatives that improve the voting process such as electronic voting support systems, mail transit process analysis, and continuously improved training for VAOs and State and Local Election Officials.
 - Measure of Effect: The UOCAVA voter is able to complete each stage of the voting process (five stages: voter registration and ballot request; ballot receipt; ballot marking; ballot return; and ballot tracking) in 15 minutes or less.
- Strategic Goal # 5. Be a model agency of professional execution.
 - Challenge: FVAP's mission extends beyond the traditional focus of the Department by providing voting assistance to overseas Americans with no nexus to the federal government, let alone the Department of Defense. Given that, and its non-traditional mission of voting assistance within the Department of Defense, it has unique challenges within the bureaucratic structure of the Department. Therefore, it must develop unique and innovative methods of delivering this non-traditional support, often times in ways that are outside the norm for the Department.

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However, it is, in the end, a Department of Defense agency, and derives its funding, administrative support, and ability to influence the actions of the individual military Services in their voting assistance support, because of that position within the Department.

- Goal: FVAP will take the initiative within the federal government to demonstrate the value of transparency, awareness of the total cost of executing the bureaucratic requirements of normal and routine operations within the Department, including: the cost of manpower; developing and monitoring an effective, results-oriented assessments program; and the importance of focusing on mission throughout the Program. This Strategic Goal will be defined with more specific recommendations before the end of FY 2011.
- Measure of Effect: FVAP will win one of the following awards by 2012: the Malcolm Baldrige Award; GSA's IRMCO Awards; GSA's Citizen Services Awards; the Chief Information Officers Council's Leadership Award; Excellence.gov award; and/or the International Federation of Electoral Systems' Manatt Democracy Award.

Personnel Security Research Center (PERSEREC)

PERSEREC strives to significantly improve operational readiness by improving DoD's personnel security and suitability related policies and procedures. This program is aligned with the Department's priority of "Improving Effectiveness and Efficiency across the Board."

PERSEREC has five major goals for FY 2013:

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- Goal 1: Further develop a reliable and effective system for conducting automated personnel security data base checks to eliminate paper-based, manual procedures and increase the availability of relevant personnel security information.
- Goal 2: Further develop automation, electronic, and quality standards to improve the effectiveness of personnel security investigation processing and electronic adjudication of clean investigations.
- Goal 3: Identify, test, refine and help implement more efficient and effective procedures for detecting and preventing insider threats and other serious personnel problems.
- Goal 4: Improve the effectiveness of application vetting through automated verification and auditing of self-reported personnel security information.
- Goal 5: Respond effectively to requests from Office of the Deputy Under Secretary of Defense for Intelligence and Security and Office of the Director of the Defense Human Resources Activity for quick-response studies and analyses.

PERSEREC performance is measured against criteria established in three areas including Implementation, Timeliness and Quality. The current criteria and results include:

- Implementation of Products: Achieve a 75 percent implementation acceptance rate for key research initiatives considered by DoD for implementation. PERSEREC had nine significant research initiatives in FY 2011 that were presented to DoD and other government agency senior management for potential implementation. All nine, or 100 percent, of these initiatives were implemented. PERSEREC exceeded the goal of a 75 percent implementation rate.

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- **Timeliness:** Complete 90 percent of PERSEREC research tasks on or before the scheduled completion date (Tasks delayed and rescheduled because of factors beyond PERSEREC control are not included in the metric). PERSEREC had fourteen research tasks that were associated with specific contract completion dates in FY 2011. Fourteen, or 100 percent, of these tasks were completed on or before the scheduled completion date. PERSEREC exceeded the goal of 90 percent of research tasks completed on schedule.
- **Quality:** At least 90 percent of PERSEREC technical and management reports that are reviewed for quality and content are recommended for publication by a panel of three independent reviewers. In FY 2011, PERSEREC published 10 management and technical reports. All 10 reports were reviewed by at least three independent researchers and all (100 percent) were recommended for publication. PERSEREC exceeded the goal of 90 percent favorable report reviews.

Sexual Assault Prevention and Response Office (SAPRO):

SAPRO supports the objectives of the Force Management Risk quadrant of the Secretary of Defense's Risk Management Framework and also helps to mitigate operational risk in garrison and deployed locations. The ultimate goal of the SAPRO is to establish a culture free of sexual assault; however, in the event of a sexual assault, adult sexual assault victims will be treated with dignity and respect and provided victim-centered care. The Department strives to create a climate of confidence so that victims will come forward and report the crime.

SAPRO has the following performance goals in Fiscal Year 2013:

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IV. Performance Criteria and Evaluation Summary:

- Ensure implementation of DoD Sexual Assault Prevention and Response (SAPR) program by establishing benchmark levels of awareness and confidence in the sexual assault prevention and response program by the end of FY2013 and increasing to 90% awareness and 80% confidence in the SAPR program by the end of FY2017.
- Enable a system of accountability by improving and maintaining SAPR policy and program oversight across DoD through an 80% success rate in quality control tests of congressionally mandated data elements in the Defense Sexual Assault Incident Database (DSAID) by the end of FY2012 and the continuation of operation and maintenance through FY2017.
- Ensure high quality care for adult victims of sexual assault from report to final case disposition by establishing a baseline of victim satisfaction by the end of FY2011 with the long-term objective of sustaining satisfaction rates of 50% by the end of FY2017.
- Ensure the existence of empirically driven SAPR policies, programs and training initiatives that create an environment where victims of sexual assault feel free to report and know how to report the assault by measuring the size of the gap between the number of incidences and number of reports of assault. Established a baseline measurement in FY2011 and continue performance evaluation in FY 2012 and FY2013.

Office of the Actuary (OACT):

FY 2013 performance goals are:

- Conduct valuations in accordance with generally accepted actuarial principles and practices
- Continue to provide employees education and professional development support

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IV. Performance Criteria and Evaluation Summary:

- Establish strong industry networking interfaces
- Stay abreast of all Department current military retirement benefits, including any proposed changes

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. 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. An important part of professional development is accumulating the continuing professional development credits which are a recent requirement of the Society of Actuaries for all credentialed actuaries. 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. OACT measures performance against the goal of keeping 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.

In FY 2011, OACT successfully completed valuations of the Military Retirement System, the Medicare-Eligible Retiree Health Care System, the Education Benefits System, and the Voluntary Separation Incentive system. The results of the FY 2010 valuations were presented to the relevant Boards of Actuaries during their FY 2011 meetings. The methods, assumptions, and results were all approved. During 2011, three staff members sat for professional exams. Nine staff members attended professional development

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IV. Performance Criteria and Evaluation Summary:

meetings. For each of the Board meetings, advisors from various DoD policy offices were invited to attend and give presentations and answer questions concerning current and proposed military retirement benefits. OACT also responded to all requests for cost estimates of proposed changes to retirement benefits in a timely manner. All OACT goals were successfully met.

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

The most significant changes noted for FY13 is the increased representation on the Committee. In FY13 the Committee will continue to grow to complete the Charter's authorized maximum of 20 members beginning FY12. The Committee membership growth will increase the cost of travel, billeting, and office supplies.

DACOWITS is the only independent Committee that solely addresses women's issues and makes a number of pertinent and valuable recommendations each year in its annual report. DACOWITS' unique position as an independent Committee allows for recommendations drawn directly from Service members. The Committee's significant recommendations in its 2009 report to the Secretary of Defense looked extensively at the utilization of women in OIF and OEF Theatres of Operations and the impact of serving in combat on the careers of women. In the Ike Skelton NDAA for 2011 Congress, informed in part by the DACOWITS report, requested the Department of Defense to review all laws, policies, and regulations, including the collocation policy, that may restrict the service of female members and determine whether changes are needed to ensure women have an equitable opportunity to excel in the military. This review is currently underway by the Department. Other important proposals on women in the military, provided by the Committee, include recommendations on improving equipment and uniforms, improving post-

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IV. Performance Criteria and Evaluation Summary:

traumatic stress disorder treatment, pre-deployment weapons training, leadership role practices, and various issues regarding sexual assault and sexual harassment.

Yellow Ribbon Reintegration Program (YRRP) Headquarters Office:

YRRP's mission is to promote the well-being of National Guard and Reserve Members, their Families and Communities, by connecting them with resources throughout the deployment cycle. YRRP is working to enhance and solidify its metrics program to measure and better evaluate the program's performance.

Yellow Ribbon Outreach Program:

- **State Program Specialists:** In FY11, Program Specialists attended 146 YRRP events and an additional 225 affiliated events (e.g., Inter-Service Family Assistance Committee events, Deployment Cycle Support Team events, etc.), reporting on best practices to assist the CfE in developing training aids and briefing materials. The Massachusetts Program Specialist assisted the Coast Guard Reserve in planning and organizing a multi-Service event that included participants from the Army National Guard, Army Reserve, Coast Guard Reserve, and Air National Guard. In another multi-Service event in Texas, 14 Program Specialists collaborated on a multi-Service event with over 750 participants.
- **Cadre of Speakers:** YRRP provides a talented pool of speakers and facilitators available at no cost to event planners. In FY11 the Cadre of Speakers supported 260 Yellow Ribbon Events. They presented 571 sessions reaching 57,335 Service and Family members. The vast majority (94%) of attendees gave the speakers a positive

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IV. Performance Criteria and Evaluation Summary:

rating, and 98% responded positively to the statement, "The knowledge and/or skills gained through this session are directly applicable to my life."

- **Employment Initiative Program:** The Employment Initiative Program (EIP) is led by the YRRP with direct support from ESGR. It is a collaborative effort with multiple federal agencies and Reserve Component Services designed to create efficiencies and enhance the employment process by serving as an effective resource for Guard and Reserve Service members, Veterans and their spouses and employers seeking to hire them. The EIP website (www.H2H.jobs) provides employers with the ability to post available jobs and for Service members to post resumes and make a job connection. EIP also conducts employment-related events in conjunction with Yellow Ribbon events, Employment Assistance Workshops and state specific job events.

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IV. Performance Criteria and Evaluation Summary:

Employment Initiative Program Key and Supporting Measures

Performance Measure	Current	Target
Key		
Increase in number of Guard and Reserve members in public or private sector employment	Some known tracking of Guardsmen/Reservists employment per ESGR Committee and other sources	Increase tracking of known jobs applied for; employment and hire status using EIP analytics.
Supporting		
Number of website visits; average on site; sign ups and job profiles created; military affiliation; employer registration	Not being done.	Begin March 2012.

Yellow Ribbon Center for Excellence

Program Evaluation: In FY11, YRRP began actively implementing a program evaluation effort. An early product from this effort was a detailed analysis of over 10,000 Event Participant Questionnaires from YRRP events.

- **Satisfaction:** Overall participant satisfaction with the events was high, with 83% expressing high satisfaction with the events, for both service members and family members.

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IV. Performance Criteria and Evaluation Summary:

- **Utility of Information:** Nearly 77% of respondents acknowledged increase in confidence in their abilities to find mental health resources, to access deployment-related resources, identify warning signs of personal or family stress, better understand and manage their home life and interpersonal relationships, access available resources for financial and/or employment-related issues, and prepare themselves and their families for continued military service.
- **Transfer of knowledge:** Aggregated results for both third and fourth quarters of FY2011 demonstrated that respondents (79%) overwhelmingly agreed that YRRP events helped them better understand potential deployment and post-deployment issues and increased their awareness of available resources for additional information and/or assistance.
- **Impact:** Attendees at the 90-day post-deployment events were asked to self-report beneficial changes for themselves or their families, as a result of attendance at the event, on their life and personal skills in five areas. 52% noted a positive change in these areas as a result of attending a YRRP event

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IV. Performance Criteria and Evaluation Summary:

Attendance and Performance Metrics

	Number of YRRP Events	Number of Participants**	Currently Mobilized as of end of FY	Total Deactivated during FY
FY09 (Actual)	1,349	92,428	140,454	41,168
FY10 (Actual)	2,241	362,666	100,763	92,351
FY11 (Actual)	2,152	309,753*	92,470	49,906
FY12 (Projected)	1,100**	190,741*	Unknown	Unknown
FY13 (Estimate)*	600**	125,000*	Unknown	Unknown

* Estimate for Number of participants is based on availability of 5-deployment cycle unique events per Service member, and includes estimates for increasing participation rate, and attendance of dependent and non-dependent Family members or designated representatives.

** Projected and future event numbers will change significantly based on actual mobilization numbers yet to be determined.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>
Officer	7	7	7	0	0
Enlisted	2	2	2	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>1,140</u>	<u>1,163</u>	<u>1,180</u>	<u>23</u>	<u>17</u>
U.S. Direct Hire	1,140	1,163	1,180	23	17
Total Direct Hire	1,140	1,163	1,180	23	17
Memo: Reimbursable Civilians Included	29	0	0	-29	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>9</u>	<u>9</u>	<u>9</u>	<u>0</u>	<u>0</u>
Officer	7	7	7	0	0
Enlisted	2	2	2	0	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>1,134</u>	<u>1,152</u>	<u>1,180</u>	<u>18</u>	<u>28</u>
U.S. Direct Hire	1,134	1,152	1,180	18	28
Total Direct Hire	1,134	1,152	1,180	18	28
Average Annual Civilian Salary (\$ in thousands)	135.6	132.7	134.0	-2.9	1.3
 <u>Contractor FTEs (Total)</u>	 <u>1,240</u>	 <u>1,208</u>	 <u>1,091</u>	 <u>-32</u>	 <u>-117</u>

The FY 2011 FTEs differ from the President's Budget Appendix because they were updated after the data base closed.

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	153,307	0	-462	152,845	550	4,701	158,096
106 Benefit to Fmr Employees	504	0	-504	0	0	0	0
199 Total Civ Compensation	153,811	0	-966	152,845	550	4,701	158,096
308 Travel of Persons	8,151	147	741	9,039	154	-2,843	6,350
399 Total Travel	8,151	147	741	9,039	154	-2,843	6,350
416 GSA Supplies & Materials	24	0	0	24	0	1	25
499 Total Supplies & Materials	24	0	0	24	0	1	25
673 Def Fin & Accounting Svc	1,212	-214	475	1,473	244	-170	1,547
678 DSS Security Services	0	0	0	0	0	14	14
699 Total DDCF Purchases	1,212	-214	475	1,473	244	-156	1,561
771 Commercial Transport	338	6	137	481	8	183	672
799 Total Transportation	338	6	137	481	8	183	672
912 GSA Leases (SLUC)	26,190	471	-10,459	16,202	275	-1,992	14,485
913 Purch Util (non fund)	1,617	29	-366	1,280	22	15	1,317
914 Purch Com (non fund)	2,524	45	1,671	4,240	72	1,897	6,209
915 Rents, Leases (non GSA)	1,150	21	81	1,252	21	1,138	2,411
917 Postal Svc (USPS)	2,554	46	1,412	4,012	68	-25	4,055
920 Supplies/Matl (non fund)	3,054	55	-415	2,694	46	39	2,779
921 Print & Reproduction	6,266	113	-6,056	323	5	-112	216
922 Eq't Maint Contract	1,118	20	-432	706	12	-5	713
925 Eq't Purch (Non-Fund)	111	2	1,585	1,698	29	302	2,029
932 Mgt Prof Support Svcs	1,842	33	6,606	8,481	144	-2,845	5,780
933 Studies, Analysis & Eval	280	5	2,826	3,111	53	-1,554	1,610

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OP 32 Line	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
960 Interest and Dividends	10	0	22	32	1	-2	31
987 Other IntraGovt Purch	270	5	510	785	13	713	1,511
988 Grants	8,369	151	15,693	24,213	412	-10,643	13,982
989 Other Services	519,187	9,345	-116,522	412,010	7,004	33,340	452,354
999 Total Other Purchases	574,542	10,341	-103,844	481,039	8,177	20,266	509,482
Total	738,078	10,280	-103,457	644,901	9,133	22,152	676,186

The FY 2011 column differs from the FY 2011 data base because it was updated after the President's Budget data base was locked.

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Defense Information Systems Agency (DISA)



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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2011 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2013 <u>Estimate</u>
DISA	1,554,039	17,316	-213,756	1,357,599	16,974	-27,726	1,346,847

- The FY 2011 Actual column includes \$144,229 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriation funding (PL 112-10) and \$3,520 thousand of X-Year, 2007 Spectrum Relocation Funds.
- The FY 2012 Estimate column excludes \$164,520 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).
- The FY 2013 Estimate column excludes \$152,925 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

I. Description of Operations Financed: The Defense Information Systems Agency (DISA) is a combat support agency responsible for engineering and providing command and control (C2) capabilities and enterprise infrastructure. The DISA is continuously operating and assuring a global net-centric enterprise in direct support to joint warfighters, National level leaders, and other mission and coalition partners across the full spectrum of operations. The DISA also provides forces to the national command authority that operates the Global Information Grid (GIG).

The DISA serves the needs of the President, Vice President, Secretary of Defense, Joint Chiefs of Staff, Combatant Commanders (COCOMS), and other Department of Defense (DoD) components during peace and war. The DISA operates under the direction, authority, and control of the DoD Chief Information Officer (DoD CIO). 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.

Changes between FY 2012 and FY 2013: Price changes are \$16,974 thousand. After considering the effects of inflation, the net OP-32 program change is a decrease of

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I. Description of Operations Financed (cont.)

\$-27,726 thousand. In Section III, program increases and decreases are reconciled by mission area, not specific object class. These mission area changes have affected the OP-32 as follows:

The FY 2013 OP-32 program increase totals \$18,622 thousand. An increase of \$3,621 thousand in Pentagon Reservation Maintenance Revolving Fund will fund repairs and improvements to sustain the functionality of the Pentagon Reservation and tenants. A net increase of \$1,887 thousand in purchased utilities will support increased utility requirements as the DISA complex occupancy levels and utilization rate continues to expand. A net increase of \$128 thousand in purchased communications is due to an increase in circuit costs that support the global contingency. A net increase of \$1,048 thousand in supplies and materials provides additional audio visual supplies needed to support audio visual capabilities at the Ft. Meade facility. A net increase of \$11,779 thousand in equipment maintenance by contract will fund circuit transition equipment maintenance. A net increase of \$156 thousand in IT contract support services reflects a change in knowledge management requirements and increase of \$3 thousand in printing and reproduction represents a minor change in program requirements.

The FY 2013 OP-32 program decrease totals \$-46,348 thousand. Compensation and benefits decreased \$-16,627 thousand primarily due to functional transfers of 132 FTEs from the DISN Engineering and Service Delivery Program to the Defense Working Capital Fund (DWCF) and the transfer of 7 FTEs to the RDT&E appropriation. Reduction in costs for Defense Financial and Accounting Service support services results in a net decrease of \$-190 thousand. A net decrease of \$-441 thousand in communication services (DISN) primarily supports maintenance of Teleport security intrusion detection sensors and associated Gateway Service Desk Support. A net reduction of \$-479 thousand in equipment purchases is due to the completion of the outfitting of the DISA Pacific Command building. A net

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I. Description of Operations Financed (cont.)

decrease of \$-14,339 thousand in management and professional support services is the result of a reduction in contractor personnel supporting information technology infrastructure to include help desk and programming services. A net reduction in engineering technical services of \$-2,319 thousand is due to the realignment of Global Gateways contract support to equipment maintenance by contract. A net reduction of \$-10,839 thousand in other intra-governmental purchases is primarily due to the transfer of the DISA Public Key Infrastructure (PKI) program to the DWCF. Other contracts is reduced \$-1,109 thousand to reflect a reduction in security and contract guard support requirements after the move to Ft. Meade, MD. Facilities Maintenance is reduced slightly by \$-4 thousand and Rental Payments to GSA Leases by \$-1 thousand due to decreased requirements.

The DISA implements the Secretary of Defense's Defense Planning and Programming Guidance and reflects the DoD CIO's Information Management and Information Technology Consolidated Strategy Roadmap. The DoD CIO vision for information sharing is to, "Deliver the power of information - An agile enterprise empowered by access to and sharing of timely and trusted information."

The DISA's efforts are structured around three lines of operation:

- Providing Enterprise Infrastructure - the capabilities and services needed to share information and enable joint warfighting across the DoD. (this includes the DoD's core networks, computing centers, core enterprise services, and enterprise information assurance);
- Enabling Command and Control and Information Sharing - the capabilities and services needed to enable effective and efficient command and control and information sharing across the full spectrum of operations, from the edge to the national level, including coalition mission partners, government agencies, and non-government

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I. Description of Operations Financed (cont.)

partners (this includes access to real time information, shared architecture, and net-enabling tools); and

- Operating and Assuring the enterprise - the capabilities and services that provide critical warfighting and business information and ensuring they are carefully managed and protected (this includes providing a reliable, available, secure and protected Enterprise Infrastructure)

These three lines of operation focus the DISA's efforts on an objective end state that embodies:

- An agile, converged enterprise infrastructure enabling a collaborative environment and trusted information sharing, end to end, that can adapt to rapidly changing conditions.
- Effective, reliable, secure, agile, national and operational command and control and information sharing capabilities and services that adapt to rapidly changing circumstances.
- Protected data on protected networks supported by the ability to dynamically control and manage the Enterprise Infrastructure and the Command and Control and Information Sharing lines of operation.

Today, the DISA is a combined military, federal civilian, and support contractor workforce nearing 18,000 people touching 100 countries. The 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. The 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. Instead, the DISA creates a global

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I. Description of Operations Financed (cont.)

enterprise infrastructure, based on common standards and services, upon which all customers can create the solutions to today's and tomorrow's challenges as they arise.

This global enterprise infrastructure begins with an increasingly robust, capable computing platform. The DISA meets this need with our Defense Enterprise Computing Centers (DECCs), which provide storage, computing power, application hosting, and content delivery worldwide. The DISA has made a great deal of progress in both diversity and capacity, and fiber and Satellite Communications, (SATCOM). Since 2005, overall capacity has grown from 480 Gigabytes (Gbs) to more than 5,500 Gbs in 2010. Upon this foundation of information transport and robust computing, the DISA is building a framework of common enterprise services, designed to be transparent to the user and available to all. These services include authentication and identity management, collaboration, search, messaging, and security. The DISA is putting forward an initiative called "Enterprise User," which allows any person with a Common Access Card (CAC) to login anywhere in the DoD on any NIPRNet machine, to use a browser, print locally, and use basic office applications. To be effective in the current world environment, there must also be comprehensive and integrated cyber protection for this infrastructure, to ensure DoD has protected information on protected networks. The DISA is in the midst of a massive effort to improve the security and defense capabilities of our military networks: from improved sensing for intrusion detection and reporting, to demilitarized zones (DMZ), filtering, and proxying to protect our core network services from internet threats.

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:

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I. Description of Operations Financed (cont.)

- **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 Global Information Grid (GIG) transport infrastructure that eliminates bandwidth constraints and rapidly surges to meet demands, whenever and wherever needed.
- **GIG Network Operations and Defense:** Operate, protect, defend, and sustain the enterprise infrastructure and information sharing services; and enable Command and Control.
- **Exploit the GIG 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 GIG for improved decision-making.
- **Deliver Capabilities Effectively/Efficiently:** Deliver capabilities, based on established requirements, more effectively, economically, and efficiently than the DISA does today.
- **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.

The DISA continues to use the Total Cost Allocation Model 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.

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I. Description of Operations Financed (cont.)

A. Transition to Net Centric Environment (\$ in thousands)	FY 2011	FY 2012	FY 2013
1. Net-Centric Enterprise Services	115,771	143,212	126,144
2. GIG Engineering Services	78,148	69,127	73,381
3. Coalition Warrior Interoperability Demonstration	1,813	0	0
4. Other Programs	8,237	3,536	2,198
Transition to Net Centric Environment Total	203,969	215,875	201,723

1. Net-Centric Enterprise Services (NCES): The Program Executive Office (PEO) for Global Information Grid Enterprise Services (GES) provides a portfolio of critical enterprise services to warfighter, business, and intelligence end-users on the Secret Internet Protocol Router Network (SIPRNet) and the Non-Classified Internet Protocol Router Network (NIPRNet). This portfolio of services allows more than two million authorized Department of Defense (DoD) users to collaborate across Components /Combatant Commands/Joint Staff/Agencies using a suite of web-accessible collaboration capabilities supporting DoD and other supporting users. The portfolio also provides a portal that allows users to access and share relevant information through a web-based presentation; Enterprise Search and Content Delivery services that support the exposure, discovery, retrieval, and delivery of protected information; and a Service Oriented Architecture Foundation (SOAF) that enables programs to share services-based applications across the GIG while leveraging information assurance and NetOps capabilities.

The PEO-GES portfolio is rapidly expanding and includes services such as: the Strategic Knowledge Integration Web (SKIWeb) which provides decision and event management support on the SIPRNet to a widespread user base ranging from Combatant Commanders, the Joint Staff and Coalition partners; DoD Visitor capability that enables the enterprise user vision of "go anywhere in the DoD, login, and be productive"; Identity and Access

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I. Description of Operations Financed (cont.)

Management services supporting dynamic account-based access that provides the basis for replacing intensive manual processes with near real-time automated account provisioning and access control; and investments in a framework of capabilities that will encourage and reduce the cost for the Combatant Commands/Services/Agencies migration to an enterprise messaging service.

The individual capabilities within the portfolio of services provide the user with the flexibility to couple the services in varying ways and provide unprecedented access to web and application content, warfighter information, and forward cached critical data in a secure environment to support the users' dynamic and evolving missions.

2. Global Information Grid Engineering Services (GIG ES): GIG ES provides the architecture, system engineering and end-to-end analytical support for DISA and its customers, ensuring integrated capabilities in support of warfighter mission requirements. GIG ES includes DISA Systems Engineering (DISA SE), DoD Enterprise Wide Systems Engineering (EWSE), IT Standards, Modeling and Simulation (M&S), Unified Communications and Collaboration (UC&C), and Demand Assigned Multiple Access-Compatible (DAMA-C).

The GIG ES supports an EWSE capability and a M&S environment enabling the documentation and resolution of technical problems from across the GIG, to include capacity planning, upgrading, and troubleshooting of the GIG. M&S funding maintains operations for network and application modeling and analysis capabilities serving numerous DISA programs and projects. The EWSE solves high priority technical issues that affect the GIG end-to-end interoperability and performance across the GIG programs. The UC&C program supports the PEO-GES Defense Collaboration Services (DCS), enhancing audio, video, and web conferencing capabilities, instant messaging, chat and presence capabilities, and better

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I. Description of Operations Financed (cont.)

incident management control for the warfighter. The Collaboration Interoperability Working Group (CWIG) activities support DoD CIO and the Joint Staff.

The Chief Technology Officer (CTO) is responsible for defining the overall technical strategies for DISA to include the development, sustainment, and operations of DISA's critical net-centric products and services. The CTO influences Service and Agency program technology investments and provides the venue for technology development, assessment and insertion. The CTO maintains the Technology Analysis Center (TAC), which is responsible for leading product and service utility demonstrations and analysis and for providing technical consultation on a broad range of topics and issues such as Enterprise Architecture and industry technical consultation/best practices. In addition, the CTO operates Forge.mil, which was developed in response to HR 2647, the National Defense Authorization Act for Fiscal Year 2010, Sec. 804 which required DoD to develop and implement a new acquisition process for information technology systems. Forge.mil provides a system acquisition process that eliminates stovepipe system development and implements a modular open system process that improves DoD's ability to rapidly deliver dependable software, services and systems.

3. Coalition Warrior Interoperability Demonstration (CWID): The CWID was the Chairman of the Joint Chiefs of Staff's annual event that included the US COCOMs, all US military services, US National authorities, and the coalition community. The purpose of this event was to identify, investigate, and assess C\$ISR solutions. The DISA's participation in CWID was terminated in FY 2012 as part of the Secretary of Defense Savings Initiative due to a decrease in technologies fielded to support the demonstrations.

4. Other Programs: The funding associated with other programs is primarily for the sustainment of systems and hardware costs for DISA.

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I. Description of Operations Financed (cont.)

B. Eliminate Bandwidth Constraints (\$ in thousands)	FY 2011	FY 2012	FY 2013
1. Standardized Tactical Entry Point (STEP)	6,679	1,290	1,228
2. DoD Teleport Program	14,095	17,111	18,274
3. Global Electromagnetic Spectrum Information System	5,075	13,332	15,606
4. Defense Spectrum Organization	29,910	27,973	27,479
5. Defense Information Systems Network Enterprise Activities	175,234	92,075	77,333
6. Defense Information Systems Network Subscription	14,596	17,274	18,655
Eliminate Bandwidth Constraints Total	245,589	169,055	158,575

1. Standardized Tactical Entry Point (STEP): 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). A STEP provides extremely high-throughput, multi-media telecommunications services for deployed forces during operations and exercises through the Defense Satellite Communications System (DSCS).

The funding for this program is vital to ensure the tactical users' accessibility to DISN services. The STEP provides centralized integration capabilities, contingency capacity, and the necessary interfaces to meet Combatant Commands, Services, and Agency requirements to support world-wide operations for Expeditionary Forces and Overseas Contingency Operations (OCO).

2. DoD Teleport Program: The Department of Defense (DoD) Teleport program provides access to multi-frequency Military Satellite Communications (MILSATCOM) and Commercial Satellite Communications (COMSATCOM). The DoD Teleport program is an extension of the STEP program described above. Each Teleport is a telecommunications collection and

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I. Description of Operations Financed (cont.)

distribution point, providing deployed warfighters with multiband, multimedia, and worldwide access to the DISN that far exceeds current capabilities.

The DoD Teleports provide capability to forward deployed users leveraging Commercial SATCOM, MILSATCOM and Global Information Grid (GIG) technologies to meet the connectivity and throughput requirements of the warfighter. Funding for this program is vital to ensure warfighter accessibility to the Teleport gateways and DISN services providing an Advanced Extremely High Frequency (AEHF) capability for high-speed, secure, and interoperable voice, data, and video networks. Additionally, this funding supports Mobile User Objective System (MUOS) compatibility with existing Ultra High Frequency (UHF) SATCOM equipment to provide deployed tactical users with an efficient way to communicate with each other and their commanders.

3. Global Electromagnetic Spectrum Information System (GEMSIS): GEMSIS provides the capability for integrated spectrum operations across the entire DoD, and interoperability with Federal, State and local government spectrum agencies and coalition forces. The interoperability enlarges DoD spectrum efficiency and provides operational commanders with a common picture of spectrum situational awareness. The GEMSIS increases DoD spectrum efficiency by transforming spectrum operations from a pre-planned, static frequency assignment system into a responsive capability able to quickly request, assign, allocate, and de-conflict portions of the electromagnetic spectrum.

4. Defense Spectrum Organization (DSO): The DSO is leading efforts to transform electromagnetic spectrum management (EM) to support future net-centric operations and warfare. The EM 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

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I. Description of Operations Financed (cont.)

(SPO), the Joint Spectrum Center (JSC), the Global Electromagnetic Spectrum Information System (GEMSIS) Program Management Office (PMO), and the Business Management Office.

The DSO Strategic Planning Office (SPO) provides spectrum planning strategies; advocates and defends DoD's electromagnetic (EM) spectrum needs in national and international forums; and addresses spectrum-related technology issues in policy development and execution.

The DSO Joint Spectrum Center (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 activities such as information operations, electronic warfare, and other Joint Staff directed projects.

5. Defense Information Systems Network (DISN) Enterprise Activities (EA): Commercial Circuits, Commercial Satellites and Special Communication requirements enables the DISN to deliver an integrated platform to transport bandwidth, computing, and information services on DoD's Internet Protocol (IP) networks and provide command and control (C2) capabilities in support of emerging joint operations. Commercial Circuit funding provides non-recurring costs to physically transition circuits from expiring contract vehicles to the DISN backbone or to new circuit contracts. Military and Commercial Satellite funding provides for: systems engineering for SATCOM; funds the Global Broadcast System (GBS) Joint Program Office in planning for the migration of GBS bandwidth management functions to the enterprise infrastructure; provides funding for the contract support service for the Defense Satellite Communications system (DSCS) equipment and the operation, engineering, sustainment, and technical support for DSCS. Special Communication Requirements fund the lifecycle support for the Enhanced Pentagon

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I. Description of Operations Financed (cont.)

Capability/Survivable Emergency Conferencing Network (EPC/SECN) switch system that supports the survivable Nuclear Command and Control voice system for the National Command Authority.

6. Defense Information Systems Network Subscription: The Defense Information Systems Network 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: Compartmented information communications services for the DoD Intelligence Community and other federal agencies. Data Services provide Secure Internet Protocol Router Network (SIPRNet) as well as Non-classified Internet Protocol Router Network (NIPRNet) capabilities. Voice Services provide day-to-day commercially competitive services plus unique secure military requirements. Voice Services includes the operation of the Defense Switched Network and Defense Red Switch Network. Video Services provide both routine and classified video teleconference capabilities for the Department of Defense and other government agencies. Messaging Services provide day-to-day organizational messaging capabilities for the DoD. The network provides Top Secret, Secret, and Unclassified messaging capabilities using four regional Security Operations Centers. 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.

C. GIG Network Operations and Defense (\$ in thousands)	FY 2011	FY 2012	FY 2013
1. Network Operations	42,093	48,000	54,711
2. Info Systems Security Program/Info Assurance PKI	271,113	221,161	188,585
3. Comprehensive National Cybersecurity Initiative	81,532	68,586	43,255
4. Field Commands and Field Offices	93,868	64,783	62,631
5. Joint Staff Support Center	26,746	30,231	33,697

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I. Description of Operations Financed (cont.)

6. Defense Industrial Base	5,564	11,133	11,837
GIG Network Operations and Defense Total	520,916	443,894	394,716

1. Network Operations (NetOps): DISA's NetOps operates and assures a reliable, available, secure, and protected global net-centric enterprise in direct support of joint warfighters, national-level leaders, and other mission and coalition partners across the full spectrum of operations. The DISA directs these activities with USCYBERCOM in its mission to provide secure, interoperable, and reliable operations of the DISA managed portion of the DoD net-centric enterprise infrastructure. The DISA coordinates with the military services Network Operations Centers to provide complete end-to-end network oversight. This is done through synchronization of the DISA NetOps capabilities provided globally through the five DISA Network Operations Center (DNCs), 16 DoD Satellite Communication (SATCOM) Gateways, and nine Combatant Commands (COCOMs) Global/Joint Theater NetOps Coordination Centers. DISA's NetOps coordinates capability improvements, improves efficiencies and best business practices, and provides end-to-end interoperability, for reliable/secure operations. This structure also manages the integration of Teleport and Satellite Tactical Entry Point (STEP) SATCOM capabilities into the Global Information Grid (GIG); and provides operational direction, and control and status maintenance of the DISA enterprise infrastructure.

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I. Description of Operations Financed (cont.)

2. Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI): The ISSP/IA/PKI mission focuses on delivering DoD-wide enterprise solutions to Combatant Commands (COCOMS) and DoD Components ensuring critical mission execution in the face of cyber attacks. The program provides solutions to harden the network by:

- 1) 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, ex-filtration, and emergent cyber threats;
- 2) Providing vital situational awareness to senior decision-makers and network defenders that enable attack detection and diagnosis;
- 3) Supporting safe sharing of information with allies and mission partners, by expanding the Cross Domain Enterprise Services that enable 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 SIPRNet;
- 4) 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;

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I. Description of Operations Financed (cont.)

5) Providing training to DoD civilians by continuing to generate information assurance and NetOps training used throughout the Department using web enabled tools;

6) 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 or transactions, as well as digital signatures.

3. Comprehensive National Cybersecurity Initiative: 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. To rapidly achieve this vision of Cybersecurity, DISA will: develop and implement Cybersecurity plans, assessments, and strategies, and procure associated hardware and software technologies to accomplish the net-centric goal, while evolving to serve as a component of the larger Network Operations (NetOps) solution. This program performs classified work. Detailed information is submitted separately in classified DoD exhibits.

4. Field Commands and Field Offices: DISA's Field Commands (DISA CENTCOM, DISA CONUS, DISA Europe, and DISA Pacific) and Field Offices (DISA AFRICOM, DISA NORTHCOM, DISA SOCOM, DISA SOUTHCOM, DISA STRATCOM, and DISA TRANSCOM) provide services and security in support of the warfighter while laying the groundwork for introducing DISA systems and capabilities. The Field Commands and Field Offices provide services globally to 38 facilities in 28 locations across 11 countries and one territory. The Field Commands and Field Offices serve as the DISA Director's forward direct support element to the Combatant Commands (COCOMs) by providing operational assurance for the Enterprise

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I. Description of Operations Financed (cont.)

Infrastructure. These relationships enable effective coordination and information exchange in support of planning, policy, and delivery of services and capabilities. The Field Commands coordinate COCOM requirements such as support of COCOM directed Humanitarian Assistance/Disaster Relief efforts, participating and supporting COCOM exercises, and providing coordination of global contingency and quality assurance/performance evaluations.

5. Joint Staff Support Center (JSSC): JSSC provides information assurance and Command and Control (C2) support that enables the Joint Staff to perform its mission by providing information system support to the warfighter. In the National Military Command Center (NMCC) and the National Joint Operations-Intelligence Center (N-JOIC) located in the Pentagon, JSSC conducts 24x7 watch/monitoring and nuclear support operations for Communications, Command, Control, Computer, and Intelligence systems and Continuity of Operations (COOP). The 24x7 watch/monitoring operations provide services such as strategic threat operational warning, situational awareness, course of action development, national senior leadership decision-making, and local Global Command and Control System - Joint (GCCS-J) operations and maintenance. JSSC also provides full-service television production and multimedia support to the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Joint Staff and other DoD agencies. The JSSC conducts information vulnerability assessments of DoD's publicly accessible web sites to identify, report, and adjudicate any discrepancies found to be non-compliant with DoD policies, regulations or best practices. 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.

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I. Description of Operations Financed (cont.)

6. Defense Industrial Base: 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, 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.

D. Exploit the GIG for Improved Decision Making (\$ in thousands)	FY 2011	FY 2012	FY 2013
1. Global Command and Control System-Joint	103,977	104,858	140,432
2. Global Combat Support System	15,975	18,120	17,552
3. National Military Command System	3,486	3,501	3,776
4. Senior Leadership Enterprise	97,908	103,879	119,147
5. Defense Message System	10,221	0	0
6. Multinational Information Sharing (MNIS) Program	45,563	48,084	53,055
7. Other Programs	14,028	13,403	13,604
Exploit the GIG for Improved Decision Making Total	291,158	291,845	347,566

1. Global Command and Control System-Joint (GCCS-J): The GCCS-J is DoD's Joint Command and Control (C2) System of record providing the foundation for migrating service-unique C2 systems into a joint, interoperable environment. The GCCS-J incorporates the core planning

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I. Description of Operations Financed (cont.)

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, Combatant Commands (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. Global Combat Support System (GCSS): The GCSS is an information technology (IT) application that continues to transition to a service oriented architecture to deliver asset visibility to the joint logistician (i.e., essential capabilities, functions, activities, and tasks necessary to sustain all elements of operating forces in theater at all levels), and facilitates information interoperability across and between Combat Support and Command and Control functions. In conjunction with other Global Information Grid elements including Global Command and Control System-Joint, Defense Information Systems Network, Computing Services, and Combatant Commands/Services/Agencies information architectures, GCSS-J will provide the IT capabilities required to move and sustain joint forces throughout the spectrum of military operations.

3. National Military Command System (NMCS): The 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 Command and Control (C2) over all US military forces across the full spectrum of threats/contingencies. DISA's NMCS Engineering program meets the NMCS Systems Engineer

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I. Description of Operations Financed (cont.)

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.

4. Senior Leadership Enterprise (SLE): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately.

5. Defense Message System (DMS): The DMS was the DoD system of record for high assurance, command, control and communications (C3) organizational (official) messaging, which supported interoperability in the warfighting and Intelligence communities, the Allied nations, and non-DOD agencies. The DMS was terminated in FY 2012 as part of the Secretary of Defense Savings Initiative.

6. Multinational Information Sharing (MNIS) Program: The MNIS Program is a portfolio of four coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS) (to include the CENTRIX Cross Enclave requirement), Pegasus (formerly Griffin, Unclassified Information Sharing (UIS), and Combined Federated Battle Laboratory Network (CFBLNet). Through this coalition, 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

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I. Description of Operations Financed (cont.)

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.

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 a distributed and integrated network architecture of Combined, Joint, and Military Service infrastructure components (networks, database servers, application servers, client workstations, etc.).

Unclassified Information Sharing (UIS) capability is an enterprise solution designed to meet unclassified collaboration and information sharing requirements of joint and coalition military organizations. UIS provides the United States Combatant Commands (COCOMs) a unique operational capability necessary to support coordination, cooperation, and collaboration with mission partners. The overarching objective of the UIS is to provide a collaborative internet portal to share unclassified information to the COCOMs. The UIS 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.

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7. Other Programs: The funding associated with other programs is primarily for the infrastructure costs for DISA's interoperability facility in the National Capital Region.

E. Deliver Capabilities Effectively/Efficiently (\$ in thousands)	FY 2011	FY 2012	FY 2013
1. Management Headquarters	47,416	32,486	31,146
2. Pentagon Reservation Maintenance Revolving Fund	14,032	12,311	14,768
3. Shared Services Units/Program Executive Offices	56,149	30,882	34,612
4. Other Programs	19,150	371	381
Deliver Capabilities Effectively/Efficiently Total	136,747	76,050	80,907

1. Management Headquarters: 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 provide key support to 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. Pentagon Reservation Maintenance Revolving Fund (PRMRF): United States Code, Title 10, Section 2674 established the Pentagon Reservation Maintenance Revolving Fund (PRMRF). This statute authorizes the Secretary of Defense to establish rates and collect charges for space, services, protection, maintenance, construction, repairs, alterations of facilities provided at the Pentagon Reservation. The relationship is similar to that of

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I. Description of Operations Financed (cont.)

landlord and tenant in the private sector. The Washington Headquarters Services (WHS) charges tenants "rent" for the services WHS provides.

3. Shared Services Units/Program Executive Offices: This activity funds foundational operating capabilities for DISA, such as: financial, information technology/assurance, manpower, security, and acquisition products and services to all agency programs and business areas world-wide. The Agency's Shared Service Units (SSUs) will support the following activities:

Chief Financial Executive (CFE): The CFE provides the agency's financial services support, financial automation support; conducts economic analyses, cost estimating, and program and organizational assessments; and develops the annual Agency-wide financial statements.

Chief Information Office (CIO): Information Assurance (IA) support to include IA certification and accreditation, IA compliance management, Computer Network Defense (CND) management and Public Key Interoperability/Public Key Enabling (PKI/PKE) support; support for IT Governance of the Agency's Enterprise Architecture (EA) and Portfolio Management; maintain the Agency's Knowledge Management (KM) and Internet Services including Identity Management (IdM), Electronic Records Management (ERM), Content Management (Workspaces), Business Intelligence (BI), Single Sign-On (SSO) Integration Services, and Enterprise Directory Service; operational network service support to DISA Information System Network (DISANet) including automated information networks, voice (telephone) systems and video teleconferencing systems in both the classified and unclassified domains.

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I. Description of Operations Financed (cont.)

Strategic Plans and Information (SPI): SPI is responsible for supporting the DISA Director in formulating and executing the Agency's vision, strategy, and policy.

Component Acquisition Executive (CAE): The CAE provides support in the areas of: (1) acquisition policy development, implementation and oversight; (2) acquisition life-cycle planning, development, supportability and sustainment; (3) acquisition workforce development, training, and certification; and (4) day-to-day administrative operations of the Office of the CAE.

Manpower, Personnel and Security (MPS): MPS supports Strategic Management of Human Capital efforts, DISA's facility operations at Ft. Meade, MD, physical protection of the DISA workforce by exercising the guard contract, personnel security investigations by the Office of Personnel Management, and Interagency Support Agreements for Civilian Personnel Services provided by DFAS. MPS also maintains closed circuit television components, and access control devices to protect existing systems and personnel.

4. Other Programs: The Foreign Military Sales (FMS) program is the government-to-government method for selling US defense equipment, services, and training.

F. Special Mission Area (\$ in thousands)	FY 2011	FY 2012	FY 2013
1. White House Communications Agency	121,481	127,898	130,353
2. White House Situation Support Staff	11,637	10,898	11,259
3. Crisis Management System	10,195	9,487	9,775
4. Minimum Essential Emergency Communications Network	11,474	11,552	11,001
5. Communications Management Control Activity	873	1,045	972
Special Mission Area Total	155,660	160,880	163,360

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I. Description of Operations Financed (cont.)

White House Communication Agency (WHCA): The WHCA is a joint service military agency under the operational control of the White House Military Office (WHMO) and administrative control of the DISA. The WHCA provides a wide variety of services, however, it's mission is to provide instantaneous secure and non-secure voice support to the President and Vice President anytime, anywhere. The WHCA provides the President and Vice President audiovisual and photographic services, in accordance with Public Law 109-163. This support is provided in Washington DC and at travel sites worldwide. Other voice, video and data communications services are also provided as necessary to allow for staff support and protection of the President. To meet its requirements, WHCA is structured to allow for fixed and travel communications (deployable) support.

2. White House Situation Support Staff (WHSSS): 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 and the unclassified network systems used by the White House Situation Room, the NSS, and other users.

3. Crisis Management System (CMS): CMS is owned and operated by the NSS but maintained by DISA under NSC direction and a National Security Decision Directive. The program provides state-of-the-art video teleconferencing (SVTS), Crisis Management Network (CMN), and the Executive Voice over Secure Internet Protocol (VoSIP) phone network (including the National Intelligence Watch Officers Network (NOIWON)) to the President, Vice President, National Security Advisor, and others as directed by the NSS. The system functions in both fixed and mobile modes for exchange of time-sensitive, high-interest

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I. Description of Operations Financed (cont.)

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): 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 Combatant Commands and to deployed US nuclear forces. The DISA supports MEECN as the Nuclear Command, Control, and Communications (NC3) system engineer by providing architectures, systems engineering, analyses and assessments to support the 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 provides direct and specialized support to the DoD CIO and the Joint Staff (JS), and recommends support or non-support for NC3 programs as well as fail-safe procedures and risk reduction actions. DISA's efforts assure an informed decision making linkage between the President, the Secretary of Defense, and the Commanders of the Unified and Specified Commands. This capability provides the ability for our national leadership to ensure

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I. Description of Operations Financed (cont.)

proper command and control of our forces during times of stress and national emergency, up to and including nuclear war.

5. Communications Management Control Activity (CMCA): CMCA provides communications support to the United States Secret Service (USSS) for 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 the 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. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	<u>FY 2012</u>						
	<u>FY 2011 Actuals</u>	<u>Budget Request</u>	<u>Congressional Action</u>			<u>Current Estimate</u>	<u>FY 2013 Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
1. Transition to Net Centric Environment	203,969	216,281	-406	-0.2	215,875	215,875	201,723
2. Eliminate Bandwidth Constraints	245,589	169,178	-123	-0.1	169,055	169,055	158,575
3. GIG Network Operations and Defense	520,916	444,728	-834	-0.2	443,894	443,894	394,716
4. Exploit the GIG for Improved Decision Making	291,158	292,459	-614	-0.2	291,845	291,845	347,566
5. Deliver Capabilities Effectively/Efficiently	136,747	76,494	-444	-0.6	76,050	76,050	80,907
6. Special Missions	155,660	161,252	-372	-0.2	160,880	160,880	163,360
Total	1,554,039	1,360,392	-2,793	-0.2	1,357,599	1,357,599	1,346,847

· The FY 2011 Actual column includes \$144,229 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriation funding (PL 112-10) and \$3,520 thousand of X-Year, 2007 Spectrum Relocation Funds.

· The FY 2012 Estimate column excludes \$164,520 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

· The FY 2013 Estimate column excludes \$152,925 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	1,360,392	1,357,599
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-2,252	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-541	
Subtotal Appropriated Amount	1,357,599	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	1,357,599	
Supplemental	164,520	
Reprogrammings		
Price Changes		16,974
Functional Transfers		
Program Changes		-27,726
Current Estimate	1,522,119	1,346,847
Less: Wartime Supplemental	-164,520	
Normalized Current Estimate	1,357,599	

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		1,360,392
1. Congressional Adjustments		-2,793
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Undistributed adjustments	-2,252	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8034 Indian Land Mitigation	-541	
FY 2012 Appropriated Amount		1,357,599
2. War-Related and Disaster Supplemental Appropriations		164,520
a. OCO Supplemental Funding		
1) OCO Supplemental Funding	164,520	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		1,522,119
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		1,522,119
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-164,520
FY 2012 Normalized Current Estimate		1,357,599
6. Price Change		16,974
7. Functional Transfers		
8. Program Increases		85,327
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) Civilian Personnel Compensation (One More Day)	396	
c. Program Growth in FY 2013		
1) Exploit the GIG for Improved Decision Making/Global Command and Control System-Joint:	31,572	
Equipment maintenance by contract increase of \$33,141 thousand reflects DoD decision for GCCS-J to be an		

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C. Reconciliation of Increases and Decreases

enduring foundational program for enterprise Command and Control Capabilities to the warfighters. The increase provides sustainment, technology refresh and modernization for the GCCS-J program, ensuring critical command and control information, to include the Common Operational Picture and a variety of intelligence and sensor feeds are maintained for the Combatant Commands and the Services. Significant C2 data is being consolidated from a number of diverse sites to enterprise hosting to provide increased data visibility to the greater C2 community. The increase will support integration activities required to replace end of life hardware and software components, and increase synchronization efforts across the GCCS Family of Systems with the Military Services. In addition, the increase will support an expanding operational capability, provide for response and implementation of Information Assurance Vulnerability Alerts (IAVAs), software patches and defect fixes. An increase of \$157 thousand in other contracts provides additional support services for the integration of the GCCS-J framework. An increase of \$12 thousand in travel provides for additional customer site visits to install GCCS-J capability improvements. C2 support needs will continue to decrease within the Joint Staff Support Center, a decrease of \$-147 thousand for Pentagon Reservation Maintenance Revolving Fund, \$-375 thousand for purchase communications, \$-103 thousand for supplies materials, and \$-552 thousand in equipment purchases lines is realigned to equipment maintenance by contract for equipment sustainment, and technology refreshment. A net reduction of \$-561 thousand in program management support

Amount

Totals

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>is attributed to reduced requirements for security and contract guard support and information technology infrastructure equipment maintenance requirements. (FY 2012 Baseline: \$104,858 thousand; Contractor Base FTEs: 296)</p>		
<p>2) Exploit the GIG for Improved Decision Making/Senior Leadership Enterprise (SLE): Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY 2012 Baseline: \$103,879 thousand; Contractor Base FTEs: 41)</p>	13,522	
<p>3) GIG Network Operations and Defense/Network Operations (NetOps): The size and scope of equipment purchase increases by \$2,949 thousand for network operations compliance. The equipment is required to provide command and control capabilities through the DISA Command Center (DCC) and for acquisition review services. Supplies and materials increases \$1,152 thousand due to increased cost of IT supplies and materials for Netops. An increase of \$809 thousand in equipment maintenance by contract provides maintenance support for the Global Gateways. Mission support travel increases \$571 thousand to address DISA Network Operations issues across the GIG. A net increase of \$7,850 thousand in shared service support provides funding for additional purchased utilities expenses, purchased communications for operational management support for local area networks, facility maintenance costs providing preventative and repair maintenance services, and additional funding for other intra-</p>	9,525	

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>governmental purchases that will satisfy increased mass transit subsidy requirements as result of the move to Ft. Meade. A reduction in engineering technical services of \$-2,315 thousand is due to the realignment of Global Gateways contract support to equipment maintenance by contract. A decrease of \$-888 thousand in other contracts is attributed to reduced contract support requirements. Efficiencies of \$-602 thousand are achieved in training resulting in reduced intra governmental purchase requirements from external sources. A reduction in facility maintenance by contract of \$-1 thousand is due to the reduction in MITRE Network Operations support. (FY 2012 Baseline: \$48,000 thousand; Contractor Base FTEs: 148)</p>		
<p>4) Exploit the GIG for Improved Decision Making/Multinational Information Sharing (MNIS) Program: An increase of \$2,839 thousand in equipment maintenance by contract is due to increased capability for Unclassified Information Sharing Services (UISS). A reduction of \$-2,127 thousand in other contracts results from the relocation of the help desk and lab infrastructure facilities to Fort Meade. A decrease of \$-4 thousand for equipment purchases is a result of decreased implementation costs for equipment purchases. Requirements for purchased communications decrease \$-1 thousand due to a reduction in circuit requirements. A net increase of \$4,909 thousand in program service support provides funding for additional purchased utilities expenses, purchased communications for operational management support for local area networks, equipment purchases that</p>	5,616	

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>fulfill information technology infrastructure requirements for the DISA Command Center and additional funding for other intra-governmental purchases that will satisfy increased mass transit subsidy requirements as result of the move to Ft. Meade. (FY 2012 Baseline: \$48,084 thousand; Contractor Base FTEs:175)</p>		
5) Transition to Net Centric Environment/GIG Engineering Services:	5,130	
<p>Transition to Net Centric Environment/Global Information Grid Engineering Services (GIG ES): Equipment maintenance by contract increases \$1,574 thousand to support the system maintenance and performance testing of new capabilities. An increase of \$246 thousand will be used to support the delivery and deployment of the CTO forge.mil technology. A net increase of \$3,705 thousand in shared service support provides funding for purchased communications for operational management support for local area networks, printing and reproduction, equipment purchases that fulfill information technology infrastructure requirements for the DISA Command Center and provides funding for additional purchased utilities expenses, GSA leases and Facilities Maintenance. A decrease in other contracts of \$-395 thousand is attributed to termination of the BAH contract that provide support to the Foreign Military Sales. (FY 2012 Baseline: \$69,127 thousand; Contractor Base FTEs: 206)</p>		
6) Eliminate Bandwith Constraints/Defense Information Systems Network (DISN) Enterprise Activities (EA)	3,851	

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C. Reconciliation of Increases and Decreases

Amount Totals

A net reduction of \$-6,367 thousand in shared service support is due to reduced requirements as a result of the functional transfer of DISN Subscription Services Program to the Defense Working Capital Fund in FY 2013. The effected shared support activities include purchased utilities, communications and equipment. An increase of \$326 thousand in communication services provides Bandwidth for KOSOVO. Equipment maintenance by contract increases \$9,892 thousand for circuit transition equipment maintenance. (FY 2012 Baseline: \$92,075 thousand; Contractor Base FTEs: 105)

7) GIG Network Operations and Defense/Joint Staff Support Center (JSSC):

3,773

An increase of \$347 thousand in equipment maintenance by contract is attributed to technical contractor service requirements for the Integrated Information Management Systems (IIMS) supporting critical JSSC systems. Travel increases of \$231 thousand are due to additional travel for increased JSSC mission requirements at DISA headquarters, Fort Meade, MD and other locations. A net increase of \$4,101 thousand in program service support provides funding for additional purchased utilities expenses, purchased communications for operational management support for local area networks, equipment purchases that fulfill information technology infrastructure requirements for the DISA Command Center and additional funding for other intra-governmental purchases that will satisfy increased mass transit subsidy requirements as result of the move to Ft. Meade, MD. Program decreases of \$-494 thousand are attributed to a

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
three-year lifecycle plan for equipment purchases. Decrease of \$-303 thousand in other intra-governmental purchases reflect the realignment of funding to equipment maintenance for critical contract support to JSSC systems. Decreases of \$-107 thousand related to fewer facility repairs and alterations requirements. Decreases of \$-2 thousand in purchased utilities for network connection changes. (FY 2012 Baseline: \$30,231 thousand; Contractor Base FTEs: 53.5)		
8) Deliver Capabilities Effectively/Efficiently/Pentagon Reservation Maintenance Revolving Fund (PRMRF): An increase of \$3,768 thousand in Pentagon Reservation Maintenance Revolving Fund will fund repairs and improvements to sustain the functionality of the Pentagon Reservation and tenants. (FY 2012 Baseline: \$12,311 thousand; Contractor Base FTEs: 0)	3,768	
9) Deliver Capabilities Effectively/Efficiently/Shared Services (Program Executive Offices): An increase of \$3,287 thousand for equipment purchases provides tech refresh on all hardware with expiring warranties, infrastructure purchases for DISANet, DISANet network systems support and Thin Client for DISANet. (FY 2012 Baseline: \$30,882 thousand, Contractor Base FTEs: 148)	3,287	
10) Eliminate Bandwidth Constraints/Defense Information Systems Network (DISN) Subscription: An increase of \$1,978 thousand in communication services is attributed to the increase in rates and the required size of bandwidth for various sites. (FY 2012 Baseline: \$17,274 thousand; Contractor Base FTEs: 105)	1,978	

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C. Reconciliation of Increases and Decreases	Amount	Totals
11) Eliminate Bandwidth Constraints/Global Electromagnetic Spectrum Information System (GEMSIS): Increases of \$777 thousand in equipment maintenance by contract and \$8 thousand in communications services (DISN) are due to increased software and hardware sustainment for Increment 2 capabilities. A net increase of \$1,012 thousand in shared support provides funding for purchased communications for operational management support for local area networks, equipment purchases that fulfill information technology infrastructure requirements for the DISA Command Center and provides funding for additional purchased utilities expenses. (FY 2012 Baseline: \$13,332 thousand; Contractor Base FTEs: 133)	1,797	
12) GIG Network Operations and Defense/Defense Industrial Base: This program supports critical system enhancements at the DoD-DIB Collaboration Information Sharing Environment (DCISE). Detailed information is submitted separately in classified DoD exhibits. (FY 2012 Baseline: \$11,133 thousand; Contractor Base FTEs: 0)	515	
13) Special Mission/Crisis Management System (CMS): A reduction of \$-238 thousand in equipment maintenance by contract is due to decreased program support requirements. A net increase of \$529 thousand in shared services support provides for IT contract support, utilities, purchased communications and audio visual supplies needed to support audio visual capabilities at the Ft. Meade, MD facility. (FY 2012 Baseline: \$9,487 thousand; Contractor Base FTEs: 36.3)	291	
14) Special Mission/White House Situation Support Staff	184	

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C. Reconciliation of Increases and Decreases	Amount	Totals
(WHSSS):		
Other intra-governmental purchases increase \$10,550 thousand to sustain operational capability of classified and unclassified networks and systems used by the White House Situation Room and the National Security Council. A decrease of \$-10,375 thousand in management and professional services is due to the reduction of contractor personnel supporting information technology infrastructure to include help desk and programming services. A net increase of \$9 thousand in shared services support provides funding for equipment purchases that support information technology efforts for the DISA Command Center. (FY 2012 Baseline: \$10,898 thousand; Contractor Base FTEs: 41)		
15) Exploit the GIG for Improved Decision Making/National Military Command System (NMCS):	110	
An increase of \$538 thousand in equipment maintenance by contract provides additional engineering analyses for the National Military Command Center (NMCC), including the technical evaluation of options for implementing nuclear command and control over internet protocol, the modernization of the Raptor communication network, and the conclusion of the National and Nuclear Crypto-logical Modernization efforts. A net reduction of \$-428 in program management support is attributed to reduced requirements for security and contract guard support, information technology infrastructure and equipment maintenance requirements. (FY 2012 Baseline: \$3,501 thousand; Contractor Base FTEs: 3)		
16) Deliver Capabilities Effectively/Efficiently/Other	12	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Programs:		
An increase of \$2 thousand in travel is due to an increase in export license reviews and release recommendations for the export of DISA controlled/related defense articles. A net increase of \$10 in program support services will fund equipment purchases supporting information technology. (FY 2012 Baseline: \$371 thousand; Contractor Base FTEs: 0)		
9. Program Decreases		-113,053
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) GIG Network Operations and Defense/Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI):		
In FY 2013, equipment maintenance by contract increases \$5,300 thousand for Cyber Situational Awareness (CyberSA) to complete common operating pictures for CyberSA for the Services and COCOMS and \$2,000 thousand for development and deployment of a Secure Configuration Management which will include scalable architecture. Equipment maintenance by contract also decreases \$-16,000 thousand due to a realignment of funding from DISA to Defense Human Resource Agency (DHRA) for insider SIPRNET Data exfiltration efforts and \$-8,553 thousand to reflect the transfer of the DISA PKI program to the Defense Working Capital Fund (DWCf). In FY 2013 equipment maintenance by contract also increases \$2,357 thousand to support additional DOD Anti-Virus/Anti-Spyware enterprise capability. Decreases of \$-2,011 thousand in funding for travel of persons are due to efficiencies taken in the training and conferences. A	-40,654	

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C. Reconciliation of Increases and Decreases	Amount	Totals
reduction in facilities maintenance by contract of \$-458 thousand is due to adjustments in utilities and base operations. Decreases of \$-797 in equipment purchases, \$-4,015 thousand in management and professionals support services and \$-8,093 in intra-governmental purchases are due to the transfer of the DISA PKI program to the DWCF. A net reduction of \$-10,347 thousand in shared service support is due to reduced requirements as a result of the functional transfer of the ISSP/PKI program to the DWCF and the realignment of funding DHRA. The effected shared support activities include purchased utilities, communications, other intra-governmental purchase, supplies and equipment. A decrease of \$-38 thousand in other contracts are due to reduced training and conference requirements. IA mission supplies and materials increase \$1 thousand. (FY 2012 Baseline: \$221,161 thousand; Contractor Base FTEs: 554)		
2) GIG Network Operations and Defense/Comprehensive National Cybersecurity Initiative: This program supports Information Assurance capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY 2012 Baseline: \$68,586 thousand; Contractor Base FTEs: 0)	-28,746	
3) Transition to Net Centric Environment/Net-Centric Enterprise Services (NCES): A reduction of \$-24,855 thousand in equipment maintenance by contract is due to reduced contract cost resulting from the Data Services Environment and Enterprise Messaging capabilities consolidation and reduced support costs for	-18,100	

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C. Reconciliation of Increases and Decreases

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implementation of Army Enterprise Email. A net increase of \$6,245 in shared service support provides funding for additional purchased utilities expenses, purchased communications for operational management support for local area networks, equipment purchases that fulfill information technology infrastructure requirements for the DISA Command Center and additional funding for other Intra-governmental purchases that will satisfy increased mass transit subsidy requirements as result of the move to Ft. Meade. Travel increases \$510 thousand to fund user planning and integration activities supporting Enterprise Services; collaboration, messaging, Enterprise Services Management, DoD Visitor, and Identity and Access Management.

(FY 2012 Baseline: \$143,212 ; Contractor Base FTEs: 112)

4) Compensation and Benefits:

-17,023

A net reduction of \$-17,023 thousand in compensation and benefits is primarily due to functional transfers of \$-18,760 thousand and -132 FTEs associated with the DISN Engineering and Service Delivery Program to the Defense Working Capital Fund (DWCF) DISN Subscription Services (DSS) Program. A reduction of \$-1,000 thousand and (-7) FTEs in GIG Engineering reflects an organizational realignment of funding and manpower to the RDT&E appropriation. An increase of \$590 thousand and 4 FTEs provide additional mission support to the President. The Global Electromagnetic Spectrum Information System program will increase its civilian manpower by 4 FTEs and \$607 thousand to secure critical engineering support. Increases of \$435 thousand and 4 additional FTEs support additional

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C. Reconciliation of Increases and Decreases	Amount	Totals
workload requirements at the DISA Joint Service Support Center (JSSC). An increase of \$400 thousand and 3 additional FTEs enable the administration of new Information Security Capabilities. An increase of \$438 thousand and 3 FTEs provide program management and systems engineering support for Network Operations. Net-Centric Enterprise Services (NCES) increases \$267 thousand and 2 FTEs to provide support for the NCES Identity & Access Management Service. (FY 2012 Baseline: \$320,233 thousand; FY 2012 Government FTEs: 2,412; Contractor Base FTEs: 0)		
5) Deliver Capabilities Effectively/Efficiently/Management Headquarters:	-2,666	
Reductions of \$-712 thousand in other intra-governmental purchases is realized due to efficiencies in training and \$-105 thousand reduction in other contracts results from reductions to contractor support. A net reduction of \$-1,984 in program management support is attributed to reduced requirements for security and contract guard support, information technology infrastructure equipment maintenance requirements and reduced Defense Financial and Accounting Service support services. An increase of \$107 thousand in travel supports global net-centric solutions to the Defense Information System Network, the enterprise computing centers, enterprise services, and command and control capabilities and services. Supplies and materials increases by \$27 thousand to support management headquarters operations and a \$1 thousand increase in IT contract support services will fund additional management support requirements. (FY 2012 Baseline: \$32,486 thousand;		

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C. Reconciliation of Increases and Decreases

Amount Totals

Contractor Base FTEs: 0)

6) GIG Network Operations and Defense/Field Commands and Field Offices:	-2,245	
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A reduction of \$-4,303 in equipment purchases is due to the completion of the outfitting of the DISA Pacific Command building. Additionally, \$-318 thousand was realigned from other contracts to technical services and projects contracts. A reduction of \$-261 thousand for utilities costs is created by a realignment of these costs to facilities maintenance contracts. A decrease of \$-205 thousand in other intra-governmental purchases is due to the realignment of funding to support DISA Commands from non-DoD contracts to DoD contracts. The following decreases are attributed to the realignment of the DISA Joint Forces Command (JFCOM) Field Office to support the Joint Staff Support Center: a decrease of \$-23 thousand in supplies and materials and a decrease of \$-4 thousand in engineering technical services. Facilities maintenance by contract increases \$669 thousand for preventative and repair maintenance services at DISA Pacific, DISA Europe, and DISA CENTCOM. Funding was realigned from purchased utilities. An increase of \$320 thousand in purchased communications is due to increased circuit costs that support the global contingency. An increase of \$1,234 thousand in equipment maintenance by contract is attributed to network operations systems at DISA PAC and remaining global costs. Travel increases of \$592 thousand are due to additional travel for increased Field Commands mission requirements at DISA Headquarters, Fort Meade, MD and other locations. A net increase of \$54 thousand in

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C. Reconciliation of Increases and Decreases	Amount	Totals
shared services support provides for IT contract support. (FY 2012 Baseline: \$64,783 thousand; Contractor Base FTEs: 16)		
7) Special Mission/Minimum Essential Emergency Communications Network (MEECN): A decrease of \$-12 thousand in equipment maintenance by contract is due to reduced Airborne Command Center engineering requirements. A net reduction of \$-1,122 thousand in program management support is attributed to reduced requirements for security and contract guard support, information technology infrastructure and equipment maintenance requirements. (FY 2012 Baseline: \$11,552 thousand; Contractor Base FTEs: 21)	-1,134	
8) Eliminate Bandwidth Constraints/Defense Spectrum Office (DSO): Equipment maintenance by contracts decreases \$-2,115 thousand as result of program reductions in various engineering support services. A net reduction of \$-765 in program management support is attributed to reduced requirements for security and contract guard support, information technology infrastructure equipment maintenance requirements and reduced Defense Finance and Accounting Service support. Other contracts increase \$1,774 thousand in support of on-going efforts for the Spectrum Common Operating Picture to deploy an automated capability that supports Spectrum Supportability Risk Assessments and the Spectrum Requirements and Reallocation Automated Capability. An increase of \$37 thousand in communication services is due to additional DISN services. (FY 2012 Baseline: \$27,973 thousand; Contractor Base	-1,069	

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C. Reconciliation of Increases and Decreases	Amount	Totals
FTEs: 0)		
9) Exploit the GIG for Improved Decision Making/Global Combat Support System (GCSS):	-630	
A decrease of \$-1,181 thousand in equipment maintenance by contract is due to the technical refreshment of the GCSS systems. A net increase of \$551 thousand in shared service support provides funding for audio visual supplies that will support audio visual capabilities at the Ft. Meade facility and additional IT contract support services. (FY 2012 Baseline: \$18,120 thousand; Contractor Base FTEs: 36)		
10) Special Mission/White House Communications Agency (WHCA):	-462	
An increase of \$111 thousand in other contracts is due to increased critical contract support needed to meet mission requirements. Purchased communications decreases by \$-2,156 thousand and a reduction in travel of \$-109 thousand are due to reduced campaign expenditures. Other intra-governmental purchases increases by \$1,011 thousand to fund technology enhancements and support the efforts associated with the Sandia Lab and the Massachusetts Institute of Technology through the Air Force and the Department of Energy. A net increase of \$681 thousand in shared services support provides funding for operational support for local area networks and equipment purchases that support information technology efforts for the DISA Command Center. (FY 2012 Baseline \$127,898; 172 Contractor Base FTEs)		
11) Eliminate Bandwidth Constraints/DoD Teleport Program:	-129	
An increase of \$2,583 thousand in equipment maintenance by contract reflects a realignment of \$2,464 thousand from communication services and additional funding of \$119		

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>thousand to sustain security intrusion detection sensors and provide Gateway Service Desk Support. A decrease of \$-2,464 thousand in communication services (DISN) reflects a realignment of funding to equipment maintenance by contract to support maintenance of the security intrusion detection sensors and the associated Gateway Service Desk Support. A net reduction of \$-248 thousand in program management support is attributed to reduced requirements for security and contract guard support and information technology infrastructure equipment maintenance requirements.</p> <p>(FY 2012 Baseline: \$17,111 thousand; Contractor Base FTEs: 2)</p>		
<p>12) Special Mission/Communications Management Control Activity:</p> <p>Decreases in other contracts of \$-11 thousand is attributable to efficiencies achieved in managing the CMCA Automated Tracking Tool. A net decrease of \$-109 thousand in shared services support provides for decreased Defense Finance and Accounting Service support requirements and reduced information technology infrastructure requirements. (FY 2012 Baseline: \$1,045 thousand; Contractor Base FTEs: .25)</p>	-120	
<p>13) Eliminate Bandwidth Constraints/Standardized Tactical Entry Point (STEP):</p> <p>Equipment maintenance by contract decreases \$-102 thousand for equipment inter-operational testing and exercise support. A net increase of \$27 thousand in shared support provides funding for purchased communications for</p>	-75	

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C. Reconciliation of Increases and Decreases	Amount	Totals
operational management support for local area networks. (FY 2012 Baseline: \$1,290 thousand; Contractor Base FTEs: 2)		
FY 2013 Budget Request		1,346,847

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IV. Performance Criteria and Evaluation Summary:

The Defense Information Systems Agency's (DISA) approach to performance-budget integration and measurement is reflective of consistent, timely, and reliable service, effort and accomplishments to our customers. Performance management tools such as in-progress reviews, program reviews, continuous process improvement (CPI), Agency's 2011 Campaign Plan, Office of the Secretary of Defense (OSD) Initiatives, Efficiencies and strategic documents form the framework for developing the DISA Performance Metrics. The agency Campaign Plan Vision: Leaders enabling information dominance in defense of our Nation is aligned with the February 2010 Quadrennial Defense Review Report, and the subsequent May 2010 National Security Strategy and the March 2011 IT Consolidated Strategy Roadmap. Its vision is operationalized in three Lines of Operation (LoO) (Enterprise Infrastructure, Command and Control and Information Sharing, and Operate and Assure) and guiding principles that are strategically focused on the next two to four years. It serves as the roadmap to achieve DISA's enterprise infrastructure, which meets the warfighter's joint requirements.

This dynamic framework is a formidable warfighting support strategy which reflects our national resource strategy investments and initiatives that support it.

In assessing DISA's performance metrics, top corporate-level strategy and measures are supported by lower level strategic initiatives and measures developed by subordinate organizations. The higher-level strategy is supported with outcome-oriented as well as output measures, with targets. The customer portions of the strategy and their measures are supported by financial, internal governance processes, learning and growth related portions of strategies and measures. Targets are set to promote continuous improvement. Measures for individual programs are specific to the program and are included in the program's Sustainment Key Performance Parameter (KPP) for Materiel Availability and Key System Attributes (KSAs) for Reliability and Ownership Costs. These measurements are reviewed by the Services and DoD elements. Programs also establish Service Level

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IV. Performance Criteria and Evaluation Summary:

Agreements (SLAs) with customers that provide specific system performance requirements. These SLAs are routinely reviewed with customers.

The investments and initiatives associated with each strategy area are a principal means for attaining the performance desired, and metrics illustrate whether the targets for each strategy area or goal have been achieved. Initiatives are resourced (e.g., funded) and have or are associated with a schedule. Initiative owners brief the DISA senior leadership periodically on their progress in executing their portion of the strategy. The reviews have proven invaluable because they provide an opportunity to discuss strategy on an ongoing basis and obtain an integrated view of Agency performance. They strengthen individual accountability and ensure initiative or investment owner alignment with Corporate-level priorities.

Because DISA's strategy is driven by DoD's strategic plan (Quadrennial Defense Review), as well as the National Security Strategy our performance metrics must be more agile providing joint warfighting capabilities and institutionalizing ongoing reform. They will reshape the way DISA does business for wider asymmetric challenges, and complex future environments implementing enterprise-wide changes and ensuring organizational structures, processes, and procedures effectively support DoD's strategic direction. The DISA uses other external measurement methodologies to track performance that are integrated into the DISA budget. Strategies have been developed for rectifying readiness deficiencies, and these courses of action are addressed in program/budget planning. The DISA has implemented the DoD directed Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program, which includes areas related to track performance, such as making improvements in productivity and performance against mission (availability, reliability, cycle time, investment, and operating costs). The following programs and services performance metrics are reflected below:

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IV. Performance Criteria and Evaluation Summary:

Global Command and Control System - Joint (GCCS-J): The GCCS-J program employs a tailored subset of earned value concepts that fit within American National Standards Institute (ANSI) Standard 748. Contractors are required to plan, budget, and schedule resources in time-phased "planned value" increments constituting a cost and schedule measurement baseline. This approach encourages contractors to use effective internal cost and schedule management control systems. The PMO evaluates performance by conducting thorough Post-award Contract Reviews (PCRs) and monthly CPRs. The GCCS-J Program Manager (PM) also conducts weekly critical path reviews of the GCCS-J release schedules to ensure tasks are on track and to mitigate risk across the entire program. Management structure for JPES and the Joint C2 architecture are similar to the standards identified above for GCCS-J.

- Effectively communicate with external command and control systems
 - FY 2011 (Results) - 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.
 - FY 2012 (Planned) - 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.
 - FY 2013 (Estimated) - 100% successful test of new critical system interfaces, as well as continued 100% successful test of critical current system interfaces.
- Fuse select C2 capabilities into a comprehensive, interoperable system eliminating the need for inflexible, duplicative, and stovepipe C2 systems.

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IV. Performance Criteria and Evaluation Summary:

- FY11 (Results) - GCCS-J executed modernization activities which resulted in significant progress for the Joint C2 Common User Interface, Cross Domain Services, and Enterprise COP initiatives. This progress includes the synchronization on two common client frameworks and the elimination of duplicative client functions resulting in direct sustainment cost reduction for reinvestment in capability modernization.
- FY12(Planned) - GCCS-J to continue planned migration to Net-centric Joint C2 capabilities while reducing sustainment costs for reinvestment in modernization with the transition from use of local Global enclaves to reusable enterprise deployments.
- FY13(Estimated) - GCCS-J to continue planned migration to Net-centric Joint C2 capabilities while reducing sustainment costs for reinvestment in modernization with the transition from use of local Global enclaves to reusable enterprise deployments.
- The availability of the Strategic Server Enclaves enable enhanced capabilities to the user community.
- FY 2011(Results) - A release of emerging Warfighter requirements to Strategic Server Enclaves in FY11

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IV. Performance Criteria and Evaluation Summary:

- FY 2012(Planned) - A release of emerging Warfighter requirements to Strategic Server Enclaves in FY12

FY 2013(Estimated) - A release of emerging Warfighter requirements to Strategic Server Enclaves in FY13.

Global Combat Support System-Joint (GCSS-J): GCSS-J fields capabilities that are based upon functional priorities of the Combatant Command 129 Requirements as approved and prioritized by the functional sponsor, Joint Staff J4. All of these requirements and goals are translated into releases with specific capabilities, which have established cost, schedule, and performance parameters approved by the DISA's Component Acquisition Executive/Milestone Decision Authority.

Metrics and requirements are routinely gathered by the GCSS-J Program Management Office (PMO). The metrics from the strategic server sites are analyzed by the PMO to ensure that operational mission threads continue to be met and if system enhancement/capabilities are of benefit to the user. Future capabilities include tools that allow GCSS-J to refine and enhance the type of performance metrics that can be gathered and analyzed. This becomes increasingly important as GCSS-J continues to integrate additional data sources and external applications. This postures and allows GCSS-J to continue to transition to a Service Oriented Architecture and directly supports DoD's net-centric vision of exposing and consuming web services. Performance is key in this type of environment and as GCSS-J usage increases and new capabilities are fielded, the PMO will continue to gather metrics to ensure that the system is meeting user requirements.

• **Mission and Business Results and Strategic National and Theater Defense**

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IV. Performance Criteria and Evaluation Summary:

- FY 2011 (Actual) The Key Performance Parameters, found in the GCSS-J Acquisition Program Baseline, define baseline measures for the effectiveness of mission performance; the threshold is 95%. With the fielding of v7.2, the baseline measure was met.

- FY 2012 (Estimated) The Key Performance Parameters, found in the GCSS-J Acquisition Program Baseline, define baseline measures for the effectiveness of mission performance; the threshold is 95%. Data will be gathered from the First Look Site during development and from surveys once the capability is deployed. Data not yet available.

- FY 2013 (Estimated) The Key Performance Parameters, found in the GCSS-J Acquisition Program Baseline, define baseline measures for the effectiveness of mission performance; the threshold is 95%. Data will be gathered from the First Look Site during development and from surveys once the capability is deployed. Data not yet available.

• **Customer Results and Customer Satisfaction**

- FY 2011 (Results) Help Desk Key Performance Indicators (KPI) defines the baseline measure to evaluate customer satisfaction and provide a service desk assessment; KPI threshold is 80%. Data was gathered from the strategic server site, SMC-Montgomery, and from user surveys. The baseline measure was met.

- FY 2012 (Estimated) Help Desk Key Performance Indicators (KPI) defines the baseline measure to evaluate customer satisfaction and provide a service desk assessment; KPI threshold is 80%. Data will be gathered from the strategic server site, SMC-Montgomery, and from user surveys. Data not yet available.

- FY 2013 (Estimated) Help Desk Key Performance Indicators (KPI) defines the baseline measure to evaluate customer satisfaction and provide a service desk

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IV. Performance Criteria and Evaluation Summary:

assessment; KPI threshold is 80%. Data will be gathered from the strategic server site, SMC-Montgomery, and from user surveys. Data not yet available.

• **Processes and Activities and Program Monitoring**

- FY 2011 (Results) Baseline Measure to deploy Increment 7, v7.2 4th Quarter 2011. The baseline measure was met in 3rd Quarter 2011.
- FY 2012 (Estimated) Baseline Measure to deploy Increment 7, v7.3 4th Quarter 2012. Data not yet available.
- FY 2013 (Estimated) Baseline Measure - To deploy Increment 7, v7.4 4th Quarter 2013. Data not yet available.

• **Technology and System Development**

- FY 2011 (Estimated) Baseline Measure is the ability to effectively provide end-to-end technical exchange with all external data providers at a 95% effectiveness level. System Administrators at the DECCs will gather data from system logs to validate effectiveness. The baseline measure was met.

- FY 2012 (Estimated) Baseline Measure is the ability to effectively provide end-to-end technical exchange with all external data providers at a 95% effectiveness level. System Administrators at the DECCs will gather data from system logs to validate effectiveness. Data not yet available.

- FY 2013 (Estimated) Baseline Measure is the ability to effectively provide end-to-end technical exchange with all external data providers at a 95% effectiveness level. System Administrators at the DECCs will gather data from system logs to validate effectiveness. Data not yet available.

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IV. Performance Criteria and Evaluation Summary:

Multinational Information Sharing (MNIS) Program: The Multinational Information Sharing (MNIS) Program is a portfolio comprised of four coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS), Pegasus (formally known as Griffin), Combined Federated Battle Laboratory Network (CFBLNet), and Unclassified Information Sharing (UIS). These capabilities are designed to enable and improve sharing of operational and intelligence information among U.S. forces and our multinational partners.

FY 2011:

CENTRIX performance criteria are based on the network's ability to centralize services yielding qualitative performance enhancements by increasing the availability and security of Coalition Information Sharing over the previous, decentralized, non standard approaches unique to the various COCOMs.

- Measure: Maintain network availability at acceptable service levels for 5 Communities of Interest (COIs) (83 countries), among US Forces and it's Mission Partners
- Goal: Maintain network availability at 98.9%
- Actual: Met network availability goal of 98.9%

Griffin performance criteria are based on the introduction of new information sharing services as driven by the CCEB direction. Successful achievements include introduction of a US/UK Common Operational Picture sharing as well as cross domain chat and cross domain web browsing and file sharing (both planned within the near term POM window).

- Measure: Provide interconnections by way of cross domain solution guards between the US SIPERNET and other partner nation's Secret Releasable networks at acceptable service levels.

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IV. Performance Criteria and Evaluation Summary:

- Goal: Direct traffic with 99.99% accuracy (allows message throughput/does not allow message throughput) for chat, email, file transfer
- Actual: Met traffic accuracy goal of 99.99%

CFBLNet performance criteria are measured by the number of successful trials (measured in the hundreds) supported throughout the year on the CFBLNet infrastructure with special focus on the complex support provided annually to the Coalition Warrior Interoperability Demonstration (C2 focus) and the Empire Challenge (ISR focus) exercise.

- Measure: Provide Test Bed hosting at acceptable service levels
- Goal: Achieve 95% in overall Customer Satisfaction Survey at the completion of the Coalition Warrior Interoperability Demonstration and Empire Challenge test events
- Actual: Achieved 95% Customer Satisfaction

CENTRIXS Cross Enclave Requirement (CCER) performance criteria are measured by its ability to sustain support capability for 6 COIs within a converged enclave architecture and then expand support to 40+ COIs (virtually 100% of known requirements) with a full complement of collaboration tools supporting coordinated action and full situational awareness.

- Measure: Sustain CCER capability for 6 COIs at acceptable service levels among US Forces and its Mission Partners
- Goal: Sustain network availability at 98.9%
- Actual: Did not meet; system functionality terminated due to Congressional cuts

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IV. Performance Criteria and Evaluation Summary:

In addition to the capability specific performance criteria mentioned above, MNIS has also established the following performance metrics to be applied to all of the networks across the portfolio:

- Measure: Requirement satisfaction; meeting Joint Staff (JS) emergent requirements to support network stand-ups and implementations in theatre
- Goal: Expand, modernize, and add new C2C capabilities as prioritized by CJCSI6285.01B requirements process at a rate of 2 packages per year
- Actual: Did not meet due to Congressional cuts; program intends to deliver requirements in FY 2012
- Measure: Cost savings through automation and enhancement of technology
- Goal: Upgrade Computer Network Defense (CND) operational capability to automate surveillance IOC by June 2011
- Actual: Did not meet due to Congressional cuts (CND status quo); program intends to satisfy in FY12

FY 2012:

CENTRIX performance criteria are based on the network's ability to centralize services yielding qualitative performance enhancements by increasing the availability and security of Coalition Information Sharing over the previous, decentralized, non standard approaches unique to the various COCOMs.

- Measure: Maintain network availability at acceptable service levels for 5 Communities of Interest (COIs) (83 countries), among US Forces and it's Mission Partners
- Goal: Maintain network availability at 98.9%

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IV. Performance Criteria and Evaluation Summary:

Griffin performance criteria are based on the introduction of new information sharing services as driven by the CCEB direction. Successful achievements include introduction of a US/UK Common Operational Picture sharing as well as cross domain chat and cross domain web browsing and file sharing (both planned within the near term POM window).

- Measure: Provide interconnections by way of cross domain solution guards between the US SIPERNET and other partner nation's Secret Releasable networks at acceptable service levels
- Goal: Direct traffic with 99.99% accuracy (allows message throughput/does not allow message throughput) for chat, email, file transfer

CFBLNet performance criteria are measured by the number of successful trials (measured in the hundreds) supported throughout the year on the CFBLNet infrastructure with special focus on the complex support provided annually to the Coalition Warrior Interoperability Demonstration (C2 focus) and the Empire Challenge (ISR focus) exercise.

- Measure: Provide Test Bed hosting at acceptable service levels
- Goal: Achieve 95% in overall Customer Satisfaction Survey at the completion of the Coalition Warrior Interoperability Demonstration and Empire Challenge test events

Unclassified Information Sharing (UIS) combatant commands worldwide in a continuously operational environment. All products implemented in the architecture of the network must be releasable to the coalition countries, interoperate with the commercially available products and standards found in the U.S. and the countries of the coalition partners.

- Measure: Enterprise Unclassified Information Sharing supports 35,000

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IV. Performance Criteria and Evaluation Summary:

- users and 8,000 concurrent users
- Goal: Achieve Initial Operating Capability (IOC) by April 2012
- Measure: Reliability of network
- Goal: Maintain availability of the UIS Capability LAN at a level of 99.9%, which equates to downtime of no more than nine hours of inoperability per year

In addition to the capability specific performance criteria mentioned above, MNIS has also established the following performance metrics to be applied to all of the networks across the portfolio:

- Measure: Requirement satisfaction; meeting Joint Staff (JS) emergent requirements to support network stand-ups and implementations in theatre
- Goal: Expand, modernize, and add new C2C capabilities as prioritized by CJCSI6285.01B requirements process at a rate of 2 packages per year
- Measure: Cost avoidance
- Goal: No goal for cost avoidance/cost savings could be set do to Congressional cuts in FY10 and FY11
- Measure: Cost savings through automation and enhancement of technology
- Goal: Upgrade Computer Network Defense (CND) operational capability to automate surveillance IOC by June 2012.

Global Information Grid Engineering Services (GIG ES): Forge.mil monitors several metrics that are used to measure the performance of Forge.mil and its value to the DoD developer community. The following technical metrics, at a minimum, are captured: number

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IV. Performance Criteria and Evaluation Summary:

of active users, number of active projects, number of file releases posted by developers, number of software downloads, number of developers participating in more than one project, number of trackers created (requirements, bugs, issues, etc), and number of documents, wiki pages and discussion forums. Future planned metrics will include the number of projects using the follow-on capabilities of CertificationForge, TestForge, and StandardsForge in addition to SoftwareForge, and the number of applications fielded using Forge.mil capabilities.

DISA Systems Engineering/Enterprise Wide Systems Engineering (SE/EWSE): The resolution of risks identified during event driven technical reviews (such as SE Process Assessment) and producing a Program Executive Office/Senior Decision Authority (PEO/SDA) approved System Engineering Plan, leads to keeping program's milestone and fielding events on schedule and within allocated funds.

- The number of intermediate and final GIG Technical Plan (GTP) artifacts/inputs that are being evaluated/consumed by the DoD community.
- The number of EWSE projects that are tied directly to important DoD initiatives vetted/approved by the services and COCOMs.
- Modeling and Simulation measures its performance by determining the successful execution of processes, sub-processes, and procedures conducted by individual action officers, and from customer feedback. Individual action officers measure technical performance by constantly validating customer requirements, continuously monitoring the fidelity of the model and improving it as needed, and iteratively assessing the correctness of simulation results.
- IT Standards will be evaluated by its ability to satisfy the following Measures of Success (MOS) and Performance Criteria (PC):

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IV. Performance Criteria and Evaluation Summary:

- GIG Technical Guidance Federation (GTG-F) and GIG Enterprise Service Profile updated and/or produced on schedule along with associated DECC hosting of web enabled repository maintains 95% or greater application availability.
 - GTG Federation integrates with the DoD Metadata Registry (MDR) in support of the ASD/Joint Staff J6 system certification process.
 - Customer satisfaction for accessing, declaring content and measuring compliance with the GTG-F will be assessed and/or surveyed.
 - iSmart web enabled content updated on schedule and DECC hosting maintains 95% or greater application availability.
 - Measured reduction in costs associated with the elimination of manual configuration management processes and ability to measure immediate cost impacts to system implementations as TDL standards evolve/change.
 - Assessment processes achieve fully automated/virtual review of technical compliance under GTG Federation
 - Measured reduction in costs associated with the processing and analysis of virtual Information Support Plan (ISP) vice Joint Capabilities Integration and Development System (JCIDS) capabilities documents.
 - Fully operational ISP Assessment Module (IAM) completed and applied against Net Ready KPP content declared by PMs.
 - IAM improves accuracy and speed (turnaround) of reviews back to PM and measures aggregate level of use/compliance with Enterprise Wide Service Profiles (EWSE) and other systems engineering guidance contained in the GTD.

Net-Centric Enterprise Services (NCES): The validated NCES Capability Production Document (CPD) contains the functional, operational, and Key Performance Parameter (KPP) metrics that the NCES stakeholders consider as the threshold performance required to support a military utility determination. These performance metrics form the basis for the Initial

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IV. Performance Criteria and Evaluation Summary:

Operational Test and Evaluation (IOT&E) and subsequent Follow-on Operational Test and Evaluation (FOT&E) testing by the Lead Operational Test Agency (OTA) to make the suitability, effectiveness, and survivability determination.

To support a continuous monitoring approach and to ensure the NCES Program continues to meet the mission needs of the stakeholders, the NCES Program Manager (PM) developed a Performance Measurement Plan consisting of five key performance management areas with the expected outcomes. These areas include:

- Activity - Customer Perspective (Determine the customers' (Warfighter, business, and DoD Portion of the Intelligence Mission Area) needs and provide available, reliable, and survivable services that support evolving missions; solicit continual feedback from the customer on the utility, effectiveness, suitability, and relevancy of all delivered services)
- Expected Outcome - Receive an overall customer satisfaction rating of three or better on a scale of 1 to 5 where 1 is "no mission effectiveness" and 5 is "maximum mission effectiveness".
- Activity - Financial Perspective (Satisfy Clinger-Cohen Act of 1996, DISA and DoD Cost Strategic Goals, determine if PEO GES funding is sufficient to deliver services that support the customers' mission needs, effectively support preplanned product improvements (P3I), and reduce sustainment costs; use feedback from the customer perspective to determine when a service is no longer relevant to their mission requirements)
- Expected Outcome - Usage of the portfolio of core and shared enterprise services continue to expand to support anticipated and unanticipated user demand; investment in duplicative services declines; additional POR/COIs reduce development costs through reuse of enterprise services; maintenance of an overall return on investment

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IV. Performance Criteria and Evaluation Summary:

(ROI) that is ≥ 1 or the capability provides a significant mission benefit from the customer perspective that the lower ROI is offset.

- Activity - Requirements Satisfaction (Continue to expand, modernize, and add new functionality to the user and machine facing portfolio of deployed services; identify, transition, and operationalize local services that can satisfy new mission requirements or supplants an existing service that has lost market share and is not cost effective to update; periodically re-validate service requirements with the user community to identify enhancements required to support evolving mission needs)
- Expected Outcome - Continue to improve the performance of the portfolio of services while adding functionality, integrating local services into the enterprise infrastructure, and extending access to additional unanticipated users.
- The management areas are designed to ensure that problems in NCES PMO activities can be identified rapidly for resolution, while providing maximum support to the NCES stakeholders' mission. These five quantitative management areas and their associated metrics will provide quantitative data that can be used to prove that NCES is realizing its vision of providing core enterprise services to DoD that are secure, interoperable, and responsive to current and future NCES stakeholder missions in a cost-effective manner.

Teleport Generations 1 & 2 (Tech Refresh / Sustainment):

Teleport FY 2012

- Metric - Improving customer results by measuring response time for help desk tickets. Goal is to respond to all help desk tickets within one day.

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IV. Performance Criteria and Evaluation Summary:

- Status - Priority 1 and 2 tickets are respond to immediately; Priority 3 and 4 are responded to during to normal business hours. Tickets opened after normal business hours are responded to next business day
- Target - Respond to all help desk tickets within one business day.

- Metric - Continue to support the warfighter by increasing the number of iDirect 2.2 hubs installed at Teleport sites.
- Status - 1 iDirect 2.2 hub has been installed at the Teleport test bed, the Joint SATCOM Engineering Center (JSEC).
- Target - 4 iDirect 2.2 hubs installed at Teleport sites.

- Metric - Increase the number of sites with Linkway S2 modems.
- Status - Linkway S2 modems have been installed at the test bed and 4 operational sites.
- Target - 7

- Metric - Maintain IA accreditation and Authority to Connect (ATO) throughout sustainment.
- Status - The ATO has been maintained through the successful achievement of three ATO amendments allowing for increased system capability within the Teleport accreditation boundary.
- Target - ATO approved.

- Metric - Establish an operational forum for site operators.

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IV. Performance Criteria and Evaluation Summary:

- Status - A training website has been initiated on Defense Knowledge Online (DKO) with continued development towards providing an operational forum capability.
- Target - Establishment of operational forum.

- Metric - Maintain 99% availability of the Teleport system.
- Status - Achieved and sustained A₀
- Target - 99% availability.

Teleport Generation 3

FY 2012

- Metric - Develop a training package for NMTs to support EHF (XDR) terminals.
- Status - The NMT training documentation is scheduled to be complete in 1QFY12.
- Target - Development of training package completed.

- Metric - EHF (XDR) terminals through Pre-Installation Test and Check-out (PITCO).
- Status - The first EHF (XDR) terminal is scheduled to begin PITCO in 3QFY12.
- Target - 6

- Metric - Increase the percentage of the workforce participating in post-BRAC collaborative environment.
- Status - 100%

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IV. Performance Criteria and Evaluation Summary:

- Target - 95% participation.
- Metric - Technology Readiness Assessment (TRA) approval to support Generation 3 Phase 2 Milestone C.
- Status - The Teleport program office has begun initial coordination with the DISA Chief Technology Office.
- Target - TRA approval.

Standardized Tactical Entry Point (STEP): STEP manages and tracks its cost, schedule, and performance parameters. Schedule, performance, and customer satisfaction measures are compiled as a real-time barometer as to how well STEP is satisfying the needs of present customers, and to predict success in meeting future STEP objectives in supporting current and future mission requirements. The nature of this compiled data permits objective assessments and predictions as to the quality and reliability of STEP support to its customers.

Specific Performance Metrics:	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Number of DISN TE Sites	3 Met	2 Planned	1 Planned
JIPM Purchase	4 Met	1 Planned	2 Planned
Number of STEP Missions	1645 Met	1800 Planned	2000 Planned
Reliability	99.9% Met	99.9% Planned	99.9% Planned
Availability	99.9% Met	99.9% Planned	99.9% Planned

Direct Support to Combatant Commanders (COCOM)

Performance Metric - Contingency Exercise Requirement Support

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IV. Performance Criteria and Evaluation Summary:

Description - Provide mission support for all COCOM-validated mission requirements for critical communications in terms of combat operations, training exercises prior to deployment, Senior Leadership, and humanitarian support

Performance Metric: Contingencies Support

Description - Develop funding strategies to support resource requirements for crisis operations (planning, exercise, and execution)

- Measure - To support validated resource requirements for crisis operations (100% completion)
- FY 2011 Achieved = 6 operations, Percentage supported = 100%
- FY 2012 & FY 2013 Planned - FY12 and FY13 Estimate = 2 operations per year, Expected Percentage supported = 100%
- Performance Metric: Contingencies Support

Performance Metric: Exercise Support

Description - Bring DISA readiness and training programs into full compliance with Joint Staff standards.

- Measure - To support Agency participation in three COCOM Tier 1 level exercises annually

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IV. Performance Criteria and Evaluation Summary:

- FY 2011 Achieved - 3 COCOM Tier 1 exercises, Percentage Participated = 100%
- FY 2012 & FY 2013 Planned - FY12 and FY13 Scheduled Participation = 3 per year, Expected Participation Percentage = 100%

Performance Metric: Commissioning and Performance Evaluations

- Measure - To have 85% of scheduled site evaluations completed.
- FY 2011 Achieved - Evaluated sites = 56, Percentage completed= 95%
- FY 2012 & FY 2013 Planned - FY12 and FY13 Estimate = 50 per year, Expected Completion Percentage = 95%

NetOps and DISA FSO Computer Network Defense (CND)

Performance Metric -CND Alerts

Description - The number of detected alerts reported by CND systems.

- Measure - To deliver 100% of detected CND alerts to Security Incident Management (SIM) correlation systems
- FY 2011 Achieved - NIPR: 117,490,396,868 (100%) & SIPR: 2,063,986,783 (100%)
- FY 2012 & FY 2013 Planned :

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IV. Performance Criteria and Evaluation Summary:

- FY 2012 & FY 2013 NIPR Projections = 329,913,034,406 & 926,395,800,611
- FY 2012 & FY 2013 SIPR Projections = 990,713,656 & 475,542,555
- FY 2012 & FY 2013 expected completion % = 100%

Performance Metric - Correlated CND Alerts

Description - The number of reported alerts correlated by SIM systems.

- Measure - To increase the effectiveness of SIM correlation capabilities and achieve greater than 99% efficiency.
- FY 2011 Achieved - NIPR: 2,243,090,747 (100%) & SIPR: 109,658,783 (100%)
- FY 2012 & 2013 Planned :
 - FY 2012 & FY 2013 NIPR Projections = 15,791,358,860 & 111,171,166,376
 - FY 2012 & FY 2013 SIPR Projections = 48,842,183 & 23,444,248
- FY 2012 & FY 2013 expected completion % = 99.9%

Performance Metric - Reportable Incidents

Description - The number of Category 1, 2, 4 and 7 incidents reported according to Chairman of the Joint Chiefs of Staff Manual (CJCSM) 6510.01 instructions.

- Measure - To submit and track response for 100% of reportable incidents.
- FY 2011 Achieved - NIPR: 11,333 & SIPR: 261

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IV. Performance Criteria and Evaluation Summary:

- FY 2012 & FY 2013 Planned:
 - FY 2012 & FY 2013 NIPR Projections = 15,515 & 21,241
 - FY 2012 & FY 2013 SIPR Projections = 823 & 2,594
- FY 2012 & FY 2013 expected completion % = 100%

DISA NetOps / Global Gateway Service Desk

Performance Metric - Defense Satellite Communications System (DSCS)/Global SATCOM Support Center (GSSC) Support Element

Description - Manage eight satellite DSCS constellation in support of National Command Authority (NCA) COCOMs and non-DOD customers.

- Measure - To support approved mission requests (100% completion)
- FY 2011 Achieved = 2267 requests w/ 13 denials.
- FY 2012 & FY 2013 Planned - FY12 and FY13 Projected = 1000 and 500 missions; Expected completion % = 99%

Performance Metric - Maintain DSCS SATCOM network availability

Description - To ensure full service reliability and availability of the SATCOM network for our customers

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IV. Performance Criteria and Evaluation Summary:

- Measure - Maintain network availability above the MT of >98%
- FY 2011 Achieved - FY11 service reliability and availability = 99.9
- FY 2012 & 2013 Planned - FY12 and FY13 Planned % = >98%

Performance Metric - Global Gateway Service Desk

Description - Plan and support missions entering 16 DoD Gateways. Responsibilities include: resolving incidents such as suite reconfigurations, troubleshooting, and service connections.

- Measure - To maintain number of mission denials below 1% per FY.
- FY 2011 Achieved - In FY11, for Defense Information Systems Network (DISN) Tactical Edge (TE) support approximately 1004 missions with 1200 tickets opened.
- FY 2012 & FY 2013 Planned - FY12 and FY13 Projections: 1500 missions with 1800 tickets
- Expected mission denials % = <1%

Performance Metric - DoD Gateway Consolidated - SATCOM Systems Expert (C-SSE)

Description - Provide operational assessments evaluating the systems' communications capabilities to meet normal peacetime and surge requirements. The operational assessments consider the systems' capabilities to provide both focused and surge capabilities to support planned operations.

- Measure - To perform 100% of assessments requested

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IV. Performance Criteria and Evaluation Summary:

- FY 2011 Achieved - FY11 = 150 assessments requested; Percentage performed = 100%
- FY 2012 & FY 2013 Planned - FY12 and FY13 Planned Assessments = 150
- Expected Completion % = 100%

Shared Services

Numerous performance measures apply across the breadth of DISA's shared service units. Below are a small sample used by the CIO and MPS:

CIO:

A. DISANet performance is measured by automated systems, which compute system availability and responsiveness. Availability represents the percentage of time that networks, servers, and critical applications and systems are available for use. Calculations are based on averages of availability over a 12-month period, on a 24 by 7 basis, for DISANet sites worldwide. Measurements include scheduled and unscheduled outages. WAN availability refers to the availability of DISANet wide-area connectivity (NIPRNET) to all DISANet sites. DISANet critical server/application availability refers to the average percentage of time that DISANet services and critical applications are available for use.

FY11 Results

		<u>Target</u>
DISANet WAN Availability	%	99%
DISANet Critical Server/Application Availability	99.65%	99%
DISANet E-Mail Availability	99.53%	99%
DISANet Remote (VPN) Availability	99.63%	99%

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IV. Performance Criteria and Evaluation Summary:

B. DISA Intranet Services and DKO: These web-based tools are designed to make it easier for DISA personnel to find the information they need to do their jobs and to simplify the tasks performed in the course of their official duties. DISA Intranet Services and DKO serves as the single point of access to all enterprise information related to the DISA enterprise by providing an underlying infrastructure and set of processes that facilitate the integration of information and knowledge.

To assess the accomplishment of this migration initiative, the following measures were established:

1. % of DISA personnel (civilian, military, contractors) with DKO accounts
 - How to Measure: Number of personnel (civilian, military, contractors) with DKO accounts divided by total number of eligible DISA personnel
 - FY 2011 Target: 90%
 - FY 2011 Actual: 62%

2. Ratio of DISA DKO home page unique visits to the number of DISA DKO account holders (per month)
 - How to Measure: Number of visits from unique users divided by the total number of DISA DKO account holders.
 - FY 2011 Target: 75%
 - FY 2011 Actual: 45%

3. Combined number of DISA DKO organization sites and DISA Sponsored Joint Sites

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IV. Performance Criteria and Evaluation Summary:

- How to Measure: Sum of the number of DISA organization sites and the number of DISA Sponsored Joint Sites located under the DISA node on the DKO site map.
- FY 2011 Target: 300
 - FY 2011 Actual: 346

MPS:

- Continued Implementation of Comprehensive Agency Workforce Staffing Plan with directorate-specific staffing plans
 - Measure: Number of Directorates at or above 110% authorized civilian strength
 - Improve Joint Service Strength Levels
 - Measure: # of Military Personnel assigned/# of authorized billets
- Implementation of DISA Deployment Policy and Procedures
 - Measure: # of DISA Personnel deployed on time and accounted for
- Establish clearly defined career paths for all major career series in DISA
 - Measure: Track the % of career fields/series with documented career paths
- Implementation of Organic Agency Counterintelligence (CI) Capability
 - Measure: Achieve 100% of DISA personnel completing CI Awareness Training
 - Measure: Identify # of published CI support plans in Research and Development (R&D) and Acquisition Programs.
- Continuing Ongoing Initiatives with Security Training and Education of Agency's Personnel of Reporting Requirements

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IV. Performance Criteria and Evaluation Summary:

- Measure: 100% of Agency Personnel took training as measured through DOTS
- Continue to conduct Interim Security Clearance Determinations within 10 days to support Agency Hiring Actions under BRAC
 - Measure: Completion of all personnel security determinations within 10 days target
- Capture all Program Property in DPAS
 - Measure: Track and analyze status on a weekly basis for complete input of program property into DPAS
- Successfully turn in Excess Equipment and Property due to the Agency relocation to the new facility at Fort Meade, MD

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IV. Performance Criteria and Evaluation Summary:

DISN:

Primary Performance Metrics

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
EPC/SECN: Ensure systems support	99.99% / 99% - Met	99.99% - Planned	99.99% - Planned
Circuit Transitions	1200/1200 Circuits - Met	1200 - Planned	1200 - Planned
DSCS: Network availability	99.99% / 99% - Met	99.99% - Planned	99.99% - Planned
KOSOVO: Pay revenue in timely fashion	99.99% - Met	99.99% Planned	99.99% - Planned

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	1,458	1,684	1,684	226	0
Officer	370	415	415	45	0
Enlisted	1,088	1,269	1,269	181	0
<u>Reserve Drill Strength (E/S) (Total)</u>	17	17	17	0	0
Officer	1	1	1	0	0
Enlisted	16	16	16	0	0
<u>Civilian End Strength (Total)</u>	2,683	2,510	2,391	-173	-119
U.S. Direct Hire	2,678	2,505	2,386	-173	-119
Total Direct Hire	2,678	2,505	2,386	-173	-119
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	58	93	93	35	0
<u>Active Military Average Strength (A/S) (Total)</u>	1,387	1,577	1,577	190	0
Officer	353	385	385	32	0
Enlisted	1,034	1,192	1,192	158	0
<u>Reserve Drill Strength (A/S) (Total)</u>	17	17	17	0	0
Officer	1	1	1	0	0
Enlisted	16	16	16	0	0
<u>Civilian FTEs (Total)</u>	2,598	2,510	2,391	-88	-119
U.S. Direct Hire	2,593	2,505	2,386	-88	-119
Total Direct Hire	2,593	2,505	2,386	-88	-119
Foreign National Indirect Hire	5	5	5	0	0
Memo: Reimbursable Civilians Included	129	93	93	-36	0
Average Annual Civilian Salary (\$ in thousands)	162.8	132.8	132.8	-30.0	0

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<u>V. Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Contractor FTEs (Total)</u>	<u>2,891</u>	<u>2,924</u>	<u>2,689</u>	<u>33</u>	<u>-235</u>

Change from FY 2011 to FY 2012

Decrease (-57) FTEs due to Information Assurance functional transfer from O&M to DWCF; decrease of (-12) FTEs due COMSATCOM functional transfer from O&M, DW to DWCF; (-36) FTEs decrease due termination of Defense Messaging System; (-7) FTEs decrease due to anticipated attrition due to BRAC move to Ft. Meade; increase of (+8) FTEs for Mission support to the President; increase of (+16) FTEs for realignment of NII functions to DISA.

Change from FY 2012 to FY 2013

WHCA increases of (+4) FTEs is due to increased Mission Support requirement to the President. An increase of (+4) FTEs provides additional engineering support for Global Electromagnetic Spectrum Information System. A reduction of (-7) FTEs in GIG Engineering reflects organizational realignment moving FTEs from O&M to RDT&E. An increase of (+3) FTEs for the Network Operations (Netops) will provide program management and systems engineering support. Net-Centric Enterprise Services (NCES) will increase (+2) FTEs for the NCES Identity & Access Management Service. An increased workload to the DISA Joint Service Support Center (JSSC) will result in an increase of (+4) FTEs. An increase of (+3) additional FTEs enable the administration of new Information Security Capabilities. A functional transfer of (-132) FTEs associated with the DISN Engineering and Service Delivery Program to the Defense working Capital Fund (DWCF) DISN Subscription services (DSS) Program.

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

<u>OP 32 Line</u>	Change			Change			FY 2013 <u>Estimate</u>
	FY 2011	FY 2011/FY 2012		FY 2012	FY 2012/FY 2013		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	351,214	0	-30,981	320,233	972	-16,627	304,578
103 Wage Board	4	0	-4	0	0	0	0
106 Benefit to Fmr Employees	56	0	-56	0	0	0	0
111 Disability Compensation	722	0	-722	0	0	0	0
121 Perm Change of Station	49,107	0	-49,107	0	0	0	0
199 Total Civ Compensation	401,103	0	-80,870	320,233	972	-16,627	304,578
308 Travel of Persons	24,865	448	13,631	38,944	662	0	39,606
399 Total Travel	24,865	448	13,631	38,944	662	0	39,606
671 DISN Subscription Services (DSS)	10,575	1,337	-11,912	0	0	0	0
672 Pentagon Reserv Maint	15,007	-1,912	-619	12,476	-1,329	3,621	14,768
673 Def Fin & Accounting Svc	4,686	-829	2,406	6,263	1,038	-190	7,111
677 DISA Telecommunications Services - Other	15,103	-1,217	6,157	20,043	-693	-441	18,909
699 Total DWCF Purchases	45,371	-2,621	-3,968	38,782	-984	2,990	40,788
771 Commercial Transport	1,944	35	1,391	3,370	57	0	3,427
799 Total Transportation	1,944	35	1,391	3,370	57	0	3,427
912 GSA Leases (SLUC)	12,502	225	-10,426	2,301	39	-1	2,339
913 Purch Util (non fund)	5,791	104	5,705	11,600	197	1,887	13,684
914 Purch Com (non fund)	87,411	1,574	-63,543	25,442	443	128	26,013
915 Rents, Leases (non GSA)	1,023	18	-922	119	2	0	121
917 Postal Svc (USPS)	54	1	166	221	4	0	225
920 Supplies/Matl (non fund)	5,689	102	2,208	7,999	136	1,048	9,183
921 Print & Reproduction	330	6	-201	135	2	3	140
922 Eq't Maint Contract	780,561	14,050	-68,730	725,881	12,340	11,779	750,000
923 Facilities Maint by	15,359	276	5,647	21,282	362	-4	21,640

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<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>	Change <u>FY 2012/FY 2013</u>		FY 2013 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
Contr							
925 Eqt Purch (Non-Fund)	31,671	570	-10,433	21,808	370	-479	21,699
932 Mgt Prof Support Svcs	3,257	59	14,624	17,940	305	-14,339	3,906
934 Engineering & Tech Svcs	3,873	70	-907	3,036	52	-2,319	769
987 Other IntraGovt Purch	48,119	867	-3,435	45,551	774	-10,839	35,486
989 Other Services	84,740	1,525	-13,345	72,920	1,240	-1,109	73,051
990 IT Contract Support Ser	376	7	-348	35	1	156	192
999 Total Other Purchases	1,080,756	19,454	-143,940	956,270	16,267	-14,089	958,448
Total	1,554,039	17,316	-213,756	1,357,599	16,974	-27,726	1,346,847

* The FY 2011 Actual column includes \$144,229 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10) and \$3,520 thousand of X-Year, 2007 Spectrum Relocation Funds.

* The FY 2012 Estimate column excludes \$164,520 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$152,925 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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Defense Logistics Agency (DLA)



February 2012

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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

**Budget Activity (BA) 2: Mobilization Warstoppers and
 4: Administration and Service-Wide Activities**

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DLA	411,277	6,443	36,608	454,328	7,502	-29,937	431,893

I. Description of Operations Financed:

The Defense Logistics Agency (DLA) continues to execute the plan to improve the oversight of contractor services, acquire those services more effectively, and control costs in the current restricted funding environment. The DLA is primarily a Defense Working Capital Fund (DWCF) activity, so the majority of contractor services will be reflected in the DWCF budget presentation. The DLA Operation and Maintenance (O&M) appropriation is approximately 1% of the overall DLA budget.

Budget Activity (BA) 2 Mobilization Warstoppers: The DLA Operation and Maintenance (O&M) appropriation finances Warstoppers which includes industrial preparedness measures for certain supply items and the preservation of critical industrial capability to support the Department's readiness and sustainment requirements.

Budget Activity (BA) 4 Administration and Service-Wide Activities: The DLA O&M appropriation finances contracts, supplies, equipment maintenance, communications, salaries, awards, personnel, benefits, travel, per diem, and training for two activities:

- Other Logistics Services (OLS) which are associated with the DLA logistics mission such as price comparability, maps, unemployment compensation, morale, welfare & recreation, and homeless blankets; and

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I. Description of Operations Financed (cont.)

- Other Logistics Programs (OLP) which are program offices for which DLA is either the executive agent or the budget administrator.

Narrative Explanation of Changes: The FY 2013 program change is primarily attributable to a decrease of \$66.7 million in Facilities Sustainment (FY 2013: \$0 million). This decrease is offset with the following program increases: \$21.3 million in DoD Enterprise Business Systems (FY 2013: \$71.3 million), \$12 million in the Special Access Program Continuity of Operations (FY 2013: 44.4 million) and \$2.8 million in Morale, Welfare & Recreation (FY 2013: \$23.3 million). The Facilities Sustainment requirements have been realigned to the DLA Working Capital Fund to more appropriately reflect execution in DLA's rates. Funds in the DoD Enterprise Business Systems are for maintenance and program enhancements to existing DoD Business Systems. Funds in MWR are for supplies, equipment and contract support for the fitness centers and child and youth programs throughout the DLA enterprise.

Mobilization Warstoppers (FY 2013: \$79.271 million) Funding for Warstoppers recognizes that the Department must take extra preparedness measures for certain supply items, and that critical industrial capabilities must be preserved to support the Department's readiness and sustainment requirements. This concept applies to items such as chemical protective suits, nerve agent antidote auto-injectors, meals-ready-to eat, and tray pack assemblies. Peacetime demand for these items is inadequate to sustain an industrial base sufficient for readiness and mobilization. The DLA uses a rigorous business case evaluation to obtain a return on investment that maximizes warfighter benefits. These efforts do not fall within the customer-focused purview of the Defense Working Capital Fund (DWCF). The Warstoppers 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

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I. Description of Operations Financed (cont.)

funding of Industrial Preparedness Measures (IPMs) that support the "surge" of go-to-war material to increase supply availability of DLA procured items and provides for War Reserve Material (WRM) offsets items as directed in Defense planning documents. The Warstopper program has led to cumulative inventory costs avoidance of nearly \$5B through the investment of approximately \$733M over the program's lifetime. The Warstopper ROI is an offset for stocking war reserve by investing with an industry solution and calculating how much war reserve we do not have to stock based on the industry responsiveness in a timely manner. The program enjoys a healthy Return on Investment (ROI) of 6.8:1.

Other Logistics Services (OLS) (FY 2013: \$147.608 million) includes programs associated with the DLA logistics mission as well as Departmental programs. The DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for supporting these programs, described in the paragraphs that follow:

1. Agile Transportation USTRANSCOM
2. Automatic Identification Technology (AIT)
3. Bosnia/Kosovo Support
4. Continuing Health
5. Defense Critical Infrastructure Program (CIP)
6. Defense Finance and Accounting Service (DFAS)
7. Disability Compensation
8. Facilities Sustainment
9. Homeless Blankets
10. Joint Purchase Card Program Office
11. Logistics Transformation

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I. Description of Operations Financed (cont.)

- 12. Managerial Support
 - 13. Mapping
 - 14. Morale, Welfare and Recreation (MWR)
 - 15. Price Comparability
 - 16. Procurement Technical Assistance Program (PTAP)
 - 17. Unemployment Compensation
-
- 1. Agile Transportation (AT) USTRANSCOM (FY 2013: \$1 million) Funding to support U.S. Transportation Command (USTRANSCOM) for the Geographic Combatant Commanders (GCCs) automated capability to (1) manage transportation planning and execution processes for cargo and passenger movement within their respective theaters of operation or (2) match global movement requirements against available lift assets to produce an optimized transportation schedule that meets delivery requirements. AT21 Increment 3 Theater Capability will provide continuous visibility, collaboration, automated processes, alerts and an exception management capability supporting transportation planning and execution for theater force and sustainment movements. When fully implemented, it will provide opportunities to streamline cargo movement by optimizing capacity and provide complete visibility by synchronizing theater movements with strategic movements. USTRANSCOM Transportation Working Capital Funds (TWCF) is being utilized for strategic level process improvement, business process management and optimization. TWCF funds are not authorized for development activities supporting theater operations, so appropriated fund sources will support this effort. O&M funds will be used in support of the following activities: server operations and technical support in a Defense Information Systems Agency (DISA) Defense Enterprise Computing Center (DECC) environment; and (2) functional process analysis, process mapping and process standardization.

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I. Description of Operations Financed (cont.)

2. Automatic Identification Technology (AIT) (FY 2013: \$2.8 million) The AIT is a suite of technologies (e.g., bar codes, smart cards, satellite tracking systems, and 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) Radio Frequency Identification (RFID) tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.

3. Bosnia/Kosovo Support (FY 2013: \$0.02 million) funding covers Agency logistics support costs incurred in support of Bosnia and Kosovo.

4. Continuing Health (FY 2013 \$0.1 million) provides coverage for the DLA employees affected by reductions-in-force and BRAC.

5. Defense Critical Infrastructure Program (DCIP) (FY 2013: \$1.3 million) The 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. Defense Logistics Infrastructure Sector Lead Agent funding was realigned from ASD (Homeland Defense & Americas Security Affairs) in FY 2009 to the DLA. This allows Logistics DCIP program management to take place closer to the execution source. The DLA facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets. This information is shared with the COCOMS, 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

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I. Description of Operations Financed (cont.)

resources to be applied to Defense Critical Infrastructure assets essential to project, support, and sustain military forces and operations.

6. Defense Finance and Accounting Service (DFAS) (FY 2013: \$4.6 million) The DFAS requires reimbursement for accounting services provided to the General Fund activities and programs reflected in Other Logistics Services, Other Logistics Programs, and Warstoppers.
7. Disability Compensation (FY 2013: \$0.8 million) funding is required for disability compensation for the Clothing Factory (DSCP) closed by BRAC 1993.
8. Facilities Sustainment (FY 2013: \$0 million) provides for maintenance and repair activities to keep facilities in good working order. This includes major repairs or replacement such as, roofs, refinishing wall surfaces, heating and cooling systems, tile and carpeting, etc. This funding includes regularly scheduled minor repairs, adjustments, inspections, preventative maintenance tasks, and emergency responses. Costs for certain types of restoration, modernization, and environmental compliance are funded elsewhere. The Facilities Sustainment requirements have been realigned to the DLA Working Capital Fund to more appropriately reflect execution in DLA's rates.
9. Homeless Blankets (FY 2013: \$3.8 million) The Stewart B. McKinley Homeless Assistance Act of 1987 requires the 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.

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I. Description of Operations Financed (cont.)

10. Joint Purchase Card Program Office (JPCPO) (FY 2013: \$1.7 million) The PCPO function was realigned from the Army to DLA in FY 2010, to minimize purchase card related fraud, waste, and abuse and enable the transition to a procurement portfolio e-business environment. The Office of the Under Secretary of Defense, Acquisition, Technology & Logistics (OUSD (AT&L)) provides program management oversight.
11. Logistics Transformation (FY 2013: \$8.8 million) Studies specific initiatives that offer potential DoD transformation from the current "mass model" logistics structure into world-class integrated supply chains focused on warfighter needs. Initiatives compliment ongoing reengineering efforts with the Military Services, consistent with the Logistics Functional Requirements and Joint Vision 2010. Funds will:
- Provide analysis of operational logistics and focused logistics capabilities to support continuous review and development of the DoD Logistics Transformation Strategy and the Focused Logistics Roadmap;
 - Support the BRAC Industrial Joint Cross Service Group Deliberations and Analytical Requirements;
 - Accelerate implementation of performance based logistics:
 1. Assess commercial benchmarks relative to application on DoD weapon system performance targets.
 2. Establish "customer-facing" metrics such as delivery performance time, definite delivery, and perfect order fulfillment.
 - Establish "internal efficiency" metrics such as inventory days of supply.
 - Identify and understand DoD Field-level Maintenance Costs;

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I. Description of Operations Financed (cont.)

- Ensure synchronization of the various enterprise integration programs under way within the Services and Agencies;
- Provide DoD supply chain metrics and analyses that support Secretary of Defense objectives to improve readiness, decrease support costs, and reform DoD processes and organizations;
- Provide Material Readiness Strategic Roadmap and Maintenance Transformation;
- Implement a modern integrated supply chain by incorporating new innovations and best practices into DoD supply chain policies and processes;
- Coordinate the information technology requirements and functional capability within Deputy Under Secretary of Defense (Logistics and Materiel Readiness) (DUSD(L&MR)) activity; and
- Establish a formal integration and qualification structure to accelerate performance-based logistics initiatives within the Services and Agencies.

These tasks accelerate the transition and transformation of the Department's logistics capabilities. They enable DoD to move toward the objective of transforming DoD logistics capabilities to support joint forces by conducting distributed adaptive operations and integrating logistics capabilities from source of supply or service to point of effect across Services and Defense Agencies. They support the management goals of achieving credibility and effectiveness in acquisition and logistics and using technologies to create future capabilities, systems, and strategies. They support the Secretary's objectives of improving readiness, decreasing support costs, and reforming DoD processes and organizations.

12. Managerial Support (FY 2012: \$.04 million) Funding supports and pays for various activities like Emergency and Extraordinary Expense Limitation (E&EE) confidential investigations.

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I. Description of Operations Financed (cont.)

13. Mapping (FY 2013: \$32.9 million) The 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). The DLA provides a unified world-wide tailored distribution system for all geospatial products; which are no longer strictly hard copy map products and includes 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): (FY 2013: \$23.3 million) The MWR programs exist to support the DLA military, civilians, military retirees and their families by providing support and leisure services. Included are family programs, child and youth programs, recreation and sports programs, and leisure activities. The MWR contributes to the workforce's strength and readiness by offering services that reduce stress and promote self-confidence and foster strong esprit de corps. Funding is based on cost estimates for operating the DLA MWR activities.
15. Price Comparability (FY 2013: \$84.7 million) support military unique (DoD Mandated) tasks, such as readiness support, that a commercial distribution company would not experience. Price Comparability 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, the DLA can reduce the materiel surcharge (Cost Recovery Rate) to achieve more comparable pricing. The Price Comparability baseline includes peacetime contingency

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I. Description of Operations Financed (cont.)

planning and Command and Control Center costs, and the Department's hazardous and ozone depleting substances programs.

16. Procurement Technical Assistance Program (PTAP) (FY 2013: \$26.5 million) 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 match up to \$.6 million for statewide programs and \$.3 million for regional (less than statewide) programs during the fiscal year.
17. Unemployment Compensation: (FY 2013: \$12.6 million) The DLA pays the Unemployment Compensation for all Defense Agencies.

Other Logistics Programs (OLP) (FY 2013: \$147.608 million and 225 FTEs) are multiple program offices for which the DLA is either the executive agent or the budget administrator. Personnel (FTEs) work exclusively on the respective programs. The O&M appropriation funds the contracts, supplies, equipment maintenance, communications, salaries, awards, personnel benefits, travel, per diem, and training in support of these programs. The Activity Group, described below, includes:

1. The DLA Program Direction
 - 1.1. Law Enforcement Support Office (LESO)

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I. Description of Operations Financed (cont.)

- 1.2. Joint Contingency Acquisition Support Office (JCASO)
- 2. The OSD Program Direction With Administrative Support From the DLA
 - 2.1. Defense Property Accountability System (DPAS)
 - 2.2. Business Process Reengineering Center (BPRC)
 - 2.3. Continuity of Operations Program (COOP)/Classified Program
 - 2.4. Defense Standardization Program Office (DSPO)
 - 2.5. DoD Enterprise Business Systems (DEBS)

1.1 Law Enforcement Support Office (LESO) (FY 2013: \$2.173 million and 14 FTEs) The LESO administers the transfer of excess DoD personal property suitable for use by other Federal and State agencies in law enforcement activities, including counter-drug and counter terrorism activities under Section 1033 of the FY 1997 National Defense Authorization Act (10 USC 2576a); and, the 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). Program has transferred \$2.6B since inception and \$498M in FY 2011. More than 11,500 law enforcement agencies nationwide currently participate in this highly visible program that enhances law enforcement capabilities while saving the American taxpayer. Consultation and coordination authority with the Office of the Secretary of Defense (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.

1.2 Joint Contingency Acquisition Support Office (JCASO) (FY 2013: \$7.265 million and 26 FTEs) JCASO was established in recognition of 2007 NDAA, Section 854, direction to DoD to develop joint policies that provide for a "preplanned organizational approach to program management" for deployed forces. JCASO advances acquisition management of Operational Contract Support (OCS) for planning, exercises and training; when requested by a

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I. Description of Operations Financed (cont.)

Combatant Commander during contingencies, JCASO deploys as an enabling joint staff organization to augment the Combatant Commander staff for OCS support. Typical OCS tasks conducted by JCASO:

- Enforce Combatant Commanders' intent and acting in boards, centers and calls.
- Provide the Combatant Commander with acquisition guidance to multiple components; coalition forces and the whole of Government.
- Maximize efficiencies, minimize costs, enhance support and reduce competition for resources during contingencies in the Joint Operating Area.
- Provide a deployable capability for Combatant Commands to employ when desired.

2.1 Defense Property Accountability System (DPAS) (FY 2013: \$12.218 million and 7 FTEs) The DPAS is used by Army, Navy, Marine Corps, and 26 Defense Agencies/Field Activities for property accountability, supporting over 6,500 users accountable for nearly 7 million assets valued at over \$350 billion. DPAS is a critical financial feeder system to Enterprise Resource Planning (ERP) and legacy accounting systems. DPAS provides capital asset values (acquisition value minus 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. The system is web-enabled and is continually upgraded to comply with the latest business transformation initiatives. The Under Secretary of Defense Acquisition, Technology and Logistics (OUSD(AT&L)) provides program management oversight.

2.2 Business Process Reengineering Center (BPRC) (FY 2013: \$1.877 million, 11 direct-funded FTEs and 6 reimbursable FTEs) The BPRC is a Center focused on a management

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I. Description of Operations Financed (cont.)

analysis discipline that redesigns processes, organizations, and the culture of DoD activities through functional leaders who apply improvement tools and techniques. The Business Process Reengineering (BPR) technique approach of redesign can be radical or incremental to achieve dramatic improvements. The BPR achieves results by analyzing processes through a cross-functional, integrated analysis of multiple activities or functions. The BPR, chartered to support the Under Secretary of Defense Acquisition, Technology and Logistics (USD (AT&L)), includes services to carry out activities such as:

- 1) Strategic planning, outlining vision and goals;
- 2) Activity modeling of current and future processes, including cross-functional and integration analyses;
- 3) Data modeling (including data standardization) associated with activity modeling;
- 4) Benchmarking to identify and evaluate best practices and their application to DoD;
- 5) Development of functional economic analyses;
- 6) Planning for BPR implementation and assessment;
- 7) Analysis leading to the selection of migration systems following BPR;
- 8) Development and identification of BPR tools.

2.3 Continuity of Operations (COOP) (FY 2013: \$44.386 million, 59 direct-funded FTEs and 27 reimbursable FTEs) This program is reported in accordance with Title 10, United States Code, 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 this publication. All other (non-intel and non-SAP) classified funding requests must be identified within unclassified justification budget materials. The classified programmatic content supporting the request must be provided by the applicable Component

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I. Description of Operations Financed (cont.)

to OSD/OMB and congressional staffs. COOP is under the staff cognizance and oversight of the Office of the Secretary of Defense and was transferred to the DLA in FY 1994. In accordance with DoD Directive 5111.1, Defense Continuity & Crisis Management (DCCM) was established to consolidate continuity-related policy and oversight activities within DoD in order to ensure the Secretary of Defense can perform his mission essential functions under all circumstances. DCCM provides for the Secretary of Defense policy, plans, crisis management, and oversight of Department of Defense continuity related program activities. The DCCM'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.

2.4 Defense Standardization Program Office (DSPO) (FY 2013: \$8.420 million and 12 FTEs) The DSPO was transferred from the OUSD(AT&L) to DLA in FY 1999. The Defense Standardization Program (DSP) is authorized by Sections 2451-2452 of Title 10, United States Code, and the DoDI 4120.24, which implements the DSP in the DoD. The 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; Government-Industry Data Exchange Program; and a variety of related issues. The DSPO represents the Department to DoD communities, other Federal agencies, and the private sector by providing tools, training, and outreach with material 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. The Government Industry Data Exchange Program (GIDEP) (FY 2013: \$3.6 million) is a part of DPSO. The GIDEP's mission is to foster and facilitate the exchange of technical information between government agencies and industry to increase systems

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I. Description of Operations Financed (cont.)

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 the National Air and Space Administration. Information exchanged has been focused on failure experience, 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 disseminating information about nonconforming products and materials (including suspected counterfeits) and by DOD as the Diminishing Manufacturing Sources and Material Shortages (DMSMS) centralized database for sharing DMSMS information among DOD and Industry groups. Supporting a community of approximately 2,000 organizations represented by 6,000 users, GIDEP has reported approximately \$2 billion to date in savings and cost avoidance through the use of this information exchange. This program was realigned from the Navy to the Defense Standardization Program Office (DSPO) in FY 2008.

2.5 DoD Enterprise Business Systems (DEBS) (FY 2013: \$71.269 million, 59 direct-funded FTEs and 4 reimbursable FTEs) With the disestablishment of the Business Transformation Agency (BTA), DLA Operations & Maintenance has assumed responsibility for the following systems under the name DoD Enterprise Business Systems (DEBS) starting in FY 2012. (The FY 2012 President's Budget broke out Electronic Document Access and Virtual Interactive Processing System separately. For the FY 2013 President's Budget Submission they are being combined with all the other former BTA systems):

Defense Business Systems Acquisition Executive (DBSAE): The DBSAE Office directly oversees and provides core enterprise support to fifteen DoD enterprise level business systems including the below O&M funded systems.

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Defense Travel System (DTS): DTS is a fully integrated, electronic, end-to-end financial management system that automates temporary duty travel for the Department of Defense.

Business Enterprise Information Services (BEIS): A government off-the-shelf software program, which will build upon existing infrastructure to provide timely, accurate, and reliable business information from organizations across the Department of Defense. BEIS will support auditable financial statements as well as provide detailed information visibility for management in support of the Warfighter.

Wide-Area Workflow (WAWF): WAWF is a DoD enterprise web-based system that allows secure electronic submission, acceptance, and processing of invoices and receiving reports in a real-time paperless environment resulting in reduced interest penalties and reduced processing time.

Standard Procurement System (SPS): SPS provides standard processes, standard sharable data, policies, procedures, through a standard automated procurement system. Procurement automation improves support to the warfighter by ensuring products and services are obtained quickly and more efficiently, while providing visibility to Enterprise-level Decision Makers and transparency to the taxpayer.

Global Exchange (GEX): For FY 2013, GEX is transferring from DLA O&M Defense-Wide fund to DLA DWCF (\$3.726M). GEX is a technical capability that provides data transformation, communication protocol adaption and message brokering between multiple DoD Services and Agencies as well as commercial industry. GEX mitigates integration risk and costs for business systems by utilizing a common infrastructure and standard processes. This application provides flexibility to adapt to an ever changing environment while continuing to support and connect with legacy systems. GEX supports stakeholders in DoD including procurement, finance, travel, transportation, and logistics systems.

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I. Description of Operations Financed (cont.)

Virtual Interactive Processing System (VIPS): VIPS implements U.S. Military Entrance Processing Command's reengineered business process for qualifying applicants for military service. VIPS electronically acquires, processes, stores, secures and shares personnel data across accessions community. VIPS reduces manual data entry errors; supports DoD direction for paperless, and net-centric operations using automated data capture technology.

Electronic Document Access (EDA): For FY 2013, EDA is transferring from DLA O&M Defense-Wide fund to DLA DWCF (\$7.538M). EDA supports the Common Source Environment (CSE) with goals to simplify and standardize the methods that the Department of Defense (DoD) uses to interact with commercial and government suppliers in the acquisition of catalog, stock, as well as made-to-order and engineer-to-order goods and services. In supporting the initiatives to increase the application of Electronic Business/Electronic Commerce across the DoD, EDA improves the visibility of data. EDA Procurement Data Standard is a system-agnostic data standard that is being implemented DoD-wide for creation, translation, processing and sharing of procurement actions enabling increased interoperability of DoD acquisition systems.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action			Current Estimate		
			Amount	Percent	Appropriated			
A. BA Subactivities								
2. Mobilization (Warstoppers)	51,223	77,583	-161	-0.2	77,422	77,422		79,271
Warstoppers	51,223	77,583	-161	-0.2	77,422	77,422		79,271
4. Administration and Service- Wide Activities - Other	69,763	112,562	-4,837	-4.3	107,725	107,725		147,608
Logistics Programs								
Business Process	1,815	1,844	-4	-0.2	1,840	1,840		1,877
Reengineering Center								
Continuity of Operations	39,513	28,231	-3,059	-10.8	25,172	25,172		44,386
Defense Property	10,125	10,050	-1,621	-16.1	8,429	8,429		12,218
Accountability System								
Defense Standardization	8,192	8,253	-17	-0.2	8,236	8,236		8,420
Program Office								
DoD Enterprise Business	3,424	56,019	-119	-0.2	55,900	55,900		71,269
Systems								
Joint Contingency Acquisition	4,451	6,040	-12	-0.2	6,028	6,028		7,265
Support Office								
Law Enforcement Support	2,243	2,125	-5	-0.2	2,120	2,120		2,173
Office								
4. Administration and Service- Wide Activities - Other	290,291	260,718	8,463	3.3	269,181	269,181		205,014
Logistics Services								
Agile Transportation - USTRANSCOM	743	990	-2	-0.2	988	988		1,011
Automatic Identification Technology	2,650	2,690	-6	-0.2	2,684	2,684		2,757
Bosnia/Kosovo Support	4	99	0	0.0	99	99		20
Continuing Health	6	149	0	0.0	149	149		151
Counter Drug	555	0	0	n/a	0	0		0

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate			
			Amount	Percent Appropriated				
A. BA Subactivities								
Defense Critical Infrastructure Program	1,050	1,115	-2	-0.2	1,113	1,113	1,252	
Defense Environmental Restoration Account	7,352	0	0	n/a	0	0	0	
Defense Finance & Accounting Service	2,616	1,427	-3	-0.2	1,424	1,424	4,604	
Disability Compensation	806	822	-1	-0.1	821	821	847	
Facilities Sustainment	86,878	66,709	-139	-0.2	66,570	66,570	0	
Homeless Blankets	3,058	3,670	-7	-0.2	3,663	3,663	3,758	
Joint Purchase Card Program Office	1,584	1,580	-4	-0.3	1,576	1,576	1,698	
Logistics Transformation	8,393	8,626	-17	-0.2	8,609	8,609	8,834	
Managerial Support	16	42	-1	-2.4	41	41	43	
Mapping	28,835	31,599	-66	-0.2	31,533	31,533	32,905	
Morale, Welfare & Recreation	21,381	20,169	-42	-0.2	20,127	20,127	23,256	
Price Comparability	79,552	83,241	-169	-0.2	83,072	83,072	84,749	
Procurement Technical Assistance Program	31,554	25,311	8,948	35.4	34,259	34,259	26,480	
Unemployment Compensation	13,258	12,479	-26	-0.2	12,453	12,453	12,649	
Enter Description	0	0	0	n/a	0	0	0	
Total	411,277	450,863	3,465	.8	454,328	454,328	431,893	

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	450,863	454,328
Congressional Adjustments (Distributed)	4,400	
Congressional Adjustments (Undistributed)	-754	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-181	
Subtotal Appropriated Amount	454,328	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	454,328	
Supplemental		
Reprogrammings		
Price Changes		7,502
Functional Transfers		-7,668
Program Changes		-22,269
Current Estimate	454,328	431,893
Less: Wartime Supplemental		
Normalized Current Estimate	454,328	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		450,863
1. Congressional Adjustments		3,465
a. Distributed Adjustments		
1) Procurement Technical Assistance Program	9,000	
2) Efficiencies in Continuity of Operations	-3,000	
3) Unjustified Request for Defense Property Accountability System Program Office	-1,600	
b. Undistributed Adjustments		
1) Unobligated Balances	-754	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 - Mitigation of Environment Impacts	-181	
FY 2012 Appropriated Amount		454,328
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		454,328
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		454,328
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		454,328
6. Price Change		7,502
7. Functional Transfers		-7,668
a. Transfers In		
1) Pacific Disaster Center Transfer	3,600	
Realigns funds for the Pacific Disaster Center (PDC) from the Under Secretary of Defense (Policy) to the Continuity of Operations in the Defense Logistics Agency (Baseline \$0)		
b. Transfers Out		

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C. Reconciliation of Increases and Decreases	Amount	Totals
1) Transfer of Electronic Document Access to DWCF Transfers funding responsibility from the Defense Logistics Agency (DLA) O&M Defense-wide account to the DLA Defense Working Capital Fund (DWCF) Supply Chain Service Level Billing (SLB) process for Electronic Document Access (EDA) business system and transfers DLA O&M funds to the Military Departments to pay for the increases to SLBs. (Baseline \$7.538M; +1 FTEs)	-7,538	
2) Transfer of Global Exchange Services to DWCF Transfers funding responsibility from the Defense Logistics Agency (DLA) O&M Defense-wide account to the DLA Defense Working Capital Fund (DWCF) Supply Chain Service Level Billing (SLB) process for Global Exchange Services (GEX) business system and transfers DLA O&M funds to the Military Departments to pay for the increases to SLBs. (Baseline \$3.726M; +2 FTEs)	-3,730	
8. Program Increases		53,893
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) One Extra Paid Days Adjustment	462	
2) Continuity of Operations (COOP) This increase provides funds for the replacement of obsolete organizational IT equipment (hardware and software) and updates it to minimum engineering and testing standards for maintaining interoperability with all aspects (sensitive and classified) of the Defense Continuity and Crisis Management system supporting the Department. Without this upgrade, COOP will not be able to maintain interoperability and compatibility with other activities which are currently being modernized. This	12,000	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>program is reported in accordance with Title 10, United States Code, Section 119(a)(1) in the Special Access Program Annual Report to Congress. (Baseline \$0)</p> <p>c. Program Growth in FY 2013</p> <p>1) DoD Enterprise Business Systems</p> <p>Increase in DESS is due to realignment of funds from the Defense Chief Management Office (DCMO) to DLA for payment of rent at the Mark Center and Crystal Plaza 6 in Crystal City for the former Business Transformation Agency (BTA) personnel - increase is reflected on OP-32 lines 912 and 915. The rest of the increase is reflected in OP-32 line 987 for Business Enterprise Information Services (BEIS), Wide Area Workflow System (WAWF) and Standard Procurement System (SPS) for sustainment and program enhancements. (FY 2012 Base: \$55.9M - 65 FTEs)</p> <p>2) Continuity of Operations (COOP)</p> <p>COOP's increase supports Classified and Sensitive programs which provide for DoD implementation of National Security Presidential Directive/NSPD 51 and Homeland Security Presidential Directive/HSPD-20 requirements. This program is reported in accordance with Title 10, United States Code, Section 119(a)(1) in the Special Access Program Annual Report to Congress. Increase is reflected in OP-32 line 989. (Baseline \$25.172M; +59 FTEs)</p> <p>3) Defense Property Accountability System (DPAS)</p> <p>The increase for DPAS is for systems enhancements to support the accelerated timeframe for demonstrating the audit readiness of the Statement of Budgetary Resources (SBR). Increase is reflected in OP-32 line 987. (Baseline \$8.429M; +7 FTEs)</p>	<p></p> <p></p> <p>21,280</p> <p></p> <p>6,277</p> <p></p> <p>3,645</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>

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C. Reconciliation of Increases and Decreases	Amount	Totals
4) Defense Finance & Accounting Service (DFAS) Increase due to estimated direct billable workload and Agency General Fund audit readiness. This increase is reflected in the OP-32 line 673. (FY 2012 Base: \$1.424M)	2,944	
5) Morale, Welfare, Recreation Increase for supplies, equipment and contract support for the fitness centers and child and youth program expansions throughout the DLA enterprise. This increase is reflected in OP-32 line 679. (FY 2012 Base: \$20.127M)	2,787	
6) Price Comparability Increase due to estimated requirements in depot operations. This increase is reflected in the OP-32 line 679. (FY 2012 Base: \$80.196M)	1,133	
7) Joint Contingency Acquisition Support Office (JCASO) Increase for the JCASO funds a three person team that provides a synchronized interagency and Whole of Government (WOG) approach to local sourcing of food and construction supplies in the South Caucasus and Central and South Asian States (SC/CASA) region in support of troops in Afghanistan. The increase also funds the international travel required to interact with local government entities in performance of the SC/CASA mission. If this increase is not funded, JCASO will not be able to perform the SC/CASA mission in which it acts as a bridge between USCENTCOM operational objectives and WOG capabilities to maximize the effectiveness of the Commanders Strategic Campaign plan and local sourcing initiatives. Increase is reflected in OP-32 Lines 308 and 989. (FY 2012 Base: \$6.028M - 26 FTEs)	1,130	
8) Mapping	836	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Increase to move the Defense Logistics Information Services (DLIS) Mapping Catalog program application to Defense Information Systems Agency (DISA) to reside with other logistics applications as current server will reach end of life. This increase is reflected in the OP-32 line 679. (FY 2012 Base: \$31.533M)		
9) Warstoppers	533	
Increase to preserve essential industrial base production capability and to invest in improving industry responsiveness in the medical supply chain to support the Department's readiness and sustainment requirements. Increase supports medical readiness. This increase is reflected in the OP-32 line 679. (Baseline \$77.422M)		
10) Joint Logistics Operations Center Price Comparability	430	
Increase in travel for Joint Logistics Operations Center Price Comparability DLA Support Teams missions in CENTCOM Area of Operations. This increase is reflected in the OP-32 line 308. (FY 2012 Base: \$1.6M)		
11) Defense Critical Infrastructure Protection (CIP)	120	
Increase for Department Logistics Sector Lead Agent program requirements for risk management of DoD-wide logistics critical assets. This increase is reflected in the OP-32 line 679. (FY 2012 Base: \$1.113M)		
12) Joint Purchase Card Program Office	95	
Increase in support costs to minimize Department purchase card related fraud, waste, and abuse and enable the transition to a procurement portfolio e-business environment. This increase is reflected in the OP-32 line 679. (FY 2012 Base: \$1.576M)		
13) Logistics Transformation	79	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Increase for estimated Department transformation initiatives in support of the warfighter supply chain. This increase is reflected in OP-32 line 933. (Baseline \$8.609M)		
14) Law Enforcement Support Office (LESO) Increase is due to staffing/grade structure being reengineered to ensure that the correct knowledge, skills, and abilities are present. Increase is reflected in OP-32 line 101. (Baseline \$2.120M; +14 FTEs)	41	
15) Homeless Blankets Increase to support the purchase of blankets to provide to qualified organizations working with the homeless. This increase is reflected in OP-32 line 679. (Baseline \$3.663M)	33	
16) Automatic Identificaton Technology (AIT) Increase for program requirements in support of technologies used to transfer data to the Automated Information System. This increase is reflected in OP-32 line 679. (Baseline \$2.684M)	28	
17) Defense Standardization Program Office/GIDEP Increase for DSPO is due to estimated program requirements from the Navy for the Government Industry Data Exchange Program (GIDEP). Increase is reflected in OP-32 line 987. (Baseline \$8.236M; +12 FTEs)	18	
18) Disability Compensation Increase due to estimated employee benefits. This increase is reflected in the OP-32 line 987. (FY 2012 Base: \$0.821M)	12	
19) Agile Transportation (AT) USTRANSCOM Increase to support USTRANSCOM for Geographic Combatant	6	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Commanders automated capability to streamline cargo movement. This increase is reflected in the OP-32 line 679. (Baseline \$.988M)		
20) Business Process Reengineering Center (BPRC) The increase for BPRC is for labor. Increase is reflected in OP-32 line 101. (Baseline \$1.840M; +17 FTEs)	4	
9. Program Decreases		-76,162
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Facilities Sustainment Facilities Sustainment costs realigned to the DLA Working Capital Fund to more appropriately reflect execution in DLA's rates. This decrease is reflected in the OP-32 line 923. (FY 2012 Base: \$66.57M)	-67,702	
2) Procurement Technical Assistance Program (PTAP) Decrease due to prior year Congressional add in support of Center awards. This decrease is reflected in the OP-32 line 989. (Baseline \$34.259M)	-8,362	
3) Bosnia/Kosovo Support Decrease due to estimated lower Agency mission support costs. This decrease is reflected in the OP-32 line 679. (Baseline \$0.04M)	-81	
4) Unemployment Compensation Decrease due to estimated program requirements for employee benefits. This decrease is reflected in the OP-32 line 987. (FY 2012 Base: \$12.453M)	-17	
FY 2013 Budget Request		431,893

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IV. Performance Criteria and Evaluation Summary:

Other Logistics Services (OLS) includes multiple programs which the DLA is either the executive agent responsible for program oversight and policy guidance or the budget administrator responsible for administrative support. Measures used for programs to track performance are *customer satisfaction* and *funding execution*. Performance criteria for each program follows:

Customer Satisfaction is measured through surveys, comment cards, informal and formal customer feedback. Additionally, customer satisfaction is measured through Congressional inquiries and appeals as they relate to the program execution. Problems identified in this measure are assessed for corrective action.

Funding execution's goal is accurate budget estimates for Unemployment, Continuing Health Benefits, and Disability Compensation. Success is measured through assessing the accuracy of funding levels by tracking trends and reviewing aged accounts. The target is to obligate 100 percent of funds and DLA requires that any program that executes at less than the planned rate to reassess their financial plans and take measures to improve execution such as financial management processes, increased training and more aggressive execution plans.

The Warstoppers Program enhances DoD's wartime readiness by funding activities that improve the DLA's capability to meet the Services' and Combatant Commanders' wartime requirements. The program funds industrial preparedness measures that preserve critical industrial capability and accelerate the production of critical spares and troop support items, such as Medical, Clothing & Textiles, and Subsistence Rations. Comprehensive industrial base assessments, plans to address capability shortfalls and industrial preparedness measures form the basis for the metrics. The Warstoppers Program metrics are

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IV. Performance Criteria and Evaluation Summary:

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.

The Procurement Technical Assistance Program (PTAP) is monitored and evaluated by quarterly Procurement Technical Assistance (PTA) Cooperative Agreement Performance Reports. Each Procurement Technical Assistance Center (PTAC) submits a quarterly report within 21 calendar days after completion of each quarter and a consolidated final report within 90 calendar days after the end date of the cooperative agreement's performance period. The report tracks the number of Active Clients served by the PTAC, Outreach Events in which the PTAC participated, Initial and Follow-up Counseling Sessions conducted by the PTAC with various categories of Small Business Concerns as well as with other than Small Business Concerns, and the number and dollar value of prime and subcontract awards received by PTAC clients. Report submission validations occur during performance reviews.

The Morale, Welfare & Recreation 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.

The Defense Critical Infrastructure Program (DCIP) supports DoD-wide risk management decisions by responsible authorities to enable the continued execution of DoD mission-

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IV. Performance Criteria and Evaluation Summary:

essential functions (MEFs) and primary mission essential functions (PMEFs) in support of national essential functions (NEFs) under all circumstances. The DLA, as the DCIP Logistic Lead Agent, facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets by sharing logistics infrastructure information with the CoCOMS, Services, and other Defense Agencies via a DCIP shared data environment.

Logistics Transformation is measured by DoD'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 material 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.

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IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment

<u>Funding Levels</u>	<u>FY 2011</u> <u>Actual</u>	<u>FY 2012</u> <u>Estimate</u>	<u>FY 2013</u> <u>Estimate</u>
Operations & Maintenance			
Sustainment	86,878	66,570	-
Demolition	-	-	-
Subtotal	86,878	66,570	-
Defense Working Capital Fund			
Sustainment	421,000	541,300	657,600
Restoration and Modernization	-	-	-
Demolition	-	-	-
Subtotal	421,000	541,300	657,600
Total Facilities Sustainment			
Sustainment	507,878	607,870	657,000
Restoration and Modernization	-	-	-
Demolition	-	-	-
Total	507,878	607,870	657,000
Model Requirement	1,186,300	1,096,800	1,138,900
DLA Sustainment Metric	43%	55%	58%
Department Sustainment Goal for DLA	90%	90%	90%

The Defense Property Accountability System currently supports 1.4 million assets worth \$44 billion. The DPAS is utilized by Military Services and Agencies as solution for

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IV. Performance Criteria and Evaluation Summary:

tracking Government Furnished Equipment in accordance with DoDI 5000.64. The DPAS is an integrated business management system for providing accounting and accountability of DoD-owned property and equipment for the Army, Navy, Marine Corp, and most Defense Agencies. DPAS is the only equipment management system that fully meets the definition of an accountable property system of record (APSR) per DoD Instruction 5000.64, by providing equipment transparency and accountability throughout the asset's lifecycle—from acquisition through to delivery, use, re-use, and final disposition processing. DPAS interfaces with seven accounting systems, the Wide Area Work Flow (WAWF), and the Item Unique Identification (UID) Registry, and additionally manages the Real Property UID (RPUID). This PKI compliant, web-based capability provides the best commercial practices functionality for equipment management. The DPAS metrics provides 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.

The Defense Standardization Program Office (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 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.

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IV. Performance Criteria and Evaluation Summary:

The Business Process Reengineering Center (BPRC) proposes redesign of processes, organizations and culture to streamline functions and reduce inefficiencies across the Department. It contributes to improvements in the E-business areas of logistics systems modernization, acquisition reporting, information technology (IT), and internal processes and business practices. Performance measures track the development of network architecture, support to the Future Logistics Enterprise, end-to-end procurement process integration and modernization, integrated digital environment acquisition life-cycle, and the Acquisition Technology & Logistics (AT&L) IT modernization and knowledge management portal capability. Metrics include execution of the planned redesign and streamline functions to reduce inefficiencies in AT&L.

The Joint Contingency Acquisition Support Office (JCASO) was established to provide a programmatic approach to orchestrating, synchronizing, and integrating program management of contingency acquisition planning and operations. At a fully operating capability, the JCASO will be able to reduce the overall acquisition cost of contingency operations and reduce instances of redundancy in contracting for supplies and services.

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	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Change FY 2011/ FY 2012</u>	<u>Change FY 2012/ FY 2013</u>
V. <u>Personnel Summary</u>					
<u>Active Military End Strength (E/S) (Total)</u>	<u>54</u>	<u>68</u>	<u>68</u>	<u>14</u>	<u>0</u>
Officer	10	19	19	9	0
Enlisted	44	49	49	5	0
<u>Civilian End Strength (Total)</u>	<u>217</u>	<u>227</u>	<u>225</u>	<u>10</u>	<u>-2</u>
U.S. Direct Hire	217	227	225	10	-2
Total Direct Hire	217	227	225	10	-2
Memo: Reimbursable Civilians Included	3	36	37	33	1
<u>Active Military Average Strength (A/S) (Total)</u>	<u>54</u>	<u>68</u>	<u>68</u>	<u>14</u>	<u>0</u>
Officer	10	19	19	9	0
Enlisted	44	49	49	5	0
<u>Civilian FTEs (Total)</u>	<u>160</u>	<u>227</u>	<u>225</u>	<u>67</u>	<u>-2</u>
U.S. Direct Hire	160	227	225	67	-2
Total Direct Hire	160	227	225	67	-2
Memo: Reimbursable Civilians Included	3	36	37	33	1
Average Annual Civilian Salary (\$ in thousands)	159.2	170.5	171.3	11.3	.8
 <u>Contractor FTEs (Total)</u>	 <u>43</u>	 <u>279</u>	 <u>279</u>	 <u>236</u>	 <u>0</u>

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

<u>OP 32 Line</u>	Change		Change		Change		<u>FY 2013</u> <u>Estimate</u>
	<u>FY 2011</u>	<u>FY 2011/FY 2012</u>	<u>FY 2012</u>	<u>FY 2012/FY 2013</u>	<u>FY 2012/FY 2013</u>	<u>FY 2013</u>	
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	24,969	0	7,593	32,562	122	-486	32,198
107 Voluntary Sep Incentives	25	0	-25	0	0	0	0
199 Total Civ Compensation	24,994	0	7,568	32,562	122	-486	32,198
308 Travel of Persons	2,492	45	992	3,529	60	323	3,912
399 Total Travel	2,492	45	992	3,529	60	323	3,912
647 DISA Info Svcs	0	0	1,360	1,360	23	-20	1,363
671 DISN Subscription Services (DSS)	0	0	11,752	11,752	200	-3,329	8,623
673 Def Fin & Accounting Svc	2,616	-463	-729	1,424	236	2,944	4,604
679 Cost Reimbursable Purchase	186,687	3,360	30,086	220,133	3,742	5,618	229,493
699 Total DWCF Purchases	189,303	2,897	42,469	234,669	4,201	5,213	244,083
771 Commercial Transport	65	1	1	67	1	0	68
799 Total Transportation	65	1	1	67	1	0	68
912 GSA Leases (SLUC)	0	0	25	25	0	1,400	1,425
913 Purch Util (non fund)	0	0	25	25	0	0	25
914 Purch Com (non fund)	67	1	243	311	5	0	316
915 Rents, Leases (non GSA)	0	0	1,035	1,035	18	1,984	3,037
917 Postal Svc (USPS)	0	0	25	25	0	0	25
920 Supplies/Matl (non fund)	97	2	123	222	4	-4	222
921 Print & Reproduction	0	0	25	25	0	0	25
922 Eq't Maint Contract	7	0	681	688	12	0	700
923 Facilities Maint by Contr	86,878	1,564	-21,872	66,570	1,132	-67,702	0
925 Eq't Purch (Non-Fund)	0	0	1,231	1,231	21	0	1,252
933 Studies, Analysis &	0	0	8,609	8,609	146	79	8,834

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<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>	Change <u>FY 2012/FY 2013</u>		FY 2013 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
Eval							
960 Interest and Dividends	2	0	4	6	0	0	6
987 Other IntraGovt Purch	14,114	254	41,771	56,139	954	17,192	74,285
989 Other Services	93,258	1,679	-47,079	47,858	814	12,063	60,735
990 IT Contract Support Ser	0	0	732	732	12	1	745
999 Total Other Purchases	194,423	3,500	-14,422	183,501	3,118	-34,987	151,632
Total	411,277	6,443	36,608	454,328	7,502	-29,937	431,893

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Defense Legal Services Agency (DLSA)



February 2012

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**Defense Legal Services 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 Support

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DLSA	122,441	1,173	-86,324	37,290	196	-2,349	35,137

* The FY 2011 Actual column includes \$83,387 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (P.L.112-10).

* The FY 2012 Estimate column excludes \$67,322 requested in the FY 2012 Defense-Wide OCO Appropriations funding (P.L.112-74).

* The FY 2013 Estimate column excludes \$102,322 requested in the FY 2013 DefenseWide OCO Budget Request.

I. Description of Operations Financed:

The Defense Legal Services Agency (DLSA) provides legal services to the Office of the Secretary of Defense, Department of Defense (DoD) Field Activities, and the Defense Agencies.

The largest component of DLSA, the Defense Office of Hearings and Appeals (DOHA), adjudicates numerous types of cases that arise from all Military Departments and Defense Agencies. The DOHA provides hearings and issues decisions in personnel security clearance cases for contractors performing classified work for all DoD components and 23 other Federal Agencies.

The DOHA conducts personal appearances and issues decisions in security clearance cases for DoD civilian employees and military personnel. The DOHA also conducts hearings and issues decisions in cases involving claims for DoD Dependents Schools Activity benefits and TRICARE payment for medical services. The DOHA's claims function includes review of uniformed service and carrier claims for loss or damage of household goods and review of waiver applications. The DOHA provides support to the Deputy General Counsel (Legal Counsel) and is the point of contact for selection of third party neutrals in DOHA alternative dispute resolution processes. The DOHA

**Defense Legal Services Agency
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I. Description of Operations Financed (cont.)

expects more cases requiring due process to result from the referrals of completed industrial security clearance investigations.

Pursuant to the Secretary of Defense's issuance of Military Commission Order Number 1 on March 21, 2002, the Office of Military Commissions (OMC) was established under DLSA to facilitate preparation for and trial of cases before military commissions. Starting in FY 2010 OMC funding is included in an OCO request.

The DLSA's budget includes all customary expenses required to operate a government activity, including salaries and benefits, travel, rental of office space, rental of equipment, communications, and the cost of supplies and equipment.

Changes from FY 2012 to FY 2013: Price change increases total \$196 thousand to accommodate the FY 2013 0.5% pay raise and general inflation. After considering the effects of one extra compensable day, and the reduction of 6 FTEs, the net program change is a decrease of \$-2,349 thousand to meet fiscal guidance.

II. Force Structure Summary:

N/A

Defense Legal Services Agency
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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	FY 2012 Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
1. DLSA HQ	44,030	10,385	-34	-0.3	10,351	10,351	9,261	
2. DOHA	76,675	26,921	-43	-0.2	26,878	26,878	25,814	
3. Pentagon Reservation	1,736	61	0	0.0	61	61	62	
Total	122,441	37,367	-77	-0.2	37,290	37,290	35,137	

* The FY 2011 Actual column includes \$83,387 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (P.L.112-10).

* The FY 2012 Estimate column excludes \$67,322 requested in the FY 2012 Defense-Wide OCO Appropriations funding (P.L.112-74).

* The FY 2013 Estimate column excludes \$102,322 requested in the FY 2013 DefenseWide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	37,367	37,290
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-62	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-15	
Subtotal Appropriated Amount	37,290	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	37,290	
Supplemental	67,322	
Reprogrammings		
Price Changes		196
Functional Transfers		
Program Changes		-2,349
Current Estimate	104,612	35,137
Less: Wartime Supplemental	-67,322	
Normalized Current Estimate	37,290	

Defense Legal Services Agency
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		37,367
1. Congressional Adjustments		-77
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-62	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec. 8034 Mitigation of Environment Impacts	-15	
FY 2012 Appropriated Amount		37,290
2. War-Related and Disaster Supplemental Appropriations		67,322
a. OCO Supplemental Funding		
1) FY12 OCO Funding	67,322	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		104,612
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		104,612
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-67,322
FY 2012 Normalized Current Estimate		37,290
6. Price Change		196
7. Functional Transfers		
8. Program Increases		177
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) One day extra compensable pay	121	
Reflects one additional compensable day in FY 2013. (FY 2012 Baseline \$32,389 thousand; +181 FTEs)		
2) Pentagon Reservation Maintenance/Communications/Rent	56	
Pentagon Reservation Maintenance - DLSA Budgeted for		

**Defense Legal Services Agency
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<ul style="list-style-type: none"> additional space for IT requirements. Purchased Communications - Increases support necessary upgrades. Rent - the Litigation Division is relocating from Franklin Court to Crystal City, increasing the rent requirement. (Baseline \$1,035 thousand) 		
9. Program Decreases		-2,526
<ul style="list-style-type: none"> a. Annualization of FY 2012 Program Decreases b. One-Time FY 2012 Increases c. Program Decreases in FY 2013 <ul style="list-style-type: none"> 1) Civilian pay adjustments, reduction of 6 FTEs. Reduction of 6 FTEs are in support of DoD's effort to make better use of resources. (FY 2012 Baseline \$32,389 thousand; 181 FTEs) 2) Other Legal Administrative Support Costs Reduces administration costs of contract services and eliminates upgrades for application software maintenance and development, and database maintenance that is used for tracking treaties with foreign governments; and licensing fees. (FY 2012 Baseline \$3,025 thousand) 3) Other Intra-gov't purchases Decreases Non-GSA leasing as a result of efficiencies in reducing the number of off-site litigation activities, support agreements to assist other governmental agencies, such as the Department of Justice, and minimizing subscription costs for specialized research library portals. (FY 2012 baseline: \$572 thousand) 4) Printing and Reproduction Services DLSA will reduce printing and reproduction services by using electronic media. 	<ul style="list-style-type: none"> -1,070 -884 -510 -43 	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2012, \$88 thousand)		
5) Travel	-19	
DLSA will reduce discretionary travel costs by identifying alternatives to traveling such as teleconferencing and web-conferencing.		
(FY 2012 baseline: \$97 thousand)		
FY 2013 Budget Request		35,137

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IV. Performance Criteria and Evaluation Summary:

The Defense Legal Services Agency (DLSA) provides legal services to the staff elements of the Office of the Secretary of Defense and the Defense Agencies. DLSA's activities include providing opinions and counseling on legal compliance issues affecting policy formulation and implementation; participating in developing the Department's legislative program, including drafting legislation and comments; negotiating on behalf of DoD clients with private entities and other Government agencies; ensuring proper use of Government funds and property; adhering to ethical standards; and participating in contractual matters.

The Defense Office of Hearings and Appeals (DOHA): The largest component of the Defense Legal Services Agency, provides hearings and issues decisions in personnel security clearance cases for contractor personnel doing classified work for all DoD components and 20 other Federal Agencies and Departments; conducts personal appearances and issues decisions in security clearance cases for DoD civilian employees and military personnel; settles claims for uniformed service pay and allowances, and claims of transportation carriers for amounts deducted from them for loss or damage; conducts hearings and issues decisions in cases involving claims for DoD School Activity benefits, and TRICARE/CHAMPUS payment for medical services; and functions as a central clearing house for DoD alternative dispute resolution activities and as a source of third party neutrals for such activities.

The DOHA has several elements: the Director, an Appeal Board, Administrative Judges, Department Counsel, Security Specialists, the Claims Division including the Claims Appeals Board, and Support Staff. The Base Realignment and Closure Act led to reorganizations of Field Offices to Fort Meade, Maryland and Arlington, VA. The Director,

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IV. Performance Criteria and Evaluation Summary:

Appeal Board, Administrative Judges, a small cadre of Security Specialists, the Claims Division, and Support Staff reside at headquarters.

The Los Angeles office has Administrative Judges, Department Counsel and Support Staff. The Boston office has an Administrative Judge.

The DLSA is evaluated on the basis of the quality and timeliness of its myriad of 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.

Industrial Security Clearance Review (ISCR) Program: 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). In response to the *Greene* decision, President Eisenhower signed Executive Order 10865 on February 20, 1960. Executive Order 10865 requires a hearing in which contractor employees be given the opportunity to appear before the decision-maker to confront and cross-examine witnesses and attempt to rebut the Government's case.

Executive Order 10865, as amended by Executive Order 10909, Executive Order 11382 and Executive Order 12829 mandate the due process regulation found in DoD Directive 5220.6. Executive Order 12829, January 6, 1993, established DoD as 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

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IV. Performance Criteria and Evaluation Summary:

requirements of Executive Order 10865. Section 203 of Executive Order 12829 continues the process mandated by Executive Order 10865.

Finally, Executive Order 12968, signed August 2, 1995 by President Clinton, did not affect the industrial security program and was specifically designed not to change the full due process given to contractors. However, as noted below, Executive Order 12968 did extend the opportunity to appear personally before a decision maker to all clearance holders and applicants. DOHA implements these personal appearances for the Department. The due process workload associated with the Industrial Security (ISCR) cases and Personal Appearance (PA) cases DOHA handles is currently increasing because of past security clearance investigation backlogs. While the number of cases requiring due process is likely to increase, the number of cases received for initial adjudication is harder to predict, given unresolved policy variables as to the distribution of initial adjudications between the DOHA and the Defense Industrial Security Clearance Office (DISCO) of the Defense Security Service (DSS). Therefore, the Department uses a three year historical average as the measurement for budgeting ISCR and PA cases.

Personal Appearance (PA) Program: 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 handle cases involving employees of Defense contractors and of other 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

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IV. Performance Criteria and Evaluation Summary:

DoD entity with experience providing a clearance applicant with the opportunity to appear personally as a regular part of due process.

The workload associated with the personal appearance cases DOHA handles is currently increasing because of security clearance reinvestigation backlogs being worked.

Claims Appeals Board: The Claims Appeals Board has ultimate settlement authority over many different types of claims and related matters. This authority is relatively new within the Department of Defense (DoD), and resulted from legislation in 1995 and 1996 which transferred claim settlement responsibility from the Comptroller General to the Secretary of Defense, among others. The Board is a streamlined reconstitution of the portion of the GAO/OGC division which considered uniformed service and carrier claims. Under Title 31, United States Code, Section 3702, the Secretary of Defense now settles claims involving uniformed service members' pay, allowances, travel, transportation, retired pay, and survivor benefits. Additionally, the Secretary of Defense settles claims by transportation carriers involving amounts collected from them for loss or damage incurred to property incident to shipments at government expense.

The Secretary's responsibilities in these areas are not restricted to DoD. The Secretary also has the statutory responsibility for settling the accounts of deceased DoD service members. As a result of a recent Office of Management and Budget (OMB) Determination Order, the Secretary 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 and upon request advises non-DoD agencies on waiver applications by their civilian employees.

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IV. Performance Criteria and Evaluation Summary:

Claims Appeals Board workload is expected to maintain the same level of effort as in FY 2012. Due to the increase in the number of carrier claims regarding loss and damage, last year, claims were considered at GAO. Changes to GAO's statutory authority to relieve certifying, disbursing, and other accountable officers of financial liability may result in added responsibilities. However at this point, the Claims Appeal Board workload should remain the same as FY 2012.

Workload	<u>FY 2011 Actuals</u>	<u>FY 2012 Estimates</u>	<u>FY 2013 Estimates</u>
Cases Reviewed (ISCR & ADP)	18,350	18,350	18,350
Due Process Cases	2,008	2,008	2,008
Claims Cases Reviewed	670	670	670
Mediations/ADR Consultations	77	77	77

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	206	206	206	0	0
Officer	114	114	114	0	0
Enlisted	92	92	92	0	0
<u>Civilian End Strength (Total)</u>	270	181	175	-89	-6
U.S. Direct Hire	270	181	175	-89	-6
Total Direct Hire	270	181	175	-89	-6
<u>Active Military Average Strength (A/S) (Total)</u>	206	206	206	0	0
Officer	114	114	114	0	0
Enlisted	92	92	92	0	0
<u>Civilian FTEs (Total)</u>	265	181	175	-84	-6
U.S. Direct Hire	265	181	175	-84	-6
Total Direct Hire	265	181	175	-84	-6
Average Annual Civilian Salary (\$ in thousands)	163.0	178.9	180.3	15.9	1.4
<u>Contractor FTEs (Total)</u>	<u>31</u>	<u>11</u>	<u>11</u>	<u>-20</u>	<u>0</u>

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	43,189	0	-10,800	32,389	121	-949	31,561
199 Total Civ Compensation	43,189	0	-10,800	32,389	121	-949	31,561
308 Travel of Persons	2,304	41	-2,248	97	2	-19	80
399 Total Travel	2,304	41	-2,248	97	2	-19	80
417 Local Purch Supplies & Mat	125	2	-127	0	0	0	0
499 Total Supplies & Materials	125	2	-127	0	0	0	0
672 Pentagon Reserv Maint	1,736	-221	-1,454	61	-6	7	62
699 Total DWCF Purchases	1,736	-221	-1,454	61	-6	7	62
771 Commercial Transport	64	1	-65	0	0	0	0
799 Total Transportation	64	1	-65	0	0	0	0
912 GSA Leases (SLUC)	6,299	114	-6,413	0	0	0	0
913 Purch Util (non fund)	103	2	-105	0	0	0	0
914 Purch Com (non fund)	681	12	-624	69	1	2	72
915 Rents, Leases (non GSA)	181	3	721	905	15	47	967
917 Postal Svc (USPS)	64	1	-65	0	0	0	0
920 Supplies/Matl (non fund)	1,336	24	-1,276	84	1	0	85
921 Print & Reproduction	0	0	88	88	1	-43	46
922 Eqt Maint Contract	4,052	73	-4,125	0	0	0	0
923 Facilities Maint by Contr	14	0	-14	0	0	0	0
925 Eqt Purch (Non-Fund)	2,131	39	-2,170	0	0	0	0
932 Mgt Prof Support Svcs	38,316	690	-36,398	2,608	44	-884	1,768
933 Studies, Analysis & Eval	15,773	284	-16,057	0	0	0	0
934 Engineering & Tech Svcs	11	0	-11	0	0	0	0
957 Lands and Structures	1,071	19	-1,090	0	0	0	0

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OP 32 Line	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
959 Insurance	7	0	-7	0	0	0	0
Claims/Indmnties							
960 Interest and Dividends	5	0	-5	0	0	0	0
987 Other IntraGovt Purch	4,503	81	-3,595	989	17	-510	496
989 Other Services	476	8	-484	0	0	0	0
999 Total Other Purchases	75,023	1,350	-71,630	4,743	79	-1,388	3,434
Total	122,441	1,173	-86,324	37,290	196	-2,349	35,137

* The FY 2011 Actual column includes \$83,387 thousand of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (P.L.112-10).

* The FY 2012 Estimate column excludes \$67,322 requested in the FY 2012 Defense-Wide OCO Appropriations funding (P.L.112-74).

* The FY 2013 Estimate column excludes \$102,322 requested in the FY 2013 DefenseWide OCO Budget Request.

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Fiscal Year 2013 Budget Estimates

DEFENSE MEDIA ACTIVITY



February 2012

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**Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administrative and Service-wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DMA	265,267	3,306	-12,966	255,607	3,569	-35,163	224,013

* The FY 2011 Actual column includes \$14,799 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$15,457 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$10,823 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

I. Description of Operations Financed: The Defense Media Activity (DMA) is the Department of Defense (DoD) internal news and media production organization. The DMA mission is to support internal communications operations of the Office of the Secretary of Defense (OSD) and each of the Military Departments by gathering information on DoD policies, programs and priorities. The DMA delivers this information to the DoD worldwide military audience - active, reserve, civilian and contractors, including their families, on land and at sea.

The DMA accomplishes this mission through the following programs:

- **Overseas Radio and Television:** Provides 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 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 emerging internet, mobile, and other communication technologies. Also includes communication of messages and themes from

**Defense Media Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

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.

- **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 independent news and information to better enable them to exercise their responsibilities of citizenship utilizing all available media, including print and related emerging internet communication technologies.
- **Defense Information School (DINFOS):** Provides joint-service training to Defense personnel in the career fields of Public Affairs and Visual Information.

Narrative Explanation of Changes: The change in total funding between FY 2012 and FY 2013 includes \$3.569 million for price growth and -\$35.163 million for program reductions resulting in a total change of -\$31.594 million. Program reductions are largely attributed to efficiencies garnered from: the consolidation of information technology support services; the extension of life cycle replacement and maintenance of support equipment; facility sustainment, restoration and maintenance reductions due to the recent BRAC move to Fort Meade, MD; reductions to the Pentagon Channel and the Armed Forces Network; and the increased use of web technology, reducing the need for magazine printing and distribution, postal services and supplies.

II. Force Structure Summary:

N/A

Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates

III. Financial Summary (\$ in thousands)

	<u>FY 2012</u>						
	<u>FY 2011</u>	<u>Budget</u>	<u>Congressional Action</u>			<u>Current</u>	<u>FY 2013</u>
			<u>Actuals</u>	<u>Request</u>	<u>Amount</u>		
A. BA Subactivities							
1. Defense Media Operations	265,267	256,133	-526	-0.2	255,607	255,607	224,013
Total	265,267	256,133	-526	-0.2	255,607	255,607	224,013

* The FY 2011 Actual column includes \$14,799 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$15,457 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$10,823 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	256,133	255,607
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-424	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-102	
Subtotal Appropriated Amount	255,607	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	255,607	
Supplemental	15,457	
Reprogrammings		
Price Changes		3,569
Functional Transfers		
Program Changes		-35,163
Current Estimate	271,064	224,013
Less: Wartime Supplemental	-15,457	
Normalized Current Estimate	255,607	

**Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		256,133
1. Congressional Adjustments		-526
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-424	
Congressional Mark for unobligated balances as appropriated for FY2012. (Baseline \$256,133)		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8034 Indian Lands Mitigation	-102	
Undistributed General Provision Congressional Mark. (Baseline \$256,133)		
FY 2012 Appropriated Amount		255,607
2. War-Related and Disaster Supplemental Appropriations		15,457
a. OCO Supplemental Funding		
1) Overseas Contingency Operations	15,457	
Defense Media Activity FY 2012 OCO funding. (Baseline \$0)		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		271,064
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		271,064
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-15,457
FY 2012 Normalized Current Estimate		255,607
6. Price Change		3,569
7. Functional Transfers		
8. Program Increases		2,177
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		

**Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Civilian Personnel	1,638	
Increase due to anticipated fill rate of 4 FTES and higher civilian salaries of Headquarter personnel transferring from areas with lower locality area rates due to BRAC. (FY 2012 Baseline \$76,170; +4 FTES)		
2) One More Compensable Workday	304	
Increase due to one more compensable day for civilian pay per fiscal guidance. (Civilian Pay Compensable Days)		
3) Pentagon Reservation Maintenance Revolving Fund	235	
Increase due to estimated billable requirements. (FY 2012 Baseline \$128)		
9. Program Decreases		-37,340
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Life Cycle Equipment	-10,789	
Decrease results from the deferral of lifecycle replacement of support equipment due to the new equipment purchased for the BRAC move to Fort Meade. (FY 2012 Baseline: \$35,659)		
2) Information Technology Contract Support and Other Services	-9,944	
Decrease due to efficiencies gained from the consolidation of information technology, intragovernmental purchase, and contract services. (FY 2012 Baseline: \$64,815)		
3) Printing, Reproduction and Distribution	-4,646	
Decrease due to the reduction of Service magazine printing, distribution and Executive Order Efficiencies. (FY 2012 Baseline: \$5,271)		
4) Efficiency Baseline Review: Pentagon Channel and Armed Forces Network	-4,400	

**Defense Media Agency
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Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Decrease derived from the elimination of 40 contractors and other efficiencies in communications due to Pentagon Channel and Armed Forces Network reductions. (FY 2012 Baseline: \$46,126)		
5) Operation Reductions Decrease due to efficiencies gained from the reduction of routine operation expenses to include postal services and supplies. (FY 2012 Baseline: \$10,878)	-2,788	
6) Facility Sustainment, Restoration and Modernization Decrease due to the deferral of Facility Sustainment, Restoration and Modernization in FY 2013 as a result of the recent BRAC move to Fort Meade. (FY 2012 Baseline: \$9,249)	-1,828	
7) GSA Rent/Lease Decrease due to the elimination of GSA Rent/Leased space no longer required due to the DMA headquarters consolidation at Fort Meade. (FY 2012 Baseline: \$1,685)	-1,714	
8) Defense Finance and Accounting Service Decrease due to estimated direct billable workload. (FY 2012 Baseline: \$1,546)	-1,055	
9) Travel Decrease due to efficiencies in mission travel. (FY 2012 Baseline: \$2,819)	-176	
FY 2013 Budget Request		224,013

**Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

The Defense Media Activity is a newly consolidated organization re-aligned during BRAC 2005. As such, the performance measurements were newly established to better align with the missions of the new organization. Previous budget submissions and performance measurements are no longer measured. These new performance measurements have a baseline starting in FY 2011. These performance measurements will be reassessed to determine their validity and alignment with the Defense Media Activity Mission.

Overseas Radio and Television

- The American Forces Network (AFN) performance baseline will be to broadcast 210,240 hours of U.S. radio and television news, information, and entertainment programming serving more than a million member audience in 177 countries, including Afghanistan and Iraq, and 279 ships at sea.
- Defense Media Activity uses the commercial broadcast industry standard of broadcasting for 99.9% of the total hours available as the minimum parameter for mission achievement **(GREEN STOPLIGHT)**.
- Lesser availability is considered unsatisfactory performance /mission failure **(RED STOPLIGHT)**. There is no **(YELLOW STOPLIGHT)** metric.

Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Independent News

- Stars & 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.
- The performance baseline will be the percentage the appropriated fund supplement provided to the total Stars and Stripes annual budget.
- As a Category B-Non-Appropriated Funded Instrumentality (NAFI), DoD guidance (DoDI 1015.10) sets the appropriated fund supplement goal at 65% of Stars & Stripes total annual budget.
- Achieving a 55% to 65% appropriated fund supplement of the total annual budget is considered as meeting this goal **(Green Stoplight)** - achievement of 45% to 55% is considered a jeopardy situation **(Yellow Stoplight)** - achievement of less than 45% appropriated fund supplement is considered as unsatisfactory performance **(Red Stoplight)**

Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Joint Information and Public Affairs Training

- The Defense Information School (DINFOS) joint-service public affairs and visual information performance baseline is to train 3,620 personnel. This requirement is levied on the school by the supported uniformed services; 2/3 of the student load is entry-level training.

- Achieving 96% to 100% of this baseline will be considered as meeting this goal **(Green Stoplight)** - achievement of 90% to 95% of this baseline will be considered a jeopardy situation **(Yellow Stoplight)** - achievement of less than 90% of this baseline will be considered as unsatisfactory performance **(Red Stoplight)**

Communications and Information

- DMA operates and maintains information systems and network enclaves on the DoD NIPRNet, SIPRNet and through commercial connectivity. DMA is entirely dependent upon this network and systems capability to perform all of its core missions, as well as to provide all of the support capabilities for the organization. Mission assurance is thus reliant upon sound information assurance in providing the

**Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

necessary levels of confidentiality, integrity and availability for all DMA systems and networks.

- DMA strives to achieve and maintain full certification and accreditation of all NIPRNet and SIPRNet networks and information systems in accordance with Federal and DoD policies **(Green Stoplight)**. Failure to maintain accreditation risks disconnection from the DoD NIPR and SIPRNETs by DISA and US CYBER Command. **(Red Stoplight)**. There is no Yellow condition.

- Commercially connected systems and networks (Headquarters and Broadcast Center B-Nets, Stars & Stripes Network) must achieve defined best practices standards for secure and assured operation. All DMA commercially connected systems and networks will undergo annual analysis and inspection to determine their level of compliance with defined commercial best practices as established by the DMA CIO. Compliance with all defined standards and correction of any noted deficiencies during the annual analysis and inspection within 30 days is considered meeting this goal **(Green Stoplight)**. Correction of any noted deficiencies within 30-60 days will be considered a jeopardy situation **(Yellow Stoplight)**. The presence of any uncorrected deficiencies beyond 60 days is considered unsatisfactory performance **(Red Stoplight)**.

Defense Media Agency
Operation and Maintenance, Defense-Wide
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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	870	941	941	71	0
Officer	46	53	53	7	0
Enlisted	824	888	888	64	0
<u>Reserve Drill Strength (E/S) (Total)</u>	42	42	42	0	0
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
<u>Civilian End Strength (Total)</u>	638	756	760	118	4
U.S. Direct Hire	562	678	682	116	4
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	595	711	715	116	4
Foreign National Indirect Hire	43	45	45	2	0
<u>Active Military Average Strength (A/S) (Total)</u>	870	941	941	71	0
Officer	46	53	53	7	0
Enlisted	824	888	888	64	0
<u>Reserve Drill Strength (A/S) (Total)</u>	42	42	42	0	0
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
<u>Civilian FTEs (Total)</u>	771	756	760	-15	4
U.S. Direct Hire	693	678	682	-15	4
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	726	711	715	-15	4
Foreign National Indirect Hire	45	45	45	0	0
Average Annual Civilian Salary (\$ in thousands)	93.7	103.1	105.5	9.4	2.4

Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates

<u>V. Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Contractor FTEs (Total)</u>	<u>401</u>	<u>380</u>	<u>340</u>	<u>-21</u>	<u>-40</u>

Increase of average annual civilian salary is due to increased fill rate anticipated in FY2012-2013 and moves from lower locality area to higher locality area due to BRAC.

Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates

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

<u>OP 32 Line</u>	<u>FY 2011</u> <u>Actuals</u>	<u>Change</u> <u>FY 2011/FY 2012</u>		<u>FY 2012</u> <u>Estimate</u>	<u>Change</u> <u>FY 2012/FY 2013</u>		<u>FY 2013</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	68,551	0	5,412	73,963	266	1,894	76,123
103 Wage Board	63	0	-13	50	0	53	103
104 FN Direct Hire (FNDH)	1,530	23	604	2,157	37	-5	2,189
199 Total Civ Compensation	70,144	23	6,003	76,170	303	1,942	78,415
308 Travel of Persons	4,191	75	-1,447	2,819	48	-176	2,691
399 Total Travel	4,191	75	-1,447	2,819	48	-176	2,691
672 Pentagon Reserv Maint	279	-36	-115	128	-14	235	349
673 Def Fin & Accounting Svc	717	-127	956	1,546	256	-1,055	747
699 Total DWCF Purchases	996	-163	841	1,674	242	-820	1,096
771 Commercial Transport	581	10	796	1,387	24	-1,219	192
799 Total Transportation	581	10	796	1,387	24	-1,219	192
901 FN Indirect Hires	2,169	0	-374	1,795	31	-5	1,821
912 GSA Leases (SLUC)	4,315	78	-2,708	1,685	29	-1,714	0
913 Purch Util (non fund)	1,809	33	-823	1,019	17	0	1,036
914 Purch Com (non fund)	45,290	815	-15,347	30,758	523	-609	30,672
915 Rents, Leases (non GSA)	47	1	194	242	4	0	246
917 Postal Svc (USPS)	10	0	434	444	8	-350	102
920 Supplies/Matl (non fund)	3,941	71	6,422	10,434	177	-2,438	8,173
921 Print & Reproduction	1,790	32	2,062	3,884	66	-3,559	391
922 Eqt Maint Contract	9,248	166	-2,031	7,383	126	-1,219	6,290
923 Facilities Maint by Contr	6,348	114	2,787	9,249	157	-1,828	7,578
925 Eqt Purch (Non-Fund)	13,276	239	14,761	28,276	481	-9,570	19,187
987 Other IntraGovt Purch	9,825	177	3,464	13,466	229	-4,266	9,429
989 Other Services	79,241	1,426	-25,544	55,123	937	-9,909	46,151
990 IT Contract Support Ser	11,634	209	-2,151	9,692	165	-35	9,822

**Defense Media Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

OP 32 Line	FY 2011	Change		FY 2012	Change		FY 2013
		<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>	
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
991 Foreign Currency Variance	412	0	-305	107	2	612	721
999 Total Other Purchases	189,355	3,361	-19,159	173,557	2,952	-34,890	141,619
Total	265,267	3,306	-12,966	255,607	3,569	-35,163	224,013

* The FY 2011 Actual column includes \$14,799 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$15,457 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$10,823 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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Fiscal Year 2013 Budget Estimates

Department of Defense Dependents Education (DoDDE)



February 2012

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**DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 04: Administration and Service-wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DoDDE	3,059,145	44,124	-325,306	2,777,963	38,602	-71,594	2,744,971

* The FY 2011 Actual column includes \$485,769 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10) and an additional \$16,000 thousand for the Yellow Ribbon Program.

* The FY 2012 Estimate column excludes \$267,100 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$139,830 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

I. Description of Operations Financed:

www.dodea.edu) The Department of Defense Dependents Education (DoDDE) programs are the Department of Defense Education Activity (DoDEA), the Family Assistance (FA)/Family Advocacy Program (FAP), and the Relocation Assistance Program (RAP).

DoDEA is the Presidential and National showcase for education excellence. The DoDEA provides a world-class education program that inspires and prepares all students in military communities around the world to be successful and responsible citizens in a dynamic global environment. Courses of study in DoDEA schools are often more rigorous than those found in public schools in the United States. The DoDEA schools' diverse curriculum offerings fully support the DoDEA Community Strategic Plan (CSP). The DoDEA schools are an important quality of life issue for military families and impacts the level of military retention. The 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 Readiness and Force Management (R&FM). The DoDEA is comprised of the Department of Defense Dependents Schools (DoDDS), the DoD Domestic Dependent Elementary and Secondary Schools (DDESS), the Management Headquarters, the Consolidated School Support, and the Educational Partnership Program (EPP).

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

The mission of the Department of Defense Dependents Schools (DoDDS) program is to provide a world class educational program that inspires and prepares all students in military communities around the world to be successful and responsible citizens in a dynamic global environment. In accomplishing its mission, the DoDEA looks to National education initiatives to continually enhance its programs. The DoDDS provide an education to 58,044 students in 125 schools located in 12 countries (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Portugal, Spain, Turkey, and the United Kingdom). The DoDDS program is supported by 7,833 full-time equivalent staff. The DoDDS program also provides funds for 3,130 students enrolled in Non-DoD Schools.

The DoDEA Non-DoD Schools program 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 not available. Eligible dependents must be included upon orders and must meet age requirements. The Non-DoD Schools program oversees funding to provide assistance for tuition and other costs to defray education expenses. Currently, DoDEA funds the cost to educate over 3,598 dependents who attend schools throughout the world in Asia, Africa, Europe, and the Americas. Regulations governing the Non-DoD Schools program includes: Title 20 U.S Code sections 921-932, DoDEA Regulation 1342.13, DoDEA Regulation 1035.1, and the U.S. Department of State Standardized Regulation (DSSR) Section 270.

The mission of the Department of Defense Domestic Dependent Elementary and Secondary Schools (DDESS) program is to provide a world class educational program that inspires and prepares all students in military communities in the United States, Guam and Puerto Rico to be successful and responsible citizens in a dynamic global environment. In accomplishing its mission, the DoDEA looks to the national education initiatives to continually enhance its programs. The DDESS provides education to 31,287 students in 69

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

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 4,603 full-time equivalent staff. The DDESS program also provides funds for 468 students enrolled in the Non-DoD Schools Program whose active duty U.S. military and DoD civilians are assigned in Canada, Mexico or South America. The DDESS manages special arrangement contracts for 1,445 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, Kansas, 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 a 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 certain 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

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

policy and guidance, monitoring programs and outcomes, providing technical assistance and garnering resources for the DoDEA. The Management Headquarters provides educational leadership, support and direction to area directors, district superintendents and school administrators. The Management Headquarters also 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. Additionally, 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) functions include the streamlined functional area of financial management, logistics, procurement, human resources, education, information technology, internal review, manpower management, and safety and security. These functions directly support specific day to day operations to include (1) resource management personnel who are responsible for area office and district budgets and accounting records, (2) procurement personnel who manage and procure contracts for the area offices, districts, and schools, (3) human resources personnel who process personnel actions for area offices, districts, and school personnel, (4) engineers who coordinate school facility projects, and (5) 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 Local Educational Agencies (LEAs). DoDEA, which has provided military students with an exemplary education for over 60 years, received expanded authority to work collaboratively with the Secretary of Education in an effort

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

to ease the transition of military students and authorized the use of DoD funds to share experience with LEAs who educate military students. By establishing a Partnership program, DoDEA has the opportunity to enrich and expand partnerships with military-connected communities. The partnership effort complements DoDEA's vision "*Communities Committed to Success for ALL Students*" by expanding its reach to military children wherever they may attend school. It is estimated that 90% of military children in the United States attend public schools. As we enter our tenth year of war, the intense burden borne by our military families and their 1.2 million school age children, demands more focus, action, and coordination. A significant element of family readiness is an educational system that provides not only a quality education but one that recognizes and responds to the unique needs of children of military families.

The Partnership program's emphasis is on collaboration, the ultimate goal of the program is to ensure that a high quality educational program is provided to all children of military families. The collaboration between DoDEA and the LEAs:

1. Provides information and support to military connected schools to increase understanding of the unique needs of military children. Academic support to improve educational opportunities and outcomes for military children is critically important.
2. Ensures that all military-connected students receive an outstanding education, from "cradle through career".
3. Improves our understanding of military children and the schools they attend. This includes expanding the data about military students at the school level.
4. Extends student learning through online/virtual opportunities.

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I. Description of Operations Financed (cont.)

5. Develops Special education professional development modules to share with military connected LEAs. In addition, DoDEA provides face-to-face trainings in coordination with our partner LEAs.
6. Develops "Students at the Center," a resource guide for Military Commanders, families and the educators that serve them.
7. Provides a contract with American Institutes of Research (AIR), to conduct a study that analyzes:
 - Military-connected EAs compared to non-military-connected LEAs,
 - The educational options available to military children that attend schools in need of improvement within the military-connected LEAs,
 - The challenges military parents face in securing quality schooling options for their children, and
 - The educational attainment and impact of children from military families on LEAs.

In previous years DoDEA has awarded grants that focus on enhancing student learning opportunities, transforming the responsiveness of educators to children of military families and expanding virtual learning options. In FY 2012 DoDEA will maintain a grant Evaluation Technical Assistance Center to provide an infrastructure and process to develop the mechanisms and structures to facilitate the collection, management, and reporting of uniform evaluation data and provides evaluation resources to help grantees design, implement, and report evaluations.

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I. Description of Operations Financed (cont.)

The EPP Initiative offsets the challenges experienced by military personnel and their families and provides military children with a stable and secure environment. Quality education of military children affects enlistment, retention, and morale, and has a role in operational readiness. DoDEA will continue their concerted efforts to build relationships between local communities, military installations, school districts, and our state and federal partners to address issues that impact the education and well-being of children of the military and their families.

DoDEA Schools: To ensure sustained high levels of student achievement, the DoDEA Community Strategic Plan (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 the standards; creating a common language for communication among all stakeholders; and creating greater accountability for reaching the expected outcomes. The DoDEA CSP unifies the strategic direction for both DoDDS and DDESS, yet provides the flexibility to address each program and community's unique issues and challenges that each program and each community addresses. The plan provides a road map for keeping DoDEA in 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 mostly overseas. The DoDEA performs its mission in many unique and demanding circumstances due to geography, U.S. national interests and the current military environment. DoDEA operations continue during this period of heightened security and threat of terrorism. This budget request supports DoDEA's plan to:

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I. Description of Operations Financed (cont.)

1. 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

2. Maintain staffing and provide specialized equipment and furnishings for children with moderate to severe disabilities to comply with the Individuals with Disabilities Education Act (IDEA) and provide professional development and materials for special education staff

3. Infuse technology into the curriculum and assessment implementations and enhance distance learning system capabilities

4. 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 and to create a systemic approach of blended learning via a system of reusable object-based digital resources to support face-to-face instruction and professional development within DoDEA

5. Maintain quality programs with increased academic rigor through thorough data analysis of student performance

6. Focus on continuous professional growth and staff development to provide quality instruction and optimum student achievement

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I. Description of Operations Financed (cont.)

7. Provide students with a uniform curricula and standards that mitigate the stress of frequent moves, unit deployments, redeployments and extensions

8. 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 are not limited to, the 1-800 Military OneSource (MOS), the Military and Family Life Counseling (MFLC) Programs, financial outreach and counseling, spouse employment and career opportunities training, child care services, and support to the Guard and Reserve service members and their families. Funding supports DoD wide service delivery contracts to support all active duty and Guard and Reserve Components and is aimed at providing outreach to geographically dispersed populations. Counseling services include confidential non-medical problem-solving/situational counseling as well as financial counseling. A robust financial counseling program is integrated into the Guard and Reserve outreach program with personal financial counselors being deployed to support service members and families as a part of pre and post-deployment. The Military OneSource (MOS) 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 standard in the Department for providing 24/7 assistance to military members and their family members around the world.

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I. Description of Operations Financed (cont.)

The Department's commitment to provide support for service members and their families is demonstrated by the increases in the FA baseline in both FY 2011 and FY 2012. This increase provides permanent funding to continue confidential non-medical counseling and funding for spouse tuition assistance. Resources also sustain a critical financial component at military installations that provide access to counselors for help with issues such as credit, mortgages, budgeting and foreclosure. Funding supports the President's agenda to provide training and education to military spouses so they can have mobile careers as well as improve the financial viability of today's military family.

1. Provide access to confidential non-medical counseling services across a broad area to include readjustment counseling for returning service members, child and youth behavioral issues, financial counseling, employment counseling for spouses, counseling on relationships, communication issues, etc.
2. Provide 24/7 assistance and referral service via a toll free phone or internet (interactive), Face-to-Face counseling near where Service Members and families live, telephonic counseling for those not living near an installation or unable to leave the home due to child care, illness, etc., on-line counseling available from any computer with internet connection, which includes a warm hand-off to TRICARE for those situations that warrant medical related assistance.
3. Provide military spouse assistance with career exploration, obtaining education and licenses, assessing readiness for employment and connections to employers through the Spouse Employment and Career Opportunities (SECO) program. Spouse employment plays a key role in financial and personal well-being of military families. Satisfaction with career development has direct and statistically significant effect on spouse well-being. More

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I. Description of Operations Financed (cont.)

than two-thirds of military members report that their decision to reenlist was largely or moderately affected by their spouse's career prospects.

4. Provide additional 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.

5. Provide Joint Family Assistance infrastructure and program support in all 50 states and the four additional territories to the Guard and Reserve, Active duty Forces and their families who are geographically dispersed.

6. Provide financial assistance counseling with issues such as managing a budget while deployed, developing a financial plan that includes tax free savings offered by the Roth IRA, and enrolling in the Thrift Savings Programs. Workshops and assistance are provided to those facing a mortgage crisis as well as excessive credit card debt.

7. 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 to ensure that military members are assigned to locations that can meet the needs of their family members with special needs.

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I. Description of Operations Financed (cont.)

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 prevention and clinical intervention programs in the areas of domestic abuse, child abuse, and elder abuse. Funding is distributed to the Military Services for program costs to provide services at 300 installations. The FAP staff of over 800 civilians and 650 contractors executes the FAP within the Military Department down to the installation level. The FAP program includes the New Parent Support home visiting program to high risk parents for prevention of child abuse and neglect; 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 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 of professionals who are required to report suspected child abuse and neglect, and appropriate command responses to allegations of family violence.

1. Provide comprehensive programs for the prevention, identification, and treatment of child abuse and neglect, domestic abuse of current and former spouses and intimate partners, and elder abuse.

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I. Description of Operations Financed (cont.)

2. Raise awareness of family violence in the military community through public awareness activities; train professionals responsible for identifying and reporting child abuse and neglect, foster cooperation among the Services and between military and civilian agencies; and enhance multidisciplinary approaches for addressing the problems associated with family violence.

3. Receive reports of family violence, assess all family members to identify support and treatment needs, conduct meetings at least monthly of multidisciplinary case review committees to verify that reports meet criteria for entry into the Services' central registries of family violence reports, match applicants for positions involving services to children against such central registries, and analyze central registry data to identify trends that can be addressed by prevention efforts.

4. Improve prevention and treatment programs through joint-Service and individual Service research and evaluation efforts, including periodic inspection and accreditation.

5. Implement joint-Service FAP standards, including the New Parent Support home-visiting program for prevention of child abuse and neglect and including domestic abuse victim advocacy.

TROOPS TO TEACHERS: The Troops to Teachers program provides military personnel 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 FY 2001 through FY 2010 and requested to be transferred to DoD in FY 2011.

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I. Description of Operations Financed (cont.)

1. 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.

2. Provide opportunities for transitioning service members to become teachers and fill positions in eligible schools that are experiencing a shortage of highly qualified teachers.

The Relocation Assistance Programs' mission under the National Defense Authorization Act (Public Law 101-189) requires the Secretary of Defense to: Establish a DoD Relocation Assistance Program (RAP) to provide information and services during permanent change of station or transition.

The Relocation Assistance Program (RAP) is provided to help active duty service members and their families manage the challenges of a mobile lifestyle. The RAP staff has nearly 175 civilians and approximately 80 contractors, executed by the Military Departments down to installation level. Funding supports program service delivery, training, marketing, overseas job fairs, veteran's counselors, database development and maintenance, and other automation support. The RAP mission is to:

1. Establish a DoD Relocation Assistance Program to provide information and services during Permanent Change of Station cycle.

2. Administer and regulate requirements to provide specialized programs and services, including individual or group pre and post move relocation planning and assistance counseling, Military Homefront(DoD website), overseas orientation, services for Multi-

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I. Description of Operations Financed (cont.)

Cultural and waiting families, adaptation assistance and services, reentry workshops, lending closet assistance, liaison for citizen immigration services, and sponsorship support.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	<u>FY 2012</u>							<u>FY 2013 Estimate</u>
	<u>FY 2011 Actuals</u>	<u>Budget Request</u>	<u>Congressional Action</u>		<u>Current Estimate</u>			
			<u>Amount</u>	<u>Percent Appropriated</u>				
A. <u>BA Subactivities</u>								
1. DoDEA	1,863,476	1,852,806	82,286	4.4	1,935,092	1,935,092	1,933,221	
1. Mgt HQ	32,899	23,643	0	0.0	23,643	23,643	22,997	
2. Consolidated School Support	118,001	83,873	39,286	46.8	123,159	123,159	91,995	
3. Educational Partnership Program	42,277	4,926	43,000	872.9	47,926	47,926	4,953	
4. DoDDS	1,193,636	1,235,707	0	0.0	1,235,707	1,235,707	1,262,545	
5. DDESS	476,663	504,657	0	0.0	504,657	504,657	550,731	
2. Family Assistance/Family Advocacy Programs	1,177,672	897,463	-73,000	-8.1	824,463	824,463	792,916	
1. Family Assistance Family Advocacy Program	1,082,166	681,463	-73,000	-10.7	608,463	608,463	676,816	
2. Spouse Employment and Career Opportunities Program	60,000	190,000	0	0.0	190,000	190,000	89,500	
3. Troops To Teachers Program	14,400	15,000	0	0.0	15,000	15,000	15,600	
4. Exceptional Family Member Program	21,106	11,000	0	0.0	11,000	11,000	11,000	
3. Relocation Assistance Program	17,997	18,408	0	0.0	18,408	18,408	18,834	
1. Relocation Assistance Program	17,997	18,408	0	0.0	18,408	18,408	18,834	
Total	3,059,145	2,768,677	9,286	.3	2,777,963	2,777,963	2,744,971	

* The FY 2011 Actual column includes \$485,769 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10) and an additional \$16,000 thousand for the Yellow Ribbon Program.

* The FY 2012 Estimate column excludes \$267,100 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$139,830 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	2,768,677	2,777,963
Congressional Adjustments (Distributed)	-30,000	
Congressional Adjustments (Undistributed)	40,392	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,106	
Subtotal Appropriated Amount	2,777,963	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	2,777,963	
Supplemental	267,100	
Reprogrammings		
Price Changes		38,602
Functional Transfers		
Program Changes		-71,594
Current Estimate	3,045,063	2,744,971
Less: Wartime Supplemental	-267,100	
Normalized Current Estimate	2,777,963	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		2,768,677
1. Congressional Adjustments		9,286
a. Distributed Adjustments		
1) Restore Unjustified Reduction for Educational Partnership Program	43,000	
2) Transfer to Title IX Child Care and Counseling	-73,000	
b. Undistributed Adjustments		
1) Impact Aid	40,000	
2) Impact Aid - Children with Disabilities	5,000	
3) Unobligated Balances	-4,608	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Congressional Earmarks: Sec 8034 - Mitigation of Environmental Impacts	-1,106	
FY 2012 Appropriated Amount		2,777,963
2. War-Related and Disaster Supplemental Appropriations		267,100
a. OCO Supplemental Funding		
1) OCO	267,100	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		3,045,063
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		3,045,063
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-267,100
FY 2012 Normalized Current Estimate		2,777,963
6. Price Change		38,602
7. Functional Transfers		
8. Program Increases		162,133
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Growth in FY 2013		
1) Consolidated School Support: Other Intra-Government Purchases:	2,473	
The increase supports automation technology requirements for Sourcefire installation services and testing, ActivClient maintenance, Altiris system management, Microsoft Campus agreement, Beyond Trust Privilege Manager, and Server Consolidation initiative for the expansion of hardware virtualization licenses. (FY 2012 Base: \$123,159 thousand)		
2) Consolidated School Support: Support Costs: Broadband and Wireless Capabilities:	18,000	
This requirement will: a) expand virtual learning in high school, middle school and summer school; b) support new curriculum software and e-book offerings; and c) increase bandwidth to meet 21st century demands. DoDEA's current bandwidth usage is saturated at 99-100% utilization levels, which prevents access to provide technological support for curricular requirements. (FY 2012 Base: \$123,159 thousand)		
3) Department of Defense Dependents Schools: Facility Operations	1,837	
Increase costs for school support services to include electricity, water, sewage, refuse collection, grounds maintenance, and custodial services. (FY 2012 Base: \$1,235,707 thousand)		
4) Department of Defense Dependents Schools: Curriculum Buys:	8,436	
Increased costs associated with curriculum buys for the expansion of math and science courses at high schools from a three-year requirement to a new four-year requirement.		

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C. Reconciliation of Increases and Decreases	Amount	Totals
Curriculum costs are also associated with the expansion of the DoDEA foreign language program by offering additional Chinese, French, German, Spanish, Japanese, Korean, and Arabic courses. (FY 2012 Base: \$1,235,707 thousand)		
5) Department of Defense Dependents Schools: Equipment purchase to Modernize and Outfit Schools: As schools are replaced, renovated, and additions added schools are outfitted with such equipment as furniture, kitchens, security hardware, smart boards, LCD projectors, and active hardware for local area networks. (FY 2012 Base: \$1,235,707 thousand)	4,162	
6) Department of Defense Dependents Schools: Facility, Sustainment, Restoration and Modernization (FSRM): School building assessment reports indicate that buildings continue to require an increase in repair and maintenance projects. (FY 2012 Base: \$1,235,707 thousand)	5,705	
7) Department of Defense Dependents Schools: Korea Tour Normalization: Additional funds will support the projected increase in cost because of the Presidential direction to change military and civilian tours in Korea to standard overseas tours of 2 years unaccompanied and 3 years accompanied with the maximum opportunity for Command Sponsorship. Expected increases will be in travel (\$407 thousand), purchased communications (\$88 thousand), purchased utilities (\$90 thousand), custodial costs (\$128 thousand), refuse collection costs (\$29 thousand) and grounds maintenance costs (\$17 thousand). (FY 2012 Base: \$1,235,707 thousand)	759	
8) Department of Defense Dependents Schools: Playground	575	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Equipment Purchase:		
Replacement of aged and additional playgrounds for schools that are replaced and have additions added. (FY 2012 Base: \$1,235,707 thousand)		
9) DoDDE: Pay	4,933	
Reflects an increase in payroll due to one additional paid day in FY 2013.		
10) Domestic Dependent Elementary and Secondary Schools:	5,339	
Curriculum Buys:		
Increased costs associated with curriculum buys for the expansion of math and science courses at high schools from a three year requirement to a new four year requirement. Curriculum costs are also associated with the expansion of the DoDEA foreign language program by offering additional Chinese, French, German, Spanish, Japanese, Korean, and Arabic courses. (FY 2012 Base: \$504,657 thousand)		
11) Domestic Dependent Elementary and Secondary Schools:	552	
Equipment maintenance		
Contract cost increase associated with maintaining school level equipment. (FY 2012 Base: \$504,657 thousand)		
12) Domestic Dependent Elementary and Secondary Schools:	7,640	
Equipment purchases to Modernize and Outfit Schools:		
As schools are replaced, renovated, and additions added, schools are outfitted with such equipment as furniture, kitchens, security hardware, smart boards, LCD projectors, and active hardware for local area networks. (FY 2012 Base: \$504,657 thousand)		
13) Domestic Dependent Elementary and Secondary Schools:	6,504	
Facility Sustainment, Restoration and Modernization:		
School building assessment reports indicate that buildings		

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C. Reconciliation of Increases and Decreases	Amount	Totals
continue to require an increase in repair and maintenance projects. (FY 2012 Base: \$504,657 thousand)		
14) Domestic Dependent Elementary and Secondary Schools: GSA Leases Increase cost associated with DDESS Area Office; additional space required for IT servers. (FY 2012 Base: \$464,820 thousand)	245	
15) Domestic Dependent Elementary and Secondary Schools: Playground Equipment Purchase: Replacement of aged and additional playgrounds for schools that are replaced and have additions added. (FY 2012 Base: \$464,820 thousand)	1,320	
16) Domestic Dependent Elementary and Secondary Schools: Residential Community Initiative (RCI) Program Impact: Residential Community Initiative (RCI) Program Impact: RCI on-base housing at DDESS schools will increase enrollment as a result of the Department's plan to permanently relocate U.S. Army and U.S. Marine Corps families upon military installations. Funding will support increased payroll costs (\$4,033 thousand), purchased communications (\$1,543 thousand), utilities (\$1,510 thousand), grounds maintenance (\$102 thousand), refuge collection (\$46 thousand), custodial services (\$875 thousand), supplies (\$1,135 thousand), commercial bus transportation (\$561 thousand), other intra-government purchases (\$846 thousand), and other contracts (\$2,931 thousand). (FY 2012 Base: \$464,820 thousand; +22 W/Y +37 E/S)	13,582	
17) Family Assistance/Family Advocacy: Family Assistance (OCO): Increase is attributable to the FY 2012 Base to OCO	73,000	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>Congressionally-directed transfer of \$60 million from Child Care and \$13 million from Counseling to FY 2012 OCO Child Care and Counseling. The FY 2013 Child Care \$60 million and Counseling \$13 million remains in the Base.) (FY 2012 Base: \$608,463 thousand)</p>		
18) Family Assistance/Family Advocacy: Family Assistance: Increase to enhance the Family Foundations and National Child Traumatic Stress Network programs, family support for National Guard, Reserve, and geographically separated. Also provides support for military member and family programs' effectiveness studies and trials. (FY 2012 Base: \$608,463 thousand)	6,300	
19) Family Assistance/Family Advocacy: Troops to Teachers: Increase supports additional education for transitioning military members in the Troops to Teachers Program. (FY2011 Base: \$15,000 thousand)	345	
20) Management Headquarters: Relocation to Mark Center (BRAC 133): The relocation to the Mark Center (BRAC 133) will result in an increase in DoDEA's office space cost assessment. (FY 2012 Base: \$23,643 thousand)	305	
21) Relocation Assistance Program: Increase provides enhanced automated tools to provide information and assistance for military members and their families so they are able to better manage their permanent change of station moves and reduce the impact of economic issues on their overall quality of life. (FY 2012 Base: \$18,408 thousand)	121	
9. Program Decreases		-233,727
a. Annualization of FY 2012 Program Decreases		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2012 Increases		
1) Undistributed Adjustment: Impact Aid	-40,680	
2) Undistributed Adjustment: Impact Aid - Children with Disabilities	-5,085	
c. Program Decreases in FY 2013		
1) Consolidated School Support: Contracts Reflects reductions to the Bus Security Attendant Program, world-wide administrator conference, staff development contracts, software maintenance contracts, and other services. (FY 2012 Base: \$123,159 thousand)	-8,919	
2) Consolidated School Support: Facility, Sustainment, Restoration and Modernization (FSRM): School building assessment reports indicate that buildings continue to require an increase in repair and maintenance projects; therefore, funding was transferred to school operation. (FY 2012 Base: \$123,159 thousand)	-70	
3) Consolidated School Support: Payroll: The decrease is due to a reduction in incentive awards and Permanent Change of Station costs. (FY 2012 Base: \$123,159 thousand)	-155	
4) Consolidated School Support: Printing and Reproduction: The decrease is due to less material being printed and more material being made available for download from the internet. (FY 2012 Base: \$123,159 thousand)	-20	
5) Department of Defense Dependents Schools: Other Services: Reflects reduction in Service Support contracts such as administrator conferences and staff development contracts. (FY 2012 Base: \$ 1,235,707 thousand)	-1,892	
6) Department of Defense Dependents Schools: Payroll	-5,359	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Decrease costs associated with a reduction in general schedule (GS) employees at above school level and closure of one school. Increased substitute teacher hiring. Savings achieved in renewal agreement travel, incentive awards, cost of living allowance (COLA), and living quarter allowances (LQA). (FY 2012 Base: \$ 1,235,707 thousand, +3 W/Y, -7 E/S)		
7) Department of Defense Dependents Schools: Printing & Reproduction reduction initiative: Decrease the use of printing & reproduction services by the use of automated systems being implemented currently, Wide Area Workflow (WAWF) and Web Invoicing System (WInS), and move toward a paperless receipt/invoice process. (FY 2012 Base: \$ 1,235,707 thousand)	-189	
8) DoDDE: Efficiencies: Staffing Efficiencies.	-400	
9) DoDDE: Efficiencies: Information Technology Information technology savings combining various websites, streamlining reporting requirements, and improving technical processes.	-6,200	
10) DoDDE: Efficiencies: New Parent Program Delay phase in of a portion of the planned additional New Parent Support Program (NPSP) home visits.	-3,300	
11) DoDDE: Efficiencies: Reduce Travel: DoDEA will reduce travel and use virtual technologies to meet its mission requirements including monitoring visits, staff assistance visits, staff development, conferences, and meetings. Through the use of video teleconferencing, Defense Connect Online (DCO), webinars, online training modules, and other similar technologies, DoDEA will	-400	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
continue to meet all mission requirements.		
12) DoDDE: Efficiencies: Service Support Contractors Reliance Reduction: Includes a reduction for Service Support contractors.	-53	
13) DoDDE: Efficiencies: Teacher Transfer Program Reduction: DoDEA will operate the teacher transfer program at a reduced rate. The transfer program is a management reassignment program to move teachers in and out of hardship areas, place excess teachers, and leverage the investment in teacher training in areas of need.	-100	
14) Domestic Dependent Elementary and Secondary Schools: Travel: DDESS will reduce travel and use virtual technologies to meet its mission requirements including monitoring visits, staff assistance visits, staff development, conferences, and meetings. Through the use of video teleconferencing, Defense Connect Online (DCO), webinars, online training modules, and other similar technologies, DDESS will continue to meet all mission requirements. (FY 2012 Base: \$504,657 thousand)	-445	
15) Educational Partnership Program: Program reduction from the FY 2012 baseline. The program was a three year initiative beginning in FY 2008 and running through FY 2010. In FY 2011 and FY 2012 special funding was received to extend the initiative for each year. In FY 2013, DoDEA will replace grants to LEAs and instead share its knowledge and expertise through other vehicles including outreach, staff development and resources that reach the 1.2M students. (FY 2012 Base: \$47,926 thousand)	-43,780	

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
16) Family Assistance/Family Advocacy Program: Family Assistance Decrease commensurate with reduction in requirements due to efficiencies from shifting and combining duties from Military OneSource to MFLC non-medical counselors. (FY 2012 Base: \$608,463 thousand)	-15,002	
17) Family Assistance/Family Advocacy Program: Spouse Employment and Career Opportunities Program: Spouse Employment and Career Opportunities Program: Decrease is attributable to reduced MyCAA program requirements due to revised eligibility guidelines (October 2010). Note, lacking an historical baseline, it is extremely difficult to project the funding required for the MyCAA program. (FY 2012 Base: \$190,000 thousand)	-100,500	
18) Management Headquarters: Payroll: Decrease is due to the reduction of 10 full-time equivalents (FTEs) (\$1,178 thousand). The FTEs were distributed to the schools to support the expansion of curriculum programs related to Mathematics, Science, Foreign Language, and Virtual Schools. (FY 2012 Base: \$23,643 thousand; -10 W/Y, -10 E/S)	-1,178	
FY 2013 Budget Request		2,744,971

DoD Dependents Education
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IV. Performance Criteria and Evaluation Summary:

Enrollment and Number of Schools:

<u>DoDDE Enrollment:</u>	FY 2011 Actuals	FY 2012 Estimate	FY 2013 Estimate
Special Education	1,425	1,401	1,448
Sure Start	834	892	923
Pre-Kindergarten	2,498	2,374	2,519
Kindergarten	8,788	8,863	9,234
Grades 1 through 12	73,369	73,686	75,207
Non-DoD Schools Program	3,638	3,540	3,598
Special Arrangements	<u>1,446</u>	<u>1,418</u>	<u>1,445</u>
Total DoDDE	91,998	92,174	94,374
<u>DoDDS Enrollment:</u>	FY 2011 Actuals	FY 2012 Estimate	FY 2013 Estimate
Special Education	764	717	758
Sure Start	834	892	923
Pre-Kindergarten	0	0	0
Kindergarten	5,075	5,154	5,464
Grades 1 through 12	50,388	50,247	50,899
Non-DoD Schools Program	3,176	3,076	3,130
Special Arrangements	<u>0</u>	<u>0</u>	<u>0</u>
Total DoDDS	60,237	60,086	61,174

**DoD Dependents Education
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IV. Performance Criteria and Evaluation Summary:

<u>DDESS Enrollment:</u>	FY 2011 Actuals	FY 2012 Estimate	FY 2013 Estimate
Special Education	661	684	690
Sure Start	0	0	0
Pre-Kindergarten	2,498	2,374	2,519
Kindergarten	3,713	3,709	3,770
Grades 1 through 12	22,981	23,439	24,308
Non-DoD Schools Program	462	464	468
Special Arrangements	<u>1,446</u>	<u>1,418</u>	<u>1,445</u>
Total DDESS	31,761	32,088	33,200

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.

<u>Number of Schools:</u>	FY 2011 Actuals	FY 2012 Estimate	FY 2013 Estimate
DoDDE	194	194	194
DoDDS	127	125	125
DDESS	67	69	69

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

Department of Defense Dependents Schools: In school year 2011-2012 (FY 2012), the following new schools will open Schweinfurt HS, Germany and Daegu HS, Korea, to include school closure at three Germany schools Mark Twain ES, Mannheim MS and Mannheim HS. Schweinfurt MS will merge with Schweinfurt ES.

In FY 2013 Geilenkirchen ES will close, the students will be transported to AFNORTH ES. Bahrain ES/HS will reconfigure into Bahrain ES and Bahrain MS/HS

Department of Defense Domestic Dependent Elementary and Secondary Schools: FY 2012 reflects the opening of Shughart Middle and Shughart Elementary school at Fort Bragg, NC and Heroes elementary school at Camp Lejeune, NC and FY 2012 also reflects the closure of Tarawa Terrance 1 PS at Camp Lejeune, NC.

	FY 2011	FY 2012	FY 2013
<u>Funding Levels</u>	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
Sustainment	70,117	66,924	73,662
Restoration and Modernization	20,659	46,200	45,966
Demolition			
Total	90,776	113,124	119,628
DoDEA Sustainment Rate	90%	90%	90%
Department Sustainment Goal for DoDEA	90%	90%	90%

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

Performance Criterion #1 - Cost and Productivity Metrics: Improve student achievement and education quality. Align proficiency levels to clearly defined program and curricular performance standards.

Goal 1 for FY 2013: Per pupil costs across DoDEA will not increase more than 7 percent over the previous year.

Results: DoDEA's FY 2011 per pupil costs reflected a 4 percent increase over the previous year. Management is committed to the realignment of resources to improve student academic achievement.

Goal 2 for FY 2013: The average K-12 pupil to teacher ratio will not be less than 18:1 and not greater than 24:1 during FY 2011-2013.

Results: DoDEA's FY 2011 K-12 pupil to teacher ratio was 20.6:1. DoDEA is currently within the acceptable range and is committed to providing a full educational program even during periods of military service realignments.

Goal 3 for FY 2013: In accordance with the DoDEA Community Strategic Plan, 75 percent of students should perform at or above the standard category on the Terra Nova 3rd Edition Multiple Assessments test battery and no more than 7 percent fall in the below the standard category by 2013.

**DoD Dependents Education
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IV. Performance Criteria and Evaluation Summary:

Results: In 2011, the average standardized test scores for DoDEA students increased in 13 of the 45 grade/subject area combinations (5 subject areas; reading, language arts, math, social studies, and science; tested in 9 grades). Eleven scores decreased and 21 scores stayed the same. DoDEA's FY 2011 results indicate that 7-11 percent of students fell below the standard, and 65-74 percent of students were at or above the standard.

Goal 4 for FY 2013: In FY 2011-2013, no less than 95 percent of the DoDEA teachers will be professionally certified in the subject area and grade level to which they are assigned within three years of employment.

Results: In FY 2011, over 98 percent of DoDEA teachers were professionally certified in the subject area and grade level to which they were assigned.

Goal 5 for FY 2013: Of DoDEA schools, 100 percent will receive and maintain accreditation through their regional accreditation agency.

Results: In FY 2011, 100 percent of DoDEA schools were accredited through their regional accreditation agency.

Performance Criterion #2 - Quality and Customer Responsiveness Metrics: The DoDEA conducts independent surveys of its major stakeholder groups, sponsors, students and teachers, every two years, to measure satisfaction levels with the programs and services provided. The survey results are incorporated into each School's Improvement Plan to ensure continued improvement on issues affecting student achievement and satisfaction with the DoDEA education program.

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

Goal 1 for FY 2013: Customer Satisfaction Survey results will be communicated to major stakeholders and used to identify priority areas for school, district, area, and system improvement.

Results: The results for the DoDEA Customer Satisfaction Survey are available at: <http://www.dodea.edu/datacenter/surveys.cfm>. Results are available for the past three survey administrations, 2006-2007, 2008-2009, and 2010-2011. The survey results are shared with major DoDEA advisory groups and are also used as one component of the program monitoring components within DoDEA.

FAMILY ASSISTANCE:

Performance Criterion #1: Outreach programs supporting military members and their families are cost effective, efficient, and focused on outcomes. The planned strategy is as follows: continue to shift program delivery from center-based to a community outreach approach; adapt resources to a virtual delivery methodology that is more easily maintained and that recognizes the needs of a geographically dispersed population; and develop measures of effectiveness.

Goals for FY 2013: To develop program evaluation metrics, to have a Family Program mapping capability, to have curricula for Family Center Staff (FCS) and Community Capacity Building (CCB), and to have results of and access to a completed FY 2012 Needs Assessment. Realization of accreditation of family support services based on jointly developed standards and full implementation of the Personal Finance Assessment System.

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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IV. Performance Criteria and Evaluation Summary:

Results: Needs Assessment results contributing to well-informed recommendations for continuation, modification/improvement, or termination of existing military family readiness programs and services, as well as, the development or acquisition of new family programs and services. Metrics being applied to family assistance programs which measures consistency, quality and effectiveness and ensures a baseline of support. Web-based access to curricula for high quality training and to the Personal Finance Assessment System so that military families have a means to assess and improve their financial readiness.

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 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.

Goals for FY 2013: Continue to expand the robust delivery of outreach services for military members and families. Leverage technology to ensure that support is available in times of crisis on a National level as well as to handle personal situations that service members and families face daily or as situations arise. Confidential non-medical counseling, financial counseling, health coaching, and spouse training and education initiatives that will continue to be strong components of the family support outreach platform.

**DoD Dependents Education
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IV. Performance Criteria and Evaluation Summary:

Results: Counseling and outreach to military members and their families continues to be a high departmental priority. Both the Military OneSource (MOS) and the Military and Family Life Counseling (MFLC) counseling efforts have grown exponentially since FY 2007. The overall number of MOS counseling sessions provided in FY 2010 was 272,043, a 340% increase from FY 2007. The MFLC Program has seen similar increase in usage. Since FY 2007, the number of MFLCs in the field has increased more than five-fold, MFLC face-to-face contacts increased approximately ninety-fold, and contacts through briefings and presentations have increased fifteen-fold. 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 units returning from combat) as well as at Guard and Reserve weekend drills and family 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 1-800 number and outreach via MOS; and 4) health and wellness coaching via MOS to help service members and families gain control in areas such as exercise, nutrition and diet.

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; and assessing state of current capacity to determine capital improvement needs for aging child and youth facilities.

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IV. Performance Criteria and Evaluation Summary:

Goal for FY 2013: Use 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 coordinating with the military Services to ensure consistency; identify tools and resources to support increased efficiencies in providing child care services; 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 2013: Anticipate and prepare to act swiftly in meeting sizeable, sudden and unforeseen child care requirements nation-wide through use of community-based Private Partnership Ventures (PPV) 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: 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.

**DoD Dependents Education
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IV. Performance Criteria and Evaluation Summary:

Goals for FY 2013: In addition to the aforementioned Needs Assessment and Program Evaluation, an Annual Report on Family Readiness Programs will be generated with input from each of the Services. The Annual Report will provide direct oversight of family readiness services through the regular collection and analysis of fiscal, manpower, facility and program information from the Military Services.

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 in the communities in which they reside will lead to new and innovative means to better serve all Americans in the communities where they reside. Improved efficiencies will be achieved by identifying gaps and limiting duplication of programs and services.

FAMILY ADVOCACY:

Performance Criterion #1: Reduce the prevalence of reported child abuse and neglect in high-risk active component families through the New Parent Support home-visiting program: the percentage of high-risk parents who have substantiated child abuse or neglect reports one year after participating in the New Parent Support home-visiting program should not exceed 15%.

Goal for FY 2013: Reduce the prevalence of reported child abuse and neglect in active component families who participated in the New Parent Support home-visiting program for six months in FY 2012 below the FY 2011 level.

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IV. Performance Criteria and Evaluation Summary:

Results: Of high-risk active component families who participated in the New Parent Support home-visiting program for six months in FY 2012, the FY 2013 prevalence of child abuse and neglect reports that meet FAP criteria for entry into the FAP Central Registry is below 15% and below the FY 2011 level.

Performance Criterion #2: Provide counseling and interventions to preclude additional domestic abuse by those identified as abusers: the percentage of spouses who have substantiated domestic abuse reports one year after successfully completing FAP domestic abuser treatment should not exceed 25%.

Goal for FY 2013: FY 2013 prevalence of domestic in abuse active component families by those identified as abusers who successfully completed FAP domestic abuser counseling and interventions in FY 2012 is reduced below the FY 2011 level.

Results: Of active component abusers who successfully completed FAP domestic abuser counseling and interventions in FY 2012, the FY 2013 prevalence of domestic abuse reports that meet FAP criteria for entry into the FAP Central Registry is below 25% and below the FY 2011 level.

Performance Criterion #3: Reduce the prevalence of reported child abuse or neglect and domestic abuse in active component families through a range of prevention activities: the rates of child abuse or neglect reports and domestic abuse reports in active component families that meet FAP criteria for entry into the FAP Central Registry should not exceed rates of the preceding fiscal year.

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IV. Performance Criteria and Evaluation Summary:

Goal for FY 2013: Reduce the prevalence of reported child abuse or neglect and domestic abuse in active component families through a range of prevention activities.

Results: The rates for total reports and for reports that meet FAP criteria for entry into the FAP Central Registry should not exceed the rates for FY 2011.

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: initial group briefings, teaching as a second career seminars, individual counseling sessions and use of various social media (e.g. Facebook) to cultivate interest.

Goal for FY 2013: Expand the Troops to Teachers (TTT) number of registrations and participants within the confines and structure permitted by the FY 2012 legislation governing Troops to Teachers and available funding.

Result: Support those veterans interested and eligible for the TTT program in making decisions about choosing Teaching as a Second Career.

**DoD Dependents Education
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IV. Performance Criteria and Evaluation Summary:

Performance Criterion #2: Expand outreach activities by state and the national offices to state departments of education, school districts and hiring officials of all public, schools Bureau schools and public charter schools.

Goal for FY 2013: Expand awareness of the value and benefits of hiring TTT candidates among key stakeholders in educational systems.

Results: By improving and developing relationships with key personnel, successful TTT candidates will have better opportunities for getting hired, especially those in low income school districts and teaching in high demand subject areas and special education.

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
Officer	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	<u>14,760</u>	<u>14,868</u>	<u>14,888</u>	<u>108</u>	<u>20</u>
U.S. Direct Hire	14,485	14,578	14,597	93	19
Foreign National Direct Hire	80	83	83	3	0
Total Direct Hire	14,565	14,661	14,680	96	19
Foreign National Indirect Hire	195	207	208	12	1
<u>Civilian FTEs (Total)</u>	<u>12,699</u>	<u>12,886</u>	<u>12,901</u>	<u>187</u>	<u>15</u>
U.S. Direct Hire	12,435	12,605	12,622	170	17
Foreign National Direct Hire	80	83	83	3	0
Total Direct Hire	12,515	12,688	12,705	173	17
Foreign National Indirect Hire	184	198	196	14	-2
Average Annual Civilian Salary (\$ in thousands)	100.8	101.7	102.3	.9	.6
 <u>Contractor FTEs (Total)</u>	 <u>17</u>	 <u>14</u>	 <u>14</u>	 <u>-3</u>	 <u>0</u>

**DoD Dependents Education
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2011	Foreign	Change		FY 2012	Foreign	Change		FY 2013
	Actuals	Currency	FY 2011/FY 2012		Estimate	Currency	FY 2012/FY 2013		Estimate
		Rate Diff	Price	Program		Rate Diff	Price	Program	
101 Exec, Gen'l & Spec Scheds	1,234,053	4,068	7,288	18,361	1,263,770	3,591	5,516	505	1,273,382
103 Wage Board	15,061	0	0	217	15,278	0	58	11	15,347
104 FN Direct Hire (FNDH)	3,254	14	0	43	3,311	0	0	123	3,434
107 Voluntary Sep Incentives	166	0	0	-53	113	0	0	1	114
111 Disability Compensation	2,916	0	0	-874	2,042	0	0	0	2,042
121 Perm Change of Station	5,821	0	0	-4	5,817	0	0	-9	5,808
199 Total Civ Compensation	1,261,271	4,082	7,288	17,690	1,290,331	3,591	5,574	631	1,300,127
308 Travel of Persons	108,225	546	1,948	1,004	111,723	689	1,899	-82	114,229
399 Total Travel	108,225	546	1,948	1,004	111,723	689	1,899	-82	114,229
673 Def Fin & Accounting Svc	9,433	0	-1,669	3,105	10,869	0	1,801	-1	12,669
699 Total DWCF Purchases	9,433	0	-1,669	3,105	10,869	0	1,801	-1	12,669
725 SDDC Other (non-fund)	3,317	0	0	-3,317	0	0	0	0	0
771 Commercial Transport	17,938	41	323	883	19,185	53	326	568	20,132
799 Total Transportation	21,255	41	323	-2,434	19,185	53	326	568	20,132
901 FN Indirect Hires	8,607	230	0	713	9,550	231	10	-275	9,516
912 GSA Leases (SLUC)	3,951	0	71	1,694	5,716	0	97	550	6,363
913 Purch Util (non fund)	31,531	381	568	-2,063	30,417	391	517	1,600	32,925
914 Purch Com (non fund)	14,555	217	262	-2,290	12,744	224	217	19,631	32,816
915 Rents, Leases (non GSA)	8,629	37	155	-8	8,813	48	150	0	9,011
917 Postal Svc (USPS)	252	0	0	82	334	0	0	3	337
920 Supplies/Matl (non fund)	21,515	278	387	5,029	27,209	263	463	14,899	42,834
921 Print & Reproduction	781	0	14	-127	668	0	11	-224	455
922 Eqt Maint Contract	13,721	0	247	-3,286	10,682	0	182	552	11,416
923 Facilities Maint by Contr	119,086	0	2,144	21,239	142,469	0	2,422	17,069	161,960
925 Eqt Purch (Non-Fund)	28,320	179	510	8,094	37,103	170	631	10,579	48,483
960 Interest and Dividends	43	0	1	-44	0	0	0	0	0
987 Other IntraGovt Purch	1,146,096	42	20,630	-336,578	830,190	55	14,113	-42,262	802,096
988 Grants	98,926	0	1,781	2,293	103,000	0	1,751	-89,151	15,600
989 Other Services	162,948	498	2,933	-39,419	126,960	565	2,158	-5,681	124,002

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<u>OP 32 Line</u>	FY 2011	Foreign	Change		FY 2012	Foreign	Change		FY 2013
	<u>Actuals</u>	<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Rate Diff</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
999 Total Other Purchases	1,658,961	1,862	29,703	-344,671	1,345,855	1,947	22,722	-72,710	1,297,814
Total	3,059,145	6,531	37,593	-325,306	2,777,963	6,280	32,322	-71,594	2,744,971

* The FY 2011 Actual column includes \$485,769 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10) and an additional \$16,000 thousand for the Yellow Ribbon Program.

* The FY 2012 Estimate column excludes \$267,100 thousand of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$139,830 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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Fiscal Year 2013 Budget Estimates
DEFENSE PRISONER OF WAR/MISSING PERSONNEL OFFICE
(DPMO)



February 2012

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**Defense Prisoner of War/Missing Personnel Office
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DPMO	24,216	203	-2,093	22,326	234	-596	21,964

I. Description of Operations Financed:

The Defense Prisoner of War/Missing Personnel Office (DPMO) provides policy, control, and oversight for the entire Department of Defense (DoD) process of the investigation and recovery related to missing persons in accordance with Sections 1513-13 of Title 10, (including matters related to search, rescue, escape, and evasion). As a Defense field activity, the DPMO leads the national effort to: prepare our personnel for possible isolation while pursuing U.S. national objectives abroad; establish favorable conditions to recover and reintegrate them; and achieve the fullest possible accounting for those lost during our Nation's past conflicts.

The DPMO Director is concurrently the Deputy Assistant Secretary of Defense for Prisoners of War/Missing Personnel Affairs (DASD (POW/MPA)), who reports to and assists the Under Secretary of Defense for Policy in developing and implementing DoD policy on all matters related to personnel accounting and personnel recovery. The DPMO oversees Defense implementation of the national personnel recovery structure, including interagency and international participation, and DoD support for civil search and rescue.

In FY 2010, Congress amended Title 10 to direct the Department to implement a comprehensive, coordinated, integrated, and fully resourced program to account for designated persons who are unaccounted from World War II, the Vietnam War, the Cold War, the Korean War, and the Persian Gulf War. The amendment requires the DoD to significantly increase the capability and capacity of mission operations to account for missing persons so that, beginning with fiscal year 2015, the Prisoner Of War/Missing In

**Defense Prisoner of War/Missing Personnel Office
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

Action (POW/MIA) accounting community has sufficient resources to account for 200 missing personnel annually. Currently, the POW/MIA community of operations account for an average of 85 missing persons each year.

On December 01, 2011, the Secretary of Defense transferred responsibility to account for missing U.S. personnel in Iraq from the U.S. Central Command to DPMO.

The DPMO Field Activity has a staff of 46 military and 81 civilians providing policy and oversight for DoD personnel accounting activities; provides policy and oversight for DoD personnel recovery activities; and conducts family and public outreach on the DoD efforts to recover missing persons from past conflicts or, if deceased, their remains. The Congress has established manpower floors of 46 military and 69 civilians.

The DPMO develops DoD policy guidance for personnel accounting and personnel recovery activities worldwide, seeks to determine the fates of those U.S. service members, DoD civilians, and DoD contractors who are unaccounted for from past conflicts. The DPMO supports the rescue of those missing and isolated personnel who still survive, as well as the recovery and identification of the remains of the deceased, by acquiring and maintaining comprehensive records, interviewing witnesses, and investigating losses.

The DPMO conducts communications and outreach programs to share information on DoD personnel accounting and recovery activities with Congress, families of missing persons, the military services, veterans service organizations and the general public. These activities include declassification and transfer of information to the Library of Congress (LOC) and the National Archives for public access.

**Defense Prisoner of War/Missing Personnel Office
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

The DPMO oversees the policies, processes, and programs of DoD organizations that support personnel recovery, remains recovery, and identification in the personnel accounting community. These organizations include:

- The U.S. Pacific Command's Joint POW/MIA Accounting Command (JPAC);
- The Armed Forces DNA Identification Laboratory (AFDIL);
- The Air Force's Life Sciences Equipment Laboratory (LSEL);
- The military Services casualty offices; and
- The Joint Personnel Recovery Agency.

The DPMO leads negotiations and enters into international arrangements to secure foreign nation support for the search and recovery of remains and access to archives and other information to support the personnel accounting mission. The DPMO develops policy related to preparing military, DoD civilians and contractors to survive isolating events, to evade capture and survive in captivity. The DPMO ensures that operational commanders, their staffs, and recovery forces are trained to recover personnel isolated from friendly control and to oversee repatriation and reintegration activities. The DPMO provides analytical, research, investigative, and logistical support to the United States (U.S.) and Russia Joint Commission on POW/MIAs and monitors activities conducted by other departments and agencies, foreign governments, and non-government organizations (NGOs) related to the issue of the missing. The DPMO will leverage the Department's humanitarian work to encourage other nations to adopt common perspectives and procedures that promote similar values and advance the U.S. government's (USG's) ability to operate in coalitions and cooperate on common security challenges.

The DPMO reduced manpower by four civilian FTEs (\$608 thousand) and security contractor support by \$39 thousand.

**Defense Prisoner of War/Missing Personnel Office
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I. Description of Operations Financed (cont.)

Following is a description of DPMO's activities to be completed in fiscal year 2013:

Personnel Recovery Policy - Annex 1 to National Security Presidential Directive 12 (NSPD-12), "United States Policy on Personnel Recovery and the Prevention of U.S. Hostage Taking and Other Isolating Events," signed in December 2008, calls for synchronization of U.S. Government capabilities in response to an event in which personnel become isolated from friendly control. The DPMO has developed a strategy to comply with this guidance and will continue to transform the personnel recovery function into one that leverages interagency capabilities to reduce the consequences of hostage taking and other isolating events. In FY 2013, the DPMO will:

- Update DoD issuances pertaining to strategic communication, personnel recovery training, reintegration, non-conventional assisted recovers, boards of inquiry and DoD support to civil search and rescue.
- Continue to co-chair activities for the Joint Personnel Recovery Interoperability and Technology Working Group (JPRI&TWG) to better utilize satellite technology to report and locate isolated personnel.
- Collaborate with interagency partnerships to establish the conditions necessary to bring all aspects of national power to bear on the successful resolution of isolating events.
- Lead the Department's support to civil search and rescue, both nationally and internationally.
- Oversee the Military Departments' compliance with statutory and DoD requirements regarding Boards of Inquiry for missing service personnel. The DPMO will monitor the five current missing person boards of inquiry for compliance with policy and statute.

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I. Description of Operations Financed (cont.)

- Lead the Department's Non-conventional Assisted Recovery (NAR) program, validating, prioritizing and funding Combat Commands (COCOMs) NAR requirements and ensuring compliance with congressional reporting requirements.
- Address policy gaps pertaining to strategic communication, personnel recovery training, reintegration, and NAR programs.
- Lead the Department's effort to increase Military Service's Survival, Evasion, and Resistance and Escape training capacity for Military personnel and DoD civilians.
- Continue to work with interagency partners to develop a complementary national strategy for personnel recovery and effective preparation and response when the Department operates under Chief of Mission control.
- Continue leading DoD's support to civil search and rescue, participating in the National Search and Rescue Committee (NSARC) and other forums on civil SAR matters.
- Continue to assist USNORTHCOM with planning personnel recovery and DoD support to civil SAR response options.
- Further develop response options to critical incident SAR and DoD SAR support when Emergency Support Function-9 is invoked by the President.
- Pursue national and international strategic communication approaches that reinforce the U.S. policy of no concessions to hostage takers and discourage taking of U.S. hostages on a global scale.
- Pursue a strategy of using DoD support to civil SAR, military SAR assistance and personnel recovery as theater security cooperation tools to build capacity in partner nations where DoD may have limited ability to respond to an isolating event.

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I. Description of Operations Financed (cont.)
Personnel Accounting Policy, Research, Analysis, and Investigation

The DPMO oversees DoD efforts to recover and account for U.S. service members and DoD-related civilian personnel (or if deceased, their remains), who are unaccounted for from the Vietnam Conflict, the Korean War, the Cold War, World War II, the Iraq Theater of Operations, and other conflicts or incidents as the Secretary directs. The DPMO is the DoD lead agency for dealing with other USG agencies, foreign governments, and NGOs on all matters related to the accounting missions including conducting international negotiations to achieve access to loss sites and/or information that leads to the recovery of missing personnel or their remains; researching and analyzing reports, archival materials, personal histories related to unaccounted-for personnel and deploying investigation teams; and supporting the U.S. and Russia Joint Commission on POW/MIA affairs.

In FY 2013, in support of Vietnam War recoveries, DPMO will:

- Continue the multi-year process to enable Laotian and Vietnamese aircraft companies to acquire certifications necessary to carry DoD personnel and cargo and persuade Laos and Vietnam to take steps in the interim that will continue this capability until certified.
- Continue efforts to get access to archival material in Vietnam, China, Russia, and other former Soviet archives.
- Continue to advocate with Laos to permit more flexibility in operational missions and take steps that will increase the pace of excavations.
- Continue efforts to persuade Vietnam to grant access to additional restricted sites.
- Capitalize on opportunities to expand the use of Vietnamese investigation and remains recovery capabilities.

**Defense Prisoner of War/Missing Personnel Office
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I. Description of Operations Financed (cont.)

- Continue research and analysis to develop leads for case investigation and support remains identifications.
- Continue to prepare and update case summaries for families.
- Augment JPAC capacity to investigate cases in Southeast Asia.

Korean War - In FY 2013, the DPMO will:

- Continue negotiations and fostering partnerships with the North Korean government to provide support to investigation teams and assist in remains recovery operations in North Korea now that access to that country has been granted.
- Continue research and analysis to support case investigations for all past conflicts, remains identification, preparation of case summaries for the families, and briefings for the families.
- Continue working with the Chinese Peoples' Liberation Army (PLA) archivists to acquire access to information related to missing U.S. servicemen from the Korean War, to include hosting one joint meeting in Washington DC.
- Continue to search and analyze Korean War information from other foreign archives, such as China, South Korea, Russia, and other former Soviet Union countries.

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I. Description of Operations Financed (cont.)

Cold War - In FY 2013 the DPMO will:

- Conduct archival research in the U.S., China, and Russia to locate potential witnesses and gather information for analysis.
- Conduct research and analyze Russian archival documents to find information about missing personnel.

World War II - In FY 2013, the DPMO will:

- Deploy more investigation teams to Serbia, Poland, Czech Republic, Romania, and Tunisia, Belgium, Italy, and France.
- Continue to populate an existing WWII database with loss information and loss coordinates by scanning and analyzing historical documents.
- Work with private citizens and groups to encourage their support of accounting and to increase potential USG recovery opportunities.
- Assemble and create case files; investigate losses in Europe, Russia, and possibly Tunisia; and conduct research in U.S. and foreign archives.
- Conduct large scale research projects on geographic loss areas from which multiple personnel are missing.
- Establish a network of domestic and foreign private researchers who have useful information on losses, as well with foreign government officials involved in graves management.
- Negotiate with India to recover the remains of WWII missing in the China-Burma-India Theater.
- Augment JPAC investigation teams as requested by PACOM.
- Continue initiative to digitize the U.S. Army Individual Deceased Personnel Files (IDPFs) currently stored at National Archives and Records Administration (NARA)

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

prior to these files being permanently accessioned to the St. Louis archives for public use.

Iraq Theater of Operations - In FY 2013, the DPMO will:

- Consolidate current and historic intelligence information from all sources into individual case files.
- Review and analyze case files to establish new leads and/or investigate approach strategies.
- Establish relations with the U.S. Embassy Bagdad Country Team to formalize a way ahead for investigations with the Iraq Government.

Outreach

The DPMO has taken the responsibility for informing the families, Congress, veterans' service organizations, and the general public about missing personnel and ongoing efforts to recover and identify the missing personnel. In FY 2013, the DPMO will:

- Host family meetings in major cities across the United States to target approximately 1,400 family members. The DPMO staff will brief family members on government procedures, processes, and efforts to account for their missing family members. These briefings explain the use of technologies used to perform research, investigations, recovery, and identifying remains.
- Host one annual government meeting in the Washington metro area for the families of the missing from the Cold War and Korea. Targeted outreach to approximately 600 family members at this annual meeting.

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I. Description of Operations Financed (cont.)

- Obtain DNA reference samples from family members of missing personnel who attend the meetings. This Family Reference Sample (FRS) is loaded into a database and is critical to the accounting for personnel missing before 1991.
- Conduct an aggressive, targeted outreach program including news releases and internal and external television coverage.
- Transition **The Torch** newsletter from a printed document to a digital document to disseminate information on POW/MIA activities.
- Create and distribute the National POW/MIA Recognition Day poster to the Military Services, the Department of Veterans Affairs, the veterans' service organizations, families of the missing organizations, and interested Americans.
- Maintain an internet web site with periodically refreshes in response to user feedback and suggestions.
- Establish internet access for family members to obtain or review documents related to individual case files.

Individual Deceased Personnel Files (IDPFs) Project

The IDPFs are a key source of ante-mortem records used to identify human remains. All investigations begin with the POW/MIA community requesting these files. The files contain paper records and photographs organized in folders by the service member's serial number. During World War II (WWII), the U.S. Army Graves Registration Service compiled IDPFs for each serviceman and woman who died during the war. These records were created for those who died in service stateside and overseas in WWII and in later wars and conflicts. These files are currently located at the Washington National Records Center (WNRC), a NARA pre-archival facility in Suitland, Maryland. The U.S. Army is the owner of these IDPF files which were placed in the facility in 1970. The U.S. Army Adjutant General is the Executive Agent (EA) for the records, but the U.S. Army Records Management

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I. Description of Operations Financed (cont.)

and Declassification Agency (RMDA) in Ft. Belvoir, VA is responsible for paying the management, storage, and shipping fees for the records which averages \$50 per file. Because of current budget constraints, the RMDA began initiating a permanent accession the records to NARA, which would restrict the Department's access to the files and dramatically increase the costs and timeliness associated with acquiring the files for research and analysis by the POW/MIA communities. When a file is requested, it is scanned into the Federated Case Management System to establish the beginning of an individual single case file. When DPMO became aware of this future transfer, a request was made to the U.S. Army Adjutant General to extend the temporary designation of the IDPF files, preventing them from being permanently accessioned to NARA. The Adjutant General approved the extension for five years.

The DoD POW/MIA communities are partnering on this project with the goal of digitizing these files for use among all of the communities of interest. The project will require the release, transport, handling, scanning, and return of approximately 405,000 WWII and 37,000 Korean War IDPFs from the WNRC, each averaging 80 pages per file, and the total equaling approximately 35.4 million pages of various types of aged paper records. The project will require logistics and production control, labor to support a large-scale production scanning operation, and a quality assurance system to monitor the quality of the scanned documents.

The three-year project to scan all 442,000 IDPF files into an archival data library will provide "at will" access to sustain research and analysis to support the POW/MIA mission. The paper files will be transported from the WNRC to the project facility for scanning and then repackaged for transport to the NARA facility in St. Louis, Missouri. The project estimate is \$9.5 million over the 3 years and the U.S. Army has agreed to fund \$600K per year. The DPMO will continue to find efficiencies within funding resources to complete the project.

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I. Description of Operations Financed (cont.)

Federated Case Management System (FCMS)

The Federated Case Management System (FCMS) aims to satisfy the requirements placed on the DPMO by the National Security Presidential Directive-12 (NSPD-12) Annex 1 and the National Defense Authorization Act (NDAA) for fiscal year 2010. These documents name the DPMO as the implementing authority of a capability that provides a consolidated database of all isolated and missing person's cases from WWII to today.

The FCMS software application was designed to enable a single case file development for each service member classified as a prisoner of war or missing in action. The application currently allows historians and analysts to conduct task management, review case data, update case information, and add analytical assessments for case files currently under investigation. The system supports cross-domain access to data which resides on different security domains. The IDPF project will further populate case files in FCMS as the scanning project is completed.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012						
	FY 2011 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2013 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
4. Administrative and Service- Wide Activities	24,216	22,372	-46	-0.2	22,326	22,326	21,964
Total	24,216	22,372	-46	-0.2	22,326	22,326	21,964

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	22,372	22,326
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-37	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-9	
Subtotal Appropriated Amount	22,326	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	22,326	
Supplemental		
Reprogrammings		
Price Changes		234
Functional Transfers		
Program Changes		-596
Current Estimate	22,326	21,964
Less: Wartime Supplemental		
Normalized Current Estimate	22,326	

**Defense Prisoner of War/Missing Personnel Office
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		22,372
1. Congressional Adjustments		-46
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-37	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8034 - Mitigation of Environment Impacts	-9	
FY 2012 Appropriated Amount		22,326
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		22,326
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		22,326
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		22,326
6. Price Change		234
7. Functional Transfers		
8. Program Increases		51
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) One day of compensable pay (FY 2012 Base: \$8.7M)	51	
c. Program Growth in FY 2013		
9. Program Decreases		-647
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Defense Efficiency - Contractor Reductions	-474	
Increased efficiencies by replacing the contractor		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
security support with electronic swipe entry access control and the contractor IT support with in-house civilian support. (Baseline \$7.2M))		
2) Defense Efficiency - Civilian Staffing Reduction. As part of the DoD efficiency initiative DPMO has authority in FY 2012 to offer Voluntary Incentive Program/Voluntary Early Retirement Act and is offset by civilian promotions and within-grade increases. (Baseline \$11.7M)	-87	
3) Defense Efficiency - DFAS Support Reduction Reduction in DFAS support due to the implementation of the Defense Agency Initiative (DAI) financial system. (Baseline \$0.1M)	-63	
4) Defense Efficiency - Reduced Leased Space Reduced square footage leased by moving staff to one location. (Baseline \$1.6M)	-12	
5) Defense Efficiency - Printing & Reproduction Services DPMO will reduce printing and reproduction services by using electronic media. (Baseline \$0.04M))	-6	
6) Defense Efficiency - Travel Reduction DPMO will reduce discretionary travel costs by identifying alternatives to traveling such as teleconferencing and web-conferencing. (Baseline \$0.7M)	-5	
FY 2013 Budget Request		21,964

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IV. Performance Criteria and Evaluation Summary:

Overall Assessment

The DPMO has made progress within its means to continue the mission for a comprehensive, coordinated, and integrated program to account for personnel unaccounted for from World War II, the Cold War, the Korean War, the Vietnam conflict, and the Iraqi Theater of Operations. The DPMO has addressed programmatic efficiencies, as directed by the Department, by reducing several tasks within each mission area while maintaining the integrity of the overall effort. The DPMO continues to evaluate its operations and is looking for additional specific tasks for possible reduction or outright elimination.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	46	46	46	0	0
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
<u>Civilian End Strength (Total)</u>	85	81	81	-4	0
U.S. Direct Hire	85	81	81	-4	0
Total Direct Hire	85	81	81	-4	0
<u>Active Military Average Strength (A/S) (Total)</u>	46	46	46	0	0
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
<u>Civilian FTEs (Total)</u>	85	81	81	-4	0
U.S. Direct Hire	85	81	81	-4	0
Total Direct Hire	85	81	81	-4	0
Average Annual Civilian Salary (\$ in thousands)	130.9	144.0	144.0	13.1	0
<u>Contractor FTEs (Total)</u>	19	13	13	-6	0

Reduction in Civilian FTEs are the result of the implementation of the Track Four Efficiencies. DPMO transitioned from National Security Personnel System to General Schedule in July 2010. There were no civilian pay step increases in FY 2011, however, 80% of the staffing have or are to receive step increases in FY 2012. The remaining (if applicable) will receive a step increase in FY 2013.

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

<u>OP 32 Line</u>	Change		Change		Change		<u>FY 2013 Estimate</u>
	<u>FY 2011 Actuals</u>	<u>FY 2011/FY 2012</u>		<u>FY 2012 Estimate</u>	<u>FY 2012/FY 2013</u>		
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Schedules	8,603	0	141	8,744	31	155	8,930
106 Benefit to Fmr Employees	2,480	0	266	2,746	0	-15	2,731
107 Voluntary Sep Incentives	50	0	127	177	0	-177	0
199 Total Civ Compensation	11,133	0	534	11,667	31	-37	11,661
308 Travel of Persons	623	11	49	683	12	-5	690
399 Total Travel	623	11	49	683	12	-5	690
673 Def Fin & Accounting Svc	166	-29	3	140	23	-63	100
699 Total DWCF Purchases	166	-29	3	140	23	-63	100
912 GSA Leases (SLUC)	1,647	30	-50	1,627	28	-12	1,643
914 Purch Com (non fund)	147	3	32	182	3	-1	184
920 Supplies/Matl (non fund)	97	2	1	100	2	-2	100
921 Print & Reproduction	26	0	9	35	1	-6	30
923 Facilities Maint by Contr	54	1	5	60	1	4	65
932 Mgt Prof Support Svcs	17	0	1	18	0	-18	0
987 Other IntraGovt Purch	9,687	174	-2,670	7,191	122	-451	6,862
989 Other Services	618	11	-7	622	11	-5	628
998 Other Costs (SOCOM Only)	1	0	0	1	0	0	1
999 Total Other Purchases	12,294	221	-2,679	9,836	168	-491	9,513
Total	24,216	203	-2,093	22,326	234	-596	21,964

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Fiscal Year 2013 Budget Estimates
Defense Security Cooperation Agency (DSCA)



February 2012

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**Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 04: Administrative & Service-wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DSCA	1,313,020	24,007	-807,843	529,184	9,831	18,902	557,917

* The FY 2011 Actual column includes \$818,690 thousand Coalition Support Funds and \$74,345 thousand - Lift & Sustain (total FY11 enacted = \$2,000,000 thousand) of the FY 2011 Overseas Contingency Operations (OCO) Budget Appropriations, (P.L.112-10).

* The FY 2012 Estimate column excludes \$2,140,000 thousand (\$1,690,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) of the FY 2012 OCO Appropriations, (P.L.112-74).

* The FY 2013 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) of the FY 2013 Defense-Wide OCO Budget Request.

I. Description of Operations Financed: The Defense Security Cooperation Agency (DSCA) administers funding for the Regional Centers for Security Studies, Warsaw Initiative Fund/Partnership for Peace Program, Combating Terrorism Fellowship Program, Regional International Outreach, Security Cooperation Training and Support (formerly called International Programs Security Requirements Course), Global Train and Equip Program, Minister of Defense Advisors, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Coalition Support Funds, and Lift and Sustain Support. The DSCA also provides program management and program implementation support to the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs, which are funded in a separate appropriation. DSCA is continuing to improve the oversight of contractor services and acquire those services more effectively.

**Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

Changes from FY 2012 to FY 2013: Price changes, including Foreign Currency Fluctuations, are \$9,831 thousand. After considering the effects of inflation, the net program change is an increase of \$18,903 thousand which include efficiencies identified as a result of the Secretary of Defense Business Process Improvements and Efficiencies Initiative.

Net funding decrease totaled \$-7,971 thousand and is attributed to a reduction in operational support costs. The size and scope of the following security cooperation programs managed by DSCA decreased: Regional Centers, \$-4,193 thousand, Warsaw Initiative Fund-Partnership for Peace (WIF/PfP), \$-3,070 thousand and Regional International Outreach (RIO), \$-708 thousand.

Program net increases totaled \$+26,874 thousand. The programs contributing to the increase are Global Train and Equip, \$+9,865 thousand; Defense Institute of Security Assistance Management (DISAM), \$+3,038 thousand; Combating Terrorism Fellowship Program (CTFP), \$+5,197 thousand; DSCA Headquarters, \$+612 thousand; Increasing Partner Capacity Building in Rule of Law Context (DIILS), \$+1,702 thousand; Ministry of Defense Advisors Program (MoDA), \$+3,124 thousand; Security Cooperation Assessment Office (SCAO), \$+2,649 thousand; and Defense Institution Reform Initiative (DIRI), \$+686 thousand.

The Regional Centers for Security Studies: The Near East South Asia Center for Strategic Studies (NESAS), Washington, D.C.; Africa Center for Strategic Studies (ACSS), Washington, D.C.; Asia-Pacific Center for Security Studies (APCSS), Honolulu, Hawaii; Center for Hemispheric Defense Studies (CHDS), Washington, D.C.; and the George C. Marshall European Center for Security Studies (GCMC), Garmisch, Germany are known collectively as the Regional Centers. Also included in the overall Regional Center funding is the Global Center for Security Cooperation and the Regional Center program management. The Regional Centers support the Department's Security Cooperation objectives and are assigned three

**Defense Security Cooperation Agency
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I. Description of Operations Financed (cont.)

core tasks: 1) counter ideological support for terrorism; 2) harmonize views on common security threats; and 3) build the capacity of partners' national security institutions consistent with the norms of civil-military relations. The centers utilize unique academic forums to build strong, sustainable international networks of security leaders. These networks promote enhanced policy understanding and mutually supporting approaches to security challenges, effective security communities which support collective and collaborative action, and improved sustainable partner institutional capacity and capabilities, thus reducing the burden on U.S. forces worldwide. They provide key strategic listening and strategic communication tools, assisting U.S. policymakers in formulating effective policy, articulating foreign perspectives to U.S. policymakers, and building support for U.S. policies abroad.

The DSCA has been the Executive Agent for the Regional Centers since October 2005. Unified management improves the Regional Centers support to overseas contingency operations objectives by linking security communities across regions and developing friendly global networks that can defeat global terrorism networks. The funding for the Regional Centers addresses the following specific objectives:

- Provides the ability of the five Regional Centers to counter ideological support for terrorism and 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.
- Fund functionally-focused short courses that build partner capacity in the areas of stability operations, combating terrorism, and homeland defense.
- 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.

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I. Description of Operations Financed (cont.)

- Facilitate efforts to combat transnational security threats, such as terrorism, that cross Combatant Command (COCOM) boundaries through a series of collaborative working groups that partner centers and their networks.
- Conduct activities that leverage the network of past Regional Centers' graduates to advance U.S. interests, counter the influence of extremism, and share lessons learned and best practices.
- 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.
- Facilitate harmonization of regional center activities with other DoD international partner strategic education activities through the Global Center Regional Center program management.

**Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

- The following table depicts the Regional Center FY 2012 and FY 2013 budgets:

FY13 President's Budget		
DSCA	FY12	FY13
(\$ in thousands)		
Regional Centers	86,034	84,153
<i>Marshall Center</i>	26,895	26,050
<i>Asia Pacific</i>	16,432	15,939
<i>Africa</i>	14,370	14,103
<i>CHDS</i>	12,084	11,814
<i>NESA</i>	15,396	15,389
<i>Global Center</i>	600	600
<i>RC PM</i>	257	258

Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program: The Warsaw Initiative Fund (WIF) is a bilateral U.S. security cooperation program. It is one of the primary tools the Department of Defense uses to provide financial and technical support to developing countries that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. The WIF program advances defense reform and institution building in partner countries; enhances partner contributions to coalition operations; and promotes partner integration and accession to NATO. In accordance with U.S. policy and recent NATO Summit agreements, program activities are conducted in the following areas: defense policy and strategy; human resource management; logistics and infrastructure; professional defense and military education; stability and peacekeeping operations; emergency planning and consequence management; border security and control;

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I. Description of Operations Financed (cont.)

and English language familiarization. Program activities include, but are not limited to, workshops, seminars, and conferences; civilian and military personnel exchanges; and functional area assistance visits. The program also supports military liaison teams as well as partner country participation in U.S. and NATO military exercises. These activities, and others, help partner countries implement defense reforms, build capacity, and prepare for NATO membership.

Combating Terrorism Fellowship Program (CTFP): The CTFP is a security cooperation program permanently authorized in the National Defense Authorization Act of 2004 (10 USC 2249c). This legislation allows DoD to provide foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The goals of CTFP are:

- Build and strengthen a global network of combating terrorism experts and practitioners at the operational and strategic levels;
- Build and reinforce the combating terrorism capabilities of partner nations through operational and strategic-level education;
- Contribute to efforts to counter ideological support to terrorism; and,
- Provide DoD with a flexible and proactive program that can respond to emerging combating terrorism requirements.

The CTFP is a key tool for Geographic Combatant Commands to foster regional and global cooperation in the war against terrorism. The CTFP not only complements existing security assistance programs, it fills a void in the U.S. Government's efforts to provide non-lethal combating terrorism assistance. The program has developed mobile and resident institutional courses tailored to the specific need of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are

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I. Description of Operations Financed (cont.)

thoroughly vetted consistent with legal requirements regarding human rights issues. CTFP's authorization is \$35,000 thousand.

DSCA Administrative Operations: The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management to the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds required support costs for DFAS accounting services and DFAS IT system support.

Regional International Outreach (RIO): The RIO program supports the Quadrennial Defense Review(QDR) guidance and is an Under Secretary of Defense (Policy) (USD(P)) initiative that will provide an open source information technology solution assisting the Regional Centers for Security Studies in improving international outreach efforts and fostering collaboration among their faculty, current and former participants, Office of the Secretary of Defense (OSD), and other designated DoD educational institutions. The RIO outreach, education, and collaboration efforts are directly tied to building partnership capacity and countering ideological support for terrorism. The RIO is a tool that will enable faculty, current and former participants, and other users to share information, collaborate on projects, build international communities of interest, and improve administrative activities resulting in time and manpower savings. The RIO program has extended beyond the five regional centers (each with their own site), and now includes an additional five institutions. RIO will field a federated capability in FY 2011, which will tie the Centers together along with additional institutions and partners.

The Defense Institute of Security Assistance Management (DISAM): The DISAM is the DoD's only dedicated institution for the education and training of thousands of U.S. and

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I. Description of Operations Financed (cont.)

partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs-Title 10 and Title 22. The DISAM is primarily funded via Title 22 authorities, and was not formerly resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies, such as DoD efforts in Afghanistan, Iraq, and parts of Pakistan. This DISAM initiative provides for a stable infrastructure and dedicated Operations and Maintenance funding to provide DISAM the additional capability to build and support a comprehensive education platform that will help to alleviate capacity issues for training U.S. and partner country personnel assigned to embassies, headquarters, combatant commands and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution.

Security Cooperation Training and Support Program: This program encompasses a multi-faceted approach to security cooperation support and partner capacity building. Expanding beyond the program formerly called International Programs Security Requirements (IPSR) course, which provides courses of instruction in security requirements for international programs for DoD and defense contractor personnel that have direct responsibility for these programs, the Department has added training in security cooperation program integration.

For the IPSR course, the U.S. has many cooperative programs with allies, and foreign military sales help to ensure their strength. Every DoD employee involved in international programs must understand security arrangements, laws, policies, and procedures that govern foreign involvement in the international programs to protect

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I. Description of Operations Financed (cont.)

sensitive and classified technology and military capabilities. This 3-day resident or online course is required for DoD or other government employees and defense contractors who have "hands-on" involvement in international programs, such as negotiating, managing, executing, or otherwise directly participating in international government or commercial programs including foreign military sales, cooperative research and development, commercial sales, license application review, systems acquisition, foreign contracting, foreign disclosure, international visits and personnel exchanges, program protection, or industrial security.

Defense Institution Reform Initiative (DIRI): The DIRI was a new program in FY 2010, designed to redress what Secretary of Defense Gates, the Guidance for Employment of the Force (GEF), and the Quadrennial Defense Review (QDR) identified as DoD's imbalanced approach to building partnership capacity: the tendency to focus on training and equipping troops without paying enough attention to the systems and processes that guide defense establishments, particularly ministries of defense.

The DIRI takes a two-track approach to meet this objective. One consists of direct support for partner nation efforts to develop accountable, professional, and transparent defense establishments that can manage, sustain, and employ their forces and the capabilities developed through U.S. security cooperation programs. The GEF establishes defense and security sector reform as one of eight primary focus areas for security cooperation.

The second track focuses on building capacity within the United States government (USG) security cooperation (SC) community to support the Defense Institution Building (DIB) efforts of partner nations. A DIB Framework is being constructed to establish the key components and principles of DIB and to identify and share best practices and lessons

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I. Description of Operations Financed (cont.)

learned. Outreach to key stakeholders and SC providers (e.g., Regional Centers, Combatant Commanders, IMET and E-IMET providers) is designed to build a community of practice that will both contribute to the DIB Framework as well as benefit from it. Outreach includes efforts to assist Combatant Commands in the incorporation of DIB in the Theater Security Cooperation Planning Process, to educate Security Cooperation Officers on DIB challenges and possible solutions, and to work with Regional Centers on incorporating DIB themes in their activities. Ultimately, a DIB toolkit will be made available to support DIB activities throughout the USG SC community.

The DIRI focus areas are:

- Defense Policy & Strategy
- Human Resource Management
- Defense Planning, Budgeting and Resource Management
- Logistics & Infrastructure
- Civil-Military Relations and Interagency Coordination
- Professional Defense & Military Education

The DIRI work with partner nations is structured to streamline U.S. defense reform efforts, focus priorities and funding, and minimize programmatic gaps. Utilizing national strategic guidance, DoD employment guidance, and State Mission Strategic Plans (MSPs), this process will incorporate and coordinate OSD, Geographic Combatant Commanders, and country team guidance and goals to develop integrated execution plans and achieve shared objectives.

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I. Description of Operations Financed (cont.)

The DIRI emphasizes partner nation ownership and initiative in its programs as a necessary ingredient for real and sustainable change in institutions. This requires partner nations to develop working groups to oversee reform efforts and high-level buy-in for program objectives. In addition, DIRI is based on the principle of sustained engagement with clear deliverables.

The USD(P) and the DIRI PM Team, in consultation with the regional policy offices, Combatant Commands (COCOMs) and Joint Staff, select and prioritize countries for program implementation. Once a country is identified, the DIRI process consists of five distinct phases:

- Phase Zero - Identifying Objectives: Scope the strategic objectives of DIRI engagement with key stakeholders in the country teams, the combatant commands, the OSD regional offices and partner nation defense personnel. Based on this guidance, identify desired focus area(s) for engagement.
- Phase One - Requirements Determination: A collaborative Working Group, composed of US DIRI subject matter experts (SMEs) and partner nation defense personnel, reviews defense institution capacity and needs in selected focus areas.
- Phase Two - Program Development: The Working Group engages in an iterative planning process that establishes intermediate objectives and a series of activities to address these gaps. An overall timeline of phased activities - consisting of partner nation commitment of resources, DIRI-tailored activities, and more traditional security cooperation funds -- is established to meet the goals.

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I. Description of Operations Financed (cont.)

- Phase Three - Program Implementation and Execution: Partner nation personnel execute the implementation plan based on their own initiative and available U.S. assistance. The DIRI provides tailored programs as needed and accompanies the partner nation in the implementation/ capacity building process.

- Phase Four - Program Assessment: Progress in meeting goals is closely monitored throughout the process and a more global review of progress is undertaken with key stakeholders in country team, the combatant commands, and OSD regional offices every 12-18 months.

Increasing Partner Capacity Building in Rule of Law Context: Effective security cooperation or related defense institution building within Security Sector Reform requires sustained engagement and Rule of Law programming with strategically important international partners. 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 will help achieve the 2010 QDR strategy of promoting an international order that advances U.S. interests by reinforcing the rights and responsibilities of all nations.

The Operation and Maintenance Defense-Wide (O&M DW) funds are essential to cover overhead requirements for DIILS to continue its development and implementation of an effective long-term global strategy for rule of law security cooperation. This funding supports strategic and operational priorities in the GEF and other national strategy directives. In light of increased demand for its legal programming, DIILS' capacity to develop long-range plans is critical to the success of global defense institution-building objectives that rely on the cumulative impact of U.S. engagement. The DIILS direct-funded programs

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I. Description of Operations Financed (cont.)

complement the reimbursable programs it conducts at the request of individual country teams using reimbursable funds from a number of broader programs. Direct funding also provides support for Department programs without the assessment of surcharges for infrastructure cost.

Funding in FY 2011 provided for the continued development and implementation of DIILS legal programs within each combatant command necessary for the comprehensive implementation of defense institution building within security sector reform. In FYs 2013-2017, DIILS plans to expand sustained engagement programming. Additional direct funding will enhance DIILS' capacity to develop and conduct programs that support OSD and GCC strategic guidance.

Global Train and Equip (Section 1206): This program represents an innovative approach required to address current threats to our national security. Because current threats often emanate from countries with which we are not at war, we must work through these partner countries to address them. This need becomes more acute in an environment of weak states, rapidly developing threats, and ungoverned areas that can be exploited for terrorist safe haven. Training and equipping foreign forces to address their own security problems is a military requirement to avoid future military interventions and mitigate long term risk. As former Secretary of Defense Gates stated, "Arguably the most important military component in the War on Terror is not the fighting we do ourselves, but how well we enable and empower our partners to defend and govern their own countries. The standing up and mentoring of indigenous armies and police - once the province of Special Forces - is now a key mission for the military as a whole."

The Global Train and Equip programs are designed to meet time-sensitive and emerging threats and opportunities to build the capacity of partner-nation forces. The initiative

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I. Description of Operations Financed (cont.)

enables the Secretary of Defense (with the concurrence of the Secretary of State) to expedite the training and equipping of partners, conducting programs that build the capacity of their national military forces to conduct counterterrorist operations, or to support military and stability operations in which U.S. armed forces are a participant. The initiative is timely, strategy-driven, integrated across diplomacy and defense, and measurable. The Global Train and Equip programs are:

- Co-formulated, reviewed, and vetted by Defense and State, both by Combatant Commanders and Ambassadors in the field, and in Washington D.C
- Approved by the Secretary of Defense and the Secretary of State
- Notified to Congressional oversight committees
- Compliant with Foreign Assistance Act (FAA) and Arms Export Control Act (AECA) security, end-use, and retransfer agreements
- Directed toward partner nations that uphold human rights, attendant fundamental freedoms, and the rule of law

Illustrative training and equipment includes:

Training: (not exhaustive) counter-terrorism; air assault training and doctrine; civil-military operations; infrastructure security; intelligence analysis and sharing; maritime operations, security, and interdiction; equipment maintenance; border security; and operator training.

Equipment: (not exhaustive) coastal surveillance stations; patrol boats; various spare and replacement parts; avionics and communications upgrades; small arms weapons;

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I. Description of Operations Financed (cont.)

small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and high mobility multipurpose wheeled vehicles (i.e. humvees).

These programs allow combatant commanders and ambassadors, working together, to train and equip foreign military forces in response to urgent and emergent threats and opportunities to solve problems before they become crises requiring major military interventions. By building the capacity of partners to handle their security problems, these effects reduce stress on U.S. forces. The Geographic Combatant Commanders consider global train and equip authority DoD's single most important tool to shape the environment and counter terrorism outside Iraq and Afghanistan.

Although the Global Train and Equip authority has been in effect just five years, it has rapidly become the gold standard for interagency cooperation to meet emerging threats and opportunities because of the revolutionary way it is managed. Unique program aspects include:

- Speed and Prevention. Traditional security assistance takes three to four years from concept to execution. The Global Train and Equip authority can respond to urgent and emergent threats or opportunities in six months or less. For example, early successes included:
 - Enabled a rapid response to a resurgent Taliban threat by augmenting Pakistani air assault capability, resulting in an increased operations tempo and increased capture and kill rates.

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I. Description of Operations Financed (cont.)

- Rapidly moved basic supplies like ammunition and truck spare parts that the Lebanese Army desperately needed to combat al-Qaeda affiliated terrorist groups in refugee camps, providing mobility that allowed it to maintain the offensive at the Nahr al Barid camp and ultimately stabilize the area.

- Enabled rapid assistance for Nigeria to help enhance security in the Gulf of Guinea after Charles Taylor was captured and restrictions on assistance removed.

- Extensive collaboration in project development. Thorough vetting of submissions results in strategically sound choices with a high national security return on investment. Proposals are competitively scored by Special Operations Command (SOCOM), the Joint Staff, DSCA, the Office of the USD(P), and numerous State Department components, with review by both regional and functional experts. Both DoD and State must agree before programs go forward. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and executability, and adherence to broad foreign policy objectives, military feasibility, integration with other USG efforts, and mitigation of human rights concerns. Leveraging the range of core competencies resident in U.S. Departments and Agencies results in the selection of proposals the need for which is strategically clear.

- Rigor. Planning requirements for Global Train and Equip program submissions far exceed those for other programs. Combatant Commands and embassies must lay out detailed proposals that address the full range of issues that impact program success, including operations and maintenance plans, absorptive capacity and

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I. Description of Operations Financed (cont.)

executability, adherence to broad foreign policy objectives, military feasibility, integration with other U.S. Government efforts, mitigation of human rights concerns, etc.

- **Dual-Key Authority.** The DoD and the Department of State coordinate on all SC activities, but the Global Train and Equip authority takes cooperation to a new level. It encourages joint formulation of programs between embassies and Combatant Commands, and both must approve each program. This brings the best competencies of both departments to bear, including the diplomacy that is required to achieve buy-in from foreign partners.

The Global Train and Equip represents an enduring military requirement to avoid large-scale military conflicts and reduce stress on US forces. The DoD will continue to build on the success of this program in several ways. Metrics are under development to measure operational and strategic effects. The DoD has asked the Inspector General to do a three-year systemic review of Global Train and Equip programs and to make its own recommendations to improve program performance. When operations tempos allow, DoD will use U.S. forces in lieu of or with contractors to conduct or supervise training -- to improve the quality of training and to build military-to-military relationships. Finally, DoD will also integrate partners into combined exercise programs to periodically test their capabilities and assess how well they are maintained or improved over time.

Ministry of Defense Advisors (MoDA) Program: MoDA partners senior DoD civilian experts with foreign counterparts to improve ministerial capacity in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. As DoD security cooperation efforts develop partner nation military units, the institutions required to support them with pay, benefits, and equipment must be developed as well. MoDA is designed to forge long-term relationships that strengthen a partner

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I. Description of Operations Financed (cont.)

nation's defense ministries. The program currently supports operational requirements in Afghanistan, but could be effective in other countries and authority has been requested to expand the program globally. Under MoDA, DoD civilian advisors may deploy for up to two years via the Civilian Expeditionary Workforce (CEW).

Four aspects make the MoDA program unique:

- Extensive 7-week pre-deployment training for advisors;
- Temporary backfill for the advisor's parent organization;
- Long-term relationships between civilian advisors and their counterparts; and
- A structured defense institution building reach-back mechanism.

The MoDA program supports the Department of Defense priority to prevent and deter conflict. The Secretary of Defense continues to emphasize building the security capacity of partner states as an area of strategic importance. The 2010 QDR cites the MoDA program as a key initiative that would strengthen partner states' ministerial-level capacity. The MoDA advisors build the security capacity of key partners by helping them establish the core competencies of an effective and accountable defense ministry. In his "Foreign Affairs" article in May/June 2010, former Secretary of Defense Robert Gates wrote, "The United States has made great strides in building up the operational capacity of its partners by training and equipping troops and mentoring them in the field. But there has not been enough attention paid to building the institutional capacity (such as defense ministries) or the human capital (including leadership skills and attitudes) needed to sustain security over the long term." The MoDA program addresses partners' institutional and human capital needs.

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I. Description of Operations Financed (cont.)

Security Cooperation Assessments Office (SCAO): This was a new effort in FY 2011 to assess the substantial investments of time, money, and manpower DoD makes in SC programs intended to build the capacity of our partners to pursue shared national security objectives. Funds for FY 2012 have been withheld; funds for FY 2013 are requested. These programs are essential to DoD's pursuit of numerous goals as codified in the GEF, including enhancing collective security, shaping the strategic environment, preventing or mitigating crises, burden-sharing, reducing risk to U.S. forces, and strengthening relationships with partners. Despite the importance of this mission and \$5 billion annual investment in SC programs, DoD lacks the capacity and expertise to assess the impact of these activities. DoD must fill this gap to (1) meet the impact assessment requirement imposed by Congress in reporting requirements, (2) fulfill the GEF's mandate to assess the impact of SC activities, and (3) satisfy the requirements of DoDD 5132.03 on SC. A systematic approach and dedicated personnel and resources are needed for measuring the effectiveness, efficiency, and long-term consequences of SC programs to determine the Return on Investment (ROI) for SC programs and to optimize future SC investments and policies targeted at achieving foreign policy objectives.

The SCAO responds to that gap and to SECDEF's concern that he has no way of evaluating the return of investment on DoD's SC programs. It also addresses congressional demand for meaningful SC impact assessments by DoD, which are reflected in reporting requirements such as those in Section 1237 of the FY 2009 NDAA. The impact of SC programs is notoriously difficult to measure—especially when conducted through self-assessments. For a fraction of total DoD investments in SC, SCAO will increase the efficiency and effectiveness of SC programs over time, maximize their value for COCOMs and international partners, and allow DoD to design and implement SC programs optimized to meet GEF, GDF and senior leader guidance. The SCAO will directly support other key DoD assessment efforts, especially COCOM Theater Campaign Assessment and the Chairman's

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I. Description of Operations Financed (cont.)

Comprehensive Joint Assessment, by collecting, analyzing, and synthesizing impact data from DoD's security cooperation activities.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action			Current Estimate		
			Amount	Percent	Appropriated			
A. BA Subactivities								
1. Regional Centers	93,393	86,128	-94	-0.1	86,034	86,034		84,153
2. Warsaw Initiative Fund/Partnership for Peace	28,565	33,759	-287	-0.9	33,472	33,472		30,971
3. Combating-Terrorism Fellowship	33,837	29,372	-67	-0.2	29,305	29,305		35,000
4. DSCA Administrative Expense	15,674	11,691	-6	-0.1	11,685	11,685		12,498
5. Regional International Outreach	1,855	3,314	-8	-0.2	3,306	3,306		2,654
6. Security Cooperation Training and Support	3,065	3,612	-7	-0.2	3,605	3,605		6,697
7. Defense Institution Reform Initiative	6,544	11,203	-95	-0.9	11,108	11,108		11,983
8. Increasing Partner Capacity Building in Rule of Law context	1,597	1,472	-2	-0.1	1,470	1,470		3,188
9. Global Train and Equipment (1206)	233,036	500,000	-150,801	-30.2	349,199	349,199		365,000
10. Security cooperation Assessment Office (SCAO)	2,419	2,280	-2,280	-100.0	0	0		2,649
11. Ministry of Defense Advisors Program	0	0	0	n/a	0	0		3,124
12. Coalition Support Funds (X- year)	818,690	0	0	n/a	0	0		0
13. OCO Lift and Sustain	74,345	0	0	n/a	0	0		0
Total	1,313,020	682,831	-153,647	-22.5	529,184	529,184		557,917

* The FY 2011 Actual column includes \$818,690 thousand Coalition Support Funds and \$74,345 thousand - Lift & Sustain (total FY11 enacted = \$2,000,000 thousand) of the FY 2011 Defense-Wide Overseas Contingency Operations (OCO) Budget Appropriations, (P.L.112-10).

* The FY 2012 Estimate column excludes \$2,140,000 thousand (\$1,690,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) of in the FY 2012 OCO Appropriations, (P.L.112-74).

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* The FY 2013 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	682,831	529,184
Congressional Adjustments (Distributed)	-152,280	
Congressional Adjustments (Undistributed)	-877	
Adjustments to Meet Congressional Intent	-279	
Congressional Adjustments (General Provisions)	-211	
Subtotal Appropriated Amount	529,184	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	529,184	
Supplemental	2,140,000	
Reprogrammings		
Price Changes		9,831
Functional Transfers		
Program Changes		18,902
Current Estimate	2,669,184	557,917
Less: Wartime Supplemental	-2,140,000	
Normalized Current Estimate	529,184	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		682,831
1. Congressional Adjustments		-153,647
a. Distributed Adjustments		
1) Global Train and Equip	-150,000	
2) Security Cooperation Assessment Office	-2,280	
b. Undistributed Adjustments		
1) Unobligated Balance	-877	
c. Adjustments to Meet Congressional Intent		
1) Federal Funding and Research Development Center	-279	
d. General Provisions		
1) Mitigation of Environment Impacts	-211	
FY 2012 Appropriated Amount		529,184
2. War-Related and Disaster Supplemental Appropriations		2,140,000
a. OCO Supplemental Funding		
1) OCO FY12 Request	2,140,000	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		2,669,184
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		2,669,184
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-
FY 2012 Normalized Current Estimate		529,184
6. Price Change		9,831
7. Functional Transfers		
8. Program Increases		26,873
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Global Train & Equip	9,865	
Program increase is to support initiatives in Yemen and		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
East Africa. (FY12 Baseline: \$349,199K)		
2) Combating Terrorism Fellowship Program (CTFP): The increase to the program will be absorbed by increasing the number of students enrolled in various invitational programs; expanding the continuing educational outreach programs for past participants and countering weapons of mass destruction programs. The specific increases would be to the: Navy Postgraduate CT programs; Regional Centers' activities; and Inter-Agency Counter-Terrorism activities. (FY12 Baseline: \$29,305K)	5,197	
3) Ministry of Defense Advisors Program (MoDA): The O&M funding will support the program staff at DSCA as well as the global MoDA effort supporting DoD efforts outside of Afghanistan. MoDA partners senior DoD civilian experts with foreign counterparts to improve ministerial capacity in key areas such as personnel and readiness, acquisition and logistics, strategy and policy, and financial management. As DoD security cooperation efforts develop partner nation military units, the institutions required to support them with pay, benefits, and equipment must be developed as well. MoDA is designed to forge long-term relationships that strengthen a partner nation's defense ministries. (FY 2012 base: \$0)	3,124	
4) Security Cooperation Training and Support (DISAM): With growing duties and responsibilities of Overseas Security Cooperation Officers, training is becoming more paramount to the mission. Program increase is to develop and operate a Best Practices/Lesson Learned database and broaden Security Cooperation Community Management (FY12 Baseline: \$3,605K)	3,038	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
5) Security Cooperation Assessment Office (SCAO): Increased funding will meet increased demand for additional program assessments, monitoring and evaluation. (FY12 baseline: \$0)	2,649	
6) Increasing Partner Capacity Building in Rule of Law (DIILS): Additional O&M funding in FY13 will provide for the continuation of development and global implementation of legal capacity-building programs with a focus on CENTCOM, AFRICOM, and PACOM, necessary for the comprehensive implementation of defense institution building objectives within security sector reform. (FY2012 baseline: \$1,470K)	1,702	
7) Defense Institution Reform initiative (DIRI) Program increase is to support day to day operational costs. (FY12 Baseline: \$11,108K)	686	
8) DSCA Administrative Expense: Program increase is attributed to the day to day operational support cost to include the one day of extra pay (\$323K) and additional funding for the DFAS support agreement. (FY12 Baseline: \$11,685K)	612	
9. Program Decreases		-7,971
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Regional Centers The Regional Centers will make targeted adjustments to course content, locations and durations of programs that will properly address Policy goals and priorities. Programs that may be scaled back in regards to the number	-4,193	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
of participants, duration or in some cases a reduction in the number of iterations include the Senior Leader's Seminar, Next Generation of African Military Leader's, African Defense Attaché Seminar, Topical Outreach Program, Transnational Security Cooperation course, Asia Pacific Orientation Course, Advanced Security Cooperation, Program for Advance Security Studies, Strategy and Defense and Perspectives of Homeland Security and Defense courses, Nation Lab events. (FY12 baseline: \$86,034K)		
2) Warsaw Initiative Fund/Partnership for Peace (WIF): This program is executed primarily through the Combatant Commands. Through the use of management tools they continue to fine tune requirements to satisfy program need. Areas that have seen marked improvements are a reduction in the number people attending conferences, seminars, location of events, more refined purchasing of rations, fuel, and transportation by developing countries that participate in exercises. (FY12 baseline: \$33,472K)	-3,070	
3) Regional International Outreach (RIO) Program reduction reflects shift of funds to the DSCA RDT&E appropriation. (FY12 Baseline: \$3,306K)	-708	
FY 2013 Budget Request		557,917

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IV. Performance Criteria and Evaluation Summary:

Performance Criteria

The DSCA provides program management and financial management and program implementation support for the Regional Centers for Security Studies (Regional Centers), WIF/PfP, CCTFP, DISAM, DIRI, DIILS, and RIO - PIMS which is now known as GlobalNet.

The DSCA's performance measures support implementation of DoD's Guidance for the Employment for the Force and COCOMs Theater Security Cooperation Strategies. By focusing on coalition and alliance requirements, training and education of personnel from allied and friendly nations, and various DoD programs that support access and interoperability, DSCA helps to effectively link DoD's strategic direction with those of allies and friendly nations.

Regional Centers for Security Studies

The Regional Centers are a foundational program in the Department's building partnership capacity efforts, serving as international venues for bilateral and multilateral research, communication, and exchange of ideas involving military and civilian participants in support of the U.S. DoD's SC objectives.

Fulfilling the USD(P) guidance, the Regional Centers facilitate engagement with and among foreign participants to:

- Enhance regional security through the creation of collaborative communities of interest among military and civilian officials from States of their respective

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IV. Performance Criteria and Evaluation Summary:

regions, and examine fundamental causes of relevant security challenges and the most effective means to counter them;

- Strengthen sustainable institutional capacity at national and transnational levels to enhance national, regional, and international security consistent with the norms of democratic governance and civil-military relations;
- Foster defense support to civil authorities in dealing with disasters in a manner consistent with each country's legal, historical, and cultural norms and the proper role of the military in democratic societies; and
- Promote critical thinking on global security challenges, as related to the respective specified geographic region of the world.

To meet these objectives, the Regional Centers conducted a wide array of activities such as: resident executive development programs, in-region conferences, seminars, workshops, research and publications, and alumni outreach. These activities were the result of extensive coordination and planning with the USD(P), Geographic Combatant Commanders (GCCs), DSCA, U.S. Department of State, U.S. Agency for International Development (USAID) and other relevant U.S. agencies, country teams at U.S. Embassies, and host country and regional stakeholders.

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IV. Performance Criteria and Evaluation Summary:

FY 2011 Accomplishments

FY 2011 was an outstanding year for the Regional Centers, where they achieved stakeholder objectives through continued successful programming and activities, affecting the targeted audience in their respective regions. They presented an increased number of specialized seminars and courses that built partner capacity in the areas of stability operations, combating terrorism and extremism (with emphasis on the disruption, dismantling, and defeating al Qaeda), maritime security, and homeland defense. Through a mix of outreach activities, the Regional Centers made significant enhancements to building and sustaining active security communities, providing access to DoD leaders and critical regional policy feedback. Further capitalizing on these communities, the Regional Centers created 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, increasing cross-GCC efforts to combat transnational security threats.

In FY 2011, over 8,500 foreign military and civilian defense personnel took part in Regional Center activities:

- **Africa Center for Strategic Studies (ACSS)** conducted resident programs, including 12 academic programs and 15 short conferences, for 2012 participants from 57 countries. Additionally, ACSS conducted 26 outreach activities with 1823 participants, and six country-specific initiatives for 477 participants.
- **Asia-Pacific Center for Security Studies (APCSS)** conducted 17 resident and regional activities, for 993 graduates and participants from 64 countries. Six new APCSS alumni associations were also created, bringing the total associations to 54.

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- **Center for Hemispheric Defense Studies (CHDS)** conducted six resident courses for 223 participants from 25 countries, plus nine conferences, seminars and senior leader workshops for 652 participants in the region. The CHDS also conducted five NationLab courses in the region with War College and other partners for 435 participants.
- **George C. Marshall European Center for Security Studies (GCMC)** offered 11 resident courses to over 900 participants. GCMC also offered a comprehensive outreach program with over 150 events that included the distinguished alumni series, parliamentary tutorials, and subject matter expert presentations in the region.
- **Near East South Asia Center for Strategic Studies (NESAS)** conducted resident programs, including eight academic programs, for 941 participants from 56 countries. Additionally, NESAS conducted 26 outreach activities with 2367 participants and two country-specific activities for 52 participants.

The following highlight the different types of activities the Regional Centers presented in FY 2011 and their impacts:

- The ACSS presented the *Integration of Women in the Armed Forces Program* requested by the Senegal Ministry of Defense, resulting in reforms on gender equality. Additionally, ACSS conducted 20 Topical Outreach Program Series (TOPS), its flagship program for maintaining relationships with over 4,200 alumni. As a result of one TOPS, a Tanzanian alumni drafted a counter-narcotics strategy for their government.
- The APCSS conducted bilateral workshops with India providing U.S. and Indian representatives the opportunity to exchange perspectives on key security issues of shared concern. Additionally, they conducted global commons workshops such as the *Interface of Science, Technology, and Security* where participants from eleven

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countries identified, assessed and recommended actions regarding the most significant current and emerging scientific developments and their impacts on international security.

- The CHDS continued a series of executive level engagements providing assistance in supporting national security in Uruguay, resulting in the MoD's notifying the U.S. Embassy that it was ready to reinitiate contact with the U.S. military. Additionally, CHDS presented a new course, *Combating Transnational Organized Crime*, in response to regional demand the release and the White House Strategy to Combat Transnational Criminal Organizations.
- The GCMC skillfully worked with the Serbian alumni association to develop an interdisciplinary project linking Serbian social and political changes with new technologies, aimed to assist implementation of NATO standards in the Serbian defense industry, and ultimately linking with the European Defense Agency. Additionally, GCMC continued facilitating workshops in support of Georgia's Individual Partnership Action Plan in preparation for their National Security Review. The end state of these workshops is to produce a core of staff planners capable of completing a review in accordance with NATO standards by the end of 2012.
- The NESAs worked directly with the State Department's Senior Representative for Afghanistan and Pakistan Office to develop a policy framework for U.S.-Afghanistan strategic relations. Additionally, NESAs held bilateral seminars with the Government of Yemen designed to enhance their capability to conduct national security strategy planning and to examine transnational threats, and develop a cadre of professional policy-makers.

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IV. Performance Criteria and Evaluation Summary:

FY 2012 Challenges:

The Regional Centers received a ten percent cut in funding in FY 2011. Absorbing this reduction is a challenge in an environment of increased stakeholder demand for security cooperation and capacity building programs. In order to address the challenges of a reduced budget, each center has conducted a strategic review of its business practices, ensuring efficiencies while preserving program quality. For example:

- The ACSS has turned to Security Cooperation Offices (SCOs) to initiate participant travel versus contracts. The heavy workload of SCOs has not allowed this to be as smooth a transition as desired. ACSS has also reduced participant numbers, and implemented greater use of e-syllabi, and limited document translation.
- The APCSS continues to look for lean business models/processes, Further cost savings will impact the Center's capacity-building efforts, most notably by reducing funded throughput in the crisis management and advanced security cooperation courses and further shortening the Advanced Security Cooperation (ASC) course length by 14 days.
- The GCMC will continue its internal reorganization designed to consolidate functions/reduce redundancies, and create greater efficiencies while saving money on future personnel cost. Development of new processes in budgeting, hiring, and staffing to accommodate new structure, combined with possible reduction of field grade officer billets may cause difficulties in conducting daily operations until new policies and procedures solidify. The German MoD's (who provides funding and personnel for the GCMC) decision to eliminate conscripts from their Army will eliminate support positions at the GCMC by about 10-16 soldiers beginning in FY 2012.

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IV. Performance Criteria and Evaluation Summary:

- The NESAs will continue to reshape its administrative overhead to aggressively expand programs and support to policy-makers.

Budget Year FY 2012 Plans and Objectives:

The Regional Centers will be required to sustain further budget reductions in FY 2012. Each center will continue its efficiency efforts while ensuring they continue to offer activities that respond to effectively to USD(P) and GCC goals and requests. For example the Regional Centers will be:

- Working to acquire stakeholder investment from GCCs, and other USG agencies and funding streams (WIF, CTFP) as well as increasing self-funded participants. Centers, specifically APCSS, are pursuing increased use of renewable energy to reduce costs.
- Increasing their outreach activities, bringing their courses and activities to the region. For example, CHDS will be holding its NationLabs for the first time in a partner institute in Honduras. CHDS also intends to conduct short duration (1-3 days), cost-effective seminars and workshops, coalitions of host country ministries, universities and war colleges.
- Working to utilize electronic and internet-based technology to increase dissemination and reduce costs. GCMC, for example, will transition to digital, web-based academic programs on the GlocalNet portal, thereby eliminating reproduction and distribution of printed course material in favor of an online portal-based learning environment. Resident and outreach programs will access learning tools and resources digitally irrespective of operating location.

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IV. Performance Criteria and Evaluation Summary:

Budget Year FY 2013 Plans and Objectives

The Regional Centers will continue to review their business models to achieve further efficiencies. While additional reductions will put pressure on the centers, especially in the area of faculty recruitment and meeting increased demand from USD(P) and GCCs with less funding, the Regional Centers will strive to effectively and efficiently meet expectations for priority and high demand programs.

For example, the Regional Centers will:

- Continue to maintain and maximize strategic partnerships to supplement external support for programming to include enhanced programming in support of defense sector reform, transnational threats, and strategic research as highlighted by our interagency and partners.
- Put greater emphasis on measuring effectiveness and streamlining program execution to support policy priorities and resource allocation.
- Streamline and restructure internally so that like activities are bound together more effectively in order to maximize operational efficiency and flexibility, while continuing to provide flexible, tailored activities in locations throughout their respective regions.
- Continue to leverage technology with in-region and virtual presences in their respective regions.

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IV. Performance Criteria and Evaluation Summary:

Warsaw Initiative Fund/Partnership for Peace Program

The WIF is the primary instrument used by DoD to support developing countries that are members of the North Atlantic Treaty Organization's (NATO) Partnership for Peace (PfP) program. The WIF program encourages and supports partner countries in conducting comprehensive defense reform, integrating with NATO, and operating effectively alongside U.S. and NATO forces in a coalition environment. Program activities are conducted in accordance with regional and country-specific priorities established by the USD(P) and GCCs.

FY 2011 ACCOMPLISHMENTS:

In FY 2011, the Joint War Fighting Command (JWFC) conducted activities that furthered development of cooperative relations and interoperability between PfP countries and NATO and directly contributed to coalition operations. Viking 11, for example brought for the first time Georgia and Ukraine together and exposing them UN and NATO tactics, techniques, and procedures as well as cooperative engagement with the other participating PfP countries (Armenia, Montenegro, Macedonia, Kazakhstan, Bosnia-Herzegovina, and Serbia). Other exercises, such as LOGEX and JWFC, built on previous year activities to help PfP countries develop logistics planning, supply chain management, host nation support, and development of cadres of logistics focused personnel. Countries learned how to produce actual detailed deployment plans for contributing forces to NATO. The practices and lessons from these activities are starting to take hold within the participating PfP countries. The activities also had the beneficial effect of bringing southeastern European PfP countries and central Asian PfP countries together in the spirit of mutual cooperation in the areas of emergency planning and NATO interoperability.

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FY 2011 also saw the WIF program provide resourcing for the development and integration of the Defense Institution Building (DIB) Team into PfP partnership programs. The WIF/DIB team conducted numerous workshops and seminars designed to enhance PfP country MoD human resource management and logistics planning, strategy, and budgeting. The WIF/DIB team is the lead for development of defense reform in Georgia and is the lead DoD office for facilitating the integration of contractor supported education and DoD supported human resource management (HRM) activities, as well as providing leadership in security sector reform efforts in Azerbaijan and Armenia, and the Ukraine. They completed more than 25 events in FY 2011.

The U.S. European (EUCOM) and U.S. Central Command (USCENTCOM) continued to plan and execute exercises such as Combined Endeavor, Medicure, Sea Breeze, and Steppe Eagle to enhance NATO interoperability and regional cooperation. The GCMC and PfP Consortium continued their broad spectrum of sustained outreach efforts to countries in Europe and Central Asia. The GCMC also bolstered its support of the Defense Education Enhancement Program (DEEP) efforts to assist in the development of curriculum for junior and middle grade officer development, strengthening country educational institutions and faculty development in Montenegro, Georgia, Armenia, Moldova, and Kazakhstan.

Success for WIF programs was noted in the area of Civil Military Emergency Preparedness (CMEP) in FY 2011. WIF-resourced CMEP activities were conducted in all PfP eligible countries. Successful table top exercises were initiated that assisted countries in the development of national plans and drafting of new laws on emergency response and establishment of emergency/crisis response centers. Continued emphasis was placed on country use of the Global Information System (GIS) and reporting of environmental disasters such as fire, earthquakes, chemical and flooding. WIF-funded CMEP activities are notable because they bring together countries in a non-threatening environment and

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focus on regional events where they have to work together. Of special importance is the emphasis on getting different ministries to work together. Workshops focusing on environmental hazards and clean up and protection of resources were also held with notable successes in Uzbekistan, Tajikistan, and Kazakhstan.

FY 2011 CHALLENGES:

Problems resulted from multiple extensions of the budget Continuing Resolution which impacted our ability to fund advance planning activities with participating countries. FY 2011 also saw the challenge of fully integrating the former Combating Threat Reduction (CTR) program into the WIF program. The rapid transformation of Joint Forces Command into Joint War Fighting Command was disruptive to programmed activities. The WIF program also had to deal with the sometimes rapid turnover of MoD personnel within the PFP countries.

BUDGET YEAR FY 2012 PLANS AND OBJECTIVES

In FY 2012, the WIF program will continue to integrate the CTR program within the formal WIF effort. The WIF will continue to expand its DEEP efforts in Moldova, Azerbaijan, Kazakhstan, Armenia, Montenegro and Serbia. The WIF/DIB team will work closely with the GCCs to more closely align efforts with their lines of activity and its work on Strategic Defense Review (SDR) development in Georgia, Azerbaijan and Armenia and Ukraine. WIF will also increase its program activity in the Central Asian states of Tajikistan, Uzbekistan, Kazakhstan, and Turkmenistan. Sustained work in the development of country capability and cooperation to deal with environmental and disaster preparedness will continue as well. The GCMC's outreach program will continue to offer seminars and workshops to PFP countries in USD(P) priority areas of force development, defense

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planning, budgeting and resource management, logistics management, and human resource management. The WIF will continue to fund exercises developed by both Combatant Commands and Joint War Fighting Command that foster interoperability with NATO and enhance contributions toward coalition operations and contribute to regional cooperation.

BUDGET YEAR FY 2013 PLANS AND OBJECTIVES

In FY 2013, the WIF program will continue to assist partner countries in restructuring and reforming their defense establishments, as they continue efforts to integrate with NATO and improve their interoperability with U.S and NATO forces. The WIF program will continue to enhance and expand its defense reform and institution building activities in Europe, the south Caucasus and Central Asia. The program will conduct seminars, workshops, and conferences to promote partner defense reform, build capacity and improve the capabilities of partner nations to continue development of environments that will promote democratic control of their armed forces, human resource management, educational institutions, emergency preparedness and consequence management and produce coherent defense policies and strategies that will facilitate cooperation with the U.S. and NATO. Additionally, the WIF program will support partner country participation in multinational exercises executed by the U.S. European Command and U.S. Central Command and will continue to resource activities that promote demilitarization, education and defense reform, as well as regional stability and cooperation.

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IV. Performance Criteria and Evaluation Summary:

Combating-Terrorism Fellowship Program

The CTFP continues to engage, through education and training, foreign combating terrorism (CbT) military officers and security officials. This unique DoD program focuses on capacity building of partners and allies at the operational and strategic levels, and provides specialized programs to address individual country and regional needs. Three years ago, CTFP's authorization was increased from \$25 million to \$35 million. This increase has helped to expand the scope and depth of the program. More specifically, it allowed the program to contribute to the Department's efforts to help partner nations control and secure ungoverned spaces and border areas by developing education and training venues tailored to address such threats. The program was also able to increase existing training programs focused on the entire spectrum of combating terrorism activities.

FY 2011 Accomplishments

In FY 2011, CTFP continued to be a valuable DoD partnership strategy tool, filling a crucial void in U.S. efforts to provide targeted international combating terrorism education programs to our partners. Combating terrorism education and training programs are an effective strategic tools in the struggle against violent extremism, supplementing the efforts of Geographic Combatant Commanders in accomplishing their missions. The CTFP program continues to address education and training gaps that the Department has identified in areas related to reducing partners' vulnerabilities to extremism, and expand efforts to re-engage past participants. In FY 2011, CTFP programs engaged approximately 3,200 foreign military officers and security officials through approximately 500 educational programs, including over 50 events in 35 foreign countries, supporting all six Regional Combatant Commands. This included CbT education and training

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support to emerging regional and sub-regional organizations and alliances. Additionally, the CTFP program continued to expand its successful entry into the world of virtual education and outreach.

FY 2012 Plans and Objectives

In FY 2012, CTFP will continue to be a valuable tool for DoD, supporting U.S. efforts to provide targeted international combating terrorism education to our partners. The programs planned for FY 2012, will maintain the initiatives of previous years and expand the virtual educational opportunities and outreach activities in an effort to operationalize the global network of CbT professionals. In FY 2012, available funding will support 2,700 to 2,900 foreign military and security officials to attend CTFP-funded programs and provide approximately 450 educational programs to include 45 events in 30 foreign countries within all six Regional Combatant Commands as well as the continued war on terror engagement efforts by U.S. Special Operations Command. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

FY 2013 Plans and Objectives

In FY 2013, CTFP will remain a valuable tool for DoD 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 program's plan for FY 2013 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. In FY 2013, it is anticipated that there will be an increase in the numbers of foreign military and security officials

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to attend CTFP-funded programs (~3,000 to ~3,200) because of a funding level increase from \$29,372,000 in FY 2012 to \$35,000,000 in FY 2013. It should provide approximately 500 educational programs to include ~50 events in ~35 foreign countries in all six Regional Combatant Commands. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

DSCA Administrative Operations

The DSCA administrative operations fund salaries and operating expenses of the personnel who provide program and financial management for the DoD-funded security cooperation programs, along with the Humanitarian Assistance, Foreign Disaster Relief, and Mine Action program management costs. In addition, this program funds costs for Defense Finance and Accounting Service accounting support and Information Technology systems support.

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IV. Performance Criteria and Evaluation Summary:

Regional International Outreach (RIO) - Partnership for Peace Information Management System (PIMS)

The following systems maintenance activities were accomplished on the 16 GlobalNet collaboration sites (formerly known as RIO and PIMS) to support the Regional Centers, other DoD Educational institutions, and PfP Partners:

- Provided internet hosting for the GlobalNet platform including monitoring for intrusions, malware, system performance, and uptime
- Provided 24/7 help desk support for all operational issues
- Provided software changes in response to change requests
- Provided configuration management support
- Provided software fixes; delivered patches
- Reviewed application exception logs and user trouble reports
- Performed troubleshooting
- Developed work-arounds and patches for critical problems
- Performed system administration and preventative and corrective maintenance

Six on-site contract personnel were provided to support the ACSS APCSS, CHDS, GCMC and PfP Consortium, Defense Institute for International Legal Studies, and the Naval Postgraduate School of International Graduate Studies. They also support the NESACenter, Regional Network of Strategic Studies Centers, Global Center for Security Cooperation, CTFP, and the Defense Language Institute - English Language Center, PfP Partners, Supreme Headquarters Allied Powers Europe's (SHAPE) Military Cooperation Division, DIB, Ministry of Defense Advisors program, and support various seminar and outreach events in each region. The on-site personnel provide day-to-day assistance and coordination on

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GlobalNet usage and training at their respective organization, and assist stakeholders in the implementation of the system. In April 2012, the on-site personnel will be reduced as GlobalNet usage is adopted by the stakeholder communities.

FY 2011 CHALLENGES

The following challenges were experienced during FY 2011, the first time our contractor, Team Firebird, had operational support of the RIO system in its operational environment:

- Identifying and fixing security, performance, and usability issues associated with support of the previous government integrators system
- An Amazon Elastic Cloud Compute (EC2) outage causing the system to be unavailable for almost 24 hours
- Supporting a DoD issue with security controls and versions of end user browsers
- Disparate requests to change the system prior to completing the implementation of the new GlobalNet platform

BUDGET YEAR FY 2012 PLANS AND OBJECTIVES

In FY 2012, RIO O&M was combined with the PIMS O&M from WIF to help achieve efficiencies and economies of scale. RIO and PIMS both utilize the same technology, and common support personnel are used to assist adoption at each community. Continue to provide the systems operations and maintenance support as detailed below on the current communities.

- Provide internet hosting for GlobalNet system including monitoring for intrusions, malware, system performance, and uptime
- Provide 24/7 help desk support for all operational issues
- Provide software changes in response to change requests

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- Provide configuration management support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Support the new platform and assist users who are having performance issues

Provide ten contract support personnel to work with Regional Centers, PfP Partners, and other institutions during courses, seminars, and outreach events for the first six months of the FY. The number will be reduced to six in April 2012 as users become familiar with the new system following the initial release of the GlobalNet platform.

Funding will support PfP partners through:

- Limited information technology equipment support to the Military Cooperation Division at SHAPE, and equipment for the COCOM coordinators in Eastern and Central Europe
- Internet service to MoDs in seven Eastern Europe and Central Asian countries.

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IV. Performance Criteria and Evaluation Summary:

BUDGET YEAR FY 2013 PLANS AND OBJECTIVES

The RIO-PIMS O&M will continue to provide the systems operations and maintenance support for the web based collaboration platform, as detailed below.

- Provide internet hosting for GlobalNet system including monitoring for intrusions, malware, system performance, and uptime
- Provide 24/7 help desk support for all operational issues
- Provide software changes in response to change requests
- Provide configuration management support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting

Funding will also support PfP Partners through:

- Limited equipment support to the Military Cooperation Division SHAPE, and equipment for the COCOM coordinators in Eastern and Central Europe
- Internet service to MoDs in seven countries in Eastern Europe and Central Asia.

Provide six contract personnel to work with GlobalNet communities during courses, seminars, and outreach events.

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IV. Performance Criteria and Evaluation Summary:

The Defense Institute of Security Assistance Management (DISAM)

The DISAM is the DoD's only dedicated institution for the education and training of thousands of U.S. and partner country personnel involved in the planning, management, and assessment of security cooperation and partner capacity-building programs—Title 10 and Title 22. The DISAM is primarily funded via Title 22 authorities, and was not formerly resourced to support training and education on the integrated planning, management, assessment, and interagency coordination of DoD security cooperation efforts, including many new Title 10 programs. These Title 10 programs are of particular importance to the DoD in meeting the emergent needs of military commanders in support of overseas contingencies, such as DoD efforts in Afghanistan, Iraq, and parts of Pakistan. The DISAM initiative provides for a stable infrastructure and dedicated O&M funding to provide DISAM the additional capability to build and support a comprehensive education platform that will help to alleviate capacity issues for training U.S. and partner country personnel assigned to embassies, headquarters, COCOMS and other security sector establishments on the proper integrated planning, management, assessment, and interagency coordination of security cooperation efforts and Title 10 program execution.

The Security Cooperation Training and Support program encompasses a multi-faceted approach to security cooperation support and partner capacity building. Expanding beyond the program formerly called International Programs Security Requirements (IPSR) course, which provides courses of instruction in security requirements for international programs for DoD and defense contractor personnel that have direct responsibility for these programs, the Department has added training in security cooperation program integration.

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IV. Performance Criteria and Evaluation Summary:

FY 2012 Plans and Objectives

The DISAM is modifying its curriculum to incorporate training courses that are not only traditionally Security Assistance (SA) but incorporate broader SC topics. The Geographic COCOMs and the Military Departments are requesting DISAM to train the men and women deploying overseas to perform duties as Security Cooperation's Officers (SCO) on these new SC duties and responsibilities.

FY 2013 Plans and Objectives

Two new programs begin in FY 2013, Lessons Learned/Best Practices and Security Cooperation Communication Management.

Lessons Learned/Best Practices is a major initiative to document and make available to the worldwide SC community critical Lessons Learned and Best Practices associated with the planning, management and support to diverse SC programs worldwide. This database will provide the SC community with a repository of real world events and how they were solved. Thus preventing repetition of mistakes made in the past.

The SC Community Management is the direct result of recommendations from the Security Cooperation Reform Task Force. This supports the long term goal of improved management of SC professional throughout their career that will permit the assignment of personnel matching their skills to the assignment. This program will be funded by both Title 22 funds (70%) and DoD funds (30%). This will allow DoD to better manage and support SC manpower requirements by providing visibility over the trained workforce.

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IV. Performance Criteria and Evaluation Summary:

Defense Institution Reform Initiative

The DIRI objective is to build partner capacity to oversee its defense sector primarily through reforming the institutions and processes at the ministry, general staff, and service chief levels. Partner nation ownership of reform efforts is a necessary ingredient for real and sustainable change in institutions. Partner nations should demonstrate high-level buy-in for program objectives, develop working groups to oversee reform efforts, and devote their own resources complete the roadmap activities necessary for reform.

In addition to building partner capacity, DIRI engagements can also contribute to:

- The pursuit of key strategic and policy objectives, such as the strengthening of ministry-to-ministry relations with strategic partners; the cultivation of shared views on defense sector priorities and use of FMF funds; and the promotion of civilian control of the military.
- The coordination, integration and deconflicting of security cooperation activities in individual countries.
- Broader defense sector and security sector reform efforts in individual countries.

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IV. Performance Criteria and Evaluation Summary:

FY 2011 Plans and Objectives

The DIRI engaged in 19 countries in FY 2011. To ensure that existing DIRI programs and newly selected countries continue to serve USD (P), Joint Staff, and Combatant Command goals, DIRI initiated a new round of consultations with these stakeholders.

Additionally, in order to engage in an increasing number of countries, DIRI increased its efforts to build DoD ability to engage in partner capacity building. This includes:

- In the realm of defense institution building (DIB) proper, contributing to a DIB "baseline" (framework) effort that identifies and disseminate best practices - and, importantly, builds a broad pool of appropriate subject matter experts in each focus area.
- Cooperating with key stakeholders to integrate DIB into existing processes for the coordination of security cooperation activities and working to enhance those coordination processes, as necessary.
- Working with key stakeholders to systematically integrate ministerial capacity building efforts into broader defense and security sector reform frameworks.

The DIRI met these objectives through participation in a DIB Baseline effort and by increasing its engagement with the GCCs, especially their theater security cooperation planning activities.

In FY 2011, DIRI worked closely with all the GCCs on capacity building efforts in individual DIRI countries.

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IV. Performance Criteria and Evaluation Summary:

FY 2012 Plans and Objectives

In FY 2012, our funding increase will allow us to work to institutionalize this relationship and raise it to a more strategic level by increasing engagement with GCC leadership and planning processes. For example, DIRI will participate in key SOUTHCOM meetings such as the Component Commanders' Conference and the annual SCO workshop facilitating program synchronization and coordination with WHINSEC and CHDS. In PACOM, DIRI will participate in the Joint Planning Groups and continue to support PACOM desk officers in designing and executing security cooperation initiatives to contribute to institutional reform objectives in partner nations. In AFRICOM, the goal is to identify opportunities for more systematic cooperation on, and participation in, the frameworks and planning processes governing security cooperation and, especially, defense sector reform.

Finally, DIRI will continue to work closely with country teams, the GCCs, the Joint Staff and USD(P) to transition DIRI activities to funding from traditional security cooperation programs as appropriate in the out-years. Despite this transition to other funding streams, DIRI will continue to provide oversight for institution building activities and help tailor programs as necessary.

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IV. Performance Criteria and Evaluation Summary:

FY 2013 Plans and Objectives

DIRI plans and objectives will continue those set in FY 2012. DIRI will continue efforts to build USG capacity to engage in defense institution building.

Increasing Partner Capacity Building in Rule of Law Context

The DIILS, through mobile education teams, resident courses, and other programs, develops and implements programs to support Rule of Law security cooperation objectives, e.g., equitable and accountable security and justice sectors, civilian control of the military, human rights, and democracy, in furtherance of U.S. national security and foreign policy objectives.

FY 2011 Accomplishments

The O&M funding was allocated for DIILS in FY 2010 to begin development and implementation of a multi-year, phased engagement in support of operational priorities in the Guidance on Employment of the Force, in support of the GCCs, and in accordance with other national strategy directives.

In FY 2011, DIILS was actively engaged with all GCCs.

- Major progress was made in Mexico with the conduct of mobile seminars for Mexican military prosecutors, defense counsel, investigators and judges. The focus of which was to assist with the transition of the military justice system from a civil law system to a common law system.

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IV. Performance Criteria and Evaluation Summary:

- Similar programs aimed at enhancing the effectiveness of the justice system were conducted in Iraq.
- Working with PACOM, DIILS established a program in India. DIILS conducted an assessment and mobile seminar focused on maritime security and law of the sea with a focus on piracy. This was a program initiated at the request of the Indian ODC and Navy and is paramount to the strategic interests of the United States.
- Another PACOM accomplishment was the legal assessment of Thailand and Vietnam to move forward a regional approach to maritime security issues.
- In AFRICOM, DIILS conducted multiple mobile seminars focusing on military law development, ethics, investigations, and operations in support of the USMC "Operation Onward Liberty," to train the new Liberian Army.
- DIILS made advancements in Rwanda, in countering terrorism through programs focused on military law development.
- In Sierra Leone, DIILS is assisting in preparations to ensure proper elections and election security.
- Other DIILS engagement topics included Security Sector Reform, Human Rights, Military Justice and Post Conflict Institution Building.

FY 2011 Challenges

The Arab spring, security problems in Iraq and Afghanistan, deteriorating relations with Pakistan and political unrest in other areas of CENTCOM led to several programs being postponed and increased resistance to needed human rights programming. Physical challenges remain an obstacle in developing the post-conflict Africa programs, including hostile and austere conditions as well as instability of governments.

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IV. Performance Criteria and Evaluation Summary:

Difficulty entering the country and obtaining visas also continues to plague timely programs in locations such as South Sudan and Nigeria.

Budget Year FY 2012 Plans and Objectives

The DIILS plans to continue its programmatic efforts moving forward with additional advanced programming in all the areas where there was focus in FY 2011. In addition, DIILS anticipates that with additional funding, it could support a larger PACOM effort for Regional Maritime Security and Law Enforcement and looks to expand on a regionally focused maritime program with partner nations in the South China Sea.

The DIILS' strength continues to be a modest sum invested can produce strategically agile, programmatically flexible, timely, sustained legal engagement programs in support of evolving security cooperation priorities. These programs, cost-effectively implemented in priority countries are critical to the department's long-term success in building partner capacity and achieving stability in lieu of engaging U.S. forces

Budget Year FY 2013 Plans and Objectives

Funding in FY 2013 provides for the continuation of development and global implementation of these programs with a focus on CENTCOM, AFRICOM, and PACOM, fulfilling the need for sustained engagement with international partners that is necessary for the comprehensive implementation of defense institution building within security sector reform.

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IV. Performance Criteria and Evaluation Summary:

Global Train and Equip (Section 1206)

The purpose of the 1206 Program is to build partnership capacity for time-sensitive, "new and emerging" counter-terrorist operations, or to participate in or support military and stability operations in which the US armed forces are a participant. The FY 2006 NDAA provided an annual authority to build the capacity of foreign militaries to conduct counterterrorist operations or participate in or support military and stability operations in which U.S. armed forces are a participant. The FY 2006 NDAA initiated the authority at \$200 million. The FY 2009 NDAA increased the authority to \$350 million and extended the authority to FY 2011. This was later extended to FY 2013. The GCCs and U.S. Ambassadors nominate proposals for funding, SO/LIC-CT provides program oversight and established priorities; DSCA provides execution and program management with cooperation from the Military Departments.

FY 2011 Accomplishments

The Yemen Air Force (YAF) took delivery of four utility helicopters from the U.S. under the 1206 program, on January 16th, 2011. Yemen received spares and associated tools for the Bell UH-1Hs, or Huey IIs, on 3 January 11. The delivery of this package came exactly one hundred and ten days after the U.S. Government signed a contract, valued at \$27 million, to provide the government of Yemen four helicopters, training, spare parts, tools, support and transportation.

The DSCA executed the following USPACOM programs in FY 2011:

- Bangladesh Joint Land and Maritime Border Capacity (\$8.1 million)
- Maldives Scalable Counter Terrorism/MARSEC Intel-SOF-C4I (\$11.6 million)
- Philippines Inshore Boat Battalion - Small Unit River Craft (\$12.0 million)

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IV. Performance Criteria and Evaluation Summary:

The DSCA executed USEUCOM programs in support of FY 2011 1206 Train and Equip requirements for Stability Operations:

- Albania SOF ISAF Deployment Training (\$3.1M)
- Azerbaijan Maritime CT Capability (\$9.1M)
- Croatia OMLT-C-IED (\$5.2M)
- Czech Republic SOATU&SOTG Development Program (\$11.7M)
- Estonia Development Enhancement Program (\$12M)
- Hungarian ISFQ&JTAC Capability Development (\$12.9M)
- Latvia Development Enhancement Program (\$8.5M)
- Lithuania Capability Enhancement Program Phase II (\$10M)
- Malta Maritime Security Training & Equipment Program (AFM) (\$5.3M)
- Multinational Training Package (\$2.6M)

FY 2011 Challenges

The challenges associated with FY 2011 were based on execution time. There were several programs that were judged either high risk or non-executable due to the use of one-year budget authority. The main purpose is to meet urgent and emergent requirements that arise during the fiscal year. Built into the process is the dual key authority between Department of State and Department of Defense. Once that is met, the Congressional notification period and the Acquisition process must run its course. The 1206 Programs consistently have to compete against Afghanistan and Pakistan requirements that carry a higher priority. Often complicated requirements like aircraft must have funding with adequate time to complete contracting. Several requested programs were unable to be completed due to these challenges.

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IV. Performance Criteria and Evaluation Summary:

Budget Year FY 2012 Plans and Objectives

The 1206 Global Train and Equip Program was authorized \$350 million for FY 2012. A provision in the FY 2011 NDAA increased Stability Operations authority from \$75 million to \$100 million. We have a robust plan to support both Stability Operations and Counter-terrorism. Our main objective for FY 2012 is to take deliberate steps to reduce high risk and non-executable programs. This will primarily be accomplished by moving the timeline up in the fiscal year to allow sufficient time to obligate funds and award contracts before the end of the fiscal year.

Budget Year FY 2013 Plans and Objectives

In FY 2013, the 1206 program will continue to support urgent and emergent requirements that effectively support Counter-terrorism and Stability Operations programs which are consistent with DoD's Guidance for the Employment for the Force and the GCCs Theater Security Cooperation Strategies.

Ministry of Defense Advisors Program

In July 2010, the MoDA Program pilot program deployed its first 17 advisors to Afghanistan. Feedback from the NATO Training Mission and Combined Security Transition Command - Afghanistan (NTM-A/CSTC-A) has been consistently positive. The new Commander NTM-A and Commander International Security Assistance Force, have initiated a complete manning review, to validate previous Commander's proposed expansion to 100 MoDA advisors. The program currently has 47 advisors on the ground in Afghanistan. Key indicators of achievement include: increased ministerial capacity to professionally, effectively and

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IV. Performance Criteria and Evaluation Summary:

efficiently direct and manage defense resources without external support; and advisor effectiveness in improving ministerial capacity to enhance U.S. national security.

In FY 2012, MoDA will execute three advisor training and deployment cycles - November 2011, March and June 2012 to meet the MoDA Afghanistan requirements. Pending Congressional approval of the global authority, MoDA will also begin supporting other COCOM's with the recruitment, training, and ultimate placement of advisors in other partner nations.

Security Cooperation Assessments Office (SCAO)

In FY 2011, due to a lack of available billets, funds appropriated for SCAO were utilized for the evaluation of existing assessment methodologies and practices, and the conduct of pilot assessments of select programs by RAND. Funds for FY 2012 have been withdrawn. In future years, should funding remain available, DSCA will hire requisite staff to populate the organizational structure as validated in the RAND Study; develop assessment tools and frameworks; provide travel funding to conduct field assessments; and organize workshops, meetings and conference with SC stakeholders to synchronize, coordinate, and improve SC efforts. The size and budget of the office is directly informed by comparable benchmark evaluation units in other US Government organizations. The SCAO budget will fund core personnel, operations, development, and infrastructure costs.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	106	125	125	19	0
Officer	84	100	100	16	0
Enlisted	22	25	25	3	0
<u>Civilian End Strength (Total)</u>	422	483	483	61	0
U.S. Direct Hire	391	458	458	67	0
Total Direct Hire	391	458	458	67	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	12	14	14	2	0
<u>Civilian FTEs (Total)</u>	422	483	483	61	0
U.S. Direct Hire	391	458	458	67	0
Total Direct Hire	391	458	458	67	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	12	14	14	2	0
Average Annual Civilian Salary (\$ in thousands)	134.0	117.0	117.0	-17.0	0
 <u>Contractor FTEs (Total)</u>	 149	 120	 114	 -29	 -6

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

<u>OP 32 Line</u>	<u>FY 2011</u>	<u>Foreign</u>		<u>Change</u>		<u>FY 2012</u>	<u>Foreign</u>		<u>Change</u>		<u>FY 2013</u>
		<u>Currency</u>	<u>Rate Diff</u>	<u>FY 2011/FY 2012</u>	<u>Program</u>		<u>Currency</u>	<u>Rate Diff</u>	<u>FY 2012/FY 2013</u>	<u>Program</u>	
	<u>Actuals</u>		<u>Price</u>		<u>Estimate</u>		<u>Price</u>		<u>Estimate</u>		
101 Exec, Gen'l & Spec Scheds	51,496	0	0	57	51,553	700	196	-968	51,481		
199 Total Civ Compensation	51,496	0	0	57	51,553	700	196	-968	51,481		
308 Travel of Persons	30,905	0	556	-5,924	25,537	100	436	-26	26,047		
399 Total Travel	30,905	0	556	-5,924	25,537	100	436	-26	26,047		
673 Def Fin & Accounting Svc	1,003	0	-177	-36	790	0	131	228	1,149		
699 Total DWCF Purchases	1,003	0	-177	-36	790	0	131	228	1,149		
771 Commercial Transport	533	0	10	-16	527	0	9	-3	533		
799 Total Transportation	533	0	10	-16	527	0	9	-3	533		
901 FN Indirect Hires	3,560	0	0	20	3,580	150	14	-167	3,577		
912 GSA Leases (SLUC)	2,267	0	41	-104	2,204	0	37	10	2,251		
914 Purch Com (non fund)	1,205	0	22	-470	757	0	13	-189	581		
915 Rents, Leases (non GSA)	1,336	0	24	-26	1,334	0	23	12	1,369		
920 Supplies/Matl (non fund)	2,356	95	44	-766	1,729	0	29	-6	1,752		
921 Print & Reproduction	203	0	4	129	336	0	6	-18	324		
922 Eqt Maint Contract	672	0	12	-178	506	0	9	0	515		
923 Facilities Maint by Contr	454	0	8	-108	354	0	6	-9	351		
925 Eqt Purch (Non-Fund)	1,183	700	34	-802	1,115	300	24	-377	1,062		
932 Mgt Prof Support Svcs	23,849	0	429	-6,959	17,319	35	295	-738	16,911		
960 Interest and Dividends	7	0	0	-7	0	0	0	0	0		
987 Other IntraGovt Purch	1,152,586	0	20,747	-790,547	382,786	0	6,507	18,016	407,309		
989 Other Services	39,405	735	723	-2,106	38,757	150	661	3,137	42,705		
999 Total Other Purchases	1,229,083	1,530	22,088	-801,924	450,777	635	7,624	19,671	478,707		
Total	1,313,020	1,530	22,477	-807,843	529,184	1,435	8,396	18,902	557,917		

* The FY 2011 Actual column includes \$818,690 thousand Coalition Support Funds and \$74,345 thousand - Lift & Sustain (total FY11 enacted = \$2,000,000 thousand) of the FY 2011 Defense-Wide Overseas Contingency Operations (OCO) Budget Appropriations, (P.L.112-10).
 * The FY 2012 Estimate column excludes \$2,140,000 thousand (\$1,690,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) of the FY 2012 Defense-Wide OCO Appropriations, (P.L.112-74).
 * The FY 2013 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request.

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Defense Security Services (DSS)



February 2012

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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administrative and Service-Wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DSS	471,887	6,275	26,167	504,329	7,166	-4,833	506,662

I. Description of Operations Financed:

DSS supports the National Industrial Security Program (NISP) by clearing industrial facilities, personnel and associated information systems; collecting, analyzing and providing threat information to industry and government partners; managing foreign ownership, control and influence in cleared industry; providing advice and oversight to industry; delivering security education and training; and providing information technology services that support the industrial security mission of DoD and its partner agencies.

The critical nature of this service is displayed daily in an increasingly complex and global industrial environment. Protection of classified industrial information through thorough facility clearance inspections/investigations; diligent accreditation of information systems by the Office of the Designated Approving Authority (ODAA); mitigation of Foreign, Ownership, Control and Influence (FOCI) in U.S. cleared companies; and industrial counterintelligence surveillance and analysis are core to the defense of the nation.

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I. Description of Operations Financed (cont.)

The FY 2013 budget estimates supports DSS operational mission areas and command enabling support areas to clear industrial facilities and associated information systems, identify unlawful penetrators of the cleared Defense Industrial Base (DIB), adjudicate personnel security clearances for industry, reinvigorate the Security education and awareness program and maintain Information technology (IT) systems and support elements as follows:

- Industrial Operations and Policy Program
- Personnel Security Investigations for Industry (PSI-I)
- Security Education, Training and Awareness (SETA)
- Counterintelligence (CI)

Command Enabling Support Areas:

- Management Headquarters Activity
- Office of the Chief Information Officer

National Industrial Security Program (NISP):

The DSS administers and implements the NISP on behalf of the Department of Defense and 24 other non-DoD federal agencies, pursuant to Executive Order 12829, by providing oversight and assistance to 13,333 cleared contractor facilities, accrediting information systems to process classified information; assisting protection of classified national security information; facilitating shipment of classified material between the United States and 65 foreign countries; and implementing and overseeing approximately 588 mitigation arrangements at companies under Foreign Ownership, Control, or Influence (FOCI). The DSS NISP oversight role includes responsibility for the majority of the cleared contractors

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I. Description of Operations Financed (cont.)

in the United States to include determination, issuance, and oversight of facility security clearances and making determination that contractor employees are eligible for access to classified information. This oversight role further includes:

- Conducting required NISP inspections, increasing the ability to deter, detect, and identify loss or compromise of classified information and ensure corrective actions;
- Accrediting classified contractor computer systems, allowing industry to perform on classified programs;
- Completing FOCI mitigation agreements and properly analyzing, evaluating and providing oversight to cleared firms under FOCI agreements;
- Increasing International Security training and the 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 for DSS field personnel, industry, and government agencies; and as a
- Liaison with government Special Access Program (SAP) customers, increasing and improving analysis of SAP security issues.

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I. Description of Operations Financed (cont.)

a. Industrial Operations and Policy Program:

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$88,734	\$125,657	\$119,685

The Industrial Security Field Operations (ISFO) inspects and provides oversight to cleared defense contractors on behalf of the Department of Defense (DoD) and 24 National Industrial Security Program partners. Industrial Security personnel provide oversight and assistance to cleared industrial facilities and assist management and security staff in ensuring the protection of U.S. and foreign classified information. ISFO is responsible for the adjudication of industry personnel security clearances. ISFO's mission essential tasks include:

- Serve as the "first responder" to Industry for industrial security matters;
- Ensure security of cleared Industry's Information Systems processing classified information;
- Enhance security awareness among external and internal customers;
- Assess security posture of cleared Industry;
- Monitor Foreign Ownership, Control or Influence (FOCI) mitigation instruments; and
- Support the personnel security clearance process.

The Industrial Policy and Programs Directorate (IP) interprets policy and provides guidance for the NISP (24 members to include the Department of State, the Department of Justice and the Department of Homeland Security); mitigates foreign ownership, control, and influence (FOCI) for U.S. companies with classified contracts; manages the security oversight functions of DSS' direct and indirect support to the Special Access Program community; supports cyber threat sharing by the Defense Industrial Base

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I. Description of Operations Financed (cont.)

(DIB) Cyber Security Task Force and the DIBNet communication system; and ensures secure international transfers of classified commercial sales. The IP exercises authority and responsibility for industry personnel security investigation workload projections, tracks program performance for Industry and DoD components, and provides financial analysis and operations research support to DSS and other DoD offices.

c. Personnel Security Investigations for Industry (PSI-I):

<u>Dollars in Thousands</u>		
FY 2011	FY 2012	FY 2013
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$240,500	\$236,713	\$241,040

The DSS identifies requirements and manages costs for personnel security investigations for all industry personnel in support of DoD components and 24 other federal agencies under the National Industrial Security Program (NISP). Contractor personnel are employed on projects in support of multiple Executive Branch agencies requiring a centrally financed program to provide economy of scale. PSI-I costs are determined based on total number of PSI by case type, multiplied by the corresponding Office of Personnel Management (OPM) Federal Investigation Notice (FIN) rate on an annual basis and adjusted to include additional costs on a case by case basis for Supplemental Personal Interviews (SPIN) and Request for Supplemental Investigations (RSI).

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I. Description of Operations Financed (cont.)

d. Security Education Training and Awareness Program (SETA): Dollars in Thousands

	FY 2011	FY 2012	FY 2013
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
	\$22,403	\$28,257	\$29,450

The DSS Security Education, Training and Awareness (SETA) Directorate oversees the missions of the Center for Development of Security Excellence (CDSE) and the Defense Security Service Academy (DSSA). The SETA program provides comprehensive education, training, and professional development for security professionals within the Department of Defense and industry under the National Industrial Security Program (NISIP). This training fully prepares security professionals across the Services, Industry, Federal Government, and the Defense Agencies for their significant roles in protecting critical assets and National Security information.

By the end of FY 2011, SETA recorded 200,046 course completions representing an increase of more than 60 percent over FY 2010, and more than 118 percent over FY 2009. As an integral component of its business execution platform, SETA employs a comprehensive array of quality assurance measurements for its courseware and products to ensure the quality, relevance, and cost effectiveness of the professional development deliverables and support that it provides to DoD's security and intelligence communities. SETA is comprised of the following divisions:

Center for Development of Security Excellence: Oversees the Education, Training, Security Professionalization, Multimedia Production, and Security Analysis and Innovation mission areas. The CDSE provides for the security training and professional development of DoD and other U.S. Government personnel, employees of U.S. Government contractors, and, when sponsored by authorized DoD Components, employees of selected

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I. Description of Operations Financed (cont.)

foreign governments. It provides a common, unifying means to prepare individuals for their security program roles, facilitates the development of effective security programs for the DoD, and reduces the need for duplicative training sources and their associated infrastructures, within DoD and the Federal Government.

Education Division: Develops education courses and workshops for DoD security professionals who are advancing their professional growth. This division is responsible for the development of education courses for advanced security studies in support of the Security Profession Education and Development Certification Program. The Education Division is also responsible for facilitating the evaluation of SETA training and education courses for college credit equivalencies.

Training Division: Creates, collaborates and facilitates delivery of quality security training across the Industrial, Information, Personnel, and Physical security disciplines, as well as select communities of practice. The training is delivered through a variety of formats to include resident courses conducted at the DSS facility in Linthicum, MD, mobile courses presented at activities located within or outside of the United States, and distance learning courses accessed online via DSS's, Learning Management System, the Security Training, Education and Professionalization Portal (STEPP) (*formerly ENROL - Electronic Network Registration and On-line Learning*).

Security Professionalization Division: Implements and maintains the Security Professional Education and Development Program (SPED). This program is responsible for the maintenance of the DoD security skill standards, development and maintenance of career maps for DoD security professionals, management of the SPED Certification Program, sponsorship of security workshops and conferences, and administrative support for the DoD Security Training Council (DSTC). The Security Professionalization

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I. Description of Operations Financed (cont.)

Division also provides for the management of the automated registration and learning management system necessary to support SETA's customer base.

Multimedia Production Division: Develops and delivers web-deployed products and provides multi-media support. This division supports students and the customer-base through development of courseware and classroom tools and facilitates agency-wide communication and outreach efforts.

Research, Analysis and Innovation Division: Develops and coordinates the deployment of a knowledge management system for SETA. This division also collects and reports metrics works special projects and provides strategic counsel to the office of the SETA Director.

Defense Security Service Academy (DSSA): Provides security training for the industrial security professionals within the Defense Security Service. The DSSA provides the required security training for Industrial Security Representatives, Information Systems Security Professionals, and Industrial Security Policy Professionals that equip DSS security professionals to implement and provide oversight of cleared industry within the National Industrial Security Program (NISP).

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I. Description of Operations Financed (cont.)

e. Counterintelligence Program (CI):

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$24,976	\$24,388	\$28,597

The DSS provides CI support to the National Industrial Security Program (NISP). The DSS CI Mission is to, "identify unlawful penetrators of the cleared Defense Industrial Base." That means providing support to 13,333 cleared facilities that support 1.2 million workers. The DSS CI mission must work with a full range of U.S. Government Departments, Military Services and Agencies. The DSS CI Directorate is organized into two divisions: Operations and Intelligence.

The Operations Division identifies known and suspected collectors engaged in illegal or suspicious acts related to defense technology. The Operations Division refers information to federal investigative and operational agencies for exploitation; and educating cleared contractor employees on the threat.

The Intelligence Division informs cleared DIB and U.S. Government agencies and officials of the Foreign Intelligence Entity (FIE) threats and the U.S. DoD technology in their charge. The Intelligence Division publishes the following products: Annual Trends; Quarterly Trends; Company Assessments; Technology and Program Assessments; Target Country Assessments; Intelligence Information Reports; and analysis associated with Operations Division referrals.

In addition to the DIB, the DSS CI supports: 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"

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I. Description of Operations Financed (cont.)

programs; the U.S. Intelligence Community; the FBI Strategic Partnership Program; the Annual Report to Congress on Economic Collection and Industrial Espionage; DoD Personnel Clearance Adjudication Facilities; Joint Cyber Investigations Task Force, Defense Cyber Crime Center, and CYBERCOM. Budget estimates include requirements to support the National Intelligence Classified Programs.

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I. Description of Operations Financed (cont.)
Operational Support Activities

1. Management HQ Activities:

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$44,036	\$42,801	\$39,280

The DSS headquarters activities direct and implement services in support of the DSS mission in the areas of human resources, financial management, security, acquisition, public affairs, legislative affairs, general counsel, EEO and other general administrative support.

2. Office of the Chief Information Officer (OCIO):

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$51,238	\$46,513	\$48,610

The OCIO supports Automated Information Systems (AIS) and communications infrastructure for DSS support elements and the following programs:

- National Industrial Security Program (NISIP)
- Counterintelligence (CI) activities
- Security Education and Awareness Training (SETA)

The OCIO maintains all IT infrastructures for the agency to include desktops, networks (Joint Worldwide Intelligence Communications System- JWICS, Non-secure Internet Protocol Router Network-NIPR Net, and Secure Internet Protocol Router Network - SIPR Net), Help Desk operations, and a Call Center. In addition, the OCIO plans, programs and manages

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I. Description of Operations Financed (cont.)

the activities associated with the Enterprise Security System (ESS) which includes ongoing support and maintenance of legacy systems (i.e., Industrial Security Facilities Database (ISFD), and the Security Training, Education and Professionalization Portal (STEPP) (*formerly ENROL - Electronic Network Registration and On-line Learning*) that are integrated components of ESS. ESS maintains a customized Commercial-off-the-Shelf (COTS) Learning Management System (LMS) and Learning Content Management System (LCMS) which facilitates DSS security education.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012						
	FY 2011 Actuals	Budget Request	Congressional Action			Current Estimate	FY 2013 Estimate
			Amount	Percent	Appropriated		
A. BA Subactivities							
**Office of Chief Information Officer	51,238	46,610	-97	-0.2	46,513	46,513	48,610
*Industrial Operations and Policy	88,734	125,920	-263	-0.2	125,657	125,657	119,685
Counterintelligence Program	24,976	24,429	-41	-0.2	24,388	24,388	28,597
Management HQ Activities	44,036	42,898	-97	-0.2	42,801	42,801	39,280
PSI for Industry	240,500	237,193	-480	-0.2	236,713	236,713	241,040
Security Education Training Awareness	22,403	28,316	-59	-0.2	28,257	28,257	29,450
Total	471,887	505,366	-1,037	-0.2	504,329	504,329	506,662

* Previously identified as the National Industrial Security Program.

** Budget estimates include funding for the Enterprise Security System.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	505,366	504,329
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-836	
Adjustments to Meet Congressional Intent	-201	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	504,329	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	504,329	
Supplemental		
Reprogrammings		
Price Changes		7,166
Functional Transfers		366
Program Changes		-5,199
Current Estimate	504,329	506,662
Less: Wartime Supplemental		
Normalized Current Estimate	504,329	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		505,366
1. Congressional Adjustments		-1,037
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-836	
c. Adjustments to Meet Congressional Intent		
1) Sec 8034 - Mitigation of Environmental Impacts	-201	
d. General Provisions		
FY 2012 Appropriated Amount		504,329
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		504,329
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		504,329
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		504,329
6. Price Change		7,166
7. Functional Transfers		366
a. Transfers In		
1) Washington Headquarters Services	366	
WHS transferred +3 Civilian Full Time Equivalents to support DSS Human Resource operational requirements (Baseline \$0)		
8. Program Increases		3,230
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) Increase for one additional compensatable workday	543	
FY 2012 = 260 Days (FY 2012 260 days)		
c. Program Growth in FY 2013		

**Defense Security Service
Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Other Intra-Governmental Increase provides Inter Agency Base Operation Support and Army Corp of Engineers' lease agreements to accomodate relocation of DSS personnel space requirements at Headquarters, DISCO, SETA and 76 field office locations nationwide. (FY 2012 Base: \$265,014K)	1,149	
2) Personnel Compensation Increase funds +3 civilian Full Time Equivalent (FTE) to support DSS mission requirements and +5 FTEs to support Counterintelligence Insider Threat and Technology Protection Capabilities (Classified Programs) (FY 2012 Base: \$114,427K; +8 FTEs)	624	
3) Equipment Maintenance by Contract Increase sustains software and hardware maintenance contracts to support IT infrastructure and server requirements for computer hardware storage and wireless devices. (FY 2012 Base: \$9,186K)	508	
4) Purchased Communication Increase supports the change in communication services due to increased mission capabilities in telephone and IT services as a result of Headquarters and DISCO relocation of operational elements to MCB Quantico, VA and Fort Meade, MD that provide Voip Phones/Polycom Units, NIPRnet, SIPRnet and JWICS connectivity to each DSS operational element nationwide. (FY 2012 Base: \$17,378K)	406	
9. Program Decreases		-8,429
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Decreases in FY 2013		
1) Management Support Efficiencies are gained in reduced reliance on contractor support services. (FY 2012 Base: \$32,997K)	-5,702	
2) Supplies and Materials Decrease supports efforts to control administrative costs and to improve operational efficiencies. (FY 2012 Base: \$10,848K)	-1,689	
3) Travel Efficiency Efficiencies are gained in reduction of discretionary travel requirements. (FY 2012 Base: \$6,217)	-410	
4) Printing Efficiency Efficiencies are gained by use of alternate electronic medias to reduce waste and improve operational efficiency. (FY 2012 Base: \$442K)	-335	
5) Equipment Purchase by Contract Decrease supports efforts to control costs and improve operational deficiencies. (FY 2012 Baseline \$10,590K)	-154	
6) Defense Finance and Accounting Service Decrease sustains workload requirements at FY 2012 levels. (FY 2012 Base: \$844K)	-139	
FY 2013 Budget Request		506,662

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IV. Performance Criteria and Evaluation Summary:

1. National Industrial Security Program (NISP)

NISP Performance Measure #1: Facilities of Interest (FIL) Inspections Completed.

Comments: This performance measure for Industrial Security Field Operations (ISFO) measures completion of cleared contractor facility inspections utilizing Facility of Interest (FIL) prioritization. The DSS recently transformed its methodology from a calendar-based inspection cycle for all facilities to a risk-based segregation of facilities. Higher risk facilities warrant more detailed scrutiny by applying an updated threat mitigation strategy and methodology to prioritize inspections based on quantitative risk management factors and serves as the agency's primary assessment of risk as it relates to the overall foreign threat to key technologies within cleared industry. The Fiscal Year 2011 inspection data is shown below. Note: The DSS is proactive in reducing backlog and increasing inspection rates. Switching facility inspection criteria to the FIL methodology created a onetime backlog that DSS is currently working to reduce and ultimately alleviate.

FY 11 Inspection Data By FIL	FY Inspections Completed	Facilities Overdue Inspections	Facilities Not Overdue Inspection	Total Amount of Facilities	% Facilities Not Overdue	GOAL	BELOW GOAL
FIL1	895	6	907	913	99.3%	100%	.7%
FIL2	2849	31	2966	2997	99%	100%	1%
FIL3	5920	2199	7240	9439	76.7%	90%	13.3%
Total	9664	2236	11113	13349	83.2%	93%	9.8%

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IV. Performance Criteria and Evaluation Summary:

NISP Performance Measure #2: 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 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	Apr 2011	May 2011	Jun 2011	Jul 2011	Aug 2011	Sep 2011
Actual Average	36	24	22	21	23	16	21	22	20	20	19	17
YTD Average	36	29	27	25	25	23	23	23	23	22	22	22
#Over 45 days	97	54	57	38	43	24	39	55	24	33	45	19
Monthly Target	20	20	20	20	20	20	20	20	20	20	20	20

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IV. Performance Criteria and Evaluation Summary:

NISP Performance Measure #3: Percent of Initial Adjudications completed within an average of 20 days.

Comments: This output performance measure for the DSS Personnel Security Clearance Program indicates the total number of initial adjudications processed by the Defense Industrial Security Clearance Office (DISCO) that contribute to a 20 day average divided by the total number processed by DISCO, expressed as a percentage. The DSS is required by the Intelligence Reform and Terrorism Prevention Act of 2004 to make a determination on at least 90 percent of applications for an initial personnel security clearance within an average of 20 days.

Initial Adjudications Completed in 20 Days	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	Apr 2011	May 2011	Jun 2011	Jul 2011	Aug 2011	Sept 2011
Target	20	20	20	20	20	20	20	20	20	20	20	20
Actual (fastest 90%)	37.3	35.3	31.4	28.9	26.1	26.2	24.1	21.7	12.9	12.9	11.1	15
# Completed for 20 Day Average (fastest 90%)	9,759	9,030	10,117	8,315	7,705	10,460	10,312	10,594	11,085	7,616	9,934	8,643
Total # Completed	10,843	10,033	11,241	9,239	8,561	11,622	11,458	11,771	12,317	8,462	11,037	9,603

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IV. Performance Criteria and Evaluation Summary:

NISP Performance Measure #4: Percent of Reinvestigation Adjudications completed within an average 30 days.

Comments: This output performance measure for the DSS Personnel Security Clearance Program indicates the total number of reinvestigation adjudications processed by the Defense Industrial Security Clearance Office (DISCO) that contribute to a 30 day average divided by the total number processed by DISCO, expressed as a percentage. The DSS is required by the Intelligence Reform and Terrorism Prevention Act of 2004 to make a determination on at least 90 percent of applications for reinvestigation of personnel security clearance within an average of 30 days.

Reinvestigation Adjudications Completed	Oct 2010	Nov 2010	Dec 2010	Jan 2010	Feb 2011	Mar 2011	Apr 2011	May 2011	Jun 2011	Jul 2011	Aug 2011	Sept 2011
Target	30	30	30	30	30	30	30	30	30	30	30	30
Actual (fastest 90%)	77.8	65.5	53.7	36.4	16.3	9.5	24	17.6	18.2	11.9	12.9	13
# Completed for 30 Day Average (fastest 90%)	1,472	1,318	2,058	1,895	2,326	920	2,360	1,833	4,142	719	2,646	948
Total # Completed	1,636	1,464	2,287	2,106	2,584	1,022	2,622	2,037	4,602	799	2,940	1,053

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IV. Performance Criteria and Evaluation Summary:

2. Security Education Training and Awareness Program (SETA)

SETA Performance Measure #1: Requested FY 2011 Course Iterations Scheduled

Comments: This performance measure is used for resource planning by comparing the number of classroom course iterations requested by the security community versus available resources. The SETA program is taking action to increase its capacity to accommodate the needs of the security community, prioritizing courses based on instructor availability and program requests.

Requested FY11Course Iterations Scheduled	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	Apr 2011	May 2011	Jun 2011	Jul 2011	Aug 2011	Sep 2011
Cum Monthly Schedule	1	9	17	21	32	41	49	59	63	72	76	81
Requested Total for FY 11	134	134	135	140	141	142	143	144	146	146	146	146

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IV. Performance Criteria and Evaluation Summary:

SETA Performance Measure #2: Required Active Course Inventory.

Comments: This output performance measure provides the actual number of active courses in inventory compared with the total number of active courses required by the security community. In FY 2011, 21 additional courses were developed which included courses required during the annual call and high priority requests.

Required Active Course Inventory FY11	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011	Apr 2011	May 2011	Jun 2011	Jul 2011	Aug 2011	Sep 2011
Total Actual Active Course Inventory	71	72	75	77	77	78	80	82	84	85	88	92
FY11 Total Course Inventory Requirement	91	91	91	91	91	91	91	91	91	91	91	91
% of Actual vs. Required Course Inventory	78%	79%	82%	85%	85%	86%	88%	90%	92%	93%	97%	100%

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IV. Performance Criteria and Evaluation Summary:

3. Counterintelligence (CI): CI Performance Measure #1: Annual Rate of Identification (efficiency/output).* DSS CI's FY2011 goal was to identify 2.0 known or suspected collectors within cleared industry per CI resource; the FY2012 goal is anticipated to remain consistent with the FY2011 Rate of Identification.

Comments: The DSS CI mission is to identify known or suspected (k/s) collectors of classified DoD information and technology resident in the cleared DIB in support of the National Industrial Security Program (NISIP). The CI Directorate assists cleared defense industry in recognizing and reporting foreign contacts and collection attempts and in applying threat-appropriate countermeasures; provides threat information to cleared industry; assists DoD Components with ensuring protection of critical DoD research and technology resident in the cleared DIB; and refers all cases of CI interest to the appropriate DoD or USG investigative or operational department or agency.

	FY 2011				FY2012 - Projection			
	Dec 2010	Mar 2011	Jun 2011	Sep 2011	Dec 2011	Mar 2012	Jun 2012	Sep 2012
Rate of ID per Ave Available CI Resource*	2.29	2.49	2.84	3.04	3.16	3.27	3.38	3.50
Number of k/s Illegal Penetrators Identified (most recent 12-months)	259	319	392	426	442	458	473	490
Number of Illegal Penetrators k/s identified FYTD	81	188	392	426	122	245	367	490
Average Available (FTE/CTR) CI Resources	113	128	138	140	140	140	140	140

* 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 k/s collectors identified for the most recent 12-month period (as of the last day of a month) by the "average available" CI resources. "Average available resources" is the average number of FTEs/CTRs assigned to CI over the same 12-month period. FY 2009 was CI's base-line year for this measure. A slightly different calculation was used to arrive at the annual rate of identification; however a similar method was used.

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<u>V. Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Civilian End Strength (Total)</u>	885	907	918	22	11
U.S. Direct Hire	885	907	918	22	11
Total Direct Hire	885	907	918	22	11
<u>Civilian FTEs (Total)</u>	905	907	918	2	11
U.S. Direct Hire	905	907	918	2	11
Total Direct Hire	905	907	918	2	11
Average Annual Civilian Salary (\$ in thousands)	126.2	126.2	126.8	0	.6
<u>Contractor FTEs (Total)</u>	124	110	99	-14	-11

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

<u>OP 32 Line</u>	<u>FY 2011 Actuals</u>	<u>Change FY 2011/FY 2012</u>		<u>FY 2012 Estimate</u>	<u>Change FY 2012/FY 2013</u>		<u>FY 2013 Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	114,115	0	253	114,368	412	1,532	116,312
106 Benefit to Fmr Employees	59	0	0	59	0	1	60
199 Total Civ Compensation	114,174	0	253	114,427	412	1,533	116,372
308 Travel of Persons	6,869	124	-776	6,217	106	-410	5,913
399 Total Travel	6,869	124	-776	6,217	106	-410	5,913
673 Def Fin & Accounting Svc	849	-150	145	844	140	-139	845
699 Total DWCF Purchases	849	-150	145	844	140	-139	845
771 Commercial Transport	226	4	771	1,001	17	0	1,018
799 Total Transportation	226	4	771	1,001	17	0	1,018
912 GSA Leases (SLUC)	8,153	147	87	8,387	143	0	8,530
914 Purch Com (non fund)	14,811	267	2,300	17,378	295	406	18,079
917 Postal Svc (USPS)	325	6	-44	287	5	0	292
920 Supplies/Matl (non fund)	9,064	163	1,621	10,848	184	-1,689	9,343
921 Print & Reproduction	613	11	-182	442	8	-335	115
922 Eq't Maint Contract	8,037	145	1,004	9,186	156	508	9,850
923 Facilities Maint by Contr	7,061	127	696	7,884	134	0	8,018
925 Eq't Purch (Non-Fund)	9,419	170	1,001	10,590	180	-154	10,616
932 Mgt Prof Support Svcs	17,886	322	-1,487	16,721	284	-2,134	14,871
934 Engineering & Tech Svcs	18,691	336	-200	18,827	320	0	19,147
960 Interest and Dividends	8	0	-8	0	0	0	0
987 Other IntraGovt Purch	245,255	4,415	15,344	265,014	4,505	1,149	270,668
989 Other Services	10,446	188	5,642	16,276	277	-3,568	12,985
999 Total Other Purchases	349,769	6,297	25,774	381,840	6,491	-5,817	382,514
Total	471,887	6,275	26,167	504,329	7,166	-4,833	506,662

**Fiscal Year 2013 Budget Estimates
Defense Threat Reduction Agency (DTRA)**



February 2012

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**Defense Threat Reduction 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 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DTRA	432,790	4,457	-6,002	431,245	5,813	6,324	443,382

* The FY 2011 Actuals Column includes \$1,218 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

I. Description of Operations Financed: The Defense Threat Reduction Agency's (DTRA) mission is to safeguard the United States and its allies from global weapons of mass destruction (WMD) threats by integrating, synchronizing and providing expertise, technologies, and capabilities across all operating environments.

The threat to the nation's security presented by WMD is immediate, persistent, growing, and evolving. The current National Security Strategy (NSS) states "...there is no greater threat to the American people than weapons of mass destruction." The 2010 Quadrennial Defense Review (QDR) identifies initiatives to provide an integrated, layered defense network to respond to WMD threats. This ensures the most effective and efficient barriers to WMD are in place to protect the homeland and our key allies/national interests.

The DTRA is the Department of Defense's (DoD) designated Combat Support Defense Agency for countering WMD. In this role, the DTRA executes national counter WMD (CWMD) missions, while synchronizing Interagency and international efforts across the full spectrum of nonproliferation, counterproliferation, and consequence management activities. Additionally, the DTRA's Director leads the United States Strategic Command Center for Combating WMD (SCC-WMD) in a dual-hatted role. The SCC-WMD supports the development of DoD doctrine, organization, training, material, leadership and education, personnel, and facilities solutions to combating WMD (CWMD) challenges. Moreover, SCC-

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I. Description of Operations Financed (cont.)

WMD synchronizes DoD components' CWMD-related planning efforts. The DTRA Fiscal Year 2013-2017 Program and Budget Submission implements the DoD's Fiscal Guidance and represents a significant portion of the Department's investment in protecting the nation from WMD threats.

The DTRA's budget request responds to warfighter needs and supports its chartered responsibilities and national commitments. These focus on: support to the Combatant Commands (COCOMs); arms control treaty obligations; international cooperative efforts to interdict WMD; nuclear deterrence support; research and development (R&D) across the Chemical, Biological, Radiological, Nuclear, and High-yield Explosives (CBRNE) spectrum; and support to other US Government (USG) agencies.

The FY 2013 DTRA Budget Request reflects reductions in travel, contractor services, printing, and reproduction consistent with Department efficiencies.

The Cooperative Threat Reduction (CTR) program is integral to the DTRA. The CTR program is a separate appropriation requested in a separate submission titled, "Cooperative Threat Reduction."

Narrative Explanation of Changes:

In FY 2012, the DTRA has implemented several functional realignments between subactivity groups since the FY 2012 President's Budget Submission, in order to more appropriately align missions and related costs with the Agency's combat support role. The table below reflects the net zero realignments that were made to ensure more efficient support and provide a closer alignment with our customers at the Services, Joint Staff, and COCOMs.

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I. Description of Operations Financed (cont.)

FY 2012 Subactivity Group Functional Realignment: (\$ in thousands)

	WMD Combat Spt & <u>Operations</u>	USSTRATCOM Ctr <u>for Combating WMD</u>	<u>DTRU</u>	Core Mission <u>Sustainment</u>
Programs:				
Technical Reachback	+4,556	-4,556		
Operations Center	+5,414	-5,414		
Strategic Planning Office		-3,663		+3,663
Defense Threat Reduction Univ.	+13,059		-13,059	
Total	+23,029	-13,633	-13,059	+3,663

The FY 2013 budget request reflects an overall increase of +12.1 million when compared to the FY 2012 current estimate. This net adjustment includes a price adjustment of +\$5.8 million; program increases of +\$17.9 million and program decreases of -\$11.6 million.

Additionally, the DTRA has made a significant effort to correct erroneous coding within its Object Class/OP-32 code structure. For the Advisory and Assistance Support categories, a realignment of \$3 million from Studies, Analysis and Evaluations to Engineering and Technical Services; and \$.6 million from Studies, Analysis and Evaluations to Management and Professional Support Services (all net zero adjustments) have been made in order to correct previous miscodings.

**Defense Threat Reduction Agency
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I. Description of Operations Financed (cont.)

A. <u>Nonproliferation Activities:</u>	<u>\$ in thousands</u>		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
New Strategic Arms Reduction Treaty (NST) Missions	8,449	8,283	9,170
Conventional Armed Forces in Europe (CFE) Missions	7,738	7,662	7,801
Chemical Weapons Convention (CWC) Missions	4,321	5,448	3,460
Open Skies (OS) Missions	3,306	4,468	4,420
International Counterproliferation (ICP) Program	10,064	12,193	10,601
Secretary of Defense Support	2,917	2,656	2,748
Defense Treaty Inspection Readiness Program	1,088	1,146	817
Regional Security Engagement (RSE) Program	0	0	2,809
Civilian Personnel Payroll	<u>20,936</u>	<u>29,673</u>	<u>29,892</u>
Total	<u>58,819</u>	<u>71,529</u>	<u>71,718</u>

Note: Civilian payroll costs include personnel support costs for all Nonproliferation Activities to include the Cooperative Threat Reduction Program.

As an integral part of the U.S. national security strategy and 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 U.S. 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. As

**Defense Threat Reduction Agency
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I. Description of Operations Financed (cont.)

the focal point for U.S. treaty implementation, the DTRA executes current arms control treaties and agreements, and prepares for new initiatives. The 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. The DTRA 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 (FSU), Eastern Europe, Baltics, Balkans, South Asia, Southeast Asia, and Africa). The DTRA arms control mission directly enhances the U.S. security interests.

The three primary objectives of the DTRA 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 U.S. and at U.S. facilities overseas
- 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 of the Administration's national security policy. The DTRA trains, equips, organizes, deploys, and exercises operational control over inspection, monitoring, and escort teams. This ensures that the U.S. Government can exercise its full treaty rights for on-site inspection and protects U.S. treaty rights with respect to inspected sites or activities. The DTRA provides technical advice to U.S. Government elements concerned with developing, implementing, or evaluating compliance with arms control treaties and agreements.

**Defense Threat Reduction Agency
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

The DTRA continues its efforts to carry out the inspection, escort, and monitoring provisions of the New Strategic Arms Reduction Treaty (NST), the Conventional Armed Forces in Europe (CFE) Treaty, the Open Skies Treaty (OS), the Chemical Weapons Convention (CWC), and the Plutonium Production Reactor Agreement (PPRA).

The DTRA executes other missions requiring its unique skills, organization, and experience including the International Counterproliferation (ICP) Program; support for the Dayton Peace Accords; Biological Weapons Convention (BWC); the Vienna Document 1999 (VD99) and other Confidence and Security Building Measures (CSBM); the Small Arms and Light Weapons (SALW) Program; the International Atomic Energy Agency Additional Protocol (IAEA/AP); the Technical Equipment Inspection Program (TEI); and the Defense Treaty Inspection Readiness Program (DTIRP).

The DTRA 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 (EIF) dates, as well as the latest assumptions for inspection and compliance requirements. These assumptions are tied to Presidential policy and strategy.

<u>TREATY/PROGRAM</u>	<u>BUDGET TREATY ASSUMPTIONS</u>
	<u>ENTRY-INTO-FORCE</u>
New START Treaty (NST)	EIF 5 Feb 2011
Conventional Armed Forces in Europe (CFE)	EIF 17 Jul 1992
Chemical Weapons Convention (CWC)	EIF 29 April 1997
Open Skies (OS)	EIF 1 Jan 2002
International Counterproliferation (ICP) Program	EIF 1 Dec 1996

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I. Description of Operations Financed (cont.)

<u>TREATY/PROGRAM</u>	<u>BUDGET TREATY ASSUMPTIONS</u>
CFE Adapted	EIF 1st Qtr FY 2013
Plutonium Production Reactor Agreement (PPRA)	EIF 23 Sept 1997
Small Arms and Light Weapons (SALW) Program	EIF 1st Qtr FY 2003
Intl Atomic Energy Agency Additional Protocol	EIF January 2009
Regional Security Engagement (RSE) Program	EIF 2 May 2011

1) New Strategic Arms Reduction Treaty (NST) Missions:

The DTRA mission includes inspection and escort activities to verify Russian compliance concerning the reduction and limitation of strategic offensive arms (nuclear weapons). This program includes funding for direct mission costs, training, and essential support requirements. The New START Treaty (NST) was signed in April 2010, was ratified, and entered into force on 5 February 2011. The DoD has directed the DTRA to implement the on-site inspection and escort provisions of the treaty.

Under the Plutonium Production Reactor Agreement, the DTRA continues to perform inspections and escort missions to monitor U.S. and Russian Shutdown Reactors, as well as conducting inspections to monitor Russian Plutonium Oxide Storage Facilities. Negotiations continue to establish technical equipment that will be used to measure Plutonium Oxide stored in Russia.

The DTRA trains and equips certified DoD Host Team Representatives who ensure protection of DoD equities during IAEA/AP integrated safeguard inspections conducted in the U.S.

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I. Description of Operations Financed (cont.)

2) Conventional Armed Forces in Europe (CFE) Missions:

The CFE is a multilateral treaty between countries of the former Warsaw Pact and the North Atlantic Treaty Organization (NATO). The U.S. has allocated 15 percent of the active inspections available to NATO, which is executed by the DTRA along with escort and liaison missions. The program includes funding for direct mission costs, training, and essential support requirements. Training includes support to U.S. European Command (USEUCOM) and the component treaty compliance officers, bilateral mock inspections with treaty partners, site assistance visits for U.S. sites subject to CFE inspection, and weapons recognition training. An adapted CFE Treaty was signed by States Parties at the November 1999 Istanbul Organization for Security and Cooperation in Europe (OSCE) Summit.

Russia suspended operations of CFE Treaty activities in December 2007 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 be ready to immediately fulfill its treaty implementation and compliance responsibilities in that event. It must be noted that the remaining 29 State Parties of the Treaty are actively continuing treaty verification operations.

This program includes DTRA support to Confidence and Security Building Measures (CSBM) inspections and evaluations associated with the Vienna Document 1999. The DTRA also executes activities under the Dayton Peace Accords, providing U.S. Government support to the OSCE mission in Bosnia and Herzegovina.

The DTRA supports nonproliferation efforts to assess, reduce, and secure stockpiles of Small Arms and Light Weapons (SALW) worldwide by supporting the Department of State Office of Weapons Removal and Abatement. The SALW Program helps foreign governments

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I. Description of Operations Financed (cont.)

ensure that Man-Portable Air Defense Systems (MANPADS) and related ordnance are properly secured, managed, and that excess stockpiles are destroyed. The DTRA teams perform assessments, provide technical advice, and present U.S. best practices through Physical Security and Stockpile Management training.

The CFE program includes the Arms Control Enterprise System (ACES). This information system is essential for compliance with legally and politically binding U.S. arms control treaties and agreements. The ACES provides accountability of conventional and strategic assets as required for treaty-mandated data exchanges.

3) Chemical Weapons Convention (CWC) Missions:

Resources for the CWC are required to accomplish escort activities of international inspectors for the Organization for the Prohibition of Chemical Weapons (OPCW) and to ensure compliance with the terms of the multilateral CWC. The DTRA is engaged in CWC escort missions to include inspections of DoD storage facilities, short-duration inspections of recovered chemical weapons, miscellaneous CW materials, and preparation for support of CWC Challenge Inspections.

Funding for this program includes Technical Equipment Inspections (TEI) support for CWC Missions, training, and essential support requirements. The DTRA provides support to the DoD Biological Weapons Treaty Manager by compiling the annual information declarations from DoD components for further submission to the Department of State and the United Nations.

4) Open Skies (OS) Missions:

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I. Description of Operations Financed (cont.)

The Open Skies missions are part of a multilateral treaty involving the European states, the Republic of Belarus and the Russian Federation Group of State Parties, the U.S., and Canada. It involves reciprocal over-flights of states using specific aircraft with specified sensors. The DTRA plans and prepares for receiving and conducting OS observation missions and for conducting and participating in aircraft and sensor certification inspections. Also funded in this program are Technical Equipment Inspections (TEI) activities, training, and essential support requirements.

5) International Counterproliferation (ICP) Program:

The DoD ICP Program is a congressionally mandated program that combines cooperative efforts of the DoD/Federal Bureau of Investigation (FBI) and DoD/Department of Homeland Security, in which DoD is the lead agency. Participating governments within the Baltic nations, the Caucasuses, Eastern Europe, the Balkans, and Central Asia agreed to work with the U.S. to stem the proliferation of WMD and have been the primary regions of focus for this program. In September 2011, the Secretary of Defense approved the ICP Program to expand its engagement to South Asia, Southeast Asia, and Africa (excluding Egypt).

The ICP Program is the primary tool for the COCOMs to apply in their theater security cooperation strategy to combat trafficking of WMD and related material. Funding permits the ICP Program to engage countries that have made the commitment to work cooperatively with the U.S. by providing a series of specialized training programs designed for foreign officials involved with border security, customs, and law enforcement. Some training courses include critical equipment packages to enhance the capacity of partner countries to deter, detect, investigate, and respond to the attempted proliferation of WMD. Training is sustained with periodic local and regional WMD Integrated Exercises which

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I. Description of Operations Financed (cont.)

enable students to use program skills and equipment within a realistic training environment.

6) Secretary of Defense Support:

The DTRA provides technical, analytical, and administrative support to the Office of the Secretary of Defense Treaty Managers.

7) Defense Treaty Inspection Readiness Program:

The DoD has designated the DTRA as the Lead Agent for the Defense Treaty Inspection Readiness Program (DTIRP). Funding provides for security preparedness and an outreach program designed to provide implementation education and awareness concerning arms control operational activities. The program provides arms control implementation advice and assistance to sites that require on-site inspection and over flight. Maximum efficiencies are achieved by utilizing experts from established facilities and services from DoD and other agencies to provide specially trained personnel, analyses, and educational activities.

8) Regional Security Engagement (RSE) Program:

The DTRA mission includes the creation of regional networks that share a common understanding and approach to WMD threats to implement and leverage common counterproliferation procedures and resources in order to help safeguard the U.S. and Allies from the threat of WMD. The program supports the development of a common regional threat picture; the development and use of common methods for risk analysis and

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I. Description of Operations Financed (cont.)

targeting; the development of a common indicator and warning methodology; the identification of regional gaps/overlaps of capabilities for combating WMD; and the reinforcement of existing information-sharing mechanisms. The program will integrate participants into the global counterproliferation community while supporting Combatant Commander theater campaign plans for countering WMD.

<u>\$ in thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>

B. WMD Combat Support and Operations:

152,069	169,400	174,332
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* In FY 2012, the Technical Reachback and Operations Center (\$9,970 thousand) was realigned from the USSTRATCOM Center for Combating WMD subactivity group to the WMD Combat Support and Operations subactivity group to more appropriately align functions to the Agency's Combat Support role. This budget realignment does not change the level of support DTRA historically provides to USSTRATCOM Center for Combating WMD.

** In FY 2012, the Defense Threat Reduction University (DTRU) (\$13,059 thousand) was realigned to the WMD Combat Support & Operations subactivity group to more appropriately align functions to the Agency's Combat Support role.

The DTRA provides combat and warfighter support to the Joint Chiefs of Staff (JCS), the Combatant Commanders (COCOMs), and military services as they engage the threat and challenges posed to the U.S., its forces and allies by any WMD to include chemical, biological, radiological, nuclear, and high-yield explosive weapons (CBRNE). The 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 war.

The DTRA's operational programs are closely tied with its research, development, test and evaluation programs that provide technical support to DoD components and other organizations (as appropriate) in areas related to WMD and designated advanced weapons.

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I. Description of Operations Financed (cont.)

The DTRA supports the Office of the Secretary of Defense (OSD) for programs that provide oversight for DoD nuclear matters. The DTRA provides support to the Joint Staff with stockpile tracking and accounting through the use of the Defense Integration and Management of Nuclear Data Services (DIAMONDS) system, and with conducting nuclear surety inspections. The DTRA provides OSD, Joint Staff, COCOMS, Services, Department of Energy (DOE), and the National Nuclear Security Administration (NNSA) with nuclear weapons experts in the area of maintenance, safety, Joint Nuclear Weapon Publications, and logistics, policy, and technical subject-matter expertise. The DTRA provides advice and direct support to COCOMs or lead Federal Agencies through planning, training, national-level exercises, and operational support for accidents or incidents involving WMD.

The Nuclear Support program provides expert and responsive DoD nuclear mission support to OSD, Joint Staff, COCOMs, and the Services; successfully partners with the NNSA, the Interagency and other DTRA programs; and supports the viability and credibility of the US Strategic Deterrent, and its transformation into the 21st century.

The Combat Support program provides the COCOMs with Technical Support Groups (TSGs) who rapidly deploy across the globe to provide the COCOMs and other U.S. Government Agencies with the capability to counter the WMD threats. The TSGs provide equipment, training, scientific (on-site Subject Matter Expertise (SME)), technical, and operational support to COCOM designated, search forces and, if necessary, can assist their personnel in operations. In FY 2011, the program was expanded to begin fielding and manning two new TSGs with the intent they are fully equipped and manned by the end of FY 2014. The TSGs bring a 24/7 reachback capability through the DTRA Operations Center (DTRA/OC) with a linkage to numerous U.S. Government Laboratories (additional subject matter experts (SMEs)).

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I. Description of Operations Financed (cont.)

This budget subactivity group also supports the 24 hour/7 day Technical Reachback and Operations Center capability. Technical Reachback is a core group of specialized CBRNE-trained SMEs that provide a decision-response and support capability for deliberate, crisis and immediate planning and operations to include post-CBRNE event analyses to COCOMs, OSD, Joint Staff, Intelligence Community (IC), command elements, first responders, and federal, state, and local government organizations in accordance with DoD directives. SME personnel coordinate with the DTRA Operations Center and remote continuity of operations (COOP) sites to provide direct responses to the majority of Requests for Information (RFIs) coming into the DTRA. Most of these requests require modeling a variety of operational and exercise scenarios related to WMD.

The DTRA provides pre-incident site characteristics packages to COCOMs to aid in a crisis situation to recapture the site, or to support consequence management planning. The Chairman, Joint Chiefs of Staff (JCS) Concept Plan (classified) directs this program. By conducting these surveys, the DTRA monitors requirements, track suspense's, and receives feedback from the customer by way of exercise or tabletop reviews to improve the packages. The DTRA standard is to provide timely and accurate survey analysis and products tailored to the customer needs within 90 to 180 days of collecting survey data; dependent on product scope of PDF and 3-D model. These surveys are detailed tactical planning tools, which include: 3-D modeling; in-depth narrative descriptions; imagery; architectural blueprints and mission specific infiltration and exfiltration (air and ground); critical routes; positions for site exploitation; and breaching data. In FY 2011, 8 Site Surveys were completed; and 8 Site Surveys will be completed each year in FY 2012 and FY 2013.

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I. Description of Operations Financed (cont.)

Within the Combat Support program, the prominence of support to the COCOMs continues to increase because of the terrorist attacks against the U.S. and subsequent U.S. offensive operations. The requirements of the National Strategy to Combat Weapons of Mass Destruction, National Military Strategy to Combat Weapons of Mass Destruction, Quadrennial Defense Review (QDR), the Guidance for Development of the Force (GDF), the Nuclear Posture Review (NPR) and changes to the Unified Command Plan (UCP), continue to be integrated into this program. Moreover, emphasis has been placed on the Department's Transformation Planning Guidance (TPG) to assist in the long range planning efforts of the DTRA combat support mission and provides a starting point for future operational endeavors. The DTRA established Regional Area Desks to provide Agency-wide integration and synchronization of the DTRA activities in the regions and with the COCOMs. The Area Desk Officers will function in parallel to the Agency's COCOM based Liaison Officers.

The DTRA is continuing to expand combat support missions to be dual-purposed, synergistic, and closely aligned with war efforts, providing a foundation for transformational initiatives within the WMD arena.

The DTRA serves as the Program Manager for the Foreign Consequence Management (FCM) Exercise Program, as directed by DoD Instruction 2000.21. The FCM Exercise Program creates a series of exercises that prepare the Geographic Combatant Commanders (GCCs) to respond to a foreign WMD attack or accidental release. The training effort focuses primarily on three scenarios: 1) mitigating the effects of WMD attack or accidental release that impacts U.S. Forces or installations overseas; or 2) providing assistance to the affected foreign nation following a WMD attack or accidental release; or 3) situations where DoD is the lead, for example, in a combat zone or where a host government does not exist.

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I. Description of Operations Financed (cont.)

The DTRA executes the Balanced Survivability Assessment (BSA) Program in accordance with DoD Instruction 3000.08 and under the authority of the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)). BSA teams conduct mission survivability assessments of critical and vital U.S. and Allied national/theater mission systems, networks, architectures, infrastructures, and assets. BSAs 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). BSA teams identify mission vulnerabilities and recommend ways to mitigate or eliminate them. They also provide senior USG and DoD leaders and managers with a long-term investment strategy for risk management. BSAs provide an all-hazard assessment capability to support survivability of key systems and facilities that support OSD, COCOMs, and other DoD and Federal Agencies. An example includes support to USSTRATCOM's diverse roles in Global Command and Control; Space Operations; Global Strike; Combating WMD; Integrated Missile Defense; Information Operations, Intelligence, Surveillance and Reconnaissance; and Strategic Deterrence. The DTRA also provides technical support such as the review of 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. Additionally, the DTRA supports Post-Minot Nuclear Surety efforts by providing BSAs on the Nuclear Command and Control System (NCCS), critical communication systems, nuclear weapons storage sites and operational bases, and other nuclear related sites.

The DoD Red Team, within the Balanced Survivability Assessment (BSA) Program, performs vulnerability analysis of DoD and non-DoD assets, operations, and facilities. The DoD Red Team provides a unique assessment capability simulating an independent, multidisciplinary adversary and performs all assessments entirely from an adversarial perspective emulating threats ranging from well-funded terrorist organizations to foreign intelligence services. The DoD Red Team program gives our clients a unique assessment as

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I. Description of Operations Financed (cont.)

they provide a true "outside looking in" perspective. Unlike other assessments, the DoD Red Team uses no insider information, and only the client'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 client, this level of effort provides a ground truth perspective of the client's protection programs.

The Combat Support Program also provides direct support to the Joint Staff in the area of vulnerability assessments. The Chairman, Joint Chiefs of Staff (CJCS), through the J3, Deputy Director for Antiterrorism and Homeland Defense (J3 DDAT/HD) has directed the DTRA, in its capacity as a Combat Support Agency, to provide direct field support and perform Joint Staff Integrated Vulnerability Assessments (JSIVA) for COCOMs, Services and DoD Agencies. In this capacity, the DTRA JSIVA program is to provide teams comprised of active duty military and DoD civilians that are fully capable of assessing six broad areas relating to facility vulnerability to terrorist operations and the means of reducing mass casualties and damage to mission-essential materials. These assessments include: (1) Terrorist Operations; (2) Security Operations; (3) Structural Engineering (4) Infrastructure Engineering; (5) Emergency Management-CBRNE and (6) Information Operations.

The JSIVA teams examine specific installations and provide the installation commander with realistic judgments regarding vulnerabilities to terrorist actions. Suggestions for both procedural and technical options to mitigate those vulnerabilities are also provided. In addition, support includes providing mobile training teams in support of J3 DDAT/HD to train COCOM personnel on antiterrorism policies and procedures, and support of technology development for physical security equipment and other anti-terrorism-related technologies, such as blast mitigation systems. The DTRA also provides reachback

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I. Description of Operations Financed (cont.)

services for all DoD components for issues related to antiterrorism, and develops annual and semi-annual trends to assist the JCS in gauging the implementation of DoD policies.

The DTRA is designated as the DoD Executive Agent for sustaining general interest in nuclear weapons training expertise. The Defense Threat Reduction University (DTRU) is composed of the Defense Nuclear Weapons School (DNWS), the Defense Threat Reduction Information Analysis Center (DTRIAC), and Publications and Strategic Studies. FY 2012 and outyear funding for the DTRU was realigned to the WMD Combat Support and Operations subactivity group to more appropriately align functions to the Agency's combat support role. As part of the DTRA, the DNWS is the only DoD school for courses that familiarize the U.S. nuclear community with the national nuclear weapons stockpile and the nuclear weapons program. In addition, the DNWS provides training to the global nuclear community in nuclear weapons accident and incident response procedures. The DNWS maintains the only DoD radioactive field training sites, as well as both an extensive classified and unclassified nuclear weapons instructional museum to enhance the comprehensive training. The DNWS trains students from all levels of the DoD, federal and state agencies, and allied countries. The school provides specialized training in U.S. nuclear weapons, incident response, and counterproliferation with emphasis on operational support. The DTRA is also designated as the DoD Executive Agent responsible for all matters related to nuclear test programs and records disposition. The DTRIAC executes this mission for the DTRA. Publications and Strategic Studies integrate the educational pursuits of the DNWS with the archives of the DTRIAC to publish the DTRU Journal.

Further, the DTRA serves as the DoD executive agent for the Nuclear Test Personnel Review (NTPR) Program, which addresses all matters pertaining to the participation and radiation exposures of DoD personnel in U.S. atmospheric nuclear testing (1945-1962) and the post-war occupation of Hiroshima and Nagasaki, Japan.

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I. Description of Operations Financed (cont.)

\$ in thousands

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>

**C. U.S. Strategic Command (USSTRATCOM) Center for Combating
Weapons of Mass Destruction**

	33,499	12,313	12,389
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* In FY 2012, the Technical Reachback and Operations Center (\$9,970 thousand) was realigned from the USSTRATCOM Center for Combating WMD subactivity group to the WMD Combat Support and Operations subactivity group to more appropriately align functions to the Agency's Combat Support role. This budget realignment does not change the level of support DTRA historically provides to USSTRATCOM Center for Combating WMD.

** In FY 2012, Agency Strategic Planning activities (\$3,663 thousand) were realigned to the Core Mission Sustainment subactivity group to provide more day-to-day customer support capabilities to the Joint Staff, COCOMs, and to better align with management headquarters activities.

The National Strategy to Combat WMD describes WMD in the hands of hostile states and terrorists as one of the greatest security challenges facing the U.S. The strategy reinforces the need of the DoD to continue to develop an integrated and comprehensive approach to counter the WMD threat. On January 31, 2006, the Secretary of Defense designated the Director, DTRA to serve in an additional capacity as the Director, U.S. Strategic Command Center for Combating WMD (SCC-WMD), under the authority, direction and control of Commander, USSTRATCOM. Upon analysis of the budget subactivity realignment of the Reachback and Operations Center for FY 2012 and out were moved to Combat Support in order to ensure efficient procurement of funds and supporting the Combatant commands.

The DTRA supports the SCC mission by developing tools; providing strategic and contingency planning, policy and analytical support; developing interagency

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I. Description of Operations Financed (cont.)

relationships; and working closely with STRATCOM partners to establish the means for assessing and exercising capabilities to combat WMD. The DTRA's efforts focus on enhancing global WMD situational awareness and providing for the development and maintenance of a world-wide WMD common operating picture. The DTRA provides access and connectivity to combating WMD (CWMD) expertise critical for strategic and contingency planning, facilitates the integration of DTRA-unique capabilities, and provides situational awareness for integrating and synchronizing efforts across the Department to support national CWMD objectives.

\$ in thousands

<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>

D. Core Mission Sustainment:

	182,290	178,003	184,943
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* In FY 2012, Agency Strategic Planning activities (\$3,663 thousand) were realigned to the Core Mission Sustainment subactivity group to provide more day-to-day customer support capabilities to the Joint Staff, COCOMs, and to better align with management headquarters activities.

The DTRA Core Mission Sustainment Activities program represents a wide range of enabling functions which provide the necessary resources to support all of the Agency's core mission essential functions to safeguard America and its allies from WMD by reducing the present threat and preparing for future threats. The strong enabling functions, which comprise the Core Mission Sustainment Activities program, are the foundation of everything the DTRA does: information management; resource management; security and asset protection; acquisition and logistics management; strategic planning; and provide the safety, security, and efficiency necessary for mission success. Activities funded in this budget subactivity group also provides for the essential management, planning, administration of management headquarters functions, and operational and administrative

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I. Description of Operations Financed (cont.)

support to all the DTRA functional organizations. The DTRA has embraced the concept of transformation as a continuous process, not an end-state.

The DTRA is committed to a results-oriented human capital management program, incorporating such elements as strategic workforce planning; tailored use of hiring programs and recruitment and retention initiatives; establishing long-term relationships with the academic community; enhancing leadership and professional development; and enhancing performance management.

\$ in thousands

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>

E. Defense Threat Reduction University:

	6,113	0	0
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* In FY 2012, the Defense Threat Reduction University (DTRU) subactivity group (\$13,059 thousand) was realigned to the WMD Combat Support and Operations subactivity group to more appropriately align functions to the Agency's combat support role.

The DTRA is designated as the DoD Executive Agent for sustaining general interest nuclear weapons training expertise. The Defense Threat Reduction University (DTRU) is composed of the Defense Nuclear Weapons School (DNWS), the Defense Threat Reduction Information Analysis Center (DTRIAC), and Publications and Strategic Studies. As part of the DTRA, the DNWS is the only DoD school for courses that familiarize the U.S. nuclear community with the national nuclear weapons stockpile and the nuclear weapons program. In addition, the DNWS provides training to the global nuclear community in nuclear weapons accident and incident response procedures. The DNWS maintains the only DoD radioactive field training sites, as well as both an extensive classified and unclassified nuclear weapons

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I. Description of Operations Financed (cont.)

instructional museum to enhance the comprehensive training. The DNWS trains students from all levels of the DoD, federal and state agencies, and allied countries. The school provides specialized training in U.S. nuclear weapons, incident response, and counterproliferation with emphasis on operational support. The DTRA is also designated as the DoD Executive Agent responsible for all matters related to nuclear test programs and records disposition. The DTRIAC executes this mission for the DTRA. Publications and Strategic Studies integrate the educational pursuits of the DNWS with the archives of the DTRIAC to publish the DTRU Journal.

II. Force Structure Summary:

Not Applicable

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III. Financial Summary (\$ in thousands)

	FY 2012						
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	FY 2013 Estimate	
			Amount	Percent Appropriated			
A. BA Subactivities							
1. Nonproliferation Activities	58,819	71,731	0	0.0	71,731	71,529	71,718
2. Weapons of Mass Destruction Combat Support & Operations **	152,069	147,113	0	0.0	147,113	169,400	174,332
3. USSTRATCOM Center for Combating WMD	33,499	25,253	0	0.0	25,253	12,313	12,389
4. Core Mission Sustainment	182,290	177,943	-888	-0.5	177,055	178,003	184,943
5. Defense Threat Reduction University***	6,113	10,093	0	0.0	10,093	0	0
Total	432,790	432,133	-888	-0.2	431,245	431,245	443,382

* The FY 2011 Actuals Column includes \$1,218 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

** In FY 2012, the Technical Reachback and Operations Center (\$9,970 thousand) was realigned from the USSTRATCOM Center for Combating WMD subactivity group to the WMD Combat Support and Operations subactivity group to more appropriately align functions to the Agency's Combat Support role. This budget realignment does not change the level of support DTRA historically provides to USSTRATCOM Center for Combating WMD.

*** In FY 2012, the Defense Threat Reduction University (DTRU) (\$13,059 thousand) was realigned to the WMD Combat Support & Operations subactivity group to more appropriately align functions to the Agency's Combat Support role.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	432,133	431,245
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-716	
Adjustments to Meet Congressional Intent	-172	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	431,245	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	431,245	
Supplemental		
Reprogrammings		
Price Changes		5,813
Functional Transfers		
Program Changes		6,324
Current Estimate	431,245	443,382
Less: Wartime Supplemental		
Normalized Current Estimate	431,245	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		432,133
1. Congressional Adjustments		-888
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-716	
c. Adjustments to Meet Congressional Intent		
1) Sec 8034 Indian Lands Mitigation of Environmental Impacts	-172	
d. General Provisions		
FY 2012 Appropriated Amount		431,245
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		431,245
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		431,245
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		431,245
6. Price Change		5,813
7. Functional Transfers		
8. Program Increases		17,928
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) Civilian Personnel Compensation (One Day More)	598	
This increase reflects one additional day of compensation for civilian employees.		
(FY 2012 Base: \$152,394 thousand)		
c. Program Growth in FY 2013		
1) Building Partner Capacity (Consequence Management Assistance Program)	5,460	
The base program provides initial emphasis on United		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>States Central Command and other global areas in three countries (United Arab Emirates, Bahrain, Jordan) in FY 2012. This increase provides for expansion to three additional countries in United States Pacific Command Area of Responsibility in FY 2013. This program provides support to develop tactical-level, individual Chemical, Biological, Radiological, and Nuclear training of host nation first responders and security personnel coupled with material "leave-behinds" as well as provides for organizational and ministerial level bilateral and multilateral workshops and exercises. The DTRA will coordinate with Combatant Commands to identify and prioritize nations, and will then work with subject-matter expert organizations to develop training modules, procure necessary equipment, and conduct hands-on training. This training is part of the President's engagement strategy and Nunn-Lugar Global Cooperation objectives in the areas of international academic engagement, partnering, and consequence management. Funding provides for equipment maintenance, contractual support, travel, and supplies. (FY 2012 Base: \$4,948 thousand)</p>		
<p>2) Balanced Survivability Assessment</p> <p>This enhancement provides for one additional Red Team in FY 2013 and restores support efforts that were strategically reduced in FY 2012. The BSA teams conduct mission survivability assessments of critical and vital U.S. and Allied national/theater mission systems, networks, architectures, infrastructures, and assets. BSAs focus on mission continuity and assess capabilities against a broad spectrum of threats including accidents,</p>	4,707	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
natural disasters, technological failures, information system attacks, terrorists, Radio Frequency Weapons, sabotage, and Weapons of Mass Destruction. BSA teams identify mission vulnerabilities and recommend ways to mitigate or eliminate them. BSAs provide an all-hazard assessment capability that continues to support growing demands for expanded support to OSD, Combatant Commands, and Homeland Defense. Funding provides for contractual support, equipment maintenance, travel, and supplies. (FY 2012 Base: \$12,681 thousand)		
3) Counterintelligence Program This adjustment reflects an increase in the Counterintelligence program for contractual support and civilian personnel costs. Further details associated with the program increase are classified. (FY 2012 Base: \$6,594 thousand; +4 FTEs)	3,560	
4) Civilian Payroll This increase provides funding to support +16 FTEs in FY 2013 for Defense Acquisition Workforce Development Fund positions transferring to the DTRA civilian manpower program. (FY 2012 Base: \$153,235 thousand; +16 FTE)	2,144	
5) Technical Reachback This increase will provide for more rapid and comprehensive Countering WMD information sharing and decision making across DoD and with the Department's interagency and international partners as customers become more educated in DTRA capabilities and requirements. Technical Reachback is a core group of specialized Chemical, Biological, Radiological, Nuclear, and High-	1,459	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
yield Explosives (CBRNE)-trained Subject Matter Experts that provide a quick decision-response and support capability for deliberate, crisis and immediate planning and operations to include post-CBRNE event analysis to Combatant Commands, OSD, Joint Staff, Intelligence Community, command elements, first responders, and federal, state, and local government organizations in accordance with DoD directives. This type of support was most recently demonstrated through the DTRA's response in Operation ODYSSEY DAWN and Operation TOMODACHI. Funding provides for contractual support, travel, and supplies. (FY 2012 Base: \$7,063 thousand)		
9. Program Decreases		-11,604
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Chemical Weapons Convention (CWC)	-2,010	
This programmatic reduction represents a decrease in contract costs for escort destruction monitoring activity. Planned CWC missions decrease from 34 in FY 2012 to 8 in FY 2013. The destruction of nearly 90 percent of the United States Government chemical weapons stockpile will be completed in FY 2012. CW storage, Schedule 1, preparation for Challenge Inspection, and other missions continue in the interim. However, training OPTEMPO will need to intensify somewhat to maintain deployment mission readiness and proficiency with the reduced frequency of real world missions and to prepare for future continuous destruction monitoring operations. (FY 2012 Base: \$5,354 thousand)		

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C. Reconciliation of Increases and Decreases	Amount	Totals
2) International Counterproliferation Program This program reduction reflects a decrease in costs associated with new limitations of authority from the Secretary of Defense to conduct initial contact and training courses within new regions. The ICP Program further anticipates incorporating 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 Program is undergoing a full-scale curriculum review which is anticipated to result in a significant reduction in the amount (and cost) of equipment provided by this program. (FY 2012 Base: \$11,978 thousand)	-1,739	
3) Nimble Elder This programmatic reduction reflects a decrease in costs associated with efforts planned for United States Africa Command; full ramp-up of capabilities will not be achieved until FY 2014. This program addresses significant gaps in the United States Government's ability to search for, locate, and identify radiological and nuclear threats in each Geographic Combatant Commander's Area of Responsibility. Further details associated with this program decrease are classified. (FY 2012 Base: \$17,678 thousand)	-1,583	
4) Defense Threat Reduction Information Analysis Center (DTRIAC) The DTRIAC maintains a specialized nuclear knowledge library which serves as the core of the DoD historical knowledge base for all things nuclear and is used by the	-1,452	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
R&D community and throughout the curriculum at the Defense Threat Reduction University (DTRU). As the DoD Executive Agent responsible for all matters related to nuclear test programs and records disposition, a major initiative is to preserve and digitize nuclear atmospheric test films and documentation dating back to the 1940's. These films are deteriorating and it is imperative to preserve the associated nuclear data embedded within these films. This decrease reduces contractual support associated with film and document preservation, and digitization efforts. (FY 2012 Base: \$5,150 thousand)		
5) Information Technology Modernization The Agency has made significant investments in the IT modernization and stabilization infrastructure. By the end of FY 2013, the level of effort required for IT infrastructure modernization efforts will ramp down to a level that supports a 3-year life cycle replacement schedule. This corresponding reduction brings funding to the level required to support equipment life cycle replacement costs. (FY 2012 Base: \$12,442 thousand)	-1,254	
6) Efficiency Baseline Review - DTRA-wide Travel Reduction This adjustment reduces travel and transportation funds for travel and conferences that augment staff functions. (FY 2012 Base: \$15,071 thousand)	-1,248	
7) Nuclear Transformation This reduction reflects termination of the Nuclear Transformation program. (FY 2012 Base: \$1,059 thousand)	-1,059	
8) Security Support This reduction decreases contractual costs for security	-605	

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C. Reconciliation of Increases and Decreases	Amount	Totals
support within the DTRA. (FY 2012 Base: \$7,199 thousand)		
9) Core Operational Support This program reduction represents a decrease in the areas of: Comprehensive Cost and Reporting Systems support, Defense Agencies Initiative surge support, administrative support contracts, outsourced contract specialist support, financial management services, training, facility renovations, and leased warehouse space. (FY 2012 Base: \$24,441 thousand)	-421	
10) Efficiency Baseline Review - Printing and Reproduction This adjustment reflects a reduction in printing and reproduction costs. Efficiencies will be achieved through the increased use of automation. (FY 2012 Base: \$552 thousand)	-233	
FY 2013 Budget Request		443,382

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IV. Performance Criteria and Evaluation Summary:

A. Nonproliferation Activities:

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
New Strategic Arms Reduction Treaty			
Inspection Activity	19	18	18
Escort Activity	11	20	20
Mock Missions	10	4	4
Plutonium Production Reactor Agreement			
Inspection Activity	6	6	8
Escort Activity	2	2	2
Mock Missions	0	0	0
Conventional Armed Forces In Europe Treaty			
Inspection Activity	32	28	49
Escort Activity	8	30	48
Mock Missions	17	17	17
Chemical Weapons Convention			
Escort Activity	61	34	8
Mock Missions	6	7	7
Open Skies Treaty			
Inspection Activity	16	22	21
Escort Activity	6	8	8
Mock Missions	5	5	6
International Counterproliferation Program	24	52	55
International Atomic Energy Agency	5	12	12
Small Arms and Light Weapons Program	46	51	51
Regional Security Engagement Program	2	4	6

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IV. Performance Criteria and Evaluation Summary:

1) Conventional Armed Forces in Europe Treaty - The Russian Federation suspended CFE activities in 2007. The Russian Federation has the legal right to resume activities at any time, so the DTRA must plan on that possibility. FY 2011 workload represents the actual level of activity which is lower than planned due to the continuing Russian moratorium. FY 2012 and FY 2013 workload takes into account the possibility of resuming the full level of CFE activities should the Russian Federation lift its suspension. The DTRA is required to plan for this possible resumption of activities to the full level allowed by the treaty.

2) Chemical Weapons Convention - The destruction of 90 percent of the stockpile of United States Government chemical weapons stockpile will be completed in FY 2012. Currently, two remaining CW destruction facilities in Pueblo, CO, and Bluegrass, KY will begin operating in FY 2015 and FY 2017 respectively. CW storage, Schedule 1, preparation for Challenge Inspection, and other missions continue in the interim. However, training OPTEMPO will need to intensify somewhat to maintain deployment mission readiness and proficiency with the reduced frequency of real world missions and to prepare for future continuous destruction monitoring operations.

3) International Counterproliferation (ICP) Program - The DTRA ICP Program received approval in September 2011 from the Secretary of Defense to expand outside its traditional area of engagement in the former Soviet Union, Eastern Europe, the Baltics, the Caucasus, and the Balkans to begin ancillary engagement in Southeast Asia, and Africa (excluding Egypt). The ICP Program further anticipates incorporating 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 Program is undergoing a full curriculum review which is anticipated to result in a

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IV. Performance Criteria and Evaluation Summary:

significant reduction in the amount (and cost) of equipment provided by the Program. Future years will witness a systematic expansion into the new regions with a corresponding reduction of events in the traditional ICP program countries.

4) Regional Security Engagement Program - This program includes two events, the Regional Combating Weapons of Mass Destruction Symposium and the Seminar on Combating Weapons of Mass Destruction. Pilot events were conducted in December 2010 and April 2011 respectively. Future events are scheduled to occur at increased frequency to support building partnership capacity in accordance with numerous guidance documents and agency objectives. Four events are scheduled during FY 2012, and the desired steady state is six events per year (three symposia and three seminars) at regional education centers and locations suited to COCOM needs. The increase in workload anticipates an increase in current planned funding, and supplemental funding from the DTRA Cooperative Threat Reduction-Defense Military Contacts and/or the Office of the Secretary of Defense Counterterrorism Fellowship Program, both of which provided funding for the pilot events.

B. WMD Combat Support and Operations:

Number of Missions

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
1) Inspection of Nuclear-Capable Units	17	17	18

Provides OSD and Joint Staff with independent assessments of nuclear weapon capable units and assurances that missions are conducted safely, securely and reliably. Provides assurance that Personnel Reliability Programs are properly managed at the nuclear-capable COCOMs.

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IV. Performance Criteria and Evaluation Summary:

2) Stockpile Operations - The workload associated with management of the nuclear weapons stockpile is primarily related to developing policies and procedures to be followed by Combatant Commanders and Services worldwide. This includes monitoring the status of weapons, weapon issues, and components; providing day-to-day support for automated systems which are used to manage the stockpile during peace, crisis, and war. Tracking nuclear weapons requires 100 percent accuracy and can never be minimized regardless of the number of weapons or components. The status and location of all weapons of the DoD nuclear stockpile must be known at all times and the components to support these weapons must be available on demand. The DTRA provides all nuclear custodial units within the Services with the Defense Integration and Management of Nuclear Data Services System (DIAMONDS) in order to track and account for the nuclear weapons stockpile status and develop a system for units to account for, track, and inventory Nuclear Weapons Related Material (NWRM). DIAMONDS is provided to decision makers at the Joint Staff, COCOMS, MAJCOMS, DOE, OSD, and DATSD (NM) to access information on nuclear weapons stockpiles. The DTRA manages the Joint Nuclear Weapons Publication System (JNWPS) for DoD and DOE which provides both technical and policy guidance for all nuclear weapons, weapon systems, and process/procedures. The DTRA provides experts in the area of nuclear weapons sustainment, nuclear weapons policy and procedures, maintenance, safety, JNWPS technical procedures, logistics; material acquisition support and procurement, cataloging, disposal and dismantlement for the day-to-day sustainment of the nuclear deterrent.

3) Nuclear Policy - Provides continuous high-level, nuclear policy support analysis for a wide range of senior-level DoD and other governmental organizations (Title 10 Nuclear Weapons Council, NSPD-28 Committee of Principals, others) and oversight committees in sustaining and modernizing the nuclear deterrent force and countering the nuclear threat. These continuing, legacy DTRA activities include providing operational and technical

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IV. Performance Criteria and Evaluation Summary:

support to DoD components and other organizations for the analysis of nuclear surety issues (e.g., safety, security, reliability, emergency response) from the strategic to the non-strategic level to support policy and other decision makers in the maintenance of the U.S. and NATO nuclear deterrent and extended deterrence including implementation. Additionally functions as the Agency focal point for cross-cutting community issues such as the Nuclear Posture Review, special assessments such as the Schlesinger Report, and multiple Presidential reports under the Nuclear Weapons Council process.

4) Nuclear Weapons Accident/Incident Response - The DTRA serves as the DoD-lead for coordinating DoD nuclear and radiological incident preparedness planning, training, and national-level exercises, with other Federal and international agencies where the potential exists for a radiological accident/incident, as directed by DoD Directives 3150.08 and 5105.62, Under Secretary of Defense letter, and CJCS tasking through yearly JCS worldwide exercise schedules. Exercise costs are training objective/location dependent, (e.g., DIRECT FOCUS exercises or CONUS Field Training Exercises (FTX), could involve approximately 125 participants compared to large exercises such as Nuclear Weapons Accident Incident Exercise 2009 (NUWAIIX '09) or an Outside the Continental United States (OCONUS) FTX could involve up to 2,500 participants). The DTRA assists Federal, State, and local response to radiological emergencies as outlined in applicable DoD Directives, and will continue its assistance in accordance with the National Response Framework. The DTRA has worked diligently to strengthen the CONUS nuclear weapon incident response capability and will continue to maintain it while providing additional emphasis on EUCOM and PACOM fledgling nuclear weapon response capabilities in accordance with applicable directives and instructions. Additionally, the DTRA assists foreign governments as directed under 10 U.S.C. 404 and E.O 12966. Training and exercises incorporate activities that address assistance to civilian authorities.

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IV. Performance Criteria and Evaluation Summary:

5) Consequence Management - The DTRA "provides FCM [foreign consequence management] program management, as directed by DOD Instruction 2000.21, to include, functional assistance and training for DoD FCM exercises", for all Geographic Combatant Commands. The DTRA partners with United States Northern Command, United States Pacific Command, and the Joint Warfighting Center, where appropriate, to plan, design, and conduct consequence management exercises with domestic scenarios. The DTRA assists Federal, State, and local response to CBRNE emergencies as outlined in applicable DoD Directives and US Northern Command and US Pacific Command plans. The DTRA assists foreign governments to build consequence management capabilities through seminars, workshops, and tabletop exercises as directed under Geographic Combatant Commands' Theater Security Cooperation campaign plans. Training and exercises incorporate activities that address assistance to civilian authorities. Exercise costs are mission/location and size dependent. As directed by DOD Directive 5105.62, the DTRA maintains, trains, and equips deployable Consequence Management (CM) advisory teams to assist COCOMs CM operations, by providing technical expertise in CM planning, hazard prediction modeling, and support.

6) Consequence Management Assistance Program (CMAP)- As a direct result of DTRA's Building Partnership Capacity for CWMD submission in FY 2010, the DTRA initiated the CMAP in FY 2012 to assist Combatant Commands build consequence management capacity in targeted partner nations. CMAP will increase the tactical training and operational capabilities of partner nations to effectively respond to WMD incidents and will support COCOM requirements to aid partner nations in building capacity to prevent the spread of WMD. DTRA will coordinate with the Combatant Commanders to identify and prioritize partner nations and will work with the Department of State and the Country Teams to develop an engagement plan tailored specifically for the partner nation. Throughout FY 2011 DTRA coordinated with CENTCOM to initiate the program. As a result, CENTCOM and the DTRA will conduct CMAP planning and training events in Bahrain, Jordan, and UAE throughout FY 2012.

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IV. Performance Criteria and Evaluation Summary:

The DTRA is currently working with PACOM to expand CMAP activities into its area of operations in FY 2013 and beyond.

7) The measurable criteria of planned exercises are:

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
a) Number of Nuclear Weapons Accident/Incident Exercises:			
1. Field Training Exercises (FTX)	1	1	1
2. Command Post Exercises (CPX)	3	3	2
3. Table Top Exercise (TTX)	16	16	16
4. Leadership Orientation Seminars (SEM)	10	10	10
b) Number of Consequence Management Exercises:			
1. Field Training Exercise (FTX)	2	2	2
2. Command Post Exercises (CPX)	6	7	7
3. Table Top Exercise (TTX)	22	22	22
4. Leadership Orientation Seminars (SEM)	9	9	9
c) Number of Special Exercises:			
1. Field Training Exercise (FTX)	10	12	14
2. Foreign, Service, and Agency Exercises	3	7	7
3. Leadership Orientation Seminars (SEM)	3	2	2
d) Number of Consequence Management Assistance Program (CMAP) Activities:			
1. CM Assessment Visits	0	3	6

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	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
2. CM Capability Improvement Seminars (CIS)	0	0	3
3. CM Table Top Exercise (TTX)	0	3	9
4. CM Leadership Orientation Seminars (SEM)	0	3	6

8) Joint Staff Integrated Vulnerability Assessments (JSIVA) assessment teams conduct independent anti-terrorism-specific vulnerability assessments of DoD installations and sites. These assessments provide an independent assessment capability to assist local commanders, on site, to identify anti-terrorism deficiencies and determine appropriate remedies that will mitigate the effects of future terrorist incidents. Current manning and resource levels provide for a consistent level of 80-100 assessments per year, with equal distribution between the U.S. and overseas locations.

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>JSIVA Sites Visited</u>			
EUCOM	3	12	9
NORTHCOM	39	43	43
PACOM	4	8	9
CENTCOM	10	5	8
SOUTHCOM	2	0	2
JFCOM	0	0	0
TRANSCOM	0	0	0
STRATCOM	0	0	0
AFRICOM	<u>1</u>	<u>4</u>	<u>4</u>
Total Visits Conducted	59	72	75
COCOM AT Program Reviews	2	0	3

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IV. Performance Criteria and Evaluation Summary:

Mobile Training Team	12	11	10
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The 59 assessments in FY 2011 equated to 61 assessment weeks. This is due to the size of some installations that necessitate a multiple week assessment. For example, the Joint Expeditionary Base Little Creek/Fort Story is actually two installations combined under one command for Force Protection purposes. The JSIVA duration was extended to accommodate the increase in scope. The planning for FY 2012 includes 74 assessments (84 assessment weeks); for FY 2013 the JSIVA schedule includes 75 assessments, however, the number of weeks involved will not be determined until the COCOMs have finalized their nominations.

9) The DTRA conducts Balanced Survivability Assessments (BSA) of U.S. and Allied systems focusing on vital and critical national/theater mission systems and recommends mitigation techniques for mission vulnerabilities. Blue Team BSAs are typically two weeks in length, but can vary depending on the size and complexity of the system being assessed. In FY 2011, 12 Blue Team BSAs were conducted. In FY 2012, 14 BSAs will be conducted; and in FY 2013, 14 BSAs will be conducted.

In FY 2011, the DoD Red Team performed three major assessment programs and began coordination efforts for a fourth assessment. In FY 2012, funding supports a Priority 1 customer, two COCOM assessment programs, and finalized coordination efforts for a fourth customer. In FY 2013, four major DoD Red Team assessments will be performed. An additional Red Team will be added in FY 2013 to meet the growing demands for expanded support to Homeland Defense and COCOMs.

10) Defense Threat Reduction University (DTRU):

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IV. Performance Criteria and Evaluation Summary:

The DTRU develops and orchestrates the delivery of essential WMD training and knowledge management efforts for DoD. The DTRU is composed of the Defense Nuclear Weapons School (DNWS), the Defense Threat Reduction Information Analysis Center (DTRIAC), and Publications and Strategic Studies Branch.

The DNWS is a unique entity that provides training in radiological and nuclear weapons; nuclear and radiological incident command and control; incident response; and chemical, biological, radiological, and nuclear (CBRN) modeling for the Department of Defense (DoD), and other federal, state, and local agencies. In FY 2012 and FY 2013, the DNWS will teach approximately 124 in-residence courses, 15 Outreach courses and other presentations, 12 Distance Learning (DL) courses and will conduct 8 Mobile Training Teams (MTT) visits. The DNWS will also host 6 courses conducted by outside agencies. Class totals will consist of approximately 120 in-residence classes, 100 Outreach modules, 2,000 DL classes, and 13 MTTs. Approximately 175 Nuclear Weapons Instructional Museum (NWIM) tours both classified and unclassified will be conducted. The DNWS is partnered with the Joint Knowledge Development and Distribution Capability (JKDDC), who currently hosts five DNWS courses on the Joint Knowledge Online (JKO) website. During FY 2012 and FY 2013, the DNWS will continue development and refinement of web-based Nuclear Surety modules and courses. Additionally, the DNWS anticipates its student base will shift somewhat from Combatant Commands to the Services due to the increased emphasis on nuclear surety and to the Civil Support Teams tasked with the Homeland Defense. The DNWS is accredited by the American Council on Education (ACE), which has granted college credit for 10 of the school's courses. In FY 2012 and FY 2013, the DNWS will consider DNWS college partnerships in other geographic educational regions, and explore the possibility of DNWS courses becoming part of other colleges' degree and certificate programs.

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IV. Performance Criteria and Evaluation Summary:

The DTRIAC is the key DoD source of information and analysis on DTRA-related topics - specifically nuclear weapons effects. The DTRIAC maintains a specialized nuclear knowledge library which is of key importance to the DTRA Research and Development community. The DTRIAC establishes and maintains comprehensive knowledge bases of information ranging from the transient radiation effects on electronics to targeting information for hardened target defeat, which include historical, weapons test, technical, scientific, and other information collected throughout the world vital to the CBRNE community.

The DTRIAC collection, located on Kirtland Air Force Base, Albuquerque, NM, has over 3,000,000 records, making it the largest collection in the Information Analysis Center (IAC) community. These records include over 350,000 catalogued text file titles, 25,000 films (over 10,000,000 feet), 2,000,000 still photos, and other types of records dating from 1944 to present. A major DTRIAC initiative is the preservation, cataloging and digitization of its collection. In addition to digitization of technical reports and documents, the film collection is on cellulose triacetate-based film (the standard at the time) with a projected lifespan of approximately 50 years. As the last nuclear atmospheric test was held in 1962, and films date back to the mid-1940s, all of these films have exceeded their designed lifespan. These films are rapidly deteriorating, causing color fading, shrinking, rips, tears, solvent damage and, most importantly, decomposition. If not preserved, this important and irreplaceable asset will be lost and cannot be replaced due to treaty-based restrictions on nuclear weapons testing. To preserve the films in accordance with U.S. National Archives and Records Administration standards, the films must be transferred to polyester-based film stock. In order to provide access to the science and weapons development community, the films must be digitized to readily accessible computer media. In FY 2012, the DTRIAC plans to preserve and digitize over 250,000 feet of film. Also, the DTRIAC expects to conduct over 12,000

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on-line inquires, respond to over 10 FOIAs, support 600 telephonic and email inquiries, and conduct tours of the document and film areas in support of visitors in the scientific community. In FY 2013, the DTRIAC expects to reduce workload in film and documentation preservation, and digitization due to advancement in automation efforts. The Publications and Strategic Studies Branch is the Agency's focal point for review and updates to Joint Doctrine, collection and publication of Lessons Learned, and implementation of the Joint Training System through the annual publication of the Joint Training Plan. This organization integrates the educational pursuits of the DNWS with the archives of the DTRIAC to publish the semi-annual DTRU Journal.

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<u>Student Projections</u>	Combatant Commands			Non-Combatant Commands		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
USA Active	347	359	372	13	13	13
USA Reserve	18	19	20	0	0	0
USA Guard	88	91	94	0	0	0
USAF Active	628	650	673	17	18	19
USAF Reserve	22	23	24	0	0	0
USAF Guard	53	55	57	0	0	0
USN Active	210	217	225	3	3	3
USN Reserve	0	0	0	0	0	0
USMR Active	269	278	288	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	36	37	39	396	410	424
Non-DoD	<u>60</u>	<u>62</u>	<u>64</u>	<u>375</u>	<u>375</u>	<u>388</u>
Total	1,731	1,791	1,856	804	819	847
GRAND TOTAL by Year	2,535	2,610	2,703			

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IV. Performance Criteria and Evaluation Summary:

Student Projection by Number of Contact Hours

	Combatant Commands			Non-Combatant Commands		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
USA Active	11,025	11,411	11,810	146	146	146
USA Reserve	577	597	618	0	0	0
USA Guard	3,286	3,401	3,520	0	0	0
USAF Active	18,920	19,582	20,267	271	271	271
USAF Reserve	191	198	205	0	0	0
USAF Guard	2,146	2,221	2,299	0	0	0
USN Active	6,972	7,216	7,469	62	62	62
USN Reserve	0	0	0	0	0	0
USMR Active	8,754	9,060	9,399	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	181	187	194	1,991	1,991	1,991
Non-DoD	<u>1,341</u>	<u>1,388</u>	<u>1,437</u>	<u>8,381</u>	<u>8,381</u>	<u>8,381</u>
Total	53,393	55,261	57,196	10,851	10,851	10,851
GRAND TOTAL by Year	64,244	66,112	68,047			

11) The workload for the Nuclear Test Personnel Review (NTPR) Program involves:

1. Researching participation and establishing a register of DoD participants,
2. Collecting and analyzing all known sources of recorded dosimetry and radiation data applicable to participants, and reconstructing doses in cases where recorded doses are unavailable or incomplete,

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IV. Performance Criteria and Evaluation Summary:

3. Maintaining a comprehensive database of participation and dose information, along with supporting archival materials and documents,
4. Conducting an extensive public outreach program to ensure maximum interface with the supported participants, maintaining the history of each U.S. atmospheric nuclear test operation,
5. Supporting studies to determine whether participants experience adverse health effects as a result of their test activities, and
6. Providing accurate and timely responses to requests for information from Congress, Veterans, the Department of Veterans Affairs (VA), the Department of Justice (DOJ), the Veterans' Advisory Board on Dose Reconstruction (VBDR), and other Government agencies.

The primary measures of workload are:

1. Size of the repository (approximately 493,000 verified participant records),
2. Number of incoming non-presumptive VA cases processed (up to 400 per year),
3. Number of other incoming cases, to include VA and DOJ presumptive cases, Congressional inquiries, personal requests for dose reconstruction, written and phone inquiries (approximately 800 per year),
4. Level of effort to support outreach activities (approximately 1,000 outgoing phone calls per year),
5. Level of effort to support the VBDR, and
6. Number of cases pending at the end of FY 2011 (131). As a result of Outreach efforts in early FY 2012, the number of cases pending increased 63% (213).

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IV. Performance Criteria and Evaluation Summary:

The primary performance criteria are:

1. Case processing time of less than 6 months (FY 2011 average: 41 days),
2. Accurate and credible veteran radiation dose reconstructions.

The primary cost criteria are:

1. Typical non-complicated veteran radiation dose reconstruction (\$800.00),
2. Atypical, complicated veteran radiation dose reconstruction (\$20,000.00).

12) Technical Reachback and Operations Center - 24/7 CWMD Command and Control and Technical Support Area have transferred to the WMD Combat Support and Operations subactivity group for appropriate program execution. The DTRA supports SCC-WMD, COCOMs and other mission partners with situational awareness/technical intelligence information and subject matter experts available through a 24/7 technical support center for Reachback and Operations Center. The DTRA 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 WMD threats worldwide. Technical Reachback and Operations Center products include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned
- Providing CBRNE decision support capability for planning, operations, and post-event analysis, including near real time operational analysis and access to specialized

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IV. Performance Criteria and Evaluation Summary:

WMD subject-matter expertise capability, to COCOMs, DoD, other U.S. Government elements and first responders

- Fielding an Integrated CWMD Tool Set for Command and Control functions
- In FY 2012 and FY 2013, Net-centric capabilities utilizing High Performance Computers will continue to allow Technical Reachback to provide decision support for pandemic influenza scenarios for DoD customers
- Increased support to USPACOM (Operation TOMODACHI) and USAFRICOM (Operation ODYSSEY DAWN) during FY 2011 due to real world events

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IV. Performance Criteria and Evaluation Summary:

The table below captures the number of technical support requests expected through FY 2013 for the support described above.

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
EUCOM	36	40	42
NORTHCOM	57	80	82
PACOM	571	400	420
CENTCOM	51	65	70
SOUTHCOM	5	7	7
JFCOM	62	95	100
TRANSCOM	11	12	13
STRATCOM	131	160	170
SOCOM	12	16	18
AFRICOM	215	20	22
Intelligence Community	20	20	20
National Guard	147	160	175
DHS	2	7	9
Joint Staff	5	7	8
OSD	17	40	45
HHS	5	25	28
Air Force	34	35	35
Navy	55	70	70
Marines	16	20	22
Army	37	34	36
Others	<u>114</u>	<u>110</u>	<u>120</u>
Total	<u>1,603</u>	<u>1,423</u>	<u>1,512</u>

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IV. Performance Criteria and Evaluation Summary:

C. U.S. Strategic Command (USSTRATCOM) Center for Combating WMD:

The DTRA supports the USSTRATCOM Center for Combating WMD (SCC-WMD) by providing CWMD capabilities to optimize Commander, USSTRATCOM mission of synchronizing DoD CWMD planning efforts to dissuade, deter and prevent the acquisition, development, transfer or use of WMD and associated materials to ensure the U.S., its forces, allies, partners, and interests, are neither coerced nor attacked by WMD.

The DTRA supports SCC-WMD, Combatant Commanders and others by providing near real-time CWMD support to decision makers:

1. Supporting development of the CWMD plans,
2. Determining what CWMD gaps exist and advocating filling the gaps through capability based assessments,
3. Working with the interagency on the CWMD gaps, plans, and implementation to better leverage DoD efforts, and
4. Providing situational awareness, finished intelligence information and technical support.

Thus, the DTRA works with SCC-WMD and its other customers on a daily basis to reduce the threat. The DTRA efforts range from strategic and operational planning through exercise support to near real-time war fighter support as needed. The products include analytical studies and plans, software modeling and tools. The DTRA supports SCC-WMD and its customers on a 24/7 basis as needed.

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IV. Performance Criteria and Evaluation Summary:

Planning, Capability Based Assessments and Interagency Coordination: This area supports the SCC-WMD and the COCOMs with CWMD-related deliberate and crisis action planning efforts.

Planning: The DTRA provides CWMD planning expertise to the Combatant Commanders (COCOMs), Joint Staff (JS), Office of the Secretary of Defense (OSD), DoD components, and Interagency in the formulation/execution of CWMD policy, doctrine, and global, regional, theater campaign, contingency, and crisis action planning efforts. The DTRA supports USSTRATCOM and SCC-WMD in synchronizing planning for DoD CWMD in coordination with other COCOMs, the Services, and as directed, appropriate U.S. Government organizations. Specifically, the DTRA provides continuous and deployment capable planning support to:

- COCOMs in developing/reviewing/revising:
 - Theater Strategies and Theater Campaign Plans
 - Theater-wide regional CWMD and other Global functional campaign plans
 - CWMD portions of SECDEF and CJCS directed contingency plans
- USSTRATCOM for development/refinement of DoD Global CWMD Concept Plan
- SECDEF directed DTRA Campaign Support Plans
- OSD and JS in policy and doctrine development
- OSD and JS by developing DTRA/SCC-WMD Continuity of Operations plans
- Joint Operation Planning and Execution System/Adaptive Planning and Execution System development and integration
- Joint Planning and Execution Community reviews of policy, doctrine, and plans

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IV. Performance Criteria and Evaluation Summary:

The DTRA's more tailored planning support includes:

- Full-spectrum, dynamic CWMD planning functions to conduct an analysis of existing plans and assist COCOMs in creating new WMD-related plans/annexes/appendices.
- Three deployable Plans Teams with unique capabilities to support COCOMs and other designated organizations during contingency/crisis action planning

Capability Based Assessments: Advocate for desired materiel and non-materiel CWMD solutions for the warfighter by assessing current and future CWMD requirements and making recommendations on aligning resources with prioritized DoD requirements and acquisition needs. Responsible for development of CWMD-related Joint Capabilities Integration and Development System (JCIDS) documents and subsequent staffing through associated JCIDS processes. FY 2013 products include:

- Developing various Initial Capabilities Documents (ICDs)
- Refinement and continued development of the CWMD Advocacy Support Tool (CAST), providing an integrated view of the validated Warfighter Requirements and/or identified CWMD needs and providing visual linkages to CWMD-related Programs of Record, R&D/S&T activities, and other source documentation
- Developing Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF) analyses and associated Change Recommendations (DCRs)
- Manage and chair the DTRA Services Working Group (DSWG) increasing interface between DTRA/SCC-WMD and the CWMD Community of Interest (COI) within the Services
- Lead the Capabilities Working Group at the semi-annual CWMD Global Synchronization Conference

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IV. Performance Criteria and Evaluation Summary:

Interagency Coordination and Collaboration: The DTRA supports the SCC-WMD within DoD, across the U.S. Government (USG) and internationally in support of the USSTRATCOM Combating WMD (CWMD) mission. These efforts enhance and inform CWMD and CWMD-Terrorism operations where DoD has either a lead or supporting role. Operational Support further improves the whole-of-government CWMD approach by enabling close coordination with key USG Departments and Agencies. Activities include supporting WMD Counterproliferation- Interdiction planning, the Proliferation Security Initiative (PSI), DoD Consequence Management planning support to Civil Authorities, WMD elimination activities, and CWMD National Air and Maritime domain awareness threat response planning. These interagency and international efforts directly enhance capabilities. Types of support include:

- Supporting USG interagency processes for global WMD counterproliferation interdiction;
- Developing and supporting COCOMs CWMD strategies, operations, exercises and activities;
- Proliferation Security Initiative activities to build, enhance, and exercise whole of government WMD Counterproliferation-interdiction capabilities globally;
- Supporting DoD-USG CWMD synchronization conferences, USG Interagency Coordination Groups, and multi-lateral international activities;
- Developing and operating DoD-USG CWMD planning and training support tools such as the Interagency CWMD Database of Responsibilities, Authorities, and Capabilities (INDRAC) System.

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IV. Performance Criteria and Evaluation Summary:

Situational Awareness: This program provides:

- Continuous situational awareness of State, non-State and emerging WMD capabilities worldwide
- Daily Executive Intelligence Summaries
- Situational Reports (provided near real time as events occur)
- State program assessments to aid program and policy CWMD engagement strategies
- Emerging WMD Threat Assessments

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IV. Performance Criteria and Evaluation Summary:

D. DTRA Core Mission Sustainment:

The DTRA core mission sustainment activities include the full-range of essential operational support functions to sustain approximately 2,000 civilian and military personnel, operating from 11 sites within the U.S. and nine sites overseas, as they pursue worldwide missions in counterproliferation, nuclear weapons support, technology security, arms control, Cooperative Threat Reduction, and the Chemical-Biological Defense program. Support functions include:

- Facilities, Engineering and Logistics support activities including: leasing real estate, supply, transportation, shipping, equipment and material management to include physical plan equipment, facilities management, and civil engineering-related functions to the DTRA missions worldwide;
- Financial Management for approximately \$3.0 billion per fiscal year from five Defense-wide appropriations, using \$1.5 billion of the DTRA obligation authority and \$1.5 billion from the DoD Chemical-Biological Defense Program funding;
- Transitioning to Enterprise Resource Planning System (Defense Agencies Initiative) to improve Financial Management operations and will further expand into Contracting, Property and Human Resources;
- Human resources management including the full range of personnel services for approximately 800 military and 1,200 civilian employees;
- Information Technology (IT) Support providing operational requirements and maintenance of the Local Area Network (LAN), the day-to-day operation of office automation and equipment for approximately 2000 employees at 20 sites worldwide, and

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IV. Performance Criteria and Evaluation Summary:

operating the telecommunications center to provide secure and non-secure communications worldwide;

- Environment, Safety and Occupational Health providing approximately 250 medical consultations and 900 medical record reviews annually, 250 radiation source shipments and 16 radiation source surveys, facility inspections, investigation of accidents, management of environmental remediation at the Nevada Test Site, and Agency-wide environmental stewardship efforts;
- Comprehensive Contract support and Acquisition Management to meet mission requirements, management of the DTRA's Small Business and Competition Programs, and manage, train and support the DTRA's Acquisition workforce;
- Security and Counterintelligence services aimed at neutralizing the insider, terrorist, and foreign intelligence threats directed against DTRA personnel,
- Activities, information, facilities, and cyberspace and a counterintelligence (CI) program that provides timely counterintelligence support tailored to DTRA requirements;
- Legislative Affairs facilitating communication and interaction with Congress including hearings, briefings, responses to requests for information, and delivery of required reports and certifications;
- Public Affairs, Equal Opportunity, and administrative services for advising the DTRA director and senior leadership on communications programs and public affairs plans; implementing policies and procedures for discrimination complaint prevention, processing, and adjudication; Alternative Dispute Resolution; Affirmative Employment and Diversity initiatives; and Reasonable Accommodations; and Agency-wide administration/policy for protocol, Freedom of Information Act processing and management, records management, and administrative policies and procedures.

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IV. Performance Criteria and Evaluation Summary:

- Strategic Planning helps guide the workforce towards a common purpose/Agency's vision, mission, values and goals; applicable Strategic Management performance measurement reviews keep the Agency moving forward and determine resource reallocation decisions.

E. Defense Threat Reduction University: A Performance criterion for the Defense Threat Reduction University is contained in section B. WMD Combat Support and Operations.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	660	767	767	107	0
Officer	417	476	476	59	0
Enlisted	243	291	291	48	0
<u>Reserve Drill Strength (E/S) (Total)</u>	1	1	1	0	0
Officer	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	1,259	1,277	1,297	18	20
U.S. Direct Hire	1,259	1,277	1,297	18	20
Total Direct Hire	1,259	1,277	1,297	18	20
Memo: Reimbursable Civilians Included	-105	-134	-134	-29	0
<u>Active Military Average Strength (A/S) (Total)</u>	660	657	657	-3	0
Officer	417	414	414	-3	0
Enlisted	243	243	243	0	0
<u>Reserve Drill Strength (A/S) (Total)</u>	1	1	1	0	0
Officer	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	1,224	1,250	1,270	26	20
U.S. Direct Hire	1,224	1,250	1,270	26	20
Total Direct Hire	1,224	1,250	1,270	26	20
Memo: Reimbursable Civilians Included	-109	-127	-127	-18	0
Average Annual Civilian Salary (\$ in thousands)	136.8	135.7	136.7	-1.1	1.0
<u>Contractor FTEs (Total)</u>	468	502	525	34	23

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The increase in DTRA's civilian manpower program between FY 2012 and FY 2013 reflects an additional +16 FTEs in direct support of Defense Acquisition Workforce Development Fund positions transferring to DTRA funding and an additional +4 FTEs in support of a classified program; additional information can be provided in a classified setting if required.

Beginning October 1, 2011, DTRA has initiated a phased approach to modify contracts as new contracts are issued or bilateral modifications are made to existing contracts. These modifications will direct private sector firms to report actual direct labor hours and direct labor costs for the previous fiscal year. At the earliest, reporting will be required for modified contracts (or task orders) at the end of the next fiscal year, i.e., October 2012. The statement of work modification will require that direct labor hours/costs be reported directly to DTRA for incorporation into the agency's annual inventory of services contracts until such time that this data can be reported directly into a DoD-wide contractor manpower reporting system.

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	151,834	0	560	152,394	549	3,286	156,229
107 Voluntary Sep Incentives	127	0	-127	0	0	0	0
111 Disability Compensation	364	0	-364	0	0	0	0
121 Perm Change of Station	382	0	-382	0	0	0	0
199 Total Civ Compensation	152,707	0	-313	152,394	549	3,286	156,229
308 Travel of Persons	14,632	263	442	15,337	261	-1,843	13,755
399 Total Travel	14,632	263	442	15,337	261	-1,843	13,755
673 Def Fin & Accounting Svc	2,242	-397	192	2,037	338	-112	2,263
699 Total DWCF Purchases	2,242	-397	192	2,037	338	-112	2,263
702 AMC SAAM (fund)	2,870	-95	1,331	4,106	287	1	4,394
771 Commercial Transport	690	12	-134	568	10	3	581
799 Total Transportation	3,560	-83	1,197	4,674	297	4	4,975
912 GSA Leases (SLUC)	409	7	25	441	7	67	515
913 Purch Util (non fund)	112	2	758	872	15	17	904
914 Purch Com (non fund)	3,540	64	821	4,425	75	182	4,682
915 Rents, Leases (non GSA)	11,092	200	1,754	13,046	222	771	14,039
917 Postal Svc (USPS)	94	2	52	148	3	-2	149
920 Supplies/Matl (non fund)	2,802	50	981	3,833	65	-329	3,569
921 Print & Reproduction	245	4	313	562	10	-325	247
922 Eq't Maint Contract	4,272	77	6,618	10,967	186	3,321	14,474
923 Facilities Maint by Contr	3,330	60	-510	2,880	49	44	2,973
924 Pharmaceutical Drugs	8	0	6	14	1	0	15
925 Eq't Purch (Non-Fund)	22,697	409	-6,277	16,829	286	-2,609	14,506
932 Mgt Prof Support Svcs	3,340	60	3,739	7,139	121	473	7,733

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OP 32 Line	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
933 Studies, Analysis & Eval	20,637	371	2,248	23,256	395	-5,150	18,501
934 Engineering & Tech Svcs	0	0	0	0	0	3,014	3,014
937 Local Purch Fuel (nonfund)	510	9	756	1,275	22	-1	1,296
960 Interest and Dividends	32	1	1	34	1	1	36
964 Sub/Support of Persons	3	0	52	55	1	0	56
986 Medical Care Contracts	40	1	46	87	3	3	93
987 Other IntraGovt Purch	30,776	554	-16,671	14,659	249	1,062	15,970
989 Other Services	121,536	2,188	2,869	126,593	2,152	5,710	134,455
990 IT Contract Support Ser	34,174	615	-5,101	29,688	505	-1,260	28,933
999 Total Other Purchases	259,649	4,674	-7,520	256,803	4,368	4,989	266,160
Total	432,790	4,457	-6,002	431,245	5,813	6,324	443,382

* The FY 2011 Actuals Column includes \$1,218 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

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DEFENSE TECHNOLOGY SECURITY ADMINISTRATION



February 2012

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**Defense Technology Security Administration
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service Wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DTSA	36,562	193	-2,976	33,779	292	1,248	35,319

I. Description of Operations Financed: The Defense Technology Security Administration (DTSA) promotes and defends the United States (U.S.) national security interests by protecting critical technology while building relationships and interoperability with friends and Allies. The DTSA's mission is to guard against critical technology exports that threaten national security objectives and undermine U.S. foreign policy. The DTSA is the principle defense agency responsible for providing direction and stewardship of technology security policies and making informed coordinated recommendations on the national security implications of international transfers of controlled technology, goods, and services subject to the licensing requirements of the Departments of Commerce and State under DoD Directive 5105.72. The DTSA coordinates the DoD review of Department of State license applications for the export of defense-related goods and services under the International Traffic in Arms Regulations (ITAR) and Department of Commerce license requirements regarding the export of sensitive dual-use goods and technologies under the Export Administration Regulations (EAR). Dual use technology facilitates development of legitimate commercial products, improving the overall defense industrial base of a country. The performance of these activities assists in setting policies and regulations to help achieve the DTSA goals to:

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I. Description of Operations Financed (cont.)

- Preserve the U.S. defense edge by preventing the proliferation and diversion that could prove detrimental to U.S. national security.
- Engage U.S. Allies and partners to increase interoperability and protect critical technology.
- Facilitate the health of the U.S. industrial base.
- Align and utilize resources to support DTSA's mission.

For more information visit: <http://www.dtsa.mil>

In August 2011, the Secretary of Defense emphasized a key challenge facing the Department of Defense in reducing defense spending and improving controls over financial reporting. The DTSA implemented the Defense Agency Initiatives (DAI) to improve its financial reporting information, which resulted in realigning the presentation of the DTSA Directorates from its previous FY 2012 President's Budget Justification Estimates. The descriptions of operations financed reflect the realigned/renamed DTSA directorates and their respective FY 2011 Actuals, FY 2012 and FY 2013 Estimates.

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I. Description of Operations Financed (cont.)

Executive Operations:	FY 2011	FY 2012	FY 2013
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	1,422	1,500	1,548

The DTSA Director shall administer, consistent with U.S. policy, national security objectives, and Federal laws and regulations. The development and implementation of DoD technology security policies on international transfers of defense-related goods, services, and technologies to ensure that critical U.S. military technological advantages are preserved; transfers that could prove detrimental to U.S. security interests are controlled and limited; proliferation of weapons of mass destruction and their means of delivery is prevented; diversion of defense-related goods to terrorists is prevented; legitimate defense cooperation with foreign friends and allies is supported; and the health of the defense industrial base is assured. Technology Security and Foreign Disclosure Office (TSFDO) falls under Executive Directorate. In December 2010, the Deputy Secretary of Defense directed the establishment of the Technology Security and Foreign Disclosure Office (TSFDO) to harmonize and streamline top level and high level decisions for U.S. technology release requests. In accordance with this decision, DTSA is hosting, managing, and supporting the TSFDO to include providing partial manning, office space, security and logistical support. The TSFDO was stood-up on 14 Feb 2011, achieved Full Operating Capability and manning in late 2011. In order to accomplish its mission, TSFDO will consult with and provide guidance to DoD Technology Security and Foreign Disclosure (TS&FD) authorities; implement improved manual and automated procedures; coordinate and direct actions; conduct screening and triage for prioritized requests; develop consolidated policy documents; frame issues for senior-level adjudication, appeal and decision; coordinate analyses for prioritized TS&FD issues; and conduct TS&FD policy and process outreach across the TS&FD community.

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I. Description of Operations Financed (cont.)

Technology Security Policy:	FY 2011	FY 2012	FY 2013
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	4,668	4,766	4,832

The Technology Security Policy (TSP), Directorate focuses on regional issues, negotiations and liaison, capabilities and systems, and intelligence assessments. The Directorate personnel support, lead, develop, implement, and monitor implementation of DoD and U.S. Government (USG) technology security policies for assigned activities. These activities ensure that technology security concerns and objectives are integrated into DoD policy decisions and broader USG national security policies. The TSP Directorate is responsible for conveying interagency technology security decisions to the DoD policy community and ensuring policy considerations are presented to DTSA technical and licensing staffs. Examples of these activities are:

- The Wassenaar Arrangement (WA) - DTSA is the DoD lead for the development and implementation of policy positions relating to the WA. Representatives from TSP and other DoD offices send representatives to express DoD's viewpoint and preserve our equities by promoting transparency and greater responsibility in transfers of conventional arms and dual-use goods and technologies, thus preventing destabilizing accumulations. The U.S. considers WA a critical component of the nonproliferation and export control strategy. The WA is the primary mechanism for DoD to impose export control requirements on emerging technologies. The Department encourages participating States' representation to foster international security viewpoints.
- Export Control Reform (ECR) - The TSP Directorate is the lead for development of DoD's export control reform efforts as part of the Administration's ECR initiative.

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I. Description of Operations Financed (cont.)

TSP ensures that revised policies, new legislation, and new controls are consistent with the Secretary of Defense's ECR objectives of protecting critical military and intelligence-related technology while at the same time facilitating exports to Allies and close partners.

- Trade Security Controls (TSC) Program - The TSC program's objective is to prevent illegal acquisition or other unauthorized transfers of DoD property, by or to individuals, entities, and/or countries whose interests are adverse to U.S. national security. The commodities include items, technology, and services controlled on the U.S. Munitions List (USML) and the Commerce Control List (CCL). The TSP maintains the policy guidance and chairs a Working Group to review policies, monitor implementation, and address and resolve issues raised by DoD components.
- Sanctions on Foreign Governments and Entities - The TSP Directorate is the DoD lead for coordinating - activities with regard to sanctions on foreign governments or entities for transfer of conventional arms and other export controlled items and technologies to countries of national security and proliferation concern.
- Committee on Foreign Investment in the United States (CFIUS) - Beginning in FY 2012, this CFIUS function transferred to the Office of the Under Secretary of Defense, Acquisition, Technology and Logistics by the direction of the Secretary of Defense Efficiency Initiatives. However, with a significantly reduced staff, DTSA serves as the Office of the Under Secretary of Defense, Policy's (OUSD/P) primary agency for evaluating the potential effects on the sale of military goods, equipment, or technology to countries that support terrorism, missile technology proliferation, and the proliferation of chemical or biological weapons. The DTSA must consider the potential effects of CFIUS transactions on U.S. technological leadership in areas

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I. Description of Operations Financed (cont.)

affecting U.S. national security and critical infrastructure, and whether the acquirer is controlled by, or acting on behalf of, a foreign government.

- United Nations Register of Conventional Arms - The TSP Directorate serves as the OUSD/P, point of contact to this international arms transparency effort that supports openness in the import and export of conventional weapons.
- Arms Trade Treaty under the auspices of the United Nations First Committee -- The United Nations began conducting consultations in 2008, intended to lead to the negotiation of a legally-binding treaty on trade in conventional arms in 2012. TSP represents DoD interests within the interagency and serves on the delegations to negotiations.
- Bilateral Outreach - The TSP Directorate conducts bilateral outreach to partners who have acquired U.S. technology, thus building relationships and emphasizing the importance of proper protection of defense technology. The TSP's education program increases interaction with DTSA's partner's understanding of technology security requirements as well as partner willingness to properly protect the technology they acquire.
- Other duties - The TSP Directorate will represent Combatant Commanders, Military Services, and the Joint Staff technology security positions in bilateral and multilateral forums. This function ensures that U.S. national security concerns are properly articulated and integrated into international technology security efforts. The TSP Directorate also drafts specific control or technology security policies for specific technologies and commodities.

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I. Description of Operations Financed (cont.)

**Defense Technology Security Administration
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I. Description of Operations Financed (cont.)

Technology Engineering Operations:	FY 2011	FY 2012	FY 2013
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	9,431	9,016	9,103

The Technology Engineering Operations (TEO) Directorate is the primary source of advice on technical matters pertaining to international transfers of defense-related commodities and technologies. The TEO's primary responsibility is defining the point at which technology becomes critical from a national security perspective, and assuring that international transfers of military technology, defense articles, and/or dual-use commodities meet partnership needs. The TEO staff engineers and scientists provide the knowledge and defense-related technical expertise foundation to shape technology security policy development and implementation. The TEO staff provides technical evaluations and recommendations of international technology transfers consistent with U.S. national security interests and DoD technology security objectives. The TEO is the only source for engineering and scientific analysis for critical military technologies, defense article capabilities, and balancing between military and civil applications of dual-use commodities.

- During FY 2011 the TEO Directorate provided technical evaluations and recommendations for international transfers of defense-related commodities and technologies as follows:
 - 18,276 export license applications
 - 1,430 public release security reviews
 - 163 Committee on Foreign Investment in the U.S. filings
 - 71 Exception to National Disclosure Policy requests

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I. Description of Operations Financed (cont.)

- 113 international agreement reviews

- Technology transfer evaluation includes identifying all militarily critical technologies, validating the viability of the stated end use, and identifying relevant foreign availability. The purpose of the technical evaluation is to assess the impact on legitimate defense cooperation with foreign friends and allies and the health of the U.S. defense industrial base is considered in order to maintain the balance between national security concerns and appropriate business opportunities.

- The TEO Directorate ensures the scientific and technical quality of DoD proposals submitted by the USG for international consideration to the Wassenaar Arrangement, the Missile Technology Control Regime, the Australia Group, and other multilateral organizations. The staff reviews proposals from other control regime member countries and establishes a technical negotiating strategy that advances DoD technology security interests in both the USG interagency and international negotiations. The TEO Directorate ensures that technically robust arguments are prepared to negotiate new and updated export controls with both USG interagency and international technical experts, to ensure that DoD equities are satisfied and effectively implemented in international export control.

- The TEO Directorate scientifically and technically reviews and validates changes to the International Traffic in Arms Regulations and the Export Administration Regulations to ensure the revisions are credible, adequate, efficient, and justified.

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I. Description of Operations Financed (cont.)

- The TEO Directorate initiates and directs independent research, studies, and analysis of militarily critical technologies and develops strategies for control of emerging munitions and dual-use technology exports, with a primary emphasis on U.S. and allied national security, Economic and trade issues.

**Defense Technology Security Administration
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I. Description of Operations Financed (cont.)

Export Control Operations:	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	5,917	6,115	6,176

The Export Control Operations (ECO) Directorate is the DoD entry and exit point for all DoD actions related to the USG's licensing of export controlled goods and technology via direct commercial sales. The ECO is DoD's principle source of advice on licensing and regulatory issues pertaining to international transfers of defense-related commodities and technologies. The ECO's critical role is identifying national security concerns related to exports of sensitive technology; developing and adjudicating DoD positions that effectively protect and mitigate these concerns while assuring that exports of military technology, defense articles, defense services, and/or dual-use commodities and technology facilitate the U.S. industrial base and increase interoperability of U.S. allies and partners.

- The ECO coordinates, develops and adjudicates the DoD position on export licenses, commodity jurisdiction determinations, export violation and pre-trial disclosures, export rules and regulations received from the Departments of Commerce (DoC) and Department of State (DoS). The DoD's recommendations address technology security policies, warfighter protection, prevent the diversion of sensitive technology and the proliferation of Weapons of Mass Destruction detrimental to U.S. national security. The ECO is responsible for providing the coordinated DoD response on such requests with regard to DoD national security, technology security transfer, and export control policies.
- The DTSA is currently working with the National Security Staff and other executive branch agencies and departments on the Presidential directive to reform the United

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I. Description of Operations Financed (cont.)

States s current Export Control system. This systematic review, based on the impact its release would have on U.S. national security, will analyze the current export control requirements and identify the appropriate technology and articles that require license authorization from the USG.,. It is anticipated that, upon completion of the full proposed export reform effort, the result will be a reduction in licensing requirements under both the DoS and DoC export licensing systems. Current DoD export license review requirements are anticipated to grow 2 to 3 percent per year in the near future, although the fruition of current export control reform efforts may lead to steady or probable drops in these requirements.

- The ECO's two divisions analyze either DoS Munitions licenses or DoC Dual-Use export cases.

- Munitions - The Munitions Division reviewed and adjudicated 39,776 munitions export license applications, commodity jurisdiction determinations requests, and export violation reviews received from the DoS in FY 2011. This was a 4.5 percent increase in the number of cases from FY 2010. Over the past 10 years, the number of export licenses from DoS has steadily increased from 14,235 in 1999 to 39,776 in 2011. Additionally, DTSA supports DOS export compliance officials, and DHS and FBI law enforcement officials by identifying the national security impact when the rules and regulations of the Arms Export Control Act (AECA) have been violated. This review process is governed by the AECA, the International Traffic in Arms Regulations (ITAR) and its U.S. Munitions List (USML), as well as by mandates directed by National Security Presidential Directive (NSPD) 56. As the final arbitrator of the DoD position, DTSA's role in this process is absolutely critical. DoD license recommendations developed by DTSA/ECO support the national security interests

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I. Description of Operations Financed (cont.)

of vital DoD major weapon and defense programs (e.g., Joint Strike Fighter and Missile Defense).

- Dual-Use - The Dual-Use Division reviewed and adjudicated 21,149 dual-use export license requests received from the DOC in FY 2011. This was a 11 percent increase in the number of cases from FY 2010 and represents a steady 10 percent increase per year since 1999. Exports requiring the review of pertinent DoD military departments and support agencies are staffed for the appropriate technical evaluation, as well as policy and intelligence analysis, in order to identify and mitigate any national security concerns raised by the export transaction. The final DoD recommended position must be staffed, reviewed, analyzed and adjudicated within a 30 day timeline mandated by Executive Order (EO) 12981 for consistency with U.S. national security objectives and DoD technology security policies. The review process is governed by the Export Administration Act (EAA) and Export Administration Regulations (EAR) implemented by the DOC Bureau of Industry and Security (DoC/BIS). Although the EAA expired on August 20, 2001, EO 13222 of August 17, 2001, 3 CFR, 2001 Comp., p. 783 (2002), as extended by the Notice of August 15, 2007, 72 FR 46137 (August 16, 2007), continued the Export Administration Regulations in effect under the International Emergency Economic Powers Act (IEEPA). In December 1995, EO 12981 outlined procedures for interagency coordination and adjudication of dual-use export license applications submitted to the DoC.

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I. Description of Operations Financed (cont.)

International Security Operations:	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	2,102	1,312	1,350

The International Security Operations (ISO) Directorate carries out the responsibilities of the Secretary of Defense for the U.S. national policy governing the disclosure of classified military information and material to foreign governments and international organizations. The Directorate is responsible for the security aspects of all international cooperative programs for the DoD. The Directorate also serves as the United States Security Authority for NATO Affairs (USSAN) and is responsible for issuing U.S. policies and procedures for protecting and safeguarding NATO classified information. The ISO is responsible for providing U.S. participation at NATO in the formulation of NATO security policies and procedures. The ISO functions are established pursuant to U.S. law, treaty, and international agreements and are in direct support of the Arms Export Control Act, Executive Order 12958, National Security Decision Memorandum 119, the National Disclosure Policy (NDP-1) Presidential Directive on Information Sharing with Australia, Canada and the United Kingdom, DoD Directive 5100.55 and USSAN 1-06.

- ISO is the OSD staff element responsible to the OUSD/P for the formulation, implementation and oversight of the security aspects of all international bilateral and multilateral cooperative programs.
- ISO is responsible for the operation and administration of the interagency National Disclosure Policy Committee (NDPC) charged with the responsibility for developing and promulgating national policy governing the disclosure of classified military information and material to foreign governments and international organizations (National Disclosure Policy (NDP-1)).

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I. Description of Operations Financed (cont.)

- ISO develops, coordinates and issues the U.S. Government's position on requests for exception to National Disclosure Policy. The Directorate is responsible for developing and promulgating DoD security policies, procedures and standards necessary for effective implementation of NDP-1 throughout the DoD.
- ISO establishes policy governing the foreign release of classified military information and materiel involved in security assistance, arms cooperation, intelligence and other international cooperative programs. ISD provides policy guidance on required security arrangements for these programs and intelligence and geospatial arrangements with foreign governments.
- ISO prepares and initiates negotiations for General Security Agreements (GSAs) and Industrial Security Agreements per Presidential and National Security Council directive.
- ISO arranges for on-site security assessments of foreign government security programs to ascertain and monitor the capability of governments which the United States has established bilateral GSAs to protect U.S. classified information. The Directorate hosts foreign government security officials during the conduct of reciprocal security assessments.
- ISO establishes security requirements for all bilateral and multilateral cooperative programs with foreign governments to assure that U.S. security interests are protected.

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I. Description of Operations Financed (cont.)

- ISO serves as the DoD Designated Security Authority for international cooperative programs.

- ISO serves as the U.S. Security Authority to NATO and represents the United States on the NATO Security Committee and its working groups and develops the interagency coordinated U.S. position on NATO security matters.

- ISO develops policies for and provides oversight to the Defense Personnel Exchange Program (DPEP), the Foreign Liaison Officer (FLO) Program, the Cooperative Program Personnel (CCP) Program, and the Foreign Visits Program.

- ISO represents the United States on the Multinational Industrial Security Working Group (MISWG).

- ISO develops and provides policy oversight of international security training programs for the DoD and Defense industry.

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I. Description of Operations Financed (cont.)

Space Monitoring Reimbursable:	FY 2011	FY 2012	FY 2013
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	1,577	2,500	2,500

The Space Monitoring (SM) Directorate is responsible for providing monitoring services to industry in accordance with DoS licenses and the ITAR. The SM monitoring consists of the review and approval prior to release of technical data to foreign parties and the monitoring of technical assistance and defense services between US and foreign persons at technical meetings and launch campaigns. The SM is a reimbursable program per Public Law 105-261 for all technical data reviews and defense service monitoring associated with the launching of US commercial communication satellites aboard foreign non-NATO or non-major ally launch vehicles.

Enterprise Operations Support:	FY 2011	FY 2012	FY 2013
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	5,557	6,067	6,844

The Enterprise Operations Support (EOS) plans, directs, and implements services in support of senior DTSA Executives and staff in the areas of human capital programs; planning, programming and budgeting; security; information technology; and general administrative support. Execution of these activities will ensure DTSA fulfills its technology security mission and meets its strategic goals.

The EOS responsibilities include oversight of personnel and manpower (military and civilian); financial execution; Defense Travel System (DTS) utilization; acquisition and contract administration; physical and personnel security; Anti-Terrorism/Force

**Defense Technology Security Administration
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I. Description of Operations Financed (cont.)

Protection, information security; information technology and network operations mission system; facilities management; property accountability; internal management control programs; and strategic planning.

Security Policy Automation Network (SPAN)	FY 2011	FY 2012	FY 2013
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
	7,464	5,003	5,466

The SPAN is a group of systems and applications that automates many of the technology security actions. The primary SPAN systems maintained by DTSA include the following:

- USXPORTS - Provides case management and workflow tracking of DoD's disposition for munitions and dual-use license applications received from DoS and DoC.
- Spacelink - Provides a functional IT application to support statutory Space Monitoring mission. The system provides a web-based, collaborative environment for DoD and Industry to share and review all documentation associated with a foreign launch of U.S. technology.
- Foreign Visits System - The system is a multi-application infrastructure to request, approve, and confirm visits by foreign nationals to DoD facilities and organizations.
- Foreign Disclosure System - Provides an infrastructure to track various disclosures of classified military information to foreign governments.
- National Disclosure Policy System - Provides an infrastructure to support the functioning of the inter-agency National Disclosure Policy Committee, to include records of decisions on exceptions to national disclosure policy.

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I. Description of Operations Financed (cont.)

- Export Licensing Information System Advisor (ELISA) - Provides an electronic mechanism for industry to obtain the current status on dual-use and munitions license applications.
- The DoD Patent Application Review System - Provides case management and workflow tracking of U.S. patent applications and secrecy order recommendations.

The SPAN is currently supported by contractors in the areas of software 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 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 requirements in these areas.

In response to the President's directive for export control reform (ECR), it was determined that USXPORTS offers greatest potential to evolve into a single interagency electronic export licensing system. Efforts to modernize and homogenize interagency automation have progressed with the DoS and DoC towards this end. USXPORTS is undergoing additional enhancements to support DoS export licensing processes by March 2012.

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 <u>Estimate</u>
	<u>FY 2011 Actuals</u>	<u>Budget Request</u>	<u>Congressional Action</u>			<u>Current Estimate</u>		
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
A. <u>BA Subactivities</u>								
Operations and Maintenance	36,562	33,848	-69	-0.2	33,779	33,779	35,319	
Total	36,562	33,848	-69	-0.2	33,779	33,779	35,319	

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	33,848	33,779
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-56	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-13	
Subtotal Appropriated Amount	33,779	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	33,779	
Supplemental		
Reprogrammings		
Price Changes		292
Functional Transfers		
Program Changes		1,248
Current Estimate	33,779	35,319
Less: Wartime Supplemental		
Normalized Current Estimate	33,779	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		33,848
1. Congressional Adjustments		-69
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balance	-56	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 Mitigation of Environment Impacts	-13	
FY 2012 Appropriated Amount		33,779
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		33,779
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		33,779
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		33,779
6. Price Change		292
7. Functional Transfers		
8. Program Increases		1,590
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Compensable Days	105	
Reflects one extra compensable days between FY 2012 to FY 2013.		
(FY 2012 Baseline: \$23,405)		
2) Civilian Compensation	953	
Increase reflects price changes, temporary duty into the dangers zone that includes Harzard pay, Travel comp time		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
pay, overtime pay, and Holiday/Sunday pay. (FY 2012 Baseline: \$23,405 thousand)		
3) Operational Costs Increase in accounting and finance services due to implementation of Defense Agencies Initiative and COOP site bed-down costs. (FY 2012 Baseline: \$325 thousand)	286	
4) Other Services Increase is for the information technology hardware refresh. (FY 2012 Baseline: \$6,228 thousand)	246	
9. Program Decreases		-342
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Operational Cost Results reduction in supplies/material, purchased communications, management professional support and reduction in lease cost. (FY 2012 Baseline: \$2,805 thousand)	-296	
2) Reduction in Executive Order Compliance - Travel Reflects less travel based on higher VTC usage. (FY 2012 Baseline: \$627 Thousand)	-38	
3) Defense Financial and Accounting Services Reduction reflects inflation adjustments and having deployed Defense Agency Initiative . (FY 2012 Baseline: \$214 Thousand)	-8	
FY 2013 Budget Request		35,319

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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 process 140,000 actions annually, such actions actually counted represents 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 2011, DTSA will adjudicate 100% of Munitions and Dual-Use export license applications received from the Department of State and Commerce within prescribed statutory timelines.

FY 2011	FY 2012	FY 2013
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
100%	100%	100%

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	<u>11</u>	<u>9</u>	<u>9</u>	-2	0
Officer	9	9	9	0	0
Enlisted	2	0	0	-2	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	0	0
Officer	20	20	20	0	0
Enlisted	7	7	7	0	0
<u>Civilian End Strength (Total)</u>	<u>136</u>	<u>131</u>	<u>131</u>	-5	0
U.S. Direct Hire	136	131	131	-5	0
Total Direct Hire	136	131	131	-5	0
Memo: Reimbursable Civilians Included	38	10	10	-28	0
<u>Active Military Average Strength (A/S) (Total)</u>	<u>11</u>	<u>9</u>	<u>9</u>	-2	0
Officer	9	9	9	0	0
Enlisted	2	0	0	-2	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	0	0
Officer	20	20	20	0	0
Enlisted	7	7	7	0	0
<u>Civilian FTEs (Total)</u>	<u>136</u>	<u>131</u>	<u>131</u>	-5	0
U.S. Direct Hire	136	131	131	-5	0
Total Direct Hire	136	131	131	-5	0
Memo: Reimbursable Civilians Included	38	10	10	-28	0
Average Annual Civilian Salary (\$ in thousands)	171.0	179.0	187.0	8.0	8.0
<u>Contractor FTEs (Total)</u>	<u>52</u>	<u>38</u>	<u>38</u>	-14	0

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Average Annual Civilian Salary: The changes from FY 2011 to FY 2012 DTSA was directed by Secretary of the Defense Efficiency Initiatives to transfer the Committee on Foreign Investment in the United States (CFIUS) program and three full time equivalents to the Office of the Under Secretary of Defense, Acquisition, Technology and Logistics to better align with its Industrial policy mission and one time BRAC leave pay-out. Changes from FY 2012 to FY 2013 include the program and price growth. The program growth reflects one extra compensable day between FY 2012 to FY 2013, DTSA personnel travel overseas to hazard zone areas where DTSA incurs additional cost such as danger pay, holiday pay, travel compensation time, Sunday premium and other related cost.

Changes from FY 2011 to FY 2012: SECDEF Efficiency Initiatives: DTSA was directed to take reduction in the following areas: (1) Service Contract Support - In FY 2011 reduced service support contracts by 10 percent per year over next 3 years to FY 2010 level and information technology support contractors resulting in fourteen (14) fewer contractors. (2) Civilian Full Time Equivalent (FTEs) - FY 2012 reflects reduction of five (5) FTEs. (3) Eliminate twenty-eight (28) civilian reimbursable billets - Reflects elimination of 28 reimbursable billet beginning in FY 2012.

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change FY 2011/FY 2012		FY 2012 <u>Estimate</u>	Change FY 2012/FY 2013		FY 2013 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Schedules	23,284	0	121	23,405	84	1,058	24,547
199 Total Civ Compensation	23,284	0	121	23,405	84	1,058	24,547
308 Travel of Persons	741	13	-127	627	11	-38	600
399 Total Travel	741	13	-127	627	11	-38	600
673 Def Fin & Accounting Svc	231	-41	24	214	35	-8	241
699 Total DWCF Purchases	231	-41	24	214	35	-8	241
912 GSA Leases (SLUC)	1,689	30	480	2,199	37	-27	2,209
914 Purch Com (non fund)	614	11	-408	217	4	-96	125
917 Postal Svc (USPS)	1	0	0	1	0	-1	0
920 Supplies/Matl (non fund)	371	7	-42	336	6	-135	207
921 Print & Reproduction	1	0	0	1	0	-1	0
922 Eqt Maint Contract	8	0	13	21	0	-5	16
932 Mgt Prof Support Svcs	127	2	30	159	3	-31	131
960 Interest and Dividends	1	0	0	1	0	0	1
987 Other IntraGovt Purch	1,077	19	-726	370	6	286	662
989 Other Services	8,417	152	-2,341	6,228	106	246	6,580
999 Total Other Purchases	12,306	221	-2,994	9,533	162	236	9,931
Total	36,562	193	-2,976	33,779	292	1,248	35,319

Fiscal Year 2013 Budget Estimates
Missile Defense Agency (MDA)



February 2012

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**Missile Defense Agency
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 1: Operating Forces

Subactivity Group 11A

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
MDA	0	0	202,342	202,342	3,440	54,193	259,975

I. Description of Operations Financed:

A. Terminal High Altitude Area Defense (THAAD). Funding provides field and sustainment level maintenance for all MDA developed and deployed THAAD equipment. Funding provides spares, repair parts, and maintenance capability at the location of the deployed THAAD batteries. Spares and repair parts include the contractor transportation, packaging and handling of Line Replaceable Units (LRUs) and the inventory control and storage of repair parts, LRUs, and spares. Funds cover subject matter experts (SME) engineering support for the THAAD peculiar equipment and the THAAD Radar. These SMEs will be deployed to the THAAD location. Funds provide missile transportation and handling from the missile storage location to the site of the THAAD launchers. Additional tasks are to update the logistical data information of the Interactive Electronic Technical Manual (IETM) with the most current data and provide software user's guide updates and certify each revision of the software. Funds provide maintenance and upkeep for all THAAD training devices. This contractor logistics support contract provides support for the Ballistic Missile Defense System (BMDS) unique equipment and also provides for any replacement training required for replacement soldiers or due to design changes. These funds are required to ensure THAAD assets are properly maintained and the crews are trained and certified to meet Combatant Commanders needs.

B. Ballistic Missile Defense System (BMDS) Radars. This funding provides for the Upgraded Early Warning Radar (UEWR)/Cobra Dane Radar Software Sustainment unique to the Missile Defense mission. The Air Force is responsible for the day to day operations and

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I. Description of Operations Financed (cont.)

maintenance of the UEWRs and Cobra Dane Radar. The FY 2013 funding also provides for the daily operation and sustainment of eight Army Navy Transportable Radar Surveillance (AN/TPY-2) radars: four forward-based radars (OCONUS), three THAAD battery radars (1 US, 1 OCONUS, 1 TBD), and one radar at Pacific Missile Range Facility (PMRF/Wake Island).

C. Aegis Ballistic Missile Defense (BMD). At the end of FY 2013 there will be 92 SM-3 Blk IA's available for deployment aboard United States Navy BMD configured ships. Aegis BMD funding will support a wide range of activities in support of the SM-3 Blk IA including Vertical Launch System (VLS) canister spares, fleet introduction and support, initial round transportation; re-certification of the SM-3 Blk IA at 4 year mid-life, and round surveillance.

II. Force Structure Summary:

A. Terminal High Altitude Area Defense (THAAD). Army force structure for THAAD is currently set at six batteries with six launchers operated by ninety-nine soldiers and documented on Modified Table of Organization and Equipment (MTOE) number 44693G000. The battery is organized to conduct 120-day deployments (forty-five days of entry operations and seventy-five days of 17-hour/day combat operations). This operational tempo can be increased with appropriate attachments and support. The battery requires support from the Army for communications, security, common supplies, and services. THAAD peculiar supplies are routed to a non-theater contractor supply and specialized maintenance chain. To this end, the battery brings with it a twelve-person contractor support team with its own complement of equipment. The contractor team will be documented on an Army Table of Distribution and Allowances (TDA) to facilitate movement into a war zone with the battery. Interceptors are not considered part of battery force structure and are

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II. Force Structure Summary (cont.)

allocated by commanders in accordance with the mission and threat.

Batteries will be doctrinally assigned to the theater Army Air and Missile Defense Command. Engagements will be coordinated through the theater Air Operations Center. With the provision of specialized communications and radar software, the battery will be able to communicate directly with the Ballistic Missile Defense System Command and Control Battle Management and Communications (C2BMC) system making it capable of performing surveillance and tracking missions in addition to its normal active defense engagement mission.

B. Ballistic Missile Defense System (BMDS) Radars. This funding provides for the Upgraded Early Warning Radar (UEWR)/Cobra Dane Radar Software Sustainment unique to the Missile Defense mission. The Air Force is responsible for the day to day operations and Maintenance of the UEWRs and Cobra Dane Radar.

The FY 2013 funding also provides for the daily operation and sustainment of eight AN/TPY-2 radars: four forward-based radars (OCONUS), three THAAD battery radars (1 U.S., 1 OCONUS, 1 TBD), and one radar at (PMRF/Wake Island). These services are furnished through Centralized Contractor Logistics Support (CCLS) contracts.

C. Aegis Ballistic Missile Defense (BMD). The Aegis Ballistic Missile Defense (Aegis BMD) mission is to deliver an enduring, operationally effective and supportable Ballistic Missile Defense capability to defend the nation, deployed forces, friends and allies. The Aegis BMD element of the BMDS capitalizes upon and evolves from the existing United States Navy Aegis Weapons System (AWS) and Standard Missile (SM) infrastructures. Aegis BMD provides a forward-deployable, mobile capability to detect and track Ballistic

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II. Force Structure Summary (cont.)

Missiles of all ranges, and the ability to destroy Short-Range Ballistic Missiles (SRBM), Medium-Range Ballistic Missiles (MRBM), and Intermediate-Range Ballistic Missiles (IRBM) 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.

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action			Current Estimate	FY 2013 Estimate	
			Amount	Percent	Appropriated			
A. BA Subactivities								
1. Operational Support	0	202,758	-416	-0.2	202,342	202,342	259,975	
Aegis Ballistic Missile Defense (BMD)	0	0	0	n/a	0	0	12,163	
Ballistic Missile Defense Systems (BMDS) Radar	0	151,937	0	0.0	151,937	151,937	192,133	
Terminal High Altitude Area Defense (THAAD)	0	50,821	-416	-0.8	50,405	50,405	55,679	
Total	0	202,758	-416	-0.2	202,342	202,342	259,975	

**Missile Defense Agency
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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	202,758	202,342
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-336	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-80	
Subtotal Appropriated Amount	202,342	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	202,342	
Supplemental		
Reprogrammings		
Price Changes		3,440
Functional Transfers		16,748
Program Changes		37,445
Current Estimate	202,342	259,975
Less: Wartime Supplemental		
Normalized Current Estimate	202,342	

**Missile Defense Agency
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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		202,758
1. Congressional Adjustments		-416
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances Congress Adjustments	-336	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 - Mitigation of Environment Impacts	-80	
FY 2012 Appropriated Amount		202,342
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		202,342
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		202,342
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		202,342
6. Price Change		3,440
7. Functional Transfers		16,748
a. Transfers In		
1) Transfers in from RDT&E for Aegis Ballistic Missile Defense Systems (BMD) Replacement training due to growth in total number of Battery personnel. (FY 2012 Baseline \$0)	12,163	
2) Transfers in from RDT&E for Terminal High Altitude Area Defense (THAAD) Battery sustainment and maintenance due to start of hardware deliveries for Battery #3. (FY 2012 Baseline \$50,405)	4,585	
8. Program Increases		37,445
a. Annualization of New FY 2012 Program		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) BMDS Sensors Program Growth is due to increased cost to operate and sustain deployed AN/TPY-2 Radars, and operate and sustain all Upgraded Early Warning Radars (FY 2012 Baseline \$151,937)	37,445	
9. Program Decreases		
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
FY 2013 Budget Request		259,975

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IV. Performance Criteria and Evaluation Summary:

A. Terminal High Altitude Area Defense (THAAD). Performance objectives are defined in the contract as the following: the contractor will receive minimal fee by maintaining all THAAD peculiar equipment at a 70% operation rate, and a maximum fee by maintaining all THAAD peculiar equipment at a 95% operational rate with 90% as the lowest acceptable rate. Operational rate is based on the current number of pieces of THAAD equipment and not the operational readiness rate reported to the Department of the Army by the deployed THAAD unit.

B. Ballistic Missile Defense System (BMDS) Radars. Upgraded Early Warning Radars (UEWR) and Cobra Dane operations and sustainment are managed by Air Force Space Command and the Air Force Technical Applications Center, respectively. Their contract vehicles have specific incentives to maintain specified operational performance values. The UEWR/Cobra Dane operations and sustainment funds are for MDA developed software support/deficiencies to maintain/enhance the Missile Defense mission for these radars.

For AN/TPY-2 radars, the contractor's performance in operations and sustainment will be measured by the radars' demonstrated operational availability A_o , defined as:

$$A_o = \frac{\text{Total Time} - \text{Non Mission Capable Time}}{\text{Total Time}}$$

"Total time" is defined as 24 hours per day times the number of days in the period of performance of the task order. Performance measurement does not include contractually-

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IV. Performance Criteria and Evaluation Summary:

defined conditions that are outside the control of the Contractor and are exceptions to A_o downtime. For AN/TPY-2 radars, performance incentives are calculated as follows:

Target A_o = 90%	
$A_o > 90\%$	100% of Performance Incentive Pool
$A_o \geq 70\%, < 90\%$	Actual $A_o\%$ achieved times pool amount
$A_o < 70\%$	Performance Fee = 0%

C. Aegis Ballistic Missile Defense BMD Standard Missile 3 Block IA (SM-3 BLK IA). Performance Objectives are defined in the SM-3 contracts as follows: The performance incentive of the SM-3 Cost Plus/ Incentive Fee/Award Fee (CP/IF/AF) contracts is determined by a formula designed to focus on reduction of overall maintenance cost and efficiency of recertification and the timely return of SM-3s to the fleet.

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Contractor FTEs (Total)</u>	<u>0</u>	<u>473</u>	<u>605</u>	<u>473</u>	<u>132</u>

Contractor logistics support FTEs based on current estimates. FY 2013 increase reflects transfer of Aegis Ballistic Missile Defense Systems (BMD) Standard Missile 3 Block IA, sustainment from RDT&E.

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

<u>OP 32 Line</u>	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>FY 2011/FY 2012</u>	<u>Program</u>	<u>Estimate</u>	<u>FY 2012/FY 2013</u>	<u>Program</u>	<u>Estimate</u>
679 Cost Reimbursable Purchase	0	0	0	0	0	4,246	4,246
699 Total DWCF Purchases	0	0	0	0	0	4,246	4,246
922 Eq't Maint Contract	0	0	186,805	186,805	3,176	41,467	231,448
930 Other Depot Maint non fund	0	0	0	0	0	7,917	7,917
989 Other Services	0	0	15,537	15,537	264	563	16,364
999 Total Other Purchases	0	0	202,342	202,342	3,440	49,947	255,729
Total	0	0	202,342	202,342	3,440	54,193	259,975

Fiscal Year 2013 Budget Estimates
National Defense University (NDU)



February 2012

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**National Defense University
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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 3: Training and Recruiting

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
NDU	97,025	661	-4,530	93,156	860	-9,017	84,999

I. Description of Operations Financed: The National Defense University (NDU) is the premier center for Joint Professional Military Education (JPME) and is under the direction of the Chairman, Joint Chiefs of Staff. The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Commission on Higher Education of the Middle States Association of Colleges and Schools accredits the National Defense University. The NDU conducts world class Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA.
Note: The ICAF has been re-designated by NDAA 12 as the Dwight D. Eisenhower School of National Security and Resource Strategy:

- CAPSTONE / PINNACLE / KEYSTONE
- Center for Complex Operations (CCO)
- Center for Joint and Strategic Logistics (CJSL)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- Information Resources Management College (iCollege)
- Institute for National Security Ethics and Leadership (INSEL)
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)

**National Defense University
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I. Description of Operations Financed (cont.)

- National War College (NWC)

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I. Description of Operations Financed (cont.)

National War College

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
7,157	7,191	6,390

The National War College (NWC) 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) and interagency perspectives and awards the Master of Science in National Security Strategies. The Academic Year (AY) 2011 class consisted of 221 students: 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 8 Defense Senior Leader Development Program (DSLDP) students, 14 DOD civilians, 35 non-DOD, and 34 international officers. AY 2012 class consists of 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 11 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 33 non-DOD, and 34 international officers. AY 2013 plans for 221 students consisting of the following: 130 U.S. military (43 Army, 43 Air Force, 15 United States Marine Corps (USMC), 27 Navy, and two Coast Guard), 11 Defense Senior Leader Development Program (DSLDP) students, 13 DOD civilians, 33 non-DOD, and 34 international officers.

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I. Description of Operations Financed (cont.)

**Dwight D. Eisenhower School of National Security and Resource Strategy
(formerly Industrial College of the Armed Forces)**

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
9,522	9,471	8,086

The Eisenhower School prepares selected military officers and civilians for strategic leadership and success in developing our national security strategy and in evaluating, marshalling, and managing resources in the execution of that strategy. The College emphasizes the joint (multi-service) and interagency perspectives and awards its graduates a Master of Science degree in National Resource Strategy. For AY 2011, the Eisenhower School graduated 316 students (including 183 U.S. military, 2 international civilian and 26 International officers, 58 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 35 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2011, 12 private sector students. The 183 military consisted of 58 Army, 1 Army National Guard, 2 Army Reservist, 55 Air Force, 2 Air National Guard, 3 Air Force Reservists, 42 Navy, 16 USMC, 3 USMC Reservist and 2 USCG. The student population for AY 2012 is 321. The AY 2012 student body is composed of 184 U.S. military, 26 international officers, 66 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 36 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 9 private sector students. The 184 military consists of

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I. Description of Operations Financed (cont.)

60 Army, 1 Army National Guard, 1 Army Reservists, 54 Air Force, 4 Air National Guard, 3 Air Force Reservists, 39 Navy, 1 Navy Reservist, 15 USMC, 3 USMC Reservist and 3 USCG.

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I. Description of Operations Financed (cont.)

iCollege

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
10,350	10,384	8,790

The National Defense University (NDU) Information Resources Management College (*iCollege*) prepares leaders to direct the information component of national power by leveraging data and information technology for strategic advantage. The NDU *iCollege* programs provide 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 leadership. Primary areas of concentration include policy, strategic planning, leadership/management, process improvement, capital planning and investment, performance and results-based management, technology assessment, enterprise architecture, information assurance and security, acquisition, organizational transformation, cyber space, cyber security, and information operations. The College plays an important role in Joint PME via its Joint PME elective programs. The National Security Agency certified the college as Center of Academic Excellence in Information Assurance and Cyber Security Education. The Department of Education authorized the NDU *iCollege* to have masters degree granting authority. The NDU *iCollege* also educates students as a part of the DOD Information Assurance Scholarship Program. Nearly, 1,200 students take an average of 2.5 courses in any given academic year. In FY 2011 the NDU *iCollege* filled over 3,200 class seats and plans to fill a slight increase in the level of seats for FYs 2012 and FY 2013. The DOD Comptroller and the Federal Chief Financial Officer (CFO) Council established the CFO Academy to prepare middle to senior level members of the government financial management community for management and leadership responsibilities. Through the Academy, the College offers courses in strategic finance and leadership as part of its

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I. Description of Operations Financed (cont.)

CFO Leadership Certificate program. In FY 2011 the CFO Academy increased its student load to over 200 students and will maintain that level in FY 2012 and FY 2013.

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I. Description of Operations Financed (cont.)

Joint Forces Staff College

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
21,491	21,697	16,870

The Joint Forces Staff College (JFSC) is an intermediate and senior-level joint college that educates national security leaders to plan and execute joint, multinational, and interagency operations, instilling a primary commitment to joint, multinational, and interagency teamwork, attitudes, and perspectives. The College is congressionally mandated to educate joint leaders. The Officer Professional Military Education Policy (OPMEP), CJCSI 1800.01D, establishes three Joint Professional Military Education (JPME) programs: the Joint Advanced Warfighting School (JAWS), the Joint and Combined Warfighting School (JCWS), and the Joint Continuing and Distance Education School (JCDES) to meet that mandate. JFSC has a fourth school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS). In Academic Year (AY) 2011, JFSC graduated 1,359 students from its JPME programs, including 41 JAWS graduates, who were awarded Master of Science degrees in Joint Campaign Planning and Strategy; 1,017 JCWS graduates; and 301 JCDES graduates from the Advanced Joint Professional Military Education (AJPME) course. These totals include 926 active duty officers, 334 Reserve Component graduates, 74 International officers, 3 Senior Enlisted leaders, and 22 civilians. JC2IOS and JFSC's short courses, the Joint, Interagency, and Multinational Planners Course (JIMPC) and the Homeland Security Planners Course (HLSPC) produced 872 additional graduates. JC2IOS produced 417 graduates and continues to expand its mobile training capabilities. The high-demand, one-week JIMPC and HLSPC had 233 and 222 graduates respectively. Both are offered three to five times a year at JFSC and

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I. Description of Operations Financed (cont.)

periodically at satellite locations. In AY 2011, over 10,724 students completed the web-based Senior Enlisted Joint Professional Military Education (SEJPME) course, administered by JCDES, an increase of over 40 percent from the prior academic year. For AY 2012 and AY 2013, JFSC has programmed for an estimated 1,429 JPME graduates. Beginning in FY 2013, IO Planners/Operations Course, Homeland Security Planners Course, Joint Medical Planners Course, and Multi-National Planners Course will be funded from the students' organizations.

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I. Description of Operations Financed (cont.)

CAPSTONE / Pinnacle / Keystone

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
3,199	3,103	2,923

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 is an intensive 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 program provides leadership instruction to 204 students annually. Coincident with the students' last week of the course, CAPSTONE offers an Executive Development Course for spouses of the Fellows. The Executive Development Course focuses on geo-political, international issues, with additional discussions on leadership, military family policy, and military family health. The course increases the participants' understanding of these issues and enhances their effectiveness as partners with their general/flag officer spouses. The course averages 115 attendees annually.

Pinnacle focuses on two and three star general and flag officers and selected interagency civilians. The one-week course is held twice annually. Pinnacle conveys an understanding of national policy and objectives, with attendant international implications, and the ability to place the objectives/policy into integrated, operational campaign plans to the prospective joint/combined force commander. The overarching goal

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I. Description of Operations Financed (cont.)

is to set conditions for future success in the joint, combined, and interagency arenas by utilizing advanced knowledge of operational art to underpin the instinct and intuition of the prospective commanders. Each Pinnacle class has a maximum capacity of 15 US Fellows and three allied country officers (Australian, British, and Canadian). Pinnacle graduated 30 Fellows in FY 2011. A similar composition and total number of students is planned for FY 2012 and FY 2013.

The Keystone Course is designed for Command Senior Enlisted Leaders (CSEL) that serve or are scheduled to serve in general/flag officer level joint headquarters or Service headquarters assignments. The course prepares Command Senior Enlisted Leaders for challenges associated with joint task force assignments. Keystone will parallel the Capstone course for newly selected General and Flag officers in that the learning will focus on "those that do." The course will visit the Combatant Commands, Joint Task Forces, and senior leadership (both officer and enlisted) in the Washington area to explore the relationships and challenges of operating in a joint environment. Specifically, the course covers the relationship between the Command Senior Enlisted Leader of a Joint Force Commander and the enlisted personnel from all the services operating under the Commander. Keystone classes are two weeks in length with a maximum of 45 Fellows per class. Keystone student throughput will remain constant at 90 Fellows for FY 2012 and FY 2013.

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I. Description of Operations Financed (cont.)
Institute for National Strategic Studies (INSS)

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
8,991	11,130	8,858

In FY 2011, NDU reorganized its research centers to best leverage university research assets in light of increased demands from combatant commanders and other DOD agencies. INSS became NDU's primary dedicated research arm and includes the following centers: Center for Strategic Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), Center for Transatlantic Security Studies (CTSS), and the Center for Complex Operations (CCO). The mission of the research and applied learning components is to conduct strategic studies and synthesize the resultant research and analysis into policy recommendations, publications, and applied learning activities in support of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders to provide educational support to academic programs and provide outreach to other U.S. Government Agencies and the broader national security community.

The CSR provides policy advice to the SECDEF, CJCS, JS, and CoCOMs through strategic studies, policy papers, reports, and briefings; conducts both directed and independent leading-edge research and analysis in the areas of strategic and regional studies. The CSCMA serves as a national focal point and resource center for multidisciplinary research and analytic exchanges on the national goals and strategic posture of the People's Republic of China. The CTSS serves as a national and international focal point and resource center for Multi-disciplinary research on issues relating to transatlantic security strategy, defense policy, and military strategy. INSS Centers develop a program

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I. Description of Operations Financed (cont.)

of workshops and seminars in which NDU (in concert with SECDEF, CJCS, and JS) explores alternatives and tests strategic concepts and policy issues pertaining to national security strategy, defense policy, and national military strategy, as well as to foster better understanding and further U.S. national interests with select foreign counterpart institutions. The CASL enhances the decision-making capabilities of military and civilian leaders from the U.S. and other countries through strategic-level applied learning opportunities that address complex and evolving national and international security issues. NDU Press is NDU's cross-component publishing house with the mission of advancing JPME, national security policy, and international security issues for the CJSC in the form of balanced and thoroughly researched professional publications. Print and on-line versions of the eight published INSS research product lines are used by various elements of the OSD, Joint Staff, Combatant Commands, NSC, Congress, interagency partners, NDU and other PME institutions, and the national security policy and decision-making community. Refreshed annually to ensure relevance and strategic focus, INSS research plans are coordinated through the Joint Staff and OSD. Focused on analysis of global trends and stakeholder issues, INSS' current plan contains 143 research projects. The resulting product lines are customer oriented and serve to inform the debate and influence policy formulation and execution.

Product lines include: *Joint Force Quarterly*, *PRISM*, books, monographs, policy briefs, strategic perspectives, case studies, and occasional papers.

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I. Description of Operations Financed (cont.)

Center for Joint and Strategic Logistics (CJSL)

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
1,166	1,111	996

The mission of Center for Joint and Strategic Logistics (CJSL) is to shape the development of logisticians proficient in applying logistics support across the national security enterprise. In FY 2011, the Center was chartered by logisticians from each of the Service Staffs, the Deputy Director of US Transportation Command, the Director of DLA as well as the President, National Defense University who all serve as a governing board that guides and directs CJSL initiatives. By focusing on shaping development, the Center offers a comprehensive analysis of the joint and strategic logistics enterprise and highlights the development of enterprise logisticians beyond simply "formal" education and training. The organization has started to build a network hub for the study of Defense logistics and to provide support to the community of practice--our overriding objective is to enhance logistics success. The Center has been engaged in many outreach and education/development efforts over the past year and has developed a curriculum development guide, produced a case study and moderator's guide for Joint Force Reception, hosted a myriad of seminars with industry and academia to advance logistics outcomes and conducted a faculty development seminar with logistics faculty from each professional military education institution to encourage sharing of knowledge and offer more opportunities for faculty to reach out to experts, share information and experiences and offer opportunities for collaboration. The Center has also facilitated discussions on life cycle systems management and depot maintenance with Service representatives, the GAO, major union representatives, and both the HASC and SASC staffers.

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I. Description of Operations Financed (cont.)

During FY 2013, the efforts of the CJSJL will continue to be augmented by collaborative relationships across civilian and military academic and research organizations, the Office of the Secretary of Defense, the Joint Staff and Service staffs as well as major Defense agencies, industry partners and Congress. The CJSJL will continue to build strategic relationships that will allow the Center to encourage interest in joint logistics concepts and issues, shape logistics thinking and learning, and facilitate an understanding of the implications of logistics in the future environment.

In FY 2013 CJSJL will continue to refine the online interactive website for logistics faculty which will support the logistics "body of knowledge" and will drive the development of enterprise logisticians to allow logisticians access to useable and useful information within the logistics community. CJSJL will continue work on an OPMEP-based framework and case studies focused on critical joint logistics learning outcomes, conduct the annual faculty development seminar, as well as complete an elective for "Defense Resource Decisions and National Security as well as start the work on an elective for "Life Cycle Systems Management." CJSJL will continue to focus on refining a Combatant Command Joint Logistics preparatory course designed to help prepare incoming Combatant Command Joint Logistics Directors, and continue developing a methodology to design exercises focused on relationships and enterprise outcomes. CJSJL will serve as observers/mentors for exercises hosted in AFRICOM, EUCOM, PACOM, Army War College, the Capabilities Based Assessment Supply Joint Integrating Concept Wargame between the Joint Staff Logistics Directorate/Defense Logistics Agency, the Joint Concept for Logistics experiment, the Interagency National-level exercise as well as Marine Corps Logistics Education Program initiatives.

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I. Description of Operations Financed (cont.)

During FY 2013 CJSI will conduct seminars with Congress, interagency, commercial, non-governmental, and other private organizations to share information and discuss solutions to better network and optimize the efforts of organizations that have different processes and procedures, reporting chains, funding streams and languages.

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I. Description of Operations Financed (cont.)

Center for Complex Operations

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,470	0	0

Beginning in FY 2012, CCO falls under the direction of the Institute for National Strategic Studies.

**National Defense University
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I. Description of Operations Financed (cont.)

NDU Operations

<u>Dollars in Thousands</u>		
<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
32,679	29,069	32,086

The National Defense University Information Technology Directorate (ITD), Facilities, Events, Human Resources, Resource Management, Library, and Health Fitness Directorates provide general support to the Joint Staff and NDU components enabling the University to optimize its educational, research, and outreach mission.

In addition to the educational instruction offered by the major schools and colleges, NDU includes other components that offer specialized short-term instruction to a wide range of students, including active and reserve military members.

The primary mission of the Joint Reserve Affairs Center (JRAC) is to educate future leaders of the seven Reserve Components. It is the only National Security course offered to Reservists, who provide the United States and its citizens the best strategic link between the military and its civilian population. Beginning in FY 2013, the JRAC program will be funded by other DoD organizations.

The Secretary of Defense Corporate Fellows Program (SDCFP) was established by the Secretary of Defense in 1994 to become a long-term investment in transforming our forces and capabilities and, as such, is a key part of the Department of Defense (DoD) strategy to achieve its transformational goals. Two or more officers from each military service

**National Defense University
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I. Description of Operations Financed (cont.)

are selected each year to receive their military senior service college credit by training with sponsoring institutions. Beginning in FY 2013, the SDCFP program will be funded by other DoD organizations.

II. Force Structure Summary:

N/A

National Defense University
 Operation and Maintenance, Defense-Wide
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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	Current Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
3. Training	97,025	93,348	-192	-0.2	93,156	93,156	84,999	
CAPSTONE/PINNACLE/KEYSTONE	3,199	3,116	-13	-0.4	3,103	3,103	2,923	
Center for Complex Operations	2,470	0	0	n/a	0	0	0	
Center for Joint Strategic Logistics	1,166	1,113	-2	-0.2	1,111	1,111	996	
Eisenhower School	9,522	9,485	-14	-0.2	9,471	9,471	8,086	
Information Resources	10,350	10,390	-6	-0.1	10,384	10,384	8,790	
Management College (iCollege)								
Institute for National Strategic Studies	8,991	11,142	-12	-0.1	11,130	11,130	8,858	
Joint Forces Staff College	21,491	21,738	-41	-0.2	21,697	21,697	16,870	
National War College	7,157	7,200	-9	-0.1	7,191	7,191	6,390	
NDU Operations	32,679	29,164	-95	-0.3	29,069	29,069	32,086	
Total	97,025	93,348	-192	-0.2	93,156	93,156	84,999	

National Defense University
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2013 Budget Estimates

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	93,348	93,156
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-155	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-37	
Subtotal Appropriated Amount	93,156	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	93,156	
Supplemental		
Reprogrammings		
Price Changes		860
Functional Transfers		
Program Changes		-9,017
Current Estimate	93,156	84,999
Less: Wartime Supplemental		
Normalized Current Estimate	93,156	

**National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		93,348
1. Congressional Adjustments		-192
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances	-155	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 - Mitigation of Environment Impacts	-37	
FY 2012 Appropriated Amount		93,156
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		93,156
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		93,156
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		93,156
6. Price Change		860
7. Functional Transfers		
8. Program Increases		3,707
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Acquisition Changes	2,258	
Reflects decision to extend the Information Technology life-cycle equipment replacement program by one year, which effected an increase in Equipment Maintenance costs (\$1,280) (FY 2012 Baseline \$408); and a decision to create more efficiencies by utilizing Other Intra-government Purchases and Services (\$978) (FY 2012 Baseline \$1,813)		

**National Defense University
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Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
and not commercial resources to acquire communication equipment and support services. (Baseline \$0)		
2) Information Assurance Improvements	1,241	
Reflects increased enhancements and emphasis on Information Assurance mandated services (Other Services) (\$724) (FY 2012 Baseline \$494) and Equipment Purchases (\$517) (FY 2012 Baseline \$7,122).		
3) Civilian Pay Adjustment	208	
Includes an increase in civilian pay to reflect one additional man-day in the fiscal year and an increase for wage grade employees to reflect a requirement for greater skills to keep pace with technological changes (\$208) (FY 2012 baseline \$54,061)		
9. Program Decreases		-12,724
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Programatic Reduction Decision	-9,787	
Reflects the programatic decision to reduce the NDU footprint by eliminating the Secretary of Defense Corporate Fellows Program, the Joint Reserve Affairs Center and the non-Joint Professional Military Education courses at the Joint Forces Staff College; GSA Managed Supplies & Materials (-\$276) (FY 2012 Baseline \$453); Purchased Communications (-\$2,854) (FY 2012 Baseline \$3,409); Supplies & Materials (-\$1,231) (FY 2012 Baseline \$4,345); Printing & Reproduction (-\$538) (FY 2012 Baseline \$1,570); Facilities Sustainment, Restoration and		

**National Defense University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Modernization (-\$360) (FY 2012 Baseline \$2,175); Management Support Services (-\$1,223) (FY 2012 Baseline (\$3,703); Lands & Structures (-\$532) (FY 2012 Baseline \$1,245); Equipment Contracts (-\$2,719) (FY 2012 Baseline \$3,477) and small reductions in postal, fuel costs and GSA Managed Equipment (-\$54) (FY 2012 Baseline \$1,721). (Baseline \$0)		
2) Civilian Pay Adjustment Reflects civilian pay and FTE adjustments associated with the decision to reduce the NDU footprint by disestablishing the Secretary of Defense Corporate Fellows Program, the Joint Reserve Affairs Center and the non- Joint Professional Military Education courses at the Joint Forces Staff College. In addition this adjustment recognizes internal programmatic education efficiencies that allow for civilian manpower reductions (-\$2,000) (FY 2012 Baseline \$54,061, -17 FTEs). (Baseline \$0)	-2,000	
3) Travel Adjustment Reflects the NDU initiative to reduce travel costs by further reducing CAPSTONE conus and oconus travel and the decision to eliminate almost all travel associated with faculty and staff training and instead limit training to only those that are offered on-line (-937) (FY12 Baseline \$7,157).	-937	
FY 2013 Budget Request		84,999

**National Defense University
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IV. Performance Criteria and Evaluation Summary:

National Defense University'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.

Faculty is selected primarily based on strategic needs of joint education and national security reflecting the institution's mission to prepare strategic leaders for national and international security and joint leadership. Seventy-nine percent of NDU's faculty members have graduate degrees and a significant number are joint qualified officers. NDU has prepared a student body who will assume senior leader positions immediately upon graduation to enhance global strategic security.

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

**National Defense University
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Fiscal Year (FY) 2013 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

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, titled *Prism*, which has been highly regarded in its inaugural year.

BA 3 Training and Recruitment (\$ in thousands)

Average Cost per Student

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
NWC	78,571	79,032	75,200
Eisenhower School	83,977	85,828	83,562
JFSC	27,532	28,674	26,478

Average Cost per student is based on resident courses.

**National Defense University
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Fiscal Year (FY) 2013 Budget Estimates**

V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	<u>200</u>	<u>190</u>	<u>190</u>	-10	<u>0</u>
Officer	181	171	171	-10	0
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>9</u>	<u>11</u>	<u>14</u>	<u>2</u>	<u>3</u>
Officer	9	11	14	2	3
<u>Civilian End Strength (Total)</u>	<u>619</u>	<u>582</u>	<u>593</u>	-37	<u>11</u>
U.S. Direct Hire	619	582	593	-37	11
Total Direct Hire	619	582	593	-37	11
Memo: Reimbursable Civilians Included	143	92	122	-51	30
<u>Active Military Average Strength (A/S) (Total)</u>	<u>200</u>	<u>190</u>	<u>190</u>	-10	<u>0</u>
Officer	181	171	171	-10	0
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>9</u>	<u>11</u>	<u>14</u>	<u>2</u>	<u>3</u>
Officer	9	11	14	2	3
<u>Civilian FTEs (Total)</u>	<u>598</u>	<u>554</u>	<u>567</u>	-44	<u>13</u>
U.S. Direct Hire	598	554	567	-44	13
Total Direct Hire	598	554	567	-44	13
Memo: Reimbursable Civilians Included	131	87	117	-44	30
Average Annual Civilian Salary (\$ in thousands)	128.3	115.8	116.6	-12.5	.8
<u>Contractor FTEs (Total)</u>	<u>69</u>	<u>69</u>	<u>46</u>	<u>0</u>	<u>-23</u>

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	58,661	0	-5,285	53,376	192	-1,798	51,770
103 Wage Board	1,254	0	-569	685	2	6	693
199 Total Civ Compensation	59,915	0	-5,854	54,061	194	-1,792	52,463
308 Travel of Persons	6,776	122	259	7,157	122	-937	6,342
399 Total Travel	6,776	122	259	7,157	122	-937	6,342
416 GSA Supplies & Materials	208	4	241	453	8	-276	185
499 Total Supplies & Materials	208	4	241	453	8	-276	185
507 GSA Managed Equipment	223	4	1,361	1,588	27	-20	1,595
599 Total Equipment Purchases	223	4	1,361	1,588	27	-20	1,595
771 Commercial Transport	0	0	90	90	2	-1	91
799 Total Transportation	0	0	90	90	2	-1	91
914 Purch Com (non fund)	57	1	3,351	3,409	58	-2,854	613
917 Postal Svc (USPS)	8	0	35	43	1	-33	11
920 Supplies/Matl (non fund)	4,128	74	143	4,345	74	-1,231	3,188
921 Print & Reproduction	804	14	752	1,570	27	-538	1,059
922 Eqt Maint Contract	841	15	-448	408	7	1,280	1,695
923 Facilities Maint by Contr	3,609	65	-1,499	2,175	37	-360	1,852
925 Eqt Purch (Non-Fund)	9,333	168	-2,379	7,122	121	517	7,760
932 Mgt Prof Support Svcs	3,318	60	325	3,703	63	-1,223	2,543
957 Lands and Structures	1,955	29	-739	1,245	21	-532	734
960 Interest and Dividends	8	0	-5	3	0	0	3
984 Equipment Contracts	694	12	2,771	3,477	59	-2,719	817
987 Other IntraGovt Purch	3,051	55	-1,293	1,813	31	978	2,822
989 Other Services	2,097	38	-1,641	494	8	724	1,226

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	FY 2011	Change		FY 2012	Change		FY 2013
		<u>FY 2011/FY 2012</u>			<u>FY 2012/FY 2013</u>		
<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>
999 Total Other Purchases	29,903	531	-627	29,807	507	-5,991	24,323
Total	97,025	661	-4,530	93,156	860	-9,017	84,999

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Fiscal Year 2013 Budget Estimates
Office of Economic Adjustment (OEA)



February 2012

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**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
OEA	47,470	713	293,383	341,566	5,783	-93,912	253,437

* The FY 2013 Estimated column reflects the FY 2013 President's Budget Request. The FY 2012 and FY 2013 Estimate include funding increases for Congressionally directed (\$250 million) in FY 2012 and Department (\$51 million) efforts in FY 2013 for the DoD program for construction, renovation, repair or expansion of public schools located on military installations. Also, included in the FY 2013 Budget Estimate is \$33 million in FY 2012 and \$139.4 million in FY 2013 for the socioeconomic and water/wastewater infrastructure improvements related to the military build-up in Guam. As noted in the public law, this funding is considered "available until expended".

I. Description of Operations Financed: The Office of Economic Adjustment (OEA), www.oea.gov, is the Department of Defense's (DoD) primary source for assisting states and communities that are impacted by Defense changes including the Department's Base Realignment and Closure (BRAC) actions. The OEA's Director testified under oath that technical and financial assistance provided under this program ensures affected communities: 1) can plan and carry out local adjustment strategies; 2) engage the private sector in ventures to plan and/or undertake economic development and base redevelopment; and 3) partner with the Military Departments as they implement Defense actions in support of the DoD mission. Also, OEA is the DoD first responder for the multiple communities, businesses and workers adversely affected by the DoD decisions to cancel/curtail Defense acquisition programs or disestablish Defense contract activities, with OEA program activity designed to plan and coordinate a local, state and Federal-wide economic adjustment effort.

As requirements arise from DoD's efficiency initiatives and budget reductions, OEA's first responder activities increase. The U.S. Joint Forces Command disestablishment, closure of Avondale shipyard in Louisiana, termination of F-22 programs in Connecticut, and transition at Pine Bluff Arsenal provide examples where DOD has called for OEA support. Additionally, this assistance must be comprehensive enough to address the

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

community impacts caused by Global Defense Posture Review and other transformation initiatives, as well. The OEA must capably assist these communities with a multi-year program of support.

The OEA manages and directs the Defense Economic Adjustment Program and coordinates the involvement of other Federal Agencies through the Economic Adjustment Committee (EAC) under Executive Order 12788, as amended. Congress acknowledged the importance of this assistance in Section 4004 of Public Law 101-510 and stated "the Economic Adjustment Committee may not be terminated and the duties of the Committee may not be significantly altered unless specifically authorized by law." As the Executive Director for EAC, the OEA Director provides economic adjustment assistance which enables impacted states and communities to assess economic hardships caused by DoD program changes, identify and evaluate alternatives for local recovery, identify resource requirements, and assist in the preparation and implementation of an adjustment strategy or action plan to help states and communities:

- a) That are affected by base closures, realignments and reductions in defense industry employment;
- b) Where expansion of the local military installation significantly increases the demand for public facilities and services; or
- c) Where community development and encroachment threaten the mission of an installation.

To aid impacted states and communities, the OEA will provide technical and financial assistance to plan and carry out economic and community development; land use planning; real estate development; base redevelopment; partnership with Military Department programs; workforce adjustment; and growth management. The OEA will help communities put

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

together an adjustment program combining Federal, state, local and private resources. For BRAC 2005, 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 Realignment."

The September 2005 Defense Base Closure and Realignment Commission "Report to the President," which became law November 9, 2005 identified 25 closures, 26 realignments, 44 expansions, for a total of 95 major installations, 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 did not end and will continue at least through 2016. Likewise, mission growth from BRAC 2005, Global Defense Posture Review, Guam military buildup and other transformation initiatives will continue to have significant impact upon states and communities into the future.

Additionally, OEA must maintain an effective Compatible Use Program Capability to address instances of likely encroachment. While executing current projects, OEA worked with the National Academy of Public Administration to evaluate future directions for the compatible use program; position the program to serve the needs of the Military Departments, DoD and civilian communities; and ensure that OEA is postured to support the Department's future sustainability goals.

Based upon field work to date in all project areas with affected jurisdictions in addition to updated project need assessments of Federal and state funding requirements for communities impacted by downsizing and mission growth, OEA estimates ongoing actions will result in a continuing need for approximately 120 grants per year to impacted state and local governments. The OEA funding will continue to assist earlier BRAC communities

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

that require OEA funding to undertake specialized plans that facilitate the redevelopment of a former base.

The number of projects may increase depending on additional Congressional requirements and responsibilities that OEA may be directed to assume. In FY 2012, Section 8110 of Public Law 112-074 provided \$33 million of DoD funding for Guam socioeconomic infrastructure improvements.

The Fiscal Year 2013 President's Budget requests \$139.4 million of Department of Defense (DoD) funding and authority for Guam water and wastewater and socioeconomic infrastructure improvements. The Navy's Guam and Commonwealth of the Northern Marianas Island's Military Relocation Final Environmental Impact Statement acknowledges the impact the military build-up will have on Guam's water and wastewater systems and social services, including medical and public health facilities, due to the added demand on services from the DoD military and civilian populations - as well as demand generated from the migrant military construction workforce and estimated induced population growth resulting from the military relocation. Specific socioeconomic projects were identified through a Federal interagency process and resulting Economic Adjustment Committee Socioeconomic Needs Assessment that assessed the military buildup-related requirements. Based on this review and the current Guam relocation plan, DoD's request includes \$139.4 million in Fiscal Year 2013, of which:

- \$20.132 million is requested to complete construction of a Guam Mental Health and Substance Abuse Facility begun with Fiscal Year 2012 funding to address induced population growth impacts (migrant construction labor during the build-up and contractors) that will further strain Guam's mental health and substance abuse services. The current Mental Health and Substance Abuse Facility is under a

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

I. Description of Operations Financed (cont.)

permanent Federal injunction to address existing deficiency issues. The military build-up will exacerbate a fragile service delivery system that is already over-capacity;

- \$12.868 million is requested for construction of a Guam Regional Public Health Laboratory. A Regional Public Health Laboratory is necessary to replace and relocate the current public health Centers for Disease Control and Prevention (CDC) level I laboratory with a current CDC Level II laboratory, providing detection capabilities for the increased supplies, construction materials, etc., related to the military buildup and protection capabilities for island workers. The Level II lab would be able to test, analyze, and confirm the presence of air, food, and water borne contaminants that cannot currently be conducted without sending samples to Hawaii or Atlanta, Georgia; and
- \$106.4 million is requested for Guam water and wastewater infrastructure. As a result of the fragile state of Guam's water and wastewater infrastructure, remedies and new infrastructure are required to support growth resulting from the US Marine Corps relocation to Guam. The Department of the Navy and the Environmental Protection Agency completed a review of Guam water and wastewater requirements, which concluded that capital improvements totaling \$1.25 billion were necessary to support direct, indirect and induced growth resulting from the relocation. Of the \$1.25 billion, the Government of Japan is funding \$587 million in requirements. The \$106.4 million requested for Fiscal Year 2013 will be the first portion of a multi-year DoD program to assist with the implementation of the balance of water and wastewater projects associated with the relocation. Specific severable projects to be implemented in Fiscal Year 2013 were identified by a collaborative effort of the Department of Defense, the Environmental Protection Agency and the Guam Waterworks Authority.

**Office of Economic Adjustment
Operation and Maintenance, Defense-Wide
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I. Description of Operations Financed (cont.)

- Water system supply and transmission projects include: supply well improvements and repairs; water well and master meter calibration and replacement; distribution system repairs and replacement; modification of the Ugum water treatment plant intake; new water booster pump stations; and a segment of the North-South water transmission line.
- Wastewater system projects include: installing backup power at wastewater pump stations; pump station repairs; remediation of leaking underground storage tank sites; replacing a portion of failing asbestos cement pipe sewers; and rehabilitation and repair of sewer manholes.
- General system projects include: vehicles, laboratory, land survey, and health and safety.

The DoD is requesting authority to implement the socioeconomic and water and wastewater project funds through the Office of Economic Adjustment.

Section 8109 of Public Law 112-10 provided OEA \$250 million to construct renovate, repair, or expand elementary and secondary public schools located on military installations in order to address capacity or facility condition at such schools, and in Section 8118 of Public Law 112-74 Congress provided another \$250 million for the ongoing effort. As notated in the public law, this funding is considered "available until expended". In addition, \$51 million has been programmed by the Department in FY 2013.

II. Force Structure Summary:

Not Applicable.

Office of Economic Adjustment
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2013 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action			Current Estimate		
			Amount	Percent	Appropriated			
A. BA Subactivities								
1. Operations	11,262	44,441	0	0.0	44,441	44,441		149,185
2. Community Assistance Grants	36,208	37,313	-188	-0.5	37,125	37,125		104,252
3. Congressional Adjustment	0	0	10,000	n/a	10,000	10,000		0
4. Congressionally Directed	0	0	250,000	n/a	250,000	250,000		0
Total	47,470	81,754	259,812	317.8	341,566	341,566		253,437

* The FY 2013 Estimate column reflects the FY 2013 President's Budget Request. The FY 2012 and FY 2013 Estimates include funding increases for Congressionally Directed (\$250 Million) in FY 2012 and Department (\$51 Million) efforts in FY 2013 for the DoD program for construction, renovation, repair or expansion of public schools located on military installations. Also included in the FY 2013 Budget Estimate is \$33 Million in FY 2012 and \$139.4 Million in FY 2013 for the socioeconomic and water/wastewater infrastructure improvements related to the military build-up on Guam. As notated in the public law, this funding is considered "available until expended".

Office of Economic Adjustment
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2013 Budget Estimates

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	81,754	341,566
Congressional Adjustments (Distributed)	10,000	
Congressional Adjustments (Undistributed)	-152	
Adjustments to Meet Congressional Intent	-36	
Congressional Adjustments (General Provisions)	250,000	
Subtotal Appropriated Amount	341,566	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	341,566	
Supplemental		
Reprogrammings		
Price Changes		5,783
Functional Transfers		
Program Changes		-93,912
Current Estimate	341,566	253,437
Less: Wartime Supplemental		
Normalized Current Estimate	341,566	

Office of Economic Adjustment
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2013 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		81,754
1. Congressional Adjustments		259,812
a. Distributed Adjustments		
1) Congressional Adjustment	10,000	
b. Undistributed Adjustments		
1) Unobligated Balances	-152	
c. Adjustments to Meet Congressional Intent		
1) Sec 8034 - Mitigation of Environmental Impacts	-36	
d. General Provisions		
1) Sec 8118 Transfer of Funds OEA or for Transfer Dept Education	250,000	
FY 2012 Appropriated Amount		341,566
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		341,566
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		341,566
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		341,566
6. Price Change		5,783
7. Functional Transfers		
8. Program Increases		173,237
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Facility Sustainment, Restoration and Modernization Increase supports water/wastewater infrastructure improvements related to the military build-up on Guam. (FY 2012 Baseline \$33 million)	106,482	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Public School Facilities on Military Installations Provides funds to the Office of Economic Adjustment to provide grants to Local Education Agencies (LEAs) for public schools on military installations to address physical condition and/or capacity deficiencies. (FY 2012 Baseline \$0)	51,000	
3) Support Force Reductions and Community Impacts of Weapons Systems Reductions Funds are required to support force structure reductions and weapons systems reductions. The OEA must be able to capably assist these communities with a program of support. (FY 2012 Baseline \$0)	12,000	
4) Increase for Grants Increase in funding to support communities with returning military personnel from overseas contingency operations. Also, to assist states and communities in their socioeconomic efforts to absorb the increase of military personnel, and their dependents, for off-base community services and facilities. (Baseline \$0)	3,755	
9. Program Decreases		-267,149
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
1) One time Decrease from FY12 Congressionally Directed Program This reduction is intended to reduce the FY 2013 baseline by the congressionally directed funding previously provided in support of the DoD program for construction, renovation, repair or expansion of public schools located on military installations and program growth. (Baseline \$0)	-264,420	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Decreases in FY 2013		
1) Decrease in Equip Maintenance Contract This reduction represents a decrease in operations, specifically service support contracts. OEA will reevaluate and streamline its operating plan for equipment, including foregoing contract extensions on equipment maintenance. (FY 2012 Baseline \$3,163 thousand)	-1,515	
2) Program Reduction Funding is reduced as a result of the anticipated increase to state and local government funds cost sharing on program grants from 10 percent to 25 percent when DoD expands its presence in a community. (Baseline \$0)	-1,100	
3) Travel-Efficiency OEA will reduce discretionary travel costs by identifying alternatives to traveling (i.e teleconferencing, web- conferencing, attending training that is offered in the local area or via internet, etc.). (FY 2012 Baseline \$804 thousand)	-62	
4) Printing and Reproduction-Efficiency OEA will reduce printing and reproduction services from external sources by greater utilization of electronic media to reduce financial waste and environmental impact. (FY 2012 Baseline \$104 thousand)	-52	
FY 2013 Budget Request		253,437

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IV. Performance Criteria and Evaluation Summary:

The OEA will assist communities impacted by the Department of Defense with a multi-year program of support. In the case of a closure or downsizing realignment action, OEA will assist states and communities to address challenges which include: replacing the jobs lost through the DoD action; creating capacities to plan and carry out redevelopment of the former installation; addressing buildings that are unsuitable for redevelopment; partnering with the private sector to optimize civilian reuse; financing redevelopment to the extent the public sector chooses; understanding and effectively addressing complex environmental circumstances; dealing with extremely variable implementation horizons; and offsetting negative regional economic impacts that may include declining DoD contract expenditures and budget efficiencies.

As the first responder for multiple communities, businesses and workers adversely affected by Defense industry cutbacks, OEA will carry out program activities to plan and coordinate local, state and Federal economic adjustment and workforce response efforts.

In the case of expansion actions, or the return of military personnel from overseas contingency operations, resulting in local growth, OEA will assist states and communities to focus on the capacities to absorb an influx of personnel and their dependents; assess any excessive demands for off-base community services and facilities; develop and implement growth management plans; and identify Federal, state and local resources needed to adjust to growth impacts.

The OEA will manage an effective Compatible Use program capability to address instances of likely encroachment; meet the needs of the Military Departments, DoD and civilian communities; support the Department's future sustainability goals.

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IV. Performance Criteria and Evaluation Summary:

The OEA will continue to provide these critical areas of assistance to affected states and communities, support the Defense Economic Adjustment Program, and carryout all Congressional requirements in a timely manner. Additionally, OEA will carryout \$551 million to construct, renovate, repair, or expand elementary and secondary public schools located on military installations in order to address capacity or facility condition at such schools, and \$300 Million provided in Section 8119 of Public Law 112-10 for transportation infrastructure improvements associated with medical facilities related to recommendations of the BRAC 2005 Commission.

Office of Economic Adjustment
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	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
V. <u>Personnel Summary</u>					
<u>Active Military End Strength (E/S) (Total)</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>
Officer	3	3	3	0	0
<u>Civilian End Strength (Total)</u>	<u>41</u>	<u>38</u>	<u>38</u>	<u>-3</u>	<u>0</u>
U.S. Direct Hire	41	38	38	-3	0
Total Direct Hire	41	38	38	-3	0
<u>Civilian FTEs (Total)</u>	<u>41</u>	<u>38</u>	<u>38</u>	<u>-3</u>	<u>0</u>
U.S. Direct Hire	41	38	38	-3	0
Total Direct Hire	41	38	38	-3	0
Average Annual Civilian Salary (\$ in thousands)	138.0	124.0	124.0	-14.0	0

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	5,675	0	-928	4,747	17	-17	4,747
107 Voluntary Sep Incentives	42	0	-42	0	0	0	0
199 Total Civ Compensation	5,717	0	-970	4,747	17	-17	4,747
308 Travel of Persons	487	9	308	804	14	-62	756
399 Total Travel	487	9	308	804	14	-62	756
673 Def Fin & Accounting Svc	201	-36	106	271	45	-45	271
699 Total DDCF Purchases	201	-36	106	271	45	-45	271
912 GSA Leases (SLUC)	760	14	-57	717	12	-12	717
913 Purch Util (non fund)	0	0	106	106	2	-2	106
920 Supplies/Matl (non fund)	209	4	-72	141	2	7	150
921 Print & Reproduction	0	0	104	104	2	-52	54
922 Eqt Maint Contract	2,113	38	1,012	3,163	54	-1,515	1,702
923 Facilities Maint by Contr	649	12	32,339	33,000	561	105,921	139,482
932 Mgt Prof Support Svcs	345	6	-351	0	0	0	0
960 Interest and Dividends	1	0	0	1	0	0	1
964 Sub/Support of Persons	1	0	8	9	0	0	9
984 Equipment Contracts	770	14	-784	0	0	0	0
987 Other IntraGovt Purch	9	0	1,181	1,190	20	-20	1,190
988 Grants	36,208	652	260,453	297,313	5,054	-198,115	104,252
999 Total Other Purchases	41,065	740	293,939	335,744	5,707	-93,788	247,663
Total	47,470	713	293,383	341,566	5,783	-93,912	253,437

* The FY 2013 Estimated column reflects the FY 2013 President's Budget Request. The FY 2012 and FY 2013 Estimate include funding increases for Congressionally directed (\$250 million) in FY 2012 and Department (\$51 million) efforts in FY 2013 for the DoD program for construction, renovation, repair or expansion of public schools located on military installations. Also, included in the FY 2013 Budget Estimate is \$33 million in FY 2012 and \$139.4 million in FY 2013 for the socioeconomic and water/wastewater infrastructure

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improvements related to the military build-up in Guam. As noted in the public law, this funding is considered "available until expended".

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Office of the Secretary of Defense (OSD)



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Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administrative and Service-Wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
OSD	2,247,728	43,560	-75,167	2,216,121	65,885	-186,644	2,095,362

FY 2011 includes \$188,653 thousand OCO funding from DoD Full-Year Continuing Appropriation, 2011 (PL 112-10)

FY 2012 excludes \$143,870 thousand OCO funding from the Consolidated Appropriations Act, 2012 (PL 112-74)

FY 2013 excludes \$87,805 thousand OCO funding requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request

I. Description of Operations Financed:

The National Security Act of 1947 unified the United States Armed Forces under a single Secretary of Defense (SECDEF) with cabinet rank. The President exercises his authority as Commander-in-Chief through the SECDEF, who is responsible for setting policy and directing defense programs and planning within the Department of Defense (DoD). The Deputy Secretary of Defense (DEPSECDEF) is delegated full power and authority to act for the SECDEF. The Office of the Secretary of Defense (OSD) supports the SECDEF and DEPSECDEF by performing the duties and responsibilities for policy development, planning, resource management, fiscal, and program evaluation at DoD level.

The Office of the Secretary of Defense (OSD) contains the immediate offices of the Secretary, the DEPSECDEF, the Under Secretary of Defense for Acquisition, Technology and Logistics (OUSD (AT&L)), the Under Secretary of Defense Policy (OUSD(P)), the Under Secretary of Defense Comptroller/Chief Financial Officer (OUSD(C)), the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)), the Under Secretary of Defense Intelligence (OUSD(I)), the Deputy Chief Management Officer (DCMO), the Director, Operational Test and Evaluation (DOT&E), the DoD Chief Information Officer (DoD CIO), the Director, Cost Assessment and Program Evaluation (D,CAPE), the Office of General Counsel, the Assistant Secretary of Defense (Legislative Affairs), the Assistant Secretary of Defense (Public Affairs), the Assistant to the Secretary of Defense (Intelligence

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I. Description of Operations Financed (cont.)

Oversight), the Office of the Director, Net Assessment, and the Director of Administration and Management (DA&M).

Narrative Explanation of Changes from FY 2012 to FY 2013:

In a new era of increasing national deficits & economic austerity, the Secretary of Defense (SECDEF) is directing further reviews of accounts to reduce overhead; flatten and streamline hierarchy; and combine or eliminate repetitive and overlapping functions. The OSD Operation and Maintenance (O&M) FY 2013 budget reflects the SECDEF's priorities for significantly improving the effectiveness and efficiency of the Department's business operations. Correspondingly, funding of OSD programs decreased by \$-186.6 million between FY 2012 and FY 2013. This decrease was offset by \$65.9 million from inflationary increases, resulting in a net decrease of \$-120.8 million.

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I. Description of Operations Financed (cont.)

	<u>\$ in Thousands</u>		
	<u>FY 2011 Actuals</u>	<u>FY 2012 Estimate</u>	<u>FY 2013 Estimate</u>
<u>A. Core Operating Program:</u>	373,638	356,783	380,351

The OSD Core Operating Program provides the necessary resources to support the operations of the Office of the Secretary of Defense (OSD) and the centrally funded support services within OSD. Funding in this subactivity group includes all personnel compensation, benefits, Mass Transit, and minimal Permanent Change of Station (PCS) costs.

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I. Description of Operations Financed (cont.)

\$ in Thousands

	FY 2013 Civilian <u>Pay</u>	Full-Time Equivalents <u>(FTEs)</u>
<u>Estimated FY 2013 Civilian Pay and Benefits for Major OSD Principal Staff Assistants (PSAs):</u>		
D, CAPE	22,479	126
DoD CIO	30,307	158
OUSD(AT&L)	84,098	450
OUSD(Comptroller)	27,573	156
OUSD(Intelligence)	34,501	189
OUSD(Policy)	70,155	416
OUSD(P&R)	25,412	145
O, DCMO	25,388	137
Other DoD Offices	<u>58,161</u>	<u>347</u>
Total Estimated Civilian Pay and Benefits	378,074	2,124

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I. Description of Operations Financed (cont.)

	<u>\$ in Thousands</u>		
	<u>FY 2011 Actuals</u>	<u>FY 2012 1/Estimate</u>	<u>FY 2013 Estimate</u>
B. <u>Other DoD Programs and Initiatives:</u>	242,340	260,332	205,540
<small><u>1/Includes one-time congressional increase of \$44,000 for SECDEF Grants (Sec 8079)</u></small>			

This Subactivity is comprised of:

Assistant Secretary of Defense, Legislative Affairs (ASD(LA))	495	496
Assistant Secretary of Defense, Public Affairs (ASD(PA))	6,983	6,457
Boards, Commissions and Task Forces (BCTF)	16,820	12,609
Capital Security Cost Sharing (CSCS) (State Department Bill)	155,057	153,971
Test Resource Management Center (TRMC)	5,342	4,797
<u>2/</u> Director of Administration and Management (DA&M)	5,439	4,691
Office of the Director Net Assessment (ODNA)	13,390	9,970
Office of General Counsel (OGC)	712	750
Assistant to the Secretary of Defense (Intelligence Oversight)	890	987
Other DoD Offices, Programs, and Initiatives (includes Grants)	55,204	<u>10,812</u>
Total Other DoD Programs and Initiatives	260,332	205,540

2/Supports Civil Liberties Office, Defense Privacy Office, Historian, & Directorate for Organizational and Management Planning.

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I. Description of Operations Financed (cont.)

a. ASD (Legislative Affairs) serves as DoD liaison to the United States (U.S.) Congress. The OASD (LA) promotes the administration's defense budget and the policies and legislative priorities of the Secretary of Defense to the U.S. Congress.

b. ASD (Public Affairs) is the principal staff advisor and assistant to the SECDEF and Deputy Secretary of Defense (DEPSECDEF) for public information, internal information, community relations, information, training, and audiovisual matters. ASD (PA) follows the Secretary's guidance in providing Defense Department information to the public, the Congress and the media. 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. ASD (PA) supports all Secretary of Defense Press briefings and responds to all public inquiries to the DoD public website.

c. Boards, Commissions, and Task Forces (BCTF) is a subset of the Department of Defense Federal Advisory Committee Management Program. The Department's program is mandated by law - the Federal Advisory Committee Act (FACA) of 1972. Other federal statutes and regulations impact on DoD FACA Program (i.e., the Freedom of Information Act (FOIA), the Privacy Act (PA), and the American's with Disability Act (ADA). Once established, the Department is required by Federal statutes to provide each advisory committee it establishes or supports with adequate resources so the advisory committee can conduct its independent work without undue influence from the Department, Federal employees, military officers, or interest groups.

d. Capital Security Cost Sharing (CSCS) finances the Department's share for the CSCS as authorized by section 604 of the Secure Embassy Construction and Counterterrorism Act of

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I. Description of Operations Financed (cont.)

1999. The Department of State (DoS) determines the cost share responsibility for each tenant agency.

e. Test Resource Management Center (TRMC) develops and maintains a strategic plan of the SECDEF needs for Test and Evaluation (T&E) facilities and resources.

f. Director of Administration and Management (DA&M) has three broad responsibilities: to advise the Secretary 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 to secure and protect the people, facilities, and infrastructure of the Pentagon Reservation and DoD leased facilities. DA&M oversees DoD Committee Management, DoD Headquarters Management, and Office of the Secretary of Defense (OSD) Historical Program, DoD Freedom of Information Act Program (FOIA), DoD Privacy Program, DoD Civil Liberties Program, OSD Internal Management Control Program, and OSD Networks/CIO. ODA&M performs management and oversight of the Pentagon Force Protection Agency (PFPA) and the Washington Headquarters Services (WHS), a DoD Field Activity which provides financial, personnel, and other administrative support to the NCR organizations.

g. Office of the Director Net Assessment (ODNA) supports projects of broad importance to the Secretary and the Deputy Secretary of Defense 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

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I. Description of Operations Financed (cont.)

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.

h. Office of General Counsel (OGC) provides advice to the Secretary and Deputy Secretary of Defense regarding all legal matters and services performed within or involving the Department of Defense.

i. Assistant to the Secretary of Defense (Intelligence Oversight) serves as the Secretary of Defense's personal, independent oversight mechanism for the Defense Intelligence Components. Through assessment inspections, training programs, and investigations as required, it ensures that defense intelligence activities are conducted in accordance with statute, Presidential order, and Departmental policy and regulation.

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I. Description of Operations Financed (cont.)

\$ in Thousands

	<u>FY 2011 Actuals</u>	<u>FY 2012 Estimate</u>	<u>FY 2013 Estimate</u>
C. <u>Under Secretary of Defense (Acquisition, Technology, and Logistics):</u>	299,569	302,536	288,596

The OUSD(AT&L) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to DoD Acquisition System; OUSD(AT&L) supervises DoD procurement of research and development; advanced technology; developmental test and evaluation; production; logistics; installation management; military construction; procurement; environmental security; and nuclear, chemical, and biological matters. Requested resources will provide for establishment of the offices of Performance Assessment and Root Cause Analysis (PARCA); the Director of Developmental Test & Evaluation (DT&E), and the Director of Systems Engineering (DSE). This will also establish a Director of Operation Energy Plans & Programs (DOEP&P) office, which will provide research and engineering planning, financial management, congressional outreach, S&T technical intelligence, Rapid Technology, and the Energy Security Task Force.

a. Congressional Mandate:

1) Contingency Business Tools: DoD established a business system taskforce committed to leveraging existing resources and knowledge to quickly provide contingency forces with information technology and simple, user-friendly, e-business tools in a contingency environment. This program addresses deficiencies documented in the 2007 Gansler Commission Report, and seeks to create the necessary tools for contracting officers deployed in support of contingency operations. This is a "toolkit" approach that evolves

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I. Description of Operations Financed (cont.)

as the phase of a mission in the area of operation matures. Efforts include solving bandwidth and connectivity challenges, in the context of four mission phases; 1) deployment, 2) build up, 3) sustainment and 4) turnover/redeployment. This program pursues a holistic approach, based on research, identification of existing technologies, system functions, and e-business tools. Contingency Business Tools integrate financial, contracting, and logistics products, to provide timely solutions to enduring contingency challenges.

2) Chief Financial Officers (CFO) Act Compliance: DoD owns more than 80 percent of the government's property, plant and equipment, operating materials and supplies, and inventory, which encompasses \$1.4 trillion in acquisitions and a net book value of \$827 billion. The CFO Act Compliance Program develops and implements new policies, processes, and procedures to comply with public law directing accounting for and valuing these resources, and addresses property accountability for DoD.

3) Committee on Foreign Investment in the United States (CFIUS): Program funds an inter-agency committee that reviews the national security implications of foreign investments in U.S. companies or operations in agreement with the Exon-Florio Amendment of the Defense Production Act. As a CFIUS member, and often the co-lead agency, DoD is required by law to determine the risks of a transaction and whether to recommend approval only with risk mitigation measures or a block of the transaction. OSD-AT&L must consider potential effects of these transactions on U.S. technological leadership and supply chain reliability and integrity in areas affecting U.S. national security and critical infrastructure, and whether the acquirer is controlled by, or acting on behalf of a foreign government.

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I. Description of Operations Financed (cont.)

4) Electronic Business Center of Excellence (e-Business COE): The program defines requirements for transforming the Department's business processes related to acquisition, procurement, and implementation of e-Government.

5) Legacy Resource Management: This is DoD's primary means of funding innovative and cost-effective national and regional projects that sustain long-term military training and testing while providing stewardship for its natural and cultural resources. Legacy projects support both statutory and mission-related environmental conservation requirements that support DoD training and testing. Projects funded are selected on the basis of the most positive effects on military readiness, increased conservation efficiencies, and the need to meet congressional intent.

6) Native American Land Remediation: This program funds and documents DoD environmental impacts to Indian Lands, environmental mitigation projects on Indian Lands, training and technical assistance to tribes, and implementation of DoD Policy and consultation responsibilities to Native Americans, Alaskan Natives, and Native Hawaiians.

b. Improve Acquisition & Logistics Processes:

1) Acquisition Programs Support Systems: This program improves the flow of mission-essential information, expedites acquisition decision making, and assures continuity of business/leadership operations through disaster recovery scenarios.

2) Contingency Contracting: This program is a key enabler of combat power. Contractors now provide essential services to all of our military services and, in contingency operations, constitute over half of the personnel on the battlefield. This level of reliance brings key challenges to our military force in planning, integrating,

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I. Description of Operations Financed (cont.)

and managing contracted support in forward areas. This program facilitates improvements to contracting in support of deployed forces, humanitarian or peacekeeping operations, and disaster relief through policy, guidance, and oversight. It enables the Department to address key initiatives, develop critical tools and establish policy, processes, regulations and doctrine to maximize speed and efficiency of responses to improve contingency contracting across the Department of Defense (DoD).

3) Corrosion Prevention Program: This material degradation program, focuses on prevention and mitigation of corrosion, fatigue and wear of material equipment and infrastructure as defined in 10 U.S.C. 2228.

4) Defense Management Initiative: This program improves Defense installations' services and facilities management (including housing). The initiative evaluates concepts, approaches, policies and systems for studying selected Departmental functions, and produces tools needed to improve installation management.

5) Defense Industrial Base (DIB) Cyber Security: The Department of Defense (DoD) must address cyber security and supply chain risks to DoD networks, weapons systems, and information stored and processed on both DoD and Defense Industrial Base (DIB) unclassified networks that support DoD programs. The proposed Acquisition Cyber Security Initiative links high level policies and innovative concepts to specific acquisition practices, systems engineering activities, and risk reduction activities. Through this initiative, the Department will pilot activities with the DIB to reduce risks in sharing and storing Critical Program Information (CIP); better understand and mitigate supply chain risk; improve program protection planning; as well as improve and streamline program protection engineering.

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I. Description of Operations Financed (cont.)

6) Defense Installation Spatial Data Infrastructure (DISDI): This program organizes people, policies, standards and protocols to optimize Component acquisition, management, and sustainment of geospatial imagery and mapping investments. The DISDI protocols will enable fusing previously disparate data, allowing decision makers to visualize the installations' complex array of natural and physical assets in an integrated manner.

7) Defense Procurement & Acquisition Policy (DPAP): This program implements changes throughout the DoD acquisition, technology, and logistics community; supports acquisition policy initiatives; supports the development, review, and coordination of DoD acquisition and contingency contracting policy and regulations; develops and maintains the Defense Acquisition Guidebook; facilitates the review and management of major acquisitions services; and furthers the development and staffing of acquisition policy initiatives. DPAP supports the Contingency Business Tools Program, providing support to expand the use of contingency contracting and financial management business tools for timely and correct execution of contracts, transparency, and the reduction of fraud, waste, and abuse. Starting in FY 2013, a major function and corresponding funding are being identified as a separate mission to raise visibility of the "Contingency Business Tools Program," described in paragraph a.1), above.

8) Developmental Test and Engineering (DT&E): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) requested the appointment of a Director, Developmental Test and Evaluation (DT&E), as well as the establishment of an DT&E office subordinate to the OUSD(AT&L). The Director, DT&E shall review and approve the developmental test and evaluation plan in the Test and Evaluation Strategy (TES) and the Test and Evaluation Master Plan (TEMP) for MDAPs and programs on OSD DT&E Oversight List, and shall monitor and review the developmental test and evaluation activities of MDAPs.

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I. Description of Operations Financed (cont.)

9) Operational Energy Plans and Programs (OEP&P): Provides for operations and support to the Assistant Secretary of Defense for Operational Energy Plans and Programs (ASD,OEP&P). The ASD,OEP&P is the principal adviser to the SECDEF and the principal policy official within the senior management of DoD regarding operational energy plans and programs. The ASD,OEP&P is responsible for: (1) Providing leadership and facilitation of communications and management oversight for operational energy plans and programs within DoD as well as the Army, Navy, Air Force, and Marine Corps; (2) establishing the DoD Operational Energy Strategy; (3) coordinating and overseeing Planning, Programming, Budgeting, and Execution (PPBE) activities for DoD, Army, Navy, Air Force, and the Marine Corps related to implementation of the operational energy strategy, the consideration of operational energy demands in Defense planning, requirements, acquisition processes, and research, and development investments related to operational energy demand and supply technologies; and (4) monitoring and reviewing all operational energy initiatives within DoD.

10) Environmental, Safety, & Occupational Health (ESOH) in Acquisition: The Deputy Under Secretary for Installations and Environment is the primary ESOH advisor to the Under Secretary of Defense (Acquisitions, Technology, and Logistics) for Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (MAIS). As an official Defense Acquisition Board Advisor, I&E is required to conduct oversight related to ESOH requirements in major DoD acquisitions as defined in the December 2008 DoD Instruction (DoDI) 5000.02, including developing ESOH acquisition policy and guidance; conducting reviews of over 175 MDAP and MAIS; and providing policy implementation assistance for program managers. Evolving regulatory issues such as the international chemical management regulation called "REACH" now require monitoring due to their potential impact to development and O&M life cycle costs of weapons systems. Additional ESOH expertise is needed to address these issues and ensure that ESOH considerations are integrated properly before major milestone reviews. Funding in this account will allow

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I. Description of Operations Financed (cont.)

the Department to carry out newly assigned acquisition ESOH oversight functions in accordance with DoDI 5000.02. This is critical to ensuring system capabilities while ensuring ESOH risks and costs are minimized throughout system life cycles.

11) Facilities Program Requirements: This program integrates multiple models and requirements generators into a single DoD structure to allow DoD to generate uniform and verifiable sustainment requirements for the Components.

12) Human Capital Initiative (HCI): Is responsible for executing the DoD-wide acquisition workforce statutory requirement to strengthen the workforce and significantly improve its quality, capability and capacity. This program assesses the current AT&L workforce and identifies competency gaps to improve the future AT&L workforce. Funds support HCI efforts to manage departments-wide acquisition workforce planning, analysis, policy, and programs to include the Defense Acquisition Workforce Education, Training, and career Development Program (DODD 5000.52 and DODI 5000.66); update and implementation of the Defense Acquisition Strategic workforce Plan; the Acquisition Demonstration Program (AcqDemo Program Office), Defense Agency Career Management (4th Estate DACM - 18 Defense Agencies); and the Defense Acquisition Workforce Development Fund (DAWDF), and all supporting workforce initiatives.

13) Industrial Policy Program Support: Manufacturing and Industrial Base Policy Program Support (MIBP) - Is the Department's primary liaison with industry to ensure industry understands the Department's policy intent and helps align procurement efforts at all phases of the acquisition process. Acts as the Department's focal point for industrial and manufacturing base policy initiatives, studies, and reviews to determine effects of changes to, as well as the overall health to the industrial base to meet future needs. Funds efforts to sustain an environment that ensures the Industrial base

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I. Description of Operations Financed (cont.)

on which the Department depends is reliable, cost-effective, and sufficient to meet DoD requirements and ensure in a time of budget drawdown that future capabilities will be available to ensure the above needs are met. Federal Government's "executive secretariat" of the Defense Production Act Committee (DPAC), tasked with conducting industrial base assessments and coordinating recommendations to the President on effective use of statutory authorities for preserving/creating domestic manufacturing capabilities deemed essential for the national defense. MIBP is organizing multiple inter-agency assessment teams and preparing strategic guidance on behalf of DPAC members for consideration by the President. Finally, MIBP is the new Department focal point and POC for the statutory Committee on Foreign Investment in the U.S. responsibility, with findings signed out by Deputy Secretary of Defense and the President of the United States of America.

14) Installation Climate Change Vulnerability Assessment: This funding conducts comprehensive assessments of the vulnerability of DoD installations to the projected impacts of climate change to support strategic risk assessment and development of adaptation plans and options tailored to facility managers, natural resource managers, test and training range managers, and installation military mission planners.

15) Information Superiority Integration Support (ISIS): Funds integration efforts for C2, communications, and space programs into the Global Information Grid (GIG) consistent with net-centric standards and guidelines. This includes net centric and information-integration initiatives and demonstrations as they relate to GIG implementation and deployment. Provides military satellite communication systems, space protection/access to include launch ranges, satellite operations, C2 capability architecture technical development analyses, evaluations, architecture development, system engineering and

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I. Description of Operations Financed (cont.)

information integration activities required to determine the validity of service acquisition strategies, analyses of alternatives, systems design and economic analysis.

16) Integrated Acquisition Environment (IAE) (GSA Bill): This funding pays the Department's share of mandatory GSA e-Government initiative costs.

17) The Joint Purchase Card Program Office: This office integrates policy and oversight of the purchase card program with other e-Business initiatives. This effort integrates the card into reengineered business processes. This responsibility was transferred from the Department of the Army to OUSD (AT&L).

18) Logistics Systems Modernization Support (LSMS): The DUSD Logistics and Materiel Readiness (L&MR) serves as the principal staff assistant and advisor to the OUSD (AT&L), Deputy Secretary of Defense (DEPSECDEF), and Secretary of Defense (SECDEF) on logistics and materiel readiness (in DoD) and is the principal logistics official within the senior management of DoD. The LSMS funding request directly supports essential L&MR activities necessary to effectively carry out these responsibilities. The increase in resources is designed to restore and support these activities to an acceptable level that will move the Department towards critical improvements in logistics systems and processes. The program will facilitate efforts to make effective supply chain management and logistics processes a reality in the Department - from sources of supply to operational customers and from early acquisition planning through sustainment and disposal.

19) Mission Capabilities (MC)/Systems Engineering (SE): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) directed the appointment of a Director, System Engineering (SE) and establishment of an SE office subordinate to the OUSD(AT&L). This program sets policy for SE practices and ensures implementation, including leading

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I. Description of Operations Financed (cont.)

assessments of technical approaches and plans for systems and system-of-systems; independent expert program review support to program managers as requested; and systemic analysis of acquisition issues to identify causal factors contributing to program execution shortfalls. The SE develops technical risk assessments of Major Defense Acquisition Programs (MDAPs) to ensure future weapon systems are capable of operating in the joint and/or coalition environment.

20) Performance Assessment & Root Cause Analysis (PARCA): Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) directed the SECDEF to designate a senior official to serve as the principal official for conducting and overseeing Performance Assessments and Root Cause Analysis (PARCA) for Major Defense Acquisition Programs (MDAPs).

21) DoD Siting Clearinghouse: Funds support development of a basic capability to perform assessments of proposed wind and solar projects in the private industry for their impact on DoD mission, development and evaluation of possible mitigation measures, development of tools to assist developers, and the development of more timely, transparent and consistent processes.

22) Research, Development, Test and Evaluation (RDT&E) Oversight: Funds centralize management and administrative expenses of RDT&E programs across the ASD (R&E) enterprise.

23) Small Business Program Support: The Office of Small Business Programs (OSBP) of the Department of Defense is the office that is established within the Office of the SECDEF under section 15(k) of the Small Business Act (15 U.S.C. 644 (k)). The Director of DoD OSBP is established within 10 U.S.C. 144. The OSBP is responsible for implementing and managing the following statutory and regulatory requirements within the Department of

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I. Description of Operations Financed (cont.)

Defense: small business, veteran-owned small business, service-disabled veteran-owned small business, Historically Underutilized Business Zone small business, small disadvantaged business, women-owned small business, Historically Black Colleges and Universities and Minority Institutions, DoD Pilot Mentor-Protégé Program, Indian Incentive Program, Small Business Innovation Research (SBIR), and Small Business Technology Transfer (STTR). These requirements are set forth in 15 U.S.C 631-657 and 25 U.S.C. 1544; Federal Acquisition Regulation (FAR) Part 19 and Part 26; Defense FAR Supplement (DFARS) Part 219, Part 226, Subpart 202.1; and DoD Instruction 5134.04.

24) Space & Intelligence Major Defense Acquisition Program (MDAP) Oversight: The office works closely with the DNI(Acquisition), OUSD (I); DoD CIO; D,CAPE, and the Services to provide management, technical and programmatic evaluation, and functional oversight for all DoD and Intelligence Community Space and Intelligence programs, to ensure investment and risk are balanced over specific capability focus areas, leverage capabilities across Services and organizations, and ensure avoidance of duplicative efforts.

25) Strategic Sourcing: This program fundamentally changes the way the Department does business by providing a higher degree of transparency and accountability, and assisting the Components in developing practical, efficient, requirements refinement processes. This program has three main initiatives to improve the efficiency/effectiveness of DoD's acquisition of services: a comprehensive spend analysis of the acquisition of services; a comprehensive analysis of interagency contracting (including spending and processes); and deployment of a roadmap for the strategic sourcing of services.

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I. Description of Operations Financed (cont.)

26) Synchronization Pre-deployment and Operational Tracker - Enterprise Suite (SPOT-ES): The Synchronization Pre-deployment and Operational Tracker (SPOT) system is the DoD system of record for visibility of contractors operating in contingency operations. The Enterprise Suite (SPOT-ES) will support contingency contracting and financial management by ensuring timely, properly executed and transparent contracts to help reduce fraud, waste and abuse. In FY 2013, this mission falls under the responsibility of USD(P&R) and program implementation will be managed by Defense Human Resources Activity (DHRA).

27) OSD Analysis and Support: Provides the Secretary and the entire OSD staff and Joint Chiefs of Staff a source of funds to explore management and programmatic options before committing to a course of action. These funds provide assurance that future budget requests contain programs and policies that have been explored in some depth and represent an optimum solution to a particular problem. The OSD Studies Program falls under the OSD Analysis and Support umbrella developing requirements for analytic support within the OUSD (AT&L) and conducting joint studies with other components of OSD and the Joint Staff. The program improves the ability of executive decision makers in OSD and Joint Staff components to execute their missions in a complex global environment, by allowing access to specialized technical support. Foremost among the areas supported are installation management, international cooperation and security policymaking, environmental protection policy, systems acquisition and architecture, communications and software assurance, and acquisition management.

c. Regulatory Requirement:

1) Acquisition Workforce Demonstration: The Acquisition Demonstration Project Office is a subordinate office and aligned under the Human Capital Initiatives office, OUSD AT&L. AcqDemo provides a personnel management system designed specifically

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I. Description of Operations Financed (cont.)

for the Defense acquisition business environment workforce. The purpose of the project is to demonstrate that the effectiveness of DoD acquisition can be enhanced by allowing greater managerial control over personnel processes and functions and, at the same time, expand the opportunities available to employees through a more responsive and flexible personnel system. AcqDemo was designed to provide managers the authority, control, and flexibility needed to better manage the AT&L Workforce, with the immediate goal of enhancing the quality and professionalism of that workforce, and the ultimate goal of providing the best acquisition systems for DoD.

2) Defense Environmental International Cooperation: This program funds bilateral and multilateral initiatives with foreign defense departments and militaries in support of global basing/operations and the Secretary's Security Cooperation Guidance goals. Starting in FY 2013, major functions and corresponding funding are being identified as separate missions to raise visibility of those specific components. These components are identified under "Installation Climate Change Vulnerability Assessment" and "DoD Siting Clearinghouse," paragraphs b.15) and b.21), above.

3) International Cooperation Program: A Congressional mandate provided resources to support the IC organization with administrative and analytical tasks implemented by the President and the Secretary of Defense; cooperation across the life cycles of acquisition programs.

4) Low Observable/Counter Low Observable Export Control (LO/CLO): This program supports the Director of Special Programs' review of arms export control and license applications to include the review and approval of those technologies associated with Low Observables (LO) and Counter-Low Observables (CLO).

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I. Description of Operations Financed (cont.)

5) Readiness and Environmental Protection Initiative (REPI): The Military Departments identify expanding development and urban growth as an increasing challenge to range and installation viability and a growing impediment to mission readiness. The REPI is an effort to sustain military readiness while assisting in the protection of valuable habitat and open space. The initiative supports cooperative agreements with states and local communities, and other interested stakeholders to acquire key conservation easements thus preventing incompatible development around military bases and ranges. DoD promotes such partnerships through its Sustainable Ranges Initiative.

d. Promulgate Policy:

1) Acquisition Knowledge Sharing System (AKSS): The AKSS, Defense Acquisition Guidebook (DAG) and Acquisition Community Connection (ACC) are the primary sources of up-to date material on AT&L mandatory policies and discretionary practices. These sources provide the Defense Acquisition Workforce Improvement Act (DAWIA) workforce with instant access to DoD experts, as well as online collaborative knowledge communities. Requested resources will assist the office in operating and supporting the AKSS, the DAG, the web-enabled Integrated Framework Chart (IFC), ACC system and the Acquire search and discovery system. Resources will also be used to convert the AKSS into a personalized portal system and develop "portlets" for use by Service and Agency portals; develop the Best Practices Clearinghouse (BPCh) system; develop and acquire upgrades for searching video; and develop various job performance support tools based on major business processes (such as the Standard Procurement System and major milestone plans).

2) Transform Procurement Regulations: This is a continuing initiative to increase the efficiency and improve the quality and effectiveness of DoD procurement regulatory process and rule making capability. This initiative will move the development,

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I. Description of Operations Financed (cont.)

implementation, publication, and communication of hundreds of policies, laws, and changes in the FAR and DFARS to a web-based capability.

3) Acquisition Visibility (formerly Defense Acquisition Management Info Retrieval):

This program provides acquisition management oversight, governance, and secure data services for the entire DoD acquisition community. It consolidates acquisition management lifecycle governance responsibilities, authorities, acquisition data services capabilities, and decision making for DoD acquisition programs. Requested resources support the Acquisition Visibility (AV) SOA project to improve transparency of Defense acquisition decision-making information.

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\$ in Thousands

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
D. <u>Under Secretary of Defense (Policy):</u>	149,305	48,477	65,282

The Office of the Under Secretary of Defense for Policy (OUSD(P)) oversees matters relating to international security policy and political-military affairs. The Under Secretary is the principal staff assistant and advisor to the Secretary and the Deputy Secretary of Defense for all matters on the formulation of national security and defense policy; the integration and oversight of DoD policy and plans to achieve national security objectives; and represents the Secretary and Department of Defense in the interagency process, with Congress, and in public/media outreach. The OUSD(P) carries out numerous responsibilities by managing programs in Policy Planning and Integration, Global Threat Management, Regional Security Affairs, Warfighting Support, and Homeland Defense Support.

a) Policy Planning and Integration: OUSD(P) coordinates activities to aid in formulating strategies for DoD programs at national and international levels. This involves establishing and monitoring strategic direction, planning and force development as laid out in reporting documents such as the Quadrennial Defense Review (QDR) and Defense Planning and Programming Guidance (DPPG). OUSD(P) ensures decisions are not made in a vacuum by integrating policies and resources related to humanitarian efforts and their compliance with international laws. It also initiates crisis decision-making in an interagency setting; creates forums to explore emerging national security issues; and examines the capabilities and limitations of national power through various instruments.

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I. Description of Operations Financed (cont.)

Requested resources allow interagency integration and coordination to determine requirements for potential dual-use application of Defense assets.

b) Global Threat Management: Provides policy, guidance and oversight on existential threats, supranational threats and non-state actor threats. OUSD(P) fulfills this global mission by crafting and implementing initiatives to expand cultural understanding throughout the world in governed and ungoverned areas in an effort to pre-empt the expansion of terrorist cells. Tabletop exercises are utilized to enable Members of Congress, Administration Officials, and DoD personnel to form strategies in addressing catastrophic security events. Additionally, active research and involvement in the ever-changing cyber environment is required to protect security assets and prevent sophisticated threats in cyberspace from adversaries foreign and domestic.

c) Regional Security Affairs: Provides analysis of management of cultural situations in nation states and oversight to military joint ventures and cooperative DoD-Foreign government programs including educational, training, and developmental opportunities. Using a variety of resources, regional expertise is developed and maintained to support DoD leadership in forming and implementing strategies, and contributing to a coordinated, holistic government engagement in programs and policies. Regional expertise provides the ability to: monitor and solve security cooperation issues; effectively execute coalition management; monitor international security operations; and further develop cooperative relations with foreign countries.

d) Warfighting Support Activities: OUSD(P) provides resources to orchestrate the development of special technologies and capabilities. It sustains these efforts by conducting in-depth analyses of the assignment of additional military and civilian personnel to long-term, non-intelligence positions in high-priority countries. It

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I. Description of Operations Financed (cont.)

prepares the military for confronting threats in culturally diverse countries, supports policies and strategies that develop skills unique to counterinsurgency and stabilization efforts; reinforces and builds international support over shared security concerns, homeland security, counterterrorism and other critical nation alliances, and promotes humanitarian activities through military resources in a non-combat manner.

e) Homeland Defense Support Activities: Formulates policy and conducts DoD strategic planning for homeland defense and defense support of civil authorities, including installation preparedness; CBRNE preparedness and consequence management; border security and National Security Special Events. Supports the U.S. Northern Command in homeland defense strategy, and enhances the U.S. Southern Command mission through engagement with the ministries of defense in the countries of the Western Hemisphere. It supervises intra-departmental and inter-agency coordination of the above issues. It conducts oversight of DoD processes to exercise force readiness through the National Exercise Program, manages defense continuity and conducts crisis management.

f) Defense Critical Infrastructure Program (DCIP): Oversees policy formulation and strategic planning for the Defense Critical Infrastructure Program, to include the Defense Industrial Base (DIB), which provides defense-related products and services that are essential to equip, mobilize, deploy and sustain military operations, enabling the Warfighter to minimize risk. It ensures the resiliency of networked infrastructure assets, whether owned or operated by DoD or private industry, that are critical to executing military missions. Activities include the identification, assessment, monitoring, and risk management of cyber and physical infrastructure assets critical to the execution of the National Military Strategy.

g) Rewards Program: Provides funds to publicize the program and pay rewards for

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I. Description of Operations Financed (cont.)

information to disrupt international terrorist activities.

h) Travel Program: Funding supports travel in support of the OUSD(P) mission.

i) US Mission to NATO: Provides regional stability interface with US allies, NATO resolution of regional conflicts, response to terrorism and unstable conditions in fragile and failed nation states that involves NATO involvement (e.g. Libya), weapons of mass destruction bilateral measures, and support of overseas facilities.

	<u>\$ in Thousands</u>		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
E. <u>Under Secretary of Defense (Comptroller) and Chief Financial Officer:</u>	21,109	27,582	24,966

Comptroller and Chief Financial Officer: The Office of the Under Secretary of Defense (Comptroller) (OUSD(C))/Chief Financial Officer 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 five main areas of operations financed include Comptroller Initiatives, Future Years Defense Program Improvement, Administrative Support, Next Generation Resource Management System, and Enterprise Funds Distribution Support System.

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I. Description of Operations Financed (cont.)

a. Comptroller Initiatives:

1. Support for producing and providing the SECDEF and senior leadership with authoritative, accurate, and timely financial statements and achieving an unqualified audit opinion for the DoD financial statements.
2. Support Department-wide business transformation efforts by improving financial management processes, systems, and financial reporting.
3. Maintenance for tools designed to display and track budgetary data and performance metrics such as the Exhibits Automation System, the Comptroller's internal dashboard, and the Overseas Contingency Operations support tool.
4. Improve the financial management workforce capabilities including identification of best practices, development of professional and analytical skills and abilities, and using technology to promote innovative professional development opportunities to support the changing business needs of the Department.

b. Future Years Defense Program (FYDP) Improvement: This program will be executed by the Director, CAPE, effective 2013.

1. Maintain the FYDP information system used to collect, transform, disseminate, build reports, and provide analytical displays for PPBE deliverables.
2. Improve the efficiency and effectiveness of PPBE processes and systems.
3. Support PPBE decision making by the Secretary of Defense and senior leadership.

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I. Description of Operations Financed (cont.)

c. Administrative Support: Funds services for the OUSD(C), including general office support, data administration, records management, workflow and correspondence tracking, and other administrative tasks.

d. Next Generation Resource Management System (NGRMS): Maintain information technology system used to formulate, justify, present, and defend the DoD budget.

e. Enterprise Funds Distribution System Support: Maintain the automated system for controlling and distributing funds including apportionment, reprogramming, rescissions, continuing resolution, etc.

More detailed information on the mission and functions of the USD(C) can be found at the following website: <http://www.defenselink.mil/comptroller/>.

	<u>\$ in Thousands</u>		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
F. <u>Under Secretary of Defense (Personnel and Readiness)</u>:	837,939	904,766	821,782

The Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) is the principal staff assistant and advisor to the SECDEF for Total Force Management. OUSD (P&R) develops policies, plans, and programs for Total Force personnel. This includes the allocation among DoD Components and between the Active and Reserve components and Reserve Component Affairs to promote the effective integration of the Reserve component capabilities into a

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I. Description of Operations Financed (cont.)

Cohesive Total Force; health and medical affairs; recruitment, education, training, equal opportunity, compensation, recognition, discipline, and separation of all DoD personnel; interagency 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.

The following programs are supported:

a. Contracts and other Support Services: This program funds the Contracts and Other Support Services for mission requirements, including Intergovernmental Personnel Act (IPA) requirements.

b. Advancing Diversity and Equal Opportunity Program: Includes the Workforce Recruitment Program for College Students with Disabilities to increase the number of people with targeted disabilities in the federal civilian workforce to support a DoD goal of two percent DoD-wide, emphasizing the benefit for wounded service members. The Defense Equal Opportunity Management Institute develops curricula and trains military and civilian personnel in cultural competencies/awareness for engaging in warfare and to provide a website and clearinghouse materials for deployed military equal opportunity advisors. Growing Diversity in the Senior Ranks will improve diversity in key occupational pipelines that feed into the military flag/general officer and civilian senior executive service positions by increasing diversity in DoD internship programs.

c. Assistant Secretary of Defense (Health Affairs): The ASD(HA) is the principal medical staff advisor to the Secretary of Defense and principal program manager for all DoD health matters to include medical readiness, health care delivery, preventive

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I. Description of Operations Financed (cont.)

medicine, medical military construction, and the procurement, development, training and retention of medical military and civilian personnel.

d. Assistant Secretary of Defense (Reserve Affairs): Funds managed by ASD (RA) are utilized to conduct valuable research and analysis for specific topics and issues that are related to the National Guard (NG) and Reserve components (RC). These efforts provide mandated reports, data and recommendations as potential solutions or courses of action to DoD and Congress. The research results provide an opportunity for focused analysis to aid ASD (RA) in making informed decisions on policies and future direction for the NG and RC in the areas of resourcing, manpower, personnel, material, facilities, readiness, training, and mobilization. Funds are also used for travel of ASD (RA), Principal Deputy, Deputy ASDs, and actions officers to conduct Active and Reserve component and Combatant Command site visits in addition to attending training and conferences as necessary to remain current on Reserve and National Guard issues and requirements in the operational/field environment.

e. Combatant Commander's Exercise Engagement and Training Transformation (CE2T2): The program supports the joint training requirements of the Department to include the Chairman of the Joint Chiefs of Staff Exercise Program. CE2T2 ensures the Combatant Commander's ability to conduct joint training and theater engagement events to meet the Unified Command Plan and Guidance for Employment of the Force-directed missions and goals. Enhances Joint Readiness in support of the Joint Force Commander's requirements such as execution of Theater Campaign Plans and building partner capacity. Combatant Commander's Exercise Engagement and Training Transformation (CE2T2): The program was established as a result of direction from the Quadrennial Defense Review that re-aligned and consolidated joint training programs and applies resulting efficiencies against new mission areas and existing joint training shortfalls. Efforts support the Department's

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I. Description of Operations Financed (cont.)

second priority to strengthen joint war-fighting capabilities. This account funds the following critical training programs:

1) Joint National Training Capability (JNTC) uses a mix of live, virtual and constructive (L-V-C) models and simulations in an integrated network of over 33 persistent training sites. JNTC provides the most realistic joint mission experience possible. Provides training that offers DoD a spectrum of live, virtual and constructive training (LVC) environments. The L-V-C environment combines existing exercises with live forces, creating a more realistic training experience.

2) Joint Knowledge On-line (JKO) provides joint operational courseware to the individual Warfighter with educational and training content, leveraging state-of-the-art-distribution processes and advanced technologies to provide training content to Defense personnel and tracks user's progress.

3) The Joint Staff, J7 Joint Coalition Warfighter supplies the Unified Command Plan-directed support to CCMDs by providing joint and multinational training exercises and certification exercise venues along with training exercise feedback. The JCW develops and produces the National Defense University Flag Officer and Senior Non-Commissioned officer PINNACLE, CAPSTONE and KEYSTONE courses.

4) The Joint Deployment Training Center (JDTC) delivers individual functional user training on a variety of Command and Control applications on the Global Command and Control System-Joint that constitute the major planning and situational awareness tools used by the Military Departments, the Combatant Commands, and other Government Agencies to conduct daily operations in support of the Overseas Contingency Operations and other missions.

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5) Combatant Command Headquarters support provides the CCMDs resources for their participation in training and exercise events to prepare for operational missions.

6) The Joint Exercise Transportation Program (JETP) is the Chairman of the Joint Chiefs of Staff principal vehicle for achieving joint and multinational training by funding transportation of personnel and equipment to worldwide exercises. It provides CCMDs the primary means to train battle staffs and forces in joint and combined operations, evaluate war plans and execute engagement strategies. It also provides an opportunity to stress strategic transportation systems as well as Command, Control, Communications, Computer and Intelligence systems to evaluate their readiness across the full spectrum of operations.

7) The Joint Training Information Management System (JTIMS) provides the Joint war fighter a web-based, collaborative tool set supporting execution of the Joint Training System. The system facilitates the analysis of the CCMDs Joint Mission Essential task list.

8) Joint Training System Specialist Program integrates Joint training into a cohesive program supporting Joint Training requirements across the DoD.

9) Joint Training Facilitator Program provides on-site joint training individual and staff training support to the CCMDs. The program supports policy, procedure, action and milestone development required to conduct COCOM individual and staff joint training programs.

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10) Joint Assessment and Enabling Capability (JAEC) measures the degree to which joint training improves joint readiness and where improvements should be made. It tracks the progress and impact of the CE2T2 program.

11) The Immersive Training program is a small unit, infantry focused, scalable, interactive, and rapidly reconfigurable training system replicating elements of the visual, audio, tactile, weather (temperature and humidity), olfactory effects, and conditions of a distributed battlefield across the gamut of operations to improve higher order cognitive decision making skills.

f. Defense Safety Oversight Council (DSOC): Supports safety initiatives to reduce and prevent injuries to meet the Secretary's 5 percent accident reduction goal. It includes funding for the Voluntary Protection Program.

g. Defense Readiness Reporting System (DRRS): Supports comprehensive readiness reporting. Increased support funds system enhancements to include: Mission Assurance Category I compliance, collaboration of DRRS with the Adaptive Planning & Execution System and placement of DRRS on the Joint Worldwide Intelligence Communications System network. Allows for quick analysis of force capability issues, effective program oversight, operator training, and data maintenance. Based on intelligent agents, dynamic databases, semantic middleware, and publish/subscribe concepts; and provides a logically uniform view into the multiple databases and information sources that will feed DRRS.

h. Lost Work Days System: Lost Work Days aims to increase operational readiness by providing data and analysis to eliminate preventable mishaps.

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i. Military Personnel Policy (MPP) (Accession Policy) Naturalization Support: Funding was added to OUSD(P&R) for Military Naturalization Support Services in response to Congressional Language in the FY 2010 Department of Homeland Security (DHS) conference report (House Report 111-298). Section 1701 of the FY 2004 National Defense Authorization Act (P.L. 108-136) directed the U.S. Citizenship and Immigration Services (USCIS) in DHS not to charge fees to military members applying for naturalization to become US citizens. Funding of the Military Naturalization program was directed by OMB and included in DoD appropriations beginning in FY 2011. Estimated cost per applicant is \$675 and approximately 9,400 applications are processed per year.

j. Military Spouse Internship Program: Assists eligible spouses of active duty military in obtaining positions in federal agencies by paying the spouses' salary and benefits for the first year of employment.

k. Studies Program: The Department contracts for assistance in facilitating studies that improve the overall operation and efficiency of the OUSD(P&R) and the programs over which it exercises oversight. Major themes of these studies include the three main focus areas of recruiting, retention, and readiness along with the full continuum of subjects that impact these major themes. Population of interest is the Total Force.

l. Training Transformation: Provides oversight of the Department's Joint training effort, including DoD training ranges.

m. Wounded Warrior Care and Transition Policy (WWCTP): Wounded Warrior Care and Transition Policy: Funds OSD policy development, standardization, implementation and improvement of the quality and delivery of care and case management, disability

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evaluation, and transition assistance services to wounded, ill, and injured Service members. Wounded Warrior Care and Transition Policy consists of the following programs:

- 1) DoD standardized training is provided to Recovery Care Coordinators ensuring development and implementation of personalized comprehensive recovery plans for approximately 14,000 Service member's care and family needs annually. The comprehensive recovery plans document non-medical, rehabilitative, education, and employment needs of wounded, ill, and injured Service members.
- 2) The Transition Assistance Program provides pre-separation counseling, individual assessment and coaching, and other life-skills training to about 300,000 persons annually. The TAP eases service members and their family's transition from a military to civilian life.
- 3) The Integrated Disability Evaluation System (IDES), combines the DoD Disability Evaluation System and the Veterans Administration (VA) Compensation and Benefit process into a single integrated and fair DES process for Service members. There are approximately 33,000 affected Service members currently enrolled in the DES. The goal of the IDES is to reduce the time that Service members dwell in the DES process to 295 days.

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I. Description of Operations Financed (cont.)

\$ in Thousands

	<u>FY 2011</u> <u>Actuals</u>	<u>FY 2012</u> <u>Estimate</u>	<u>FY 2013</u> <u>Estimate</u>
G. <u>Under Secretary of Defense</u> <u>(Intelligence):</u>	192,334	162,877	150,498

The USD(I) advises the Secretary and Deputy Secretary of Defense regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The OUSD(I) exercises the SECDEF's authority, direction, and control over the Defense Agencies and DoD Field Activities that are Defense intelligence, counterintelligence, or security components; and exercises planning, policy, and strategic oversight over all DoD intelligence, counterintelligence, and security policy, plans and programs. The USD(I) is dual-hatted as the Director of Defense Intelligence within the Office of the Director of National Intelligence (ODNI). In this capacity, he reports to the DNI on Defense Intelligence matters.

a. Intelligence Mission. Three Deputy Under Secretaries (DUSD) and three direct report offices support the intelligence mission:

The ***DUSD Joint and Coalition Warfighter Support (J&CWS)*** ensures that intelligence support across the Department meets critical and timely Warfighter needs and requirements through policy development, planning, and operational oversight. DUSD (J&CWS) aligns policies and programs with current operational requirements and intelligence-related strategies and assessments, aligns selected cutting-edge and emerging intelligence-related technologies with Warfighter needs, and oversees cyber, cyber intelligence, and

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I. Description of Operations Financed (cont.)

intelligence operations integration (IOI) activities. Develops DoD policy/doctrine, coordinates Joint doctrine, and oversees DoD Intelligence transformational efforts.

Cyber Capabilities and Operations Support Directorate: Focal point for DoD cyber capabilities, with an emphasis on operations support to the Services and COCOMs. Ensures the Department has the capabilities needed for Warfighting in the cyber domain. Integrates cyber into Departmental processes, and partners with industry for innovative solutions to capability gaps. Ensures the Department has the intelligence capabilities needed for the cyberspace domain. Develops policies that support cyberspace operations. Strengthens foreign intelligence partnerships through senior-level engagement and participation in bodies such as the Defense Cyberspace Coordination Group. Strengthens the Department's interagency integration and provides strategic leadership and advocacy through close partnership with the intelligence community (IC), other interagency partners and external senior leadership engagements to include venues such as the Cyber Integration Group and the Enduring Security Framework.

Warfighter Operations and Intelligence Support Directorate: Leads transformation efforts and develops/coordinates policy on all Intelligence disciplines/Joint Intelligence Operations Centers. Provides policy, guidance and oversight of the Defense Intelligence Enterprise to ensure support to the Warfighter and to operations. Reviews and advocates for appropriate Warfighter intelligence requirements and capabilities. Provides guidance and oversight to sustain the Intelligence Planning effort to synchronize and integrate National and Defense Intelligence Enterprise support of selected combatant command top priority contingency and campaign plans and lead the integration of intelligence planning into the overall Adaptive Planning initiative. Serves as representative to Joint Improvised Explosive Device (IED) Defeat Organization (JIEDDO) and provides advice for all Counter-IED programs. Provides policy, guidance,

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I. Description of Operations Financed (cont.)

resource advocacy, and oversight for Reserve Component Intelligence Elements (RCIE) across the Defense Intelligence Enterprise; supports and manages RCIE capabilities as appropriate and provides oversight of the Joint Reserve Intelligence Program. Responsible for policy/operational aspects of the Sensitive Reconnaissance Operations (SRO) program (all airborne/maritime surveillance and reconnaissance operations requiring Secretary of Defense or Presidential approval in support of national and Warfighter requirements).

Policy, Strategy, and Doctrine Directorate: Serves as the focal point for intelligence, counterintelligence, and security-related policy, strategy, strategic planning, and doctrine. Formulates policy and strategy, and coordinates strategic planning guidance and doctrine positions with the OUSD(I) staff and with the Defense Intelligence Enterprise on behalf of the USD(I). Focal point within OUSD(I) for the formal coordination of all DoD policy issuances. Serves as the primary interface with ODNI for policy, strategy, and strategic planning matters, ensuring Department requirements and equities are reflected in IC strategies, policies, and planning documents. Advises the USD(I) and the OUSD(I) staff on issues involving Defense Intelligence and IC policy, strategy, strategic planning, and doctrine.

Information Sharing and Partner Engagement Directorate: Coordinates all intelligence information sharing and related Warfighter intelligence support issues for OUSD(I). Formulates and coordinates policy on intelligence information sharing and oversees implementation. Establishes enterprise management and governance for Defense Intelligence Information Enterprise and serves as the primary interface with the Intelligence Community, National Security Council, Homeland Security Council, ODNI, and other departments on Defense Intelligence Information Sharing policies, relationships, and architectures for/with the Combatant Commands, coalition partners, allies, other

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I. Description of Operations Financed (cont.)

federal government entities, state/local/tribal entities, international organizations, and the private sector. Oversees development of international intelligence information sharing architectures. Oversees the US BICES program. Manages Defense Intelligence sharing efforts with customers within the national security, intelligence and law enforcement communities. Provides input to country strategies developed with the ODNI and serves as the representative to the National Disclosure Policy (NDP) Committee and Foreign Relations Coordination Committee and votes on all requests for exception to NDP. Serves as the OUSD(I) representative to the DoD CIO Executive Board, the DNI's IC CIO council and executive board, the IC Information Sharing Steering Committee, and the IC Information Sharing Executive.

Intelligence, Surveillance and Reconnaissance (ISR) Task Force (TF) Directorate: Responsible for improving the near-term efficiency and effectiveness of Joint and Coalition ISR capabilities by spearheading the expedited delivery of ISR systems, technologies, policies, and processes in support of Warfighter operations. Provides oversight and advocacy of investment and sustainment resources needed to accelerate the deployment of ISR capability with supporting infrastructure for collection, communications and processing, exploitation and dissemination. The TF works closely with the Joint Staff, COCOMs, Services, CSAs, and the OSD staff to identify and operationally integrate initiatives designed to address unmet ISR demands and develop operations to meet gaps and shortfalls. Works to coordinate approved ISR initiatives input into the DoD Planning, Programming, Budgeting and Execution process.

The ***DUSD Portfolio, Programs and Resources (PP&R)*** develops DoD's investment strategy for ISR and Environmental system capabilities, as well as new concepts and innovative technologies to enhance the Defense Intelligence Enterprise. The office executes this investment strategy through management of the Military Intelligence Program (MIP) as well

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I. Description of Operations Financed (cont.)

as the Battlespace Awareness Portfolio, balancing investment and risk over specific capability focus areas. It also provides oversight support to USD(I) for ISR acquisition programs. The office synchronizes MIP investment with those investments in the National Intelligence Program (NIP) that support military planning and operations.

Battlespace Awareness and Program Assessment Directorate: Serves as the principal staff advisor and functional manager for the Department's Battlespace Awareness (BA) Portfolio, one of nine capability portfolios in the Department of Defense (DoD). Provides resource oversight, program guidance and investment strategies for all DoD ISR and Environmental System Capabilities. Responsible for the Congressionally-directed ISR Roadmap/Strategic Plan, the OUSD(I) submission to SECDEF's Defense Planning and Programming Guidance, the annual submission of the portfolio's balanced resource recommendation to OSD/Cost Assessment and Program Evaluation (CAPE), and the annual Consolidated Intelligence Guidance (in conjunction with ODNI). Provides DoD seniors, including the SECDEF's Large Group and Deputy's Advisory Working Group (DAWG), with integrated and balanced portfolio resource recommendations. Serves as OUSD(I) focal point for the NIP-MIP Integration Group, SECDEF Large Group, DAWG, 3-Star Programmers Group, and Quadrennial Defense Review. Serves as Executive Secretariat for the DoD ISR Council and ISR Deputy's Council, and provides primary OUSD(I) interface with OSD/CAPE and ODNI/Systems and Resource Analyses (SRA) to ensure ISR and Environmental System capability linkages and dependencies across the Department and with the NIP.

Intelligence, Surveillance and Reconnaissance Programs Directorate: Provides OSD functional oversight for DoD ISR programs, to include processing, exploitation, and dedicated communications networks. Provides oversight and technical expertise, including requirements evaluations, technology assessments, acquisition oversight, and budget accuracy of National and DoD ISR Programs. Oversees execution of investment strategies

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I. Description of Operations Financed (cont.)

approved by PP&R principal staff and USD(I) senior leadership through evaluations of National and DoD ISR initiatives. As directed, creates and manages DoD governance processes providing integrated architectures for both ISR tasking, processing, exploitation, dissemination (TPED) and collection systems. Provides special emphasis to ensure TPED architecture addresses all ISR capabilities requirements from the collector/sensor through the delivery to the end-user. Develops USD(I) implementation direction and analytic-based proposals to include supporting studies for budget processes and delivering accurate assessments in support of the development and execution of the MIP. Evaluates impact of NIP in meeting Warfighter needs, and supports NIP oversight on behalf of the USD(I). Identifies, manages, and coordinates ISR program and system requirements through the OSD and DNI process.

Military Intelligence Program Resources Directorate: Develops investment strategies addressing Warfighter near-term and long-term ISR and other intelligence-related needs. Manages and advocates for the MIP on behalf of USD(I) throughout the Planning, Programming, Budget, and Execution (PPBE) process in the Department and works closely with ODNI to ensure appropriate linkages and dependencies between the MIP and the NIP. Outputs include the MIP Congressional Justification Books, Resource Management Decision proposals issue papers, reprogramming actions, quarterly execution reports to Congress, regular performance management reports to USD Comptroller and Office of Management and Budget (OMB), and appeals to Congressional marks on resources. Serves as primary OUSD(I) interface with ODNI, OMB, CAPE, USD(C), the Components, and Joint Staff for resource matters and Congressional appeals.

Emerging Capabilities and Technology Investments Directorate: Provides USD(I) with innovative capability solutions supporting warfighting needs through the application of emerging technologies, methodologies or opportunities while leveraging partnerships and

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I. Description of Operations Financed (cont.)

alliances with government, industry and academia. Identifies, assesses, and oversees development and implementation of advanced concepts and cutting-edge capabilities for the Department. Addresses critical intelligence needs, operational shortfalls, and interagency requirements by conducting research, analysis, and coordination of initiatives among Service and Defense Agencies to minimize overlapping programs, maximize cross-functional applications, and capitalize on existing technology investments.

The ***DUSD Intelligence and Security (I&S)*** is responsible for developing policy and planning, and conducting strategic oversight for the DoD in the areas of HUMINT, Counterintelligence (CI), security, sensitive activities and interagency integration, and defense analysis. Oversees the activities of the Defense Security Service and coordinates closely with the Defense CI & HUMINT Center at DIA. Supports management of resources and investments to meet evolving Warfighter needs; expands defense HUMINT global reach; enhances CI and credibility assessment capabilities; transforms defense security; and synchronizes special access programs and other sensitive activities to provide enhanced operational integration and collaboration.

Human Intelligence (HUMINT) and Counterintelligence Directorate: Staff advisor for DoD HUMINT. Oversees the full spectrum of DoD HUMINT plans, programs, and operations. Develops and coordinates DoD policy governing HUMINT tradecraft standards, coordination requirements, collection methodology, training, technology architecture, coalition engagement, enabling capabilities, and Enterprise management. Assesses the performance of the DoD HUMINT Enterprise, and recommends resource allocation/reallocation where appropriate. Represents OUSD(I) within the IC on matters pertaining to DoD HUMINT and intelligence-related activities. Supports the Defense guidance and strategies allowing HUMINT to be flexible and responsive to address emerging global threats while providing timely, objective, and cogent military intelligence in support of Warfighters, planners,

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I. Description of Operations Financed (cont.)

and DoD and National security decision-makers. Staff advisor for DoD CI and Credibility Assessment (CA) matters. Develops and staffs DoD CI and CA policies; provides CI and CA policy oversight; represents the USD(I) and OSD at IC, national, international and DoD CI and CA fora; and conducts an outreach program to DoD Components with organic CI elements. Provides support on CI budget matters for CI and CA resources, and CI and CA staff support to OSD, the Joint Staff and other customers.

Security Directorate: Staff advisor for DoD security enterprise policy, planning, and oversight, and Executive Agent for the U.S. National Industrial Security Program Operating Manual. Develops policy for all DoD Components in the following areas: information, personnel, physical, chemical/biological, industrial, operations, special access program, and sensitive compartmented information security; controlled unclassified information; and Critical Program Information. Ensures existing policy balances the need to protect security information with the need to share across DoD and interagency missions. Conducts oversight and assessment of DoD Components' security programs. Leads and conducts strategic planning for the Defense Security Enterprise. DoD Functional Community Manager for Security responsible for human capital management for the security career field. Represents OUSD(I) on matters pertaining to DoD security at interagency fora, to include: Department of Homeland Security Interagency Security Committee, DNI's information sharing environment efforts, National Security Council (NSC) Interagency Policy Committees, National Disclosure Policy Committee, Committee on Foreign Investment in the United States, Weapons of Mass Destruction Commission, National Industrial Security Program Policy Advisory Committee, and the State, Local, Tribal, and Private Sector Policy Advisory Committee.

Sensitive Activities Directorate: Staff advisor for the oversight, coordination, assessment, and reporting of DoD intelligence and intelligence-related sensitive

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I. Description of Operations Financed (cont.)

activities (SA). Oversees the DoD Foreign Materiel Program, the Defense Cover Program, and designated special access programs. Maintains global visibility of SA to facilitate senior-level decision making. Conducts analysis of DoD SA and ensures coordination and deconfliction. Coordinates staff actions related to SA. Develops policies, strategies, technologies and programs to facilitate agility, speed, effectiveness and persistence supporting the conduct of SA. Provides support to combatant commands to include planning and review of sensitive Execution Orders (EXORD) and Deployment Orders (DEPOD). Oversees and manages SA and Congressionally-directed reporting. Establishes and maintains agreements related to DoD and interagency SA. Provides functional oversight of compartmented and special-access programs and ensures coordination and deconfliction of activities among stakeholders. Foreign materiel exploitation activities include analysis, testing, evaluations, and documentation of the scientific and technical characteristics of an item of foreign materiel. It includes the assessment of capabilities and vulnerabilities, and the operational performance against U.S. systems and countermeasures.

Interagency Integration Directorate: Responsible for policy development, oversight, planning, and coordination of activities involving DoD interactions with sensitive interagency programs and operations. The National Programs office serves as the lead OSD staff element and principal advisor to the USD(I) for management of policy, administrative, and security requirements related to National Security Council programs and other activities coordinated with the National Security Staff. The Defense Sensitive Support Activity (DSSA) manages policy, oversight, enabling, and operational coordination requirements for a SECDEF program that coordinates the provision of Defense Sensitive Support among and between DoD and other federal departments and agencies.

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I. Description of Operations Financed (cont.)

Defense Analysis Capabilities Directorate: Provides direction and oversight of all DoD intelligence analytic functions, to include all-source analysis, warning, Identity Intelligence biometrics and Socio-Cultural Analysis. Establishes policy, standards of performance, quality assurance and integration; drives the development and implementation of advanced concepts, responsive strategies, and cutting-edge analytic capabilities for the DoD. Addresses critical intelligence needs, operational shortfalls, and interagency requirements. Serves as the OUSD(I) lead for Unified Intelligence Strategy development.

Direct Report Offices (DRO) consist of the Chief of Staff, Congressional Activities and Human Capital Management. The Chief of Staff Office serves as the focal point for coordination of organization-wide management and administrative matters. It is also responsible for supporting security, management, administration, and oversight of USD(I) compartmented activities and Special Access Programs (SAP). The Congressional Activities Office supports the USD(I), the ASD (Legislative Affairs) and the OSD (Comptroller) by facilitating OUSD(I) interaction with Defense and Intelligence oversight committees, and Members of Congress and their staffs in order to provide information on the MIP and OUSD(I) legislative priorities consistent with DoD objectives. The Human Capital Management Office (HCMO) exercises policy oversight of personnel in Defense intelligence positions to ensure that Defense intelligence, counterintelligence, and security Components are manned, trained, equipped and structured to support the missions of the Department. HCMO develops and oversees the policies associated with the Defense Civilian Intelligence Personnel System. HCMO develops policy and provides oversight on training, education, and career development of personnel within the Defense Intelligence, counterintelligence, and security Components and ensures integration of Defense intelligence into other DoD training within the DoD and IC, as appropriate. HCMO oversees the implementation of DoD detailee policy within the Defense intelligence, counterintelligence, and security Components, and exercises approval authority over the assignment of personnel. In addition, HCMO develops and advocates policy, strategies,

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I. Description of Operations Financed (cont.)

and programs for meeting Defense Intelligence Enterprise needs for foreign language skills and country knowledge capabilities.

b. International Intelligence Technology and Architectures. This effort develops, coordinates, oversees, and manages USD(I)'s technology and architectural analysis and support to allied and coalition intelligence sharing and exchange requirements. Conducts research, analysis, and coordination to advance and integrate DoD, NATO, and coalition intelligence sharing, exploitation, and dissemination. Identifies and minimizes overlapping programs, maximizes cross-functional applications, and leverages existing investments in intelligence fusion and discovery capabilities such the U.S. Army Distributed Common Ground/Surface System - Army (DCGS-A) and the Defense Intelligence Information Enterprise (DI2E). Provides program management of Battlefield Information Collection and Exploitation System (BICES) in support of U.S. and Coalition forces. Provides architectural support to Combatant Commands to determine international intelligence solutions for bi-lateral and multi-lateral information sharing. Integrates international solutions for US BICES capabilities within the global Special Operations Forces fusion centers and tactical commands. Develops the enduring international intelligence sharing architecture across the Unified Command Structure. Ensures integration of international intelligence capabilities with the DI2E.

c. Defense Civilian Intelligence Personnel System (DCIPS). Consistent with the recent Secretary of Defense program redirection, the DCIPS is critical to the ability of the Defense Intelligence Enterprise to effectively recruit, develop and retain a world-class intelligence workforce. DCIPS enables each Component to manage their unique mission while providing a common and consistent personnel framework that enhances performance linked to mission and focuses on collaboration and communication. DCIPS

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I. Description of Operations Financed (cont.)

designs, implements and oversees the Enterprise-wide policies and provides consistent and timely communications, program evaluation and evolution, and real-time training.

	<u>\$ in Thousands</u>		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
H. <u>Director, Cost Assessment and Program Evaluation (CAPE):</u>	30,152	33,297	34,498

The Director, CAPE (D,CAPE) provides critical analyses of DoD programs and independent advice to the SECDEF and DEPSECDEF regarding the defense program. CAPE develops and analyzes program alternatives, manages the Future Years Defense Program (FYDP) and validates the costing and funding of programs throughout DoD.

a. Long Range Planning: This program provides independent advice to the SECDEF for analysis and advice on program and budget decisions, cost estimation and cost analysis for acquisition programs, strategy and force planning, the Quadrennial Defense Review, and transformation. Specific areas of focus include:

- 1) Cost Estimating Analysis and Economic Research
- 2) Strategic, C4, and ISR Programs
- 3) Irregular Warfare Analysis
- 4) Conventional Forces Analytical Support
- 5) Defense Program Projection Support (DPP)
- 6) Force Structure, Weapons Systems, and Warfighting Analysis

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I. Description of Operations Financed (cont.)

- 7) Mobility Capability Analysis
- 8) Scenario Analysis and Simulation and Analysis Center (SAC)
- 9) Defense Contract and Resource Center (DCARC)

The program decreases from FY 2012 to FY 2013 are in accordance with FY 2010 SECDEF direction to reduce support from contractors over a 3-year period. FY 2013 will be the final year for the directed reductions.

b. Defense Resource Management Study Program (DRMS): This program provides support toward the reform of defense resource management processes of foreign countries that are establishing democratic control in the areas of defense and national security and will be concluded in FY 2012. The program decrease from FY 2012 to FY 2013 is in support of SECDEF direction. It was determined that DRMS is not part of CAPE's core mission, and, thus, funding is not required in CAPE's budget after current initiatives are completed.

c. Industrial Base Study Program: This program is a continuation of the congressionally directed effort focusing on Space and Ship programs initiated in FY 2009. The program provides for the collection and analysis of data to support assessment of industrial base health and tools to continually monitor program and contractor performance. Some of the current efforts include the development of automated tools for the analysis of industrial and government work forces, program performance data, investment trends, and assessment of alternative acquisition strategies.

d. Future Years Defense Program (FYDP) Improvement: This program is a transfer from OUSD (Comptroller), effective 2013. Maintain the FYDP information system used to collect, transform, disseminate, build reports, and provide analytical displays for PPBE deliverables. Improve the efficiency and effectiveness of PPBE processes and systems. Support PPBE decision making by the Secretary of Defense and senior DoD leadership.

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Beginning in FY 2013, transfers planned resources to Director, CAPE, from OUSD (Comptroller) for FY 2013 and beyond.

More detailed information on the mission and functions of CAPE can be found at the following website: <https://www.cape.osd.mil>.

	<u>\$ in Thousands</u>		
	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
I. <u>DoD Chief Information Officer:</u>	97,384	88,770	91,651

One of the Secretary of Defense's efficiency initiatives included standing up a refashioned and strengthened DoD Chief Information Officer (CIO), the Office of the Assistant Secretary of Defense for Networks and Information Integration was formally disestablished in early 2012.

NII Mission and Analysis Fund: Funds enable the development and integration of Command and Control (C2), spectrum oversight strategies and policies that support presidential, national and strategic planning initiatives and integration efforts for net-centric C2 to ensure structures and architectures are net-centric compliant and to enhance the efficiency of the Department. Funds will support C2 policy development activities, bandwidth assessments, Unmanned Aerial System encryption instructions, satellite communication and commercial wireless policy documents, domestic and international spectrum policy support, and C2 core data standards. Ensures C2 adaptive planning Warfighting goals, C2 management and oversight strategies for programs across DoD and for

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I. Description of Operations Financed (cont.)

specific ground, air, and land mobile platforms. Funds are used for various advocacy and oversight activities in support of National Leadership Command Capabilities, specifically the availability and provisioning for fully capable and collaborative nuclear and national C2 networks, systems, and devices. National and Presidential communications and information services will be improved by development of network status visualization tools, secure voice and crypto modernization, and systems engineering and architecture development for future systems. These funds also support the oversight and preparation of the OMB and Congressional justification materials for the DoD Information Technology budget.

a. Command Information Superiority Architecture (CISA): Supports a structured planning process based on Information Technology (IT) best business practices to define current and objective capabilities for IT support to assigned missions in a net-centric environment. The CISA program is the developer and maintainer of the DoD Architecture Framework and the DoD Information Enterprise Architecture, the Department's enterprise architecture as directed by the Clinger-Cohen Act (CCA) and OMB Circular A-130.

b. Information Superiority Integration Support (ISIS): Funds integrate the technical, programmatic and acquisition management oversight activities related to critical C2, communications, and non-intel space programs to optimize decision support and resource allocation for this key C3/space portfolio. ISIS funds enable technical analyses and evaluations of cost, schedule, performance, dependencies and requirements to provide leadership with solid acquisition strategies and economic alternatives. Specifically, funds provide Joint C2 capability area technical support, combat identification systems engineering and analyses, and C2 capabilities planning and portfolio synchronization. Similarly, in the communications area, funds are required for technical and acquisition oversight of network related programs, network modernization planning, portfolio

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I. Description of Operations Financed (cont.)

technical evaluation, assessment of acquisition strategies and requirements, analyses of alternatives, and surface, airborne and satellite communication systems integration. In the area of non-intel space, funds provide for technical and acquisition oversight of non-intel space programs and activities, including space protection, space situational awareness, space control, environmental monitoring, positioning, navigation and timing programs and space access activities including space range modernization and coordination with federal and state organizations to ensure consideration of federal and commercial equities, satellite operations, operationally responsive space, and space test programs. Funds are required for space portfolio strategic planning, technical evaluations, assessment of acquisition strategies and requirements, and analyses of alternatives.

c. Chief Information Officer: Supports all aspects of the Defense Information Enterprise - its strategic, business, infrastructure, and capital planning; resource (e.g., people, funds, and technology) management; and its design, development, configuration, acquisition, operation and protection. Emphasis is placed on providing plans, policies, processes, governance structures, analytic assessments, Enterprise-wide services, and IA/IT technical expertise to achieve a net-centric environment, capable of effectively and efficiently supporting the Department's outcome goals.

d. Information Systems Security Program (ISSP): Supports policy development, program oversight and integration of all DoD Information Assurance (IA) efforts such as Computer Network Defense (CND) and the restoration of information systems. Supports: IA and CND architecture development and oversight; IA and CND operations process integration, impact assessment and mitigation planning; Oversight and development of IA education, training and awareness, including IA Scholarship Program.

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I. Description of Operations Financed (cont.)

f. e-Gov Initiatives and Government-Wide Councils: This program implements OMB IT Management requirements supporting the President's agenda for transparency, information sharing, and OMB's guidance on alignment of architectures, advancement of new technologies, Federal-wide management initiatives, and implementation of Federal-wide services. The funding will provide for the Department's annual share for support to the Federal government-wide councils (Chief Financial Officers Council, Chief Information Officers Council, Chief Human Capital Officers Council, Chief Acquisition Officers Council, and the President's Management Council).

g. NII Cyber Security: Supports the President's inter-agency Comprehensive National Cyber Security Initiative. Funding includes support for Supply Chain Risk Management (SCRM) activities. The SCRM activities are comprised of two types: SCRM piloting activities within DoD and continued expansion of SCRM threat assessment capability. DoD is piloting SCRM key practices within DoD acquisition programs through SCRM piloting centers of excellence, which place SCRM Subject Matter Experts (SMEs) within DoD acquisition programs to test SCRM key practices and leverage threat information from the SCRM threat assessment capability. In addition funds support cyber professional education and training activities at the service academies, senior service and defense colleges, service training schools, and for distributive/web-based training and mentoring.

h. NII Cyber Security, Defense Industrial Base: Supports the Defense Industrial Base Cyber Security/Information Assurance (DIB CS/IA) program. Program activities include US government, Interagency, and DoD-wide collaboration, DoD policy development, cyber threat information sharing, network incident reporting and remediation, Cyber intrusion damage assessment, digital forensic analysis, and the development of network security/IA capabilities and development of associated network security technologies, as well as network management and remediation tools. The DIB CS/IA Task Force (TF) oversees

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I. Description of Operations Financed (cont.)

implementation of roles and responsibilities assigned to DoD Components supporting the program (e.g., NSA, Defense Cyber Crime Center, OSD, Military Departments, USSTRATCOM/USCYBERCOM, Agencies, etc.) and coordination with the Interagency. The DIB CS/IA TF also supports DHS efforts to extend DoD's DIB information sharing model to other critical infrastructure sectors and the DIB CS/IA program for partnering with industry on cyber security and information assurance.

More detailed information on the mission and functions of DoD CIO can be found at the following website: <http://dodcio.defense.gov>.

	<u>\$ in Thousands</u>		
	<u>FY 2011 Actuals</u>	<u>FY 2012 Estimate</u>	<u>FY 2013 Estimate</u>
J. <u>Deputy Chief Management Officer:</u>	3,958	30,701	32,198

Funding for this mission was captured under "Other DoD Programs and Initiatives" in previous budgets. Beginning with the FY 2013 President's Budget, DCMO is reflected as a "stand-alone" sub-activity.

Deputy Chief Management Officer (DCMO) was established under the National Defense Authorization Act (NDAA) 2008, Section 904. On behalf of the DEPSECDEF, the DCMO leads and integrates DoD enterprise-wide performance improvement and business operations to enable and support the Warfighter. The DCMO provides acquisition oversight and investment review of defense business systems and leads the Department's continuous

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I. Description of Operations Financed (cont.)

process improvement efforts. The DCMO advises both the SECDEF, and the DEPSECDEF, and also assists OSD officials and heads of DoD components in ensuring plans, performance goals, and measures are aligned with DoD strategic goals.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	Current Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
1. Core Operating Program	373,638	356,790	-12	0.0	356,778	356,783	380,351	
Core Operating Program	373,638	356,790	-12	0.0	356,778	356,783	380,351	
2. Other DoD Programs and Initiatives	242,340	227,818	32,519	14.3	260,337	260,332	205,540	
Other DoD Programs and Initiatives	242,340	227,818	32,519	14.3	260,337	260,332	205,540	
3. OUSD(AT&L) Congressional Mandate	20,990	10,870	11,760	108.2	22,630	22,630	35,911	
CFO Act Compliance Committee on Foreign Investment in the US (CFIUS)	1,716	1,577	-1	-0.1	1,576	1,576	12,845	
Contingency Business Tools	0	0	0	n/a	0	0	2,579	
E-Business COE	0	0	0	n/a	0	0	11,928	
Legacy Resource Management Program	1,833	2,525	-1	-0.0	2,524	2,524	2,923	
Native American Land Remediation - Sec 8045	5,261	6,532	-2	-0.0	6,530	6,530	5,404	
4. OUSD(AT&L) Improve Acquisition & Logistics Processes	105,169	172,564	-75	-0.0	172,489	172,489	154,242	
Acquisition Programs Support Systems	8,427	8,357	-3	-0.0	8,354	8,354	8,885	
Contingency Contracting	1,870	3,400	-1	-0.0	3,399	3,399	2,884	
Corrosion Prevention Program	5,015	7,324	-3	-0.0	7,321	7,321	5,825	
Defense Industrial Base Cyber Security	1,911	2,636	-1	-0.0	2,635	2,635	3,072	
Defense Installation Spatial Data Infra (DISDI)	671	1,000	0	0.0	1,000	1,000	3,925	

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	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action			Current Estimate		
			Amount	Percent	Appropriated			
A. BA Subactivities								
Defense Management Initiatives	4,400	2,120	-1	-0.1	2,119	2,119		1,734
Defense Procurement & Acquisition Policy (DPAP)	1,460	17,769	-7	-0.0	17,762	17,762		2,409
Developmental Test and Engineering (DT&E)	2,508	2,137	-1	-0.1	2,136	2,136		2,159
DoD Siting Clearinghouse	0	0	0	n/a	0	0		1,876
DOEP&P Office	4,538	10,252	-4	-0.0	10,248	10,248		9,465
Emerging Contaminants	1,252	1,194	0	0.0	1,194	1,194		939
ESOH in Acquisition	1,628	878	0	0.0	878	878		609
Facilities Program Requirements	554	717	0	0.0	717	717		459
Human Capital Initiative (HCI)	1,005	734	0	0.0	734	734		705
Industrial Policy Program Support	947	2,595	-1	-0.0	2,594	2,594		5,067
Information Superiority	0	0	0	n/a	0	0		6,868
Integration Support (ISIS)	0	0	0	n/a	0	0		1,121
Installation Climate Change Vulnerability Assessment	27,591	26,081	0	0.0	26,081	26,081		29,601
Integrated Acquisition Environment (GSA Bill)	7,377	7,666	-3	-0.0	7,663	7,663		7,332
Joint Purchase Card Office	13,046	24,714	-9	-0.0	24,705	24,705		22,904
Logistics Systems Modernization (LSM)	3,120	5,945	-24	-0.4	5,921	5,921		6,545
Mission Capabilities/Systems Engineering	8,563	11,190	-4	-0.0	11,186	11,186		10,933
Performance Assessment & Root								

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	FY 2012						
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	FY 2013 Estimate	
			Amount	Percent Appropriated			
A. BA Subactivities							
Cause Analysis (PARCA) Office							
RDT&E Oversight	2,174	5,731	-2	-0.0	5,729	5,729	5,640
Small Business Program	538	794	0	0.0	794	794	4,768
Support							
Space and Intelligence MDAP	4,806	8,433	-3	-0.0	8,430	8,430	7,270
Oversight							
Strategic Sourcing	1,768	1,897	-1	-0.1	1,896	1,896	1,247
Synchronization Pre-	0	19,000	-7	-0.0	18,993	18,993	0
deployment and Operational							
Tracker Enterprise Suite							
(SPOT-ES)							
5. OUSD(AT&L) OSD Decision	8,309	12,916	-5	-0.0	12,911	12,911	13,126
Support							
OSD Studies Fund	8,309	12,916	-5	-0.0	12,911	12,911	13,126
6. OUSD(AT&L) Promulgate Policy	25,555	22,235	-8	-0.0	22,227	22,227	22,875
Acquisition Visibility	20,525	17,475	-7	-0.0	17,468	17,468	18,396
AT&L Knowledge Sharing	4,322	3,901	-1	-0.0	3,900	3,900	3,752
Systems							
Transform Procurement	708	859	0	0.0	859	859	727
Regulations							
7. OUSD(AT&L) Regulatory	110,016	67,650	-32	-0.1	67,618	67,618	58,259
Requirement							
Acquisition Workforce	2,880	3,869	-1	-0.0	3,868	3,868	4,008
Demonstration							
Defense Environmental	3,857	8,365	-3	-0.0	8,362	8,362	2,092
International Cooperation							
International Cooperation	0	928	0	0.0	928	928	1,257
Program Support							

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	FY 2011 Actuals	Budget Request	FY 2012				Current Estimate	FY 2013 Estimate
			Congressional Action		Appropriated	Estimate		
			Amount	Percent				
A. BA Subactivities								
Low Observable, CLO	220	316	-7	-2.2	309	309	304	
Readiness & Env. Protection Initiative (REPI)	103,059	54,172	-21	-0.0	54,151	54,151	50,598	
8. OUSD(AT&L) Other	2,913	4,663	-2	-0.0	4,661	4,661	4,183	
USD(AT&L) Travel	2,913	4,663	-2	-0.0	4,661	4,661	4,183	
9. OUSD(AT&L) OCO	26,617	0	0	n/a	0	0	0	
OCO OUSD(AT&L)	26,617	0	0	n/a	0	0	0	
10. OUSD(Policy)	149,305	55,074	-6,597	-11.0	48,477	48,477	65,282	
Defense Critical	12,055	9,032	-384	-4.3	8,648	8,478	8,289	
Infrastructure Protection								
Global Threat Management	8,639	3,636	-422	-11.6	3,214	3,214	5,766	
Homeland Defense Support Activities	10,824	10,705	-807	-7.5	9,898	9,727	6,013	
OCO OUSD(P)	70,197	0	0	n/a	0	0	0	
OUSD(P) Travel	5,518	4,755	-202	-4.3	4,553	4,753	5,566	
Policy Planning and Integration	17,856	5,553	-673	-12.1	4,880	4,880	10,617	
Regional Security Affairs	8,043	4,691	-405	-8.6	4,286	4,022	4,632	
Rewards Program	2,710	7,117	-2,860	-40.2	4,257	4,257	7,932	
US Mission to NATO	6,133	3,319	-297	-8.9	3,022	3,163	5,670	
Warfighting Support Activities	7,330	6,266	-547	-8.7	5,719	5,983	10,797	
11. OUSD (Comptroller)	21,109	30,535	-2,953	-9.7	27,582	27,582	24,966	
Comptroller Initiatives/DCFO	16,130	18,554	-592	-3.2	17,962	16,875	16,251	
Enterprise Funds Distribution System Support	0	2,992	-667	-22.3	2,325	2,742	3,097	
Next Generation Resource Management System	0	3,991	-890	-22.3	3,101	3,735	4,131	

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	FY 2012							
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	FY 2013 Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
OUSD(C) Admin/CASS	1,267	1,164	-8	-0.7	1,156	1,164	1,205	
OUSD(C) FYDP Improvement	3,509	3,562	-794	-22.3	2,768	2,794	0	
OUSD(C) Travel	203	272	-2	-0.7	270	272	282	
12. OUSD (P&R)	837,939	909,221	-4,455	-0.5	904,766	904,766	821,782	
Administrative Support	1,278	995	0	0.0	995	995	1,779	
Advancing Diversity & EO	8,900	9,667	-7	-0.1	9,660	9,660	9,707	
ASD (Health Affairs)	1,936	1,131	0	0.0	1,131	1,130	855	
ASD (Reserve Affairs)	1,388	2,018	-1	-0.1	2,017	2,018	1,920	
Commander's Exercise Engagement & Training Transformation (CE2T2)	706,791	766,450	-1,695	-0.2	764,755	764,755	693,882	
Defense Readiness Reporting System (DRRS)	11,535	3,882	-2	-0.1	3,880	3,880	7,842	
Defense Safety Oversight Council	13,178	12,550	-8	-0.1	12,542	12,542	10,682	
Lost Work Day System	2,982	3,032	-2	-0.1	3,030	3,030	2,824	
Military Naturalization Support	532	6,463	-4	-0.1	6,459	6,459	6,688	
Military Spouse Internship	0	16,689	-10	-0.1	16,679	16,679	0	
OCO OUSD (P&R)	16,142	0	0	n/a	0	0	0	
OUSD (P&R) Travel	537	817	0	0.0	817	817	1,063	
Studies Program/CASS	2,240	2,792	-2	-0.1	2,790	2,790	2,600	
Training Transformation	5,155	5,112	-3	-0.1	5,109	5,109	4,772	
Wounded Warrior Care	65,345	77,623	-2,721	-3.5	74,902	74,902	77,168	
13. OUSD (Intel)	192,334	162,939	-62	-0.0	162,877	162,877	150,498	
Defense Civilian Intelligence Personnel System (365)	2,893	1,967	-201	-10.2	1,766	1,966	2,006	
Defense Military Deception	2,829	4,458	-2	-0.0	4,456	4,456	5,044	

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	FY 2012						
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	FY 2013 Estimate	
			Amount	Percent Appropriated			
A. BA Subactivities							
Program Office (formerly Joint Military Deception Initiative)							
Intelligence Mission (365)	47,007	77,356	171	.2	77,527	77,327	73,238
International Intelligence Technology and Architectures (365)	62,423	77,587	-29	-0.0	77,558	77,558	68,518
OCO OUSD(I)	75,697	0	0	n/a	0	0	0
OUSD(I) Travel (365)	1,485	1,571	-1	-0.1	1,570	1,570	1,692
14. Director, CAPE	30,152	34,392	-1,095	-3.2	33,297	33,297	34,498
D, CAPE Travel	554	386	0	0.0	386	386	418
Defense Resource Management Study (DRMS)	2,188	1,094	0	0.0	1,094	1,094	0
FYDP Improvement	0	0	0	n/a	0	0	3,688
Industrial Base Studies	2,938	2,995	-2	-0.1	2,993	2,993	2,232
Long-Range Planning	24,472	29,917	-1,093	-3.7	28,824	28,824	28,160
15. DoD Chief Information Officer	97,384	99,280	-10,510	-10.6	88,770	88,770	91,651
CIO Mission	12,394	12,586	-5	-0.0	12,581	12,581	11,617
Command Information Superiority Architecture	3,651	3,522	-3,522	-100.0	0	0	0
Cyber Security Initiative (OSD)	3,149	17,355	-7	-0.0	17,348	17,348	24,580
Defense Industrial Base, Cyber Security (OSD)	2,336	3,212	-217	-6.8	2,995	2,995	2,969
DoD CIO Travel	866	1,078	0	0.0	1,078	1,078	1,097
Egov, Councils	19,434	18,804	-2,838	-15.1	15,966	15,966	17,810
Information Superiority	7,546	7,292	-3,650	-50.0	3,642	3,642	0

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	FY 2012						
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	FY 2013 Estimate	
			Amount	Percent Appropriated			
A. BA Subactivities							
Integration Support							
Information Systems Security Program	26,043	13,985	-263	-1.9	13,722	13,722	13,253
Mission & Analysis Fund	21,965	21,446	-8	-0.0	21,438	21,438	20,325
16. Deputy Chief Management Officer	3,958	35,017	-4,316	-12.3	30,701	30,701	32,198
Deputy Chief Management Officer (DCMO)	3,909	34,934	-4,316	-12.4	30,618	30,618	32,112
Deputy Chief Management Officer (DCMO) Travel	49	83	0	0.0	83	83	86
Total	2,247,728	2,201,964	14,157	.6	2,216,121	2,216,121	2,095,362

* FY 2011 includes \$188,653 thousand OCO funding from DoD Full-Year Continuing Appropriation Act (PL 112-10) **FY 2012 excludes \$143,870 thousand OCO funding from the Consolidated Appropriations Act (PL 112-74)

***FY 2013 excludes \$87,805 thousand OCO funding requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request

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B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	2,201,964	2,216,121
Congressional Adjustments (Distributed)	-27,400	
Congressional Adjustments (Undistributed)	-3,584	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	45,141	
Subtotal Appropriated Amount	2,216,121	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	2,216,121	
Supplemental	143,870	
Reprogrammings		
Price Changes		65,885
Functional Transfers		-27,000
Program Changes		-159,644
Current Estimate	2,359,991	2,095,362
Less: Wartime Supplemental	-143,870	
Normalized Current Estimate	2,216,121	

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	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		2,201,964
1. Congressional Adjustments		14,157
a. Distributed Adjustments		
1) Additional Efficiencies based on Disestablishment of ASD (Network & Information Integration)	-10,000	
2) Unjustified Growth for Boards and Commissions	-7,300	
3) Unjustified Growth for OUSD (Policy) and Other OSD Programs	-10,100	
b. Undistributed Adjustments		
1) Unobligated Balances	-3,584	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 - Mitigation of Environmental Impacts	12,000	
2) Sec 8034 - Mitigation of Environmental Impacts (Offset)	-859	
3) Section 8079 - SECDEF Grants	44,000	
4) Unjustified Growth for Equipment Maintenance by Contract	-10,000	
FY 2012 Appropriated Amount		2,216,121
2. War-Related and Disaster Supplemental Appropriations		143,870
a. OCO Supplemental Funding		
1) FY 2012 Supplemental Appropriation	143,870	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		2,359,991
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		2,359,991
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-143,870
FY 2012 Normalized Current Estimate		2,216,121
6. Price Change		65,885
7. Functional Transfers		-27,000
a. Transfers In		

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C. Reconciliation of Increases and Decreases	Amount	Totals
b. Transfers Out		
1) AT&L - Synchronization Pre-Deployment and Operational Tracker Enterprise Suite (SPOT-ES) Program transfers from AT&L to the Defense Human Resources Activity (DHRA) to be managed by the Defense Manpower Data Center (DMDC). This action enhances synergy, provide for potential efficiencies across personnel tracking systems, and maintains accountability for the total force. (FY 2012 Baseline: \$18,993)	-27,000	
8. Program Increases		115,338
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) Core Operating Program - One Additional Compensable Day Additional compensable day is added for FY 2013. The number of paid work days changes from 260 in FY 2012 to 261 in FY 2013. (FY 2012 Baseline: \$355,922)	1,454	
c. Program Growth in FY 2013		
1) AT&L - CFO Act Compliance Supports software system upgrades and business process reengineering efforts to meet the legislative requirements to produce the department's statement of budgetary resources (SBR) by 2014 and preparation efforts for passing a full audit of its consolidated financial statements by the end of 2017. (FY 2012 Baseline: \$1,576)	11,242	
2) AT&L - Committee on Foreign Investment in the U.S. (CFIUS) Increase supports the realignment of functional responsibilities from Defense Technology Security Administration (DTSA), USD (Policy) to USD(AT&L). Program addresses Section 721 of the Defense Production Act	2,579	

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>statutorily mandated CFIUS reviews of foreign acquisitions that can negatively affect the Warfighter by threatening technology, security, and supply chain integrity. (FY 2012 Baseline: \$0)</p>		
<p>3) AT&L - Contingency Business Tools Resources for this mission were previously budgeted within the Defense Procurement & Acquisition Policy (DPAP) program in FY 2012. Starting in FY 2013, this program will be tracked outside of the DPAP umbrella to provide improved visibility. There is no increase in the OSD budget as a result of this realignment. The Contingency Business Tools Program establishes funding for enduring requirements in support of contingency contracting and property administration, planning, quality assurance and technical oversight in support of the Warfighter. (FY 2012 Baseline: \$12,300)</p>	11,928	
<p>4) AT&L - Defense Installation Spatial Data Infrastructure (DISDI) Increase reflects Department of Defense (DoD) determination to correct deficiencies in the Defense Property Accountability System, as well as a number of other acquisition and logistics systems, that are key components in the effort to accelerate DoD's Audit Readiness Initiative. The Department's initiative includes achieving audit readiness of the Statement of Budgetary Resources for General Funds by 2014. (FY 2012 Baseline: \$1,000)</p>	2,908	
<p>5) AT&L - DoD Siting Clearinghouse Supports the review and evaluation of backlogged commercial alternative energy projects for determining</p>	1,876	

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C. Reconciliation of Increases and Decreases	Amount	Totals
compatibility with military activities and establishes procedures for reviewing future projects. The effort was realigned from Defense Environmental International Cooperation to provide increased visibility (FY 2012 Baseline: \$0)		
6) AT&L - Industrial Policy Program Support Increase provides required support for new missions assigned to the Manufacturing and Industrial Base Policy (MIBP). No additional resources were provided when the two programs transferred to AT&L in FY 2010. Missions are assigned by the Defense Production Act Committee (DPAC), and the Committee on Foreign Investment in the United States (CFIUS). In January 2011, DEPSECDEF signed guidance moving the DoD lead for national security reviews of foreign acquisition of defense-related firms under Committee on Foreign Investment in the United States (CFIUS) from Defense Technology Security Administration (DTSA) in USD(Policy) to USD(AT&L). USD(AT&L) in turn gave operational lead to MIBP. DEPSECDEF also signed a memorandum directing MIBP to staff, administer, and fund the DPAC, which was signed into law September 2010 (PL 111-67). Increase also funds the mandated Sector-by-Sector, Tier-by-Tier Assessment Review of the Industrial Base for the Department, to include the required update to Congress, and the needed expertise to address the first phase of the industrial review, and the planning phase of Phase II. (FY 2012 Baseline: \$2,594)	2,429	
7) AT&L - Information Superiority Integration Support (ISIS) As a Department efficiency, the ASD(NII) has been disestablished. Starting in FY 2013 the funding in this	6,868	

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>program has been transferred to AT&L. Funding continues efforts to support critical Command and Control (C2) communications, and non-intel space programs to optimize decision support and resource allocation for this key Command Control and Communications (C3)/space portfolio and to support acquisition related functions that will provide leadership with solid acquisition strategies and economic alternatives. (FY 2012 Baseline: \$0)</p>		
<p>8) AT&L - Integrated Acquisition Environment (GSA Bill) Program funds the GSA bill that pays for DoD's portion of the federal government-wide, electronic procurement portfolio, that includes several systems like Federal Procurement Data System (FPDS), Central Contractor Registration (CCR), and Federal Business Opportunities (Fed Biz Opps). Increase is driven by the addition of a new capability to the Integrated Acquisition Environment (IAE), more specifically the Past Performance functionality that includes software changes, upgrades, and system design changes. Changes and upgrades keep DoD in compliance with transparency reporting, small business requirements, recent statutes, executive orders, regulation changes, and other OMB directives. (FY 2012 Baseline: \$26,081)</p>	3,077	
<p>9) AT&L - Promulgate Policy Increase reflects a composite of minor budget adjustments within the Knowledge Sharing Systems, Acquisition Visibility and the Transform Procurement Regulations programs. The modest increase is consistent with the SECDEF efficiency guidelines to reduce contracts by</p>	270	

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C. Reconciliation of Increases and Decreases	Amount	Totals
achieving savings through consolidation of similar services, and prudent oversight to fund the Department's higher priorities. (FY 2012 Baseline: \$22,227)		
10) AT&L - Regulatory Requirements	377	
Increase reflects a composite of minor budget adjustments to the International Cooperation Program Support and the Acquisition Workforce Demonstration programs. The budget adjustment to this major program is consistent with the SECDEF efficiency guidelines and the Department's international commitments. (FY 2012 Baseline: \$5,101)		
11) AT&L - Small Business Program Support	3,961	
Increase supports new initiatives to foster innovation and competition in procurement actions to advance the implementation of the better buying power efficiency initiatives, increase outreach to small businesses, and achieve statutory small business contracting goals. (FY 2012 Baseline: \$794)		
12) Core Operating Program - DCMO Additional Civilian Pay and Benefits	4,841	
As a result of the Disestablishment of Business Transformation Agency (BTA) the associated workload and functionality transferred to the ODCMO. The implementation plan associated with the transfer required the restoration of +26 additional FTE to support conducting research and development of the Business Enterprise Architecture (BEA) for the Department's Business Mission Area (BMA) along with data standards development and war fighter support which provides the foundation for several Departmental priorities to include Financial Audit ability and directed efficiencies.		

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C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2012 Baseline: \$355,922; +26 FTEs)		
13) Core Operating Program - DCMO FTE Realignment for Pay and Benefits	14,337	
Provides for a technical correction and realigns +77 Full Time Equivalents (FTEs) from Research, Development Test and Evaluation (RDT&E) as result of the Disestablishment of Business Transformation Agency (BTA). This adjustment meets the requirements of USC Title 31 and the Financial Management Regulation (FMR) for ensuring proper alignment of OSD Management Headquarters manpower.		
(FY 2012 Baseline: \$355,922; +77 FTEs)		
14) Core Operating Program - OUSD(C) Additional Civilian Pay and Benefits	190	
Provides initial funding for two (2) Full Time Equivalents (FTEs) to support the Department's audit readiness initiatives.		
(FY 2012 Baseline: \$355,922; +2 FTEs)		
15) Core Operating Program - Pay Adjustment	2,983	
This increase is a pay adjustment that will fully fund FTEs previously covered by non-pay mission funds in the year of execution. Also, this pay adjustment is needed to offset the traditional hiring lapse that is not expected due to current economic environment. (FY 2012 Baseline: \$355,922; 0 FTEs)		
16) Core Operating Program - Workforce Composition Changes	2,180	
Increase reflects a net increase of +11 Full Time Equivalents (FTEs) comprised of +30 FTEs for the Department's Acquisition Workforce and Audit Acceleration initiatives and a decrease of -19 FTEs of Senior Executive Service (SES) positions as part of the Departmental		

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C. Reconciliation of Increases and Decreases	Amount	Totals
efficiencies to reduce overhead in various Under and Assistant Secretariat offices within the Office of the SECDEF. (FY 2012 Baseline: \$355,922; +11 FTEs)		
17) D,CAPE - Future Year Development Program (FYDP) Improvement	3,688	
Effort was realigned from OUSD(C) to D,CAPE for FY 2013 and beyond. This aligns funding with D,CAPE's mission to provide guidance and manage operations of the FYDP. This realignment is a net-zero change within the OSD budget for FY 2013 and beyond and reflects an increase to D,CAPE solely as a result of the realignment. The program continues as previously planned and approved. The FY 2012 baseline reflects a non-programmatic congressional mark of -\$793 thousand. There is no increase in the OSD budget as a result of this realignment. (FY 2012 Baseline: \$2,794)		
18) D,CAPE - Travel	25	
The increase in travel costs support in-person meetings to ensure the numerous changes in the Department's budget expected over the next fiscal years are not compromising mission-critical functions. (FY 2012 Baseline: \$386)		
19) DCMO - Deputy Chief Management Officer (DCMO) Mission Increase represents a portion of the direct support to the Office of Management and Budget (OMB) Performance Measurement Line of Business (PMLOB). The funding is the Department's fair share for the development of a requirement to transition from a print-based Government Performance and Results Act (GPRA) performance plans and reports to a shared, web-based performance portal required by the GPRA Modernization Act and the Promoting Efficient Spending Executive Order.	975	

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C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2012 Baseline: \$30,618)		
20) DoD CIO - Cyber Security Initiative (OSD) Funds additional Supply Chain Risk Management (SCRM) pilots with Defense Agencies and Military Departments for assessment of decentralized and centralized SCRM approaches. (FY 2012 Baseline: \$17,348)	6,937	
21) DoD CIO - Egov Councils Funding increases contractor support to the Office of Management and Budget (OMB) Information Technology (IT) Management requirements supporting the President's agenda for transparency, information sharing, and OMB's guidance on alignment of architectures, advancement of new technologies, Federal-wide management initiatives, and implementation of Federal-wide services. (FY 2012 Baseline: \$15,966)	1,573	
22) Other DoD Programs and Initiatives - Travel Increase due the SECDEF, Legislative and Public Affairs, Office of the General Counsel, and security support travel requirement to meet policy and real-world engagements. (FY 2012 Baseline: \$2,710)	910	
23) OUSD(C) - Enterprise Funds Distribution System Support Increase supports implementation of non-conventional appropriations and supports the Department's goal of achieving audit readiness. (FY 2012 Baseline: \$2,742)	308	
24) OUSD(C) - Next Generation Resource Management System Increase supports the continuing efforts to improve integration of legacy, stove-piped systems and updates new functionalities required to automate the production and improve quality of the Department's budget materials. (FY 2012 Baseline: \$3,735)	333	

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C. Reconciliation of Increases and Decreases	Amount	Totals
25) OUSD(C) - Travel Increase supports the required in-person meetings necessary to support the acceleration of audit readiness and financial workforce management initiatives. (FY 2012 Baseline: \$272)	5	
26) OUSD(I) - Defense Civilian Intelligence Personnel System Increase represents a small adjustment to meet minimum contract requirements. (FY 2012 Baseline: \$1,966)	7	
27) OUSD(I) - Defense Military Deception Program Office Increase for revitalization of the force multiplying capability, providing governance and direction of education and training to the Joint community and the Services. This will be done through acquisition and resource allocation of qualified Military Deception instructors and mentors and through support to the Joint Staff in its new role as the proponent for Military Deception. (FY 2012 Baseline: \$4,456)	512	
28) OUSD(I) - Travel Increase supports required in-person meetings. (FY 2012 Baseline: \$1,570)	95	
29) OUSD(P&R) - Administrative Support The USD (Personnel & Readiness) is placing additional emphasis on fiscal management and oversight of the Department's personnel and readiness programs. Funds will help to ensure that efficiencies are realized in the OUSD (P&R) - as well as throughout the Department - in support of personnel resources and troop readiness. (FY 2012 Baseline: \$995)	769	
30) OUSD(P&R) - Defense Readiness Reporting System (DRRS) Funding increase will bring the DRRS in compliance with	3,896	

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C. Reconciliation of Increases and Decreases	Amount	Totals
the Information Assurance requirements and will define the COCOMs capability requirements using a common language while enabling a joint view of department capability requirements. (FY 2012 Baseline: \$3,880)		
31) OUSD(P&R) - Military Naturalization Support Provides for the increase in U.S. Customs and Immigration Service (USCIS) processing costs for military naturalization fees. (FY 2012 Baseline: \$6,459)	119	
32) OUSD(P&R) - Transition Policy and Care Coordination (Wounded Warrior Care) Increase represents cost to print and distribute the DoD Compensation and Benefits Handbook for wounded, ill, and injured service members, their families, and caregivers. Cost also includes distribution of the transition publication Green to Gray-series to Military Family Readiness Centers, procurement and distribution of the Caregiver's Training Manual, and supports the Integrated Disability Evaluation System with publication of VA Single Rating for Disability (VASRD) materials for DoD-sponsored training. (FY 2012 Baseline: \$74,902)	994	
33) OUSD(P&R) - Travel Supports the necessary direct communication and interface throughout DoD for the development and management oversight of readiness programs and activities. (FY 2012 Baseline: \$997)	329	
34) OUSD(P) - Global Threat Management Increase represents the Department's strategic decision to continue to expand cultural understanding throughout the world and provide aid in preventing the expansion of terrorist cells. (FY 2012 Baseline: \$3,214)	2,497	

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C. Reconciliation of Increases and Decreases	Amount	Totals
35) OUSD(P) - Policy Planning and Integration Increase restores funding to the minimum operating level to establish and monitor strategic direction, planning, and force development. The initial reduction to this program was the result of overstatement of contract reductions to support SECDEF efficiencies. (FY 2012 Baseline: \$4,880)	5,824	
36) OUSD(P) - Regional Security Affairs Increase sustains the effort to provided analysis of management cultural situations in nations states and oversight in forming and implementing strategies to support the Department's programs and policies. (FY 2012 Baseline: \$4,022)	542	
37) OUSD(P) - Rewards Program The Department of Defense Rewards program provides Combatant Commanders a small footprint and low visibility to provide a significant impact in hunting down High Value Targets (HVT) or protecting globally deployed U.S. forces forward. The increase reflects the Department's decision to transition contingency funding to the base budget. The rewards program will slowly decrease in the current theater of conflict. However, as those theaters become steady state, other global areas, weak state actors, or ungoverned areas will continue with upward trends and the program should be institutionalized. This program is a critical tool for the Combatant Commander to influence combating terrorism actions. (FY 2012 Baseline: \$4,257)	3,603	
38) OUSD(P) - Travel Increase represents leadership responsibilities to continue to build upon the relationships with existing	732	

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C. Reconciliation of Increases and Decreases	Amount	Totals
partners and pave new relationships as policy changes direct. (FY 2012 Baseline: \$4,753)		
39) OUSD(P) - U.S. Mission to NATO	2,453	
Increase represents a technical correction to restore the program to the alternate FY2012 baseline amount that includes the Departments efficiencies for contracts. The initial reduction to this program for the Secretary of Defense efficiencies overstated the amount for contract reduction. This increase reverses the cut to the appropriate funding amount to provide regional stability with allies in areas of regional conflict. The modest increase is consistent with the SECDEF efficiency guidelines to reduce contracts by achieving savings through consolidation of similar services, and prudent oversight to fund the Department's higher priorities. (FY 2012 Baseline: \$3,163)		
40) OUSD(P) - Warfighting Support Activities	4,712	
Increase reflects the Department's efforts to support the drawdown of forces in Afghanistan. While the drawdown will ultimately result in a decrease in funding in the outyears, the current efforts require additional focus on operational requirements, strategies, and assessments to ensure the drawdown is accomplished effectively and efficiently. (FY 2012 Baseline: \$5,983)		
9. Program Decreases		-274,982
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
1) Congressional Adds - Sec 8034 - Mitigation of Environmental Impacts	-11,972	
2) Congressional Adds - Sec 8079 - Grants	-44,748	

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C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Decreases in FY 2013		
1) AT&L - Congressional Mandate	-881	
Reduction is a composite of budget adjustments to two Congressional Mandate secondary programs throughout ATL, and is the result of multiple efficiency initiatives being applied across the organization. Effort is consistent with the SECDEF efficiency guidelines to reduce contracts by achieving savings through consolidation of similar services, and prudent oversight to fund the Department's higher priorities. Some of the relevant programs contributing to this reduction are: E-Business Centers of Excellence and Legacy Resource Management Programs. (FY 2012 Baseline: \$9,054)		
2) AT&L - Corrosion Prevention Program	-1,620	
The Corrosion Prevention Program is responsible for approximately 20 percent of the Department of Defense's nearly \$100 billion annual weapon systems and infrastructure maintenance expenditures. Funding reduction will impact investment in corrosion prevention technologies, materials, and processes to reduce costs in corrosion maintenance and repair. However, the program remains viable at this reduced funding level. (FY 2012 Baseline: \$7,321)		
3) AT&L - Defense Procurement & Acquisition Policy (DPAP)	-7,965	
Decrease properly realigns the functions and the dollars to its intended financial structure, under the Contingency Business Tools a secondary program of AT&L's Congressional Mandate Program. The existing funding was placed correctly to the Industrial Policy and newly created Contingency Business Tools account. (FY 2012 Baseline:		

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C. Reconciliation of Increases and Decreases	Amount	Totals
\$17,762)		
4) AT&L - DoD Environmental International Cooperation Reflects realignment of funding from the DoD Environmental International Cooperation program to two new start programs - the Renewable Energy Siting Clearinghouse and Installation Climate Change Vulnerability Assessment. Decrease also reflects efficiencies savings and realignment of funds to other mission essential requirements. (FY 2012 Baseline: \$8,362)	-6,412	
5) AT&L - Improve Acquisition & Logistics Processes Reduction is the result of multiple efficiency initiatives being applied across the organization. Effort is consistent with the SECDEF efficiency guidelines to reduce contracts by achieving savings through consolidation of similar services, and prudent oversight to fund the Department's higher priorities. Some of the relevant programs contributing to this reduction are: Contingency Contracting, Joint Purchase Card Office, Space and Intelligence MDAP Oversight, Strategic Sourcing, Developmental Test and Engineering and others. Also, decrease of \$777 thousand supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve performance of acquisition activities. (FY 2012 Baseline: \$80,519)	-4,336	
6) AT&L - Logistics Systems Modernization (LSM) Decrease reflects efforts to streamline supply chain, maintenance operations, and more effective inventory	-2,221	

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C. Reconciliation of Increases and Decreases	Amount	Totals
management. Efficiencies will also be realized by improving internal acquisition processes and transitioning to Firm Fixed Price contracts. (FY 2012 Baseline: \$24,705)		
7) AT&L - OSD Decision Support Decrease is consistent with the SECDEF efficiency guidelines to reduce contracts by achieving savings through consolidation of similar services, and prudent oversight to fund the Department's higher priorities. (FY 2012 Baseline: \$12,911)	-6	
8) AT&L - Readiness & Environmental Protection Initiative (REPI) Decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. REPI manages encroachment grants around military installations across the Department of Defense (DoD). (FY 2012 Baseline: \$54,151)	-4,474	
9) AT&L - Travel Reduction decreases Acquisition, Logistics and Technology Office's travel. Reduction is the result of multiple efficiency initiatives being applied across the organization. Effort is consistent with the SECDEF efficiency guidelines to reduce travel to conferences and training. (FY 2012 Baseline: \$4,661)	-559	
10) Core Operating Program - Voluntary Separation Incentive Program Voluntary Separation Incentive Program (VSIP) decrease is based on anticipated personnel attrition in FY 2012 and the decreased number of personnel participating in this	-3,750	

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C. Reconciliation of Increases and Decreases	Amount	Totals
program in FY 2013. (FY 2012 Baseline: \$355,922; 2008 FTEs)		
11) Director, CAPE - Defense Resource Management Study (DRMS) In accordance with SECDEF direction, this program will come to conclusion by the end of FY 2012. It was determined that DRMS is not part of CAPE's core mission, and, thus, funding is not required in CAPE's budget after current initiatives are completed. (FY 2012 Baseline: \$1,094)	-1,113	
12) Director, CAPE - Industrial Base Studies Decrease reflects planned execution of more streamlined operations. Work that was completed independently is transitioning to a more collaborative effort to ensure work is completed efficiently. (FY 2012 Baseline: 2,993)	-812	
13) Director, CAPE - Long Range Planning Decrease in mission funding for contracts reflects the Department's efforts to reduce costs and improve efficiencies. Efficiencies are gained from focusing resources on contracts that provide the greatest value, resulting in decreased service support contracting cost. Also, decrease of \$98 thousand supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve performance of acquisition activities. (FY 2012 Baseline: \$28,824)	-1,154	
14) DoD CIO - CIO Mission Decrease is based on SECDEF direction to achieve	-1,178	

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C. Reconciliation of Increases and Decreases	Amount	Totals
efficiencies across the Department. Efficiencies are realized from reduction of contractor support to the Defense Information Enterprise - its strategic, business, infrastructure, and capital planning; resource (e.g., people, funds, and technology) management; and its design, development, configuration, acquisition, operation and protection. Also, decrease of \$300 thousand supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve performance of acquisition activities. (FY 2012 Baseline: \$12,581)		
15) DoD CIO - Defense Industrial Base, Cyber Security (OSD) Reduction is based on SECDEF direction to achieve efficiencies across the Department. Efficiencies are realized by reducing contractor support to the Defense Industrial Base Cyber Security/Information Assurance (DIBCS/IA) Program. (FY 2012 Baseline: \$2,995)	-77	
16) DoD CIO - Information Superiority Integration Support As a Department efficiency the ASD(NII) has been disestablished. Starting in FY2013 the funding in this program has been transferred to AT&L to support acquisition related functions. (FY 2012 Baseline: \$3,642)	-3,704	
17) DoD CIO - Information Systems Security Program Reduction is taken in support of the SECDEF decision to reduce contractor support. This decrease reflects efficiencies gained from reduction of contract support to policy development, program oversight and integration of all DoD Information Assurance (IA) efforts such as	-702	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Computer Network Defense (CND) and the restoration of information systems (FY 2012 Baseline: \$13,722)		
18) DoD CIO - Mission & Analysis Fund	-1,477	
Efficiencies will be realized by reducing contractor support to Command and Control (C2) policy development activities, bandwidth assessments, Universal Authentication Server (UAS) encryption instructions, Satellite Communication (SATCOM) and commercial wireless policy documents, domestic and international spectrum policy support, and C2 core data standards. (FY 2012 Baseline: \$21,438)		
19) Other DoD Programs & Initiatives - Capital Security Cost Sharing (Bill to State Department)	-3,722	
Decrease encourages right-sizing assigned personnel in embassies, reassess redesign and construction costs, and correct invoicing procedures. (FY 2012 Baseline: \$155,057)		
20) Other DoD Programs & Initiatives - Defense Test Resource Management Center (DTRMC)	-636	
Defense Test Resource Management Center (DTRMC) decrease reflects efforts to reduce overhead to be more efficient in programs by reducing excess, duplication, and over-reliance on contractors. (FY 2012 Baseline: \$5,342)		
21) Other DoD Programs and Initiatives - Boards, Commissions, and Task Forces (BCTFs)	-4,496	
Decrease to Boards, Commissions and Task Forces (BCTF) realigns funding to higher priorities and initiatives to promote efficient spending in executing travel, printing, and contract support. Mandatory requirements are driven by the Department to address Executive and Congressional		

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C. Reconciliation of Increases and Decreases	Amount	Totals
commissions. (FY 2012 Baseline: \$16,820)		
22) Other DoD Programs and Initiatives - Efficiencies Decrease to Net Assessment (\$-3,700 thousand), Immediate Offices (\$-1,300 thousand), and Public Affairs (\$-700 thousand) reductions reflects in communications, contract support, decrease of \$284 thousand supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve performance of acquisition activities, and (\$-41 thousand) other operating costs (other than personnel compensation). Reductions are consistent with the Secretary of Defense efficiency guidelines to reduce contracts by achieving savings through consolidations. (FY 2012 Baseline: \$30,952)	-5,711	
23) Other DoD Programs and Initiatives - Office of Administration and Management (O,DA&M) Office of Administration and Management (O,DA&M) support offices reduction reflect an adjustment to travel, communications, contract support and other operating costs (other than personnel compensation). Reductions are consistent with the SECDEF efficiency guidelines to reduce contracts and overhead by achieving savings through consolidations. (FY 2012 Baseline: \$5,395)	-820	
24) OUSD(C) - Comptroller Initiatives / DCFO Consolidation of IT services resulting in efficiencies and savings include: use of new consolidated wireless service contract (-\$248 thousand), enterprise technical support	-889	

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C. Reconciliation of Increases and Decreases	Amount	Totals
<p>services (-\$152 thousand), and centralized secure data segment support for financial information (-\$204 thousand). Also, decrease of (-\$95 thousand) supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve performance of acquisition activities. Transfers funds for additional FTEs to support financial workforce management development initiative (-\$190 thousand). (FY 2012 Baselines: \$16,875)</p>		
<p>25) OUSD(C) - Future Year Development Plan (FYDP) Improvement Funding for the Future Years Defense Program (FYDP) improvement effort was realigned from OUSD(C) to D,CAPE. This aligns funding with D,CAPE's mission to provide guidance and manage operations for the FYDP. This realignment is a net-zero change within the OSD budget and reflects a reduction from OUSD(C) and an increase to D,CAPE solely as a result of the realignment. The program continues as previously planned and approved. (FY 2012 Baseline: \$2,794)</p>	-2,841	
<p>26) OUSD(I) - Intelligence Mission Decrease is based on efficiencies gained from multiple adjustments to advisory and assistance services and other intra-Governmental purchases. Also, decrease of \$482 thousand supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve</p>	-5,404	

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C. Reconciliation of Increases and Decreases	Amount	Totals
performance of acquisition activities. (Fy 2012 Baseline: \$77,327)		
27) OUSD(I) - International Intelligence Technology Assessment, Advancement, & Integration Decrease is attributed to a consolidation of services among the BICES data centers. Virtualization will reduce sustainment requirements; reductions to equipment maintenance and advisory and assistance services, and other intra-Governmental purchases. (FY 2012 Baseline: \$77,558)	-10,358	
28) OUSD(P&R) - Advancing Diversity & Equal Opportunity Reduction supports Department's efficiency and reduction of contractor support goals by reducing the workforce recruitment program employing student interns with targeted disabilities. (FY 2012 Baseline: \$9,660)	-117	
29) OUSD(P&R) - Commander's Exercise Engagement & Training Transformation (CE2T2) Reduces support for the Joint Staff Joint Exercise Program and Combatant Command (COCOM) training and exercises to support Department goals to increase efficiency and reduce contractor support. Also, decrease of \$2,656 thousand supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve performance of acquisition activities. (FY 2012 Baseline: \$764,755)	-115,968	
30) OUSD(P&R) - Defense Safety Oversight Council Reduction supports Department goals to increase efficiency and reduce contractor support. Reduces OSD contract	-2,073	

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C. Reconciliation of Increases and Decreases	Amount	Totals
support for DoD installations pursuing Voluntary Protection Program Recognition of excellence and safety performance and management; increases installation responsibility for accident reduction. (FY 2012 Baseline: \$12,542)		
31) OUSD(P&R) - Health Affairs Contractor reductions and reduced overhead resulting in program efficiencies. (FY 2012 Baseline: \$1,125)	-296	
32) OUSD(P&R) - Lost Work Day System Contractor reductions and reduced overhead resulting in program efficiencies. (FY 2012 Baseline: \$3,030)	-258	
33) OUSD(P&R) - Military Spouse Internship Eliminates program in support of Department's goals to gain efficiencies and reduce contractor support. The existing Spouse Education and Career Opportunity Program will subsume this program to support the requirement. (FY 2012 Baseline: \$16,679)	-16,963	
34) OUSD(P&R) - Reserve Affairs Contractor reductions and reduced overhead resulting in program efficiencies. (FY 2012 Baseline: \$1,843)	-226	
35) OUSD(P&R) - Studies Program/CASS Reduction supports Department goals to increase efficiency and reduce contractor support. Reduces the total number of studies conducted by OUSD(P&R). (FY 2012 Baseline: \$2,790)	-237	
36) OUSD(P&R) - Training Transformation Eliminates congressionally mandated report directed by Section 366, NDAA 2003 and Section 348, NDAA 2007; reporting requirement ends FY 2012. (FY 2012 Baseline: \$5,109)	-424	

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C. Reconciliation of Increases and Decreases	Amount	Totals
37) OUSD(P) - Defense Critical Infrastructure Program Decrease reflects the Department's efforts to reduce costs and improve efficiencies. Efficiencies are gained from focusing resources on engineering and technical services that provide the greatest value to the Department in the most cost-effective way. (FY 2012 Baseline: \$8,478)	-333	
38) OUSD(P) - Homeland Defense Support Activities Decrease reflects the Department's cost cutting efficiency initiatives to reduce overhead and contract costs. (FY 2012 Baseline: \$9,727)	-3,879	
39) OUSD(P) - Policy Planning and Integration Decrease of \$170 thousand supports the centralization of acquisition services at Washington Headquarters Services. The consolidation of acquisition services complies with SECDEF direction to consolidate acquisition oversight, reduce costs associated with contract management, and improve performance of acquisition activities. (FY 2012 Baseline \$4,880)	-170	
FY 2013 Budget Request		2,095,362

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IV. Performance Criteria and Evaluation Summary:

A. Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L)):

The Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense 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 a sample from two of the largest programs under AT&L: Readiness and Environmental Protection Initiative (REPI), and Logistics Systems Modernization (LSM) Support. These two programs account for 25% of AT&L's total Operations and Maintenance (O&M) in FY 2013.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Regulatory Environment

Measure/Description	Actual	Projected	Projected
	FY11	FY12	FY13
Readiness and Environmental Protection Initiative			
Metric #1: Percent funding to highest tier priority installations (Target is 70%)	N/A	70%	70%
Metric #2: Percent of validated projects funded (Target is 80%)	N/A	80%	80%
Metric #3: Percent partner cost-share (Target is 50%)	N/A	50%	50%

The risk of incompatible land use threatens mission capabilities essential for realistic training and testing for current and future force. Investments for the Readiness and Environmental Protection Initiative (REPI) 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 projects meet critical, near-term but time limited opportunities, to preserve DoD installation and range capabilities resulting from the current precipitous drop in real estate values nationally, and the increasing numbers of willing sellers in the existing economic downturn. REPI leverages the capabilities, resources and priorities of the private sector and state and local governments to obtain land and/or easements that will prevent development or other land uses that impact military operations. REPI partnerships

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IV. Performance Criteria and Evaluation Summary:

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

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Produce Support Assessment			
Metric #1: Acquisition Programs Meeting Sustainment Key Performance Parameter, Key System Attribute, Full Rate Production at Critical Acquisition Position, Key Leadership Position, Milestone C or Full Rate Production	N/A	80%	85%
Metric #2: Product Support Manager's meeting CAP/KLP Requirements	N/A	70%	80%

Product Support Assessment: Implementation was initiated with Product Support process improvement initiatives developed in conjunction with the Services/Industry/Academia. These process improvement initiatives include incorporation of Sustainment Quad Chart used in Defense Acquisition Board (DAB).

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IV. Performance Criteria and Evaluation Summary:

**Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems
 Modernization Support**

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Supply Chain Management Improvement			
Metric #1: Customer Wait Time (days)			
Army	N/A	15.5	15.0
Navy	N/A	15.0	15.0
Air Force	N/A	7.5	7.5
Metric #2: Perfect Order Fulfillment for DLA (actual not avail until March 2012)	N/A	85.1	85.1
Metric #3: On-Order Excess Inventory (actual not avail until March 2012)	N/A	6.6	6.3
Metric #4: On-Hand Excess Inventory (actual not avail until March 2012)	N/A	10%	10%

Supply Chain Management Improvement: In October 2010, the ASD(L&MR) submitted to Congress a Comprehensive Inventory Management Improvement Plan (CIMIP), including a detailed Plan of Actions and Milestones to drive improvements in demand forecasting and asset visibility with the goals of reducing on-hand and on-order inventory that is excess to

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IV. Performance Criteria and Evaluation Summary:

requirements and reduce the time it takes to provide spare parts to the customer. Additionally, the Department is leading an initiative, Strategic Network Optimization, to drive efficiencies throughout the DOD's distribution network and eliminate unneeded inventory and warehouses.

Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems Modernization Support

Measure/Description	Actual FY11	Projected FY12	Projected FY13
Third Party Certification of Armed Private Security Companies (PSC)			
Metric: Percentage of Required Private Security Companies (PSC) Contracts and Contractors registered in Synchronized Pre-deployment and Operational Tracker (SPOT) vs Number Reported In Census.	100%	100%	100%

Third Party Certification of Armed Private Security Companies (PSC):

The objective is to develop policies and procedures for third-party certification of contractor compliance with the industry standard. HR 5136 includes the requirement for independent third-party certification of contractor compliance with the industry standard. DoD must identify and recognize independent bodies to certify PSCs as being compliant with the industry standard. DoD must engage existing organizations that offer certification to higher quality management standards, or are capable of doing so, and determine willingness and costs to conduct such certification in accordance with

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internationally recognized standards (e.g., ISO 17021:2006). This must be followed with a process to implement such recommendations for certification.

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IV. Performance Criteria and Evaluation Summary:

**Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems
 Modernization Support**

Measure/Description	Actual FY11	Projected FY12	Projected FY13
DoD Maintenance Restructuring			
Metric #1: Total Maintenance Cost	\$83.5B	\$83.4B	\$83.0B
Metric #2: Depot Maintenance Expenditures	\$32.4B	\$32.1B	\$32.0B
Metric #3: Number of Maintainers	657,000	656,800	656,750
Metric #4: % Depot Mx Funding Visible in PPBES	52%	58%	75%
Metric #5: Depot Mx Backlog (Unfunded Requirements)	\$1.7B	\$1.6B	\$1.4B
Metric #6: Depot Mx Public/Private Shares	54/46	53/47	52/48

DoD Maintenance Restructuring: DASD (Maintenance) monitors and guides maintenance program development and execution in accordance with administration and Department priorities, as well as national security and fiscal environments. To guide outcomes towards a more efficient, leaner maintenance program, DASD (Maintenance) monitors the metrics above to provide a baseline of program information for continuous tracking, analysis, and summarization of important service actions and initiatives that affect maintenance resourcing and restructuring efforts. Broad based efficiency initiatives are

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formulated to influence costs and expenditures that drive these metrics. These initiatives, and related continuous process improvement and resource monitoring activities designed to balance maintenance actions and op-tempo to provide desired capability with acceptable risk. The entire program focuses upon restructuring maintenance in response to operational requirements and fiscal drivers.

Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems Modernization Support

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Transportation Policy Initiatives			
Metric #1: Defense Transportation Coordination Initiative (DTCI): On-time Delivery	97%	97%	98%
Metric #2: Personal Property Regionalization Total Cost Savings	N/A	\$9.03M	\$17.15M

Transportation Policy Initiatives:

Defense Transportation Coordination Initiative (DTCI): DTCI is a third party logistics contract for the movement of the Department's freight within the Continental United States. The contract is in its fourth year of operation with reported savings of over \$120M. The Contractor is meeting or exceeding all of the Key Performance Indicators (KPIs), including On-Time Delivery at 97%. As part of the SECDEF efficiencies, a Joint

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Service Team is reviewing additional third party logistics opportunities in other transportation functional areas that would yield similar savings.

Personal Property Regionalization: The Department plans to reduce the number of personal property shipping offices from 151 to 17 offices worldwide by 2016. This initiative will help leverage the Department's buying power and standardize business practices across the Department. Regionalizing personal property offices is a Logistics efficiency initiative with estimated cost savings of \$92.10 million from FY 2012 to FY 2016, not FY 2017. This includes estimated savings of \$9.03 million in FY 2012 and \$17.15 million in FY 2013.

B. Under Secretary of Defense, Comptroller (OUSD(C)) / Chief Financial Officer:

The Office of the Under Secretary of Defense (Comptroller) OUSD(C)/Chief Financial Officer (CFO) is the Principal Staff Assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all Department of Defense 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. The following Performance Evaluation Metrics are a sample from three of the largest programs under OUSD (C): Comptroller Initiatives, Enterprise Funds Distribution Support System (EFDSS), and Next Generation Resource Management Systems (NGMRMS). These three programs account over 75% of Comptroller's total Operations and Maintenance in FY 2013.

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Major Program Title- Comptroller Initiatives

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Financial Improvement and Audit Readiness			
Metric #1: Percent of Statement of Budgetary Resources (SBR) Validated Audit Ready	14%	14%	20%
Metric #2: Percent of Appropriations Received Validated Audit Ready	80%	83%	100%
Metric #3: Percent of Funds Balance with Treasury Validated Audit Ready	9%	9%	30%
Metric #4: Percent of Mission Critical Asset Existence and Completeness Validated Audit Ready	4%	40%	42%

Statement of Budgetary Resources (SBR) Audit includes all processes, internal controls, systems and supporting documentation that must be audit ready before the SBR can be audited. Audit readiness activities executed in line with these established priorities allow for the successful completion of dependencies necessary for remediation of subsequent line items. Significant processes in this wave include Procure-to-Pay, Hire-to-Retire, Order-to-Cash and Budget-to-Report, in addition to Fund Balance with Treasury. An audit of Appropriations Received focuses on one section of the SBR, the Budget Authority section. The benefits of focusing improvement efforts on budgetary information and the SBR include:

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- Improving the visibility of budgetary transactions resulting in more effective use of resources,
- Providing for operational efficiencies through more readily available and accurate cost and financial information,
- Improving fiscal stewardship (ensures that funds appropriated, expended and recorded are reported accurately, reliably and timely),
- Improving budget processes and controls (reduces Anti-deficiency Act violations), and
- Linking fund execution to the President's Budget (more consistency with the financial environment).

Mission Critical Asset Existence and Completeness Audit focuses primarily on the Existence and Completeness (E&C) financial statement assertions, but also includes the Rights assertion and portions of the Presentation and Disclosure assertion. That is, Components must ensure that all assets recorded in their accountable property systems of record exist (Existence), all of the Components' assets are recorded in their system (Completeness), and Components have the right to report all assets (Rights). The asset categories included in this wave are Military Equipment (ME), Real Property (RP), Inventory, Operating Materials and Supplies (OM&S) and General Equipment (GE).

A Component's audit readiness assertion is validated audit ready, and the metric result increased, when an Independent Public Accounting (IPA) firm or other qualified, independent reviewer to perform an examination to validate whether their SBR is audit ready

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IV. Performance Criteria and Evaluation Summary:

Major Program Title- Comptroller Initiatives

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Increase total Financial Management Test-based Certifications			
Metric #1: Deployment of Basic Account Symbols / Appropriations in support of the Audit Readiness Efforts for Appropriations Received underway by FIAR	15%	16%	17%

The Department of Defense recognizes that achieving professional certification is beneficial for both an individual and the Department. Professional certification can be a voluntary commitment to a career field of knowledge or part of required competencies. Either way, professional credentials are an indicator of an employee's willingness to invest in their own professional development. In turn, the Department realizes the benefit organizations garner through an increased capability across the workforce. Section 5757 of title 5, United States Code, provides the authority to reimburse civilian employee costs associated with obtaining and maintaining Financial Management professional credentials. The Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) budgets resources for the DoD approved professional certifications eligible for reimbursement under the NDAA authority to reimburse DoD civilian employees costs associated with obtaining and maintaining Financial Management professional credentials. OUSD(C) centrally controls the funds available and allocates the funds to Components and Defense Agencies for approved certifications. OUSD(C) Memorandum, Financial Management-

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Related Certifications, Licenses and Related Expenses—Updated List of Eligible Certifications, dated September 13, 2011, provides guidance within the Department.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title - Enterprise Funds Distribution Support System (EFDSS)

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Enterprise Funds Distribution Support System			
Metric #1: Deployment of Basic Account Symbols / Appropriations in support of the Audit Readiness Efforts for Appropriations Received underway by FIAR	N/A	62%	100%

Enterprise Funds Distribution Support System (EFDSS) system continues to deploy by appropriation and title to support:

- a. Improving quality, visibility and transparency of information
- b. Increasing exchange and reconciliation of budget execution information via automated methods

Implementation of Military Construction, Family Housing, and Defense Health Programs will occur during FY 2012. FY 2012 and FY 2013 efforts will include implementation or closure of remaining non-conventional appropriations.

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IV. Performance Criteria and Evaluation Summary:

Major Program Title- Next Generation Resource Management Systems (NGRMS)

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Next Generation Resource Management Systems			
Metric #1: Number of agencies operating exhibit automation system tool	N/A	28%	28%
Metric #2: Man-hours saved using new resource management decision tool	N/A	3%	3%
Metric #3: Increase in data reliability	N/A	25%	25%
Metric #4: Decrease in data access/report development time	N/A	50%	50%

The Next Generation Resource Management System (NGRMS) will utilize emerging technology, processes, trends, capabilities and techniques to incorporate state-of-the-art information technology enabling the ability to process, administer and report resource management data and to automate business processes within a more robust analytical environment within the Office of the Under Secretary of Defense (Comptroller) OUSD(C). NGRMS will replace redundant inefficient legacy systems to provide for the effective formulation and justification of the Defense Budget. NGRMS will increase the exchange and reconciliation of budget data, improve efficiency through the utilization of a unified budgetary data model, the timely ability to generate data, for management reviews and decisions, and the capability to accommodate emerging business practices as required.

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A key accomplishment for FY 2012 will be the deployment of the Exhibit Automation System (EAS) tool to twenty-eight (28) defense agencies and automating eight (8) exhibits. The ability to automate up to thirty (30) exhibits will be explored for FY 2013. Data reliability will improved; time and effort to access data and develop reports will be reduced when data is represented virtually as a single source using the service oriented architecture methodology.

C. Deputy Chief Management Officer (DCMO):

The Deputy Chief Management Officer (DCMO) is the Principal Staff Assistant (PSA) and advisor to the Secretary and Deputy Secretary of Defense 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, DCMO leads and integrates DoD Enterprise-wide performance improvement and business operations to enable and support the Warfighter.

With the disestablishment of the Department of Defense (DoD) Business Transformation Agency (BTA), an Agency under the purview and cognizance of the Office of the DCMO (ODCMO), DCMO was directed by the Secretary of Defense (SECDEF) to transition appropriate oversight and integration functionality heretofore performed by the BTA into the ODCMO.

In FY 2013, the ODCMO has realized this transformational reshaping and realignment of select functionality. This growth in scope within the ODCMO 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

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redefinition in ODCMO 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 ODCMO performance based budget metrics as described in this document.

Major Program Title - Management Systems Support

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Enterprise Software/Hardware Deployment	67%	70%	80%

The Management Systems Support program success depends on the quick deployment of its assets. Evaluation shows the percentage of Enterprise-level information technology software and hardware deployed as business services, within 18 months of the capability business cases approval.

The purpose of this metric is to drive down the time to deploy, and the incremental costs, of delivered business capabilities through Defense Business Systems (DBS). In the past, DBS scope had been defined in increments so large that time to delivery was measured in years with great risk to the overall success in delivering envisioned business capabilities. DBS, once delivered, would then be based on technologies that are outdated. This technology misalignment to other DBS caused expensive and risky interoperability issues.

The sample selection for DBS for this metric remains small due to the nature of the DBS that currently exist in the acquisition process, however, with the increased use of the Business Capability Lifecycle (BCL), and the emphasis on standards and consistent

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technologies, DBS will, with very few exceptions, be driven to meet the intent of this metric. This metric is fully consistent with objectives of the Federal Chief Information Officer (CIO) "25 points" for Information Technology (IT) transformation and the DoD initiative for IT Acquisition Reform (ITAR).

The goal for this metric in FY 2011 was 50%. The overall sample size of DBS that met the entrance criteria for the metric and could achieve at least limited deployment was only three (3) systems. This sample size is rapidly increasing with the application of service-oriented DBS solutions and smaller capability increments. Two of the three systems in the sample set for FY 2011 achieved the 18 month deployment objective making the actual metric value 67%.

The DCMO continues to drive more DBS into the intent of the metric by offering guidance and direction through IRBs, transformation of the BEA and proofing of concepts such as the Enterprise Information Web (EIW).

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
MAIS Significant Breaches	2	≤1	≤1

Number of Major Automated Information System (MAIS) "significant" breaches (equal to or greater than 15% of Acquisition Program Baseline total cost or within schedule slippages greater than six months).

The Significant breach metric is defined as the number of Major Automated Information System (MAIS) programs for which the Deputy Chief Management Officer (DCMO) has been

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designated the Milestone Decision Authority (MDA) or the Senior Acquisition Executive (SAE) and either of the following two conditions exist for the program: A schedule delay of more than six months but less than one year for any program schedule milestone or significant event as a deviation from the baseline; The estimated program development cost or full life-cycle cost for the program has increased by at least 15%, but less than 25%, above the baseline.

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
MAIS Critical Breaches	1	≤2	≤2

Number of Major Automated Information System (MAIS) "critical" breaches (equal to or greater than 25% of Acquisition Program Baseline total cost or within schedule slippages of one year or more).

The Critical Breach metric is defined as the number of Major Automated Information System (MAIS) programs for which the Deputy Chief Management Officer (DCMO) has been designated the Milestone Decision Authority (MDA) or the Senior Acquisition Executive and either of the following two conditions exist for the program: A schedule delay of one year or more in any program schedule milestone or significant event as a deviation from the baseline; The estimated program development cost or full life-cycle cost for the program has increased by 25% or more, above the baseline.

	Actual	Projected	Projected
Measure/Description	FY11	FY12	FY13
Expanded Procure-to-Pay	94.6%	75%	95%

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The Expanded Procure-to-Pay (P2P) Match metric depicts the number of contract actions that can be successfully identified across the complete Procure to Pay (P2P) process, i.e., commitment to obligation to entitlement and disbursement in the systems of record. The metric indicates how successful the Department of Defense (DoD) procure-to-pay business systems are in supporting needs of a combatant command operating in a contingency environment.

The metric will measure the percentage of system traceability for all DoD funds obligated in theater, electronically capturing DoD approved and funded requirements, obligations, entitlements and disbursement.

For FY 2011, the evaluation goal was 95%. The program executed at 94.6%. The Expeditionary Business Operations (EBO) Directorate determined the program met its intended goal, as considerable effort went into working with finance and contracting teams in theater to reconcile and improve data quality. EBO determined that the greater benefit to in-theater business processes could be achieved in the coming fiscal year through establishment of higher data quality and standardized processes.

For FY 2012, the metric goal is 75%. This percentage is a smaller value; as the FY 2011 P2P metric was expanded to include the full procure to pay process, from requirements, through obligations, entitlement and disbursement. Given the greater complexity of this metric, and the fact the end-to-end P2P process is not fully known in theater, EBO felt the 75% was a reasonable target to ensure the team fully identified and captured all data sources for this metric. Since the beginning of the fiscal year, EBO is at 44.65% for this metric and believes the team is well-positioned to achieve this year's target.

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In FY 2013, the goal is 95% as the team feels lessons learned during the current fiscal year will help us continue to improve data quality in-theater, which will only enhance the understanding of the full P2P process in contingency business environments.

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D. Under Secretary of Defense Intelligence (OUSD(I)):

The Under Secretary of Defense for Intelligence (OUSDI) is the principal staff assistant and advisor to the Secretary of Defense and Deputy Secretary Defense for all matters concerning intelligence, counterintelligence, security, sensitive activities, 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 Intelligence Mission and International Intelligence Technology Assessment and Architectures programs, the largest programs under OUSDI. These two programs account for over 90% of OUSDI's total Operations and Maintenance in FY 2013.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY11	FY12	FY13
Sensitive Activities (SA)			
Cover oversight reviews	3	4	4
Clandestine Quarterly (CQ) activity reports	4	4	4
Sensitive Execute Orders (EXORD) coordination	7	6	6
Compartmented Approvals	9	8	8
Cover plan/annex reviews	120	120	120

In accordance with DoD Directive 5143.01, Office of the Under Secretary of Defense, Intelligence (OUSD(I)) is responsible for oversight of the Defense Cover Program. The

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Sensitive Activities Directorate conducts a strategic oversight review of a Defense Cover Component each quarter to assess effectiveness and compliance with policy. This formal review program began in 2QFY2011. An annex to the Annual Defense Appropriations Act directs DoD to provide quarterly reports on certain clandestine activities. The directorate compiles and reviews inputs from DoD Components and distributes the Clandestine Quarterly (CQ) activity report to six Congressional Committees and senior Executive Branch officials. The directorate collaborates with the Joint Staff and the Office of the Under Secretary for Policy to prepare and coordinate sensitive and compartmented EXORDs for signature by the Secretary of Defense. Approvals for and notifications of sensitive deployments for clandestine special operations are coordinated by the directorate for signature by the OUSD(I) and Secretary of Defense. The directorate coordinates OSD-level approvals to conduct certain compartmented activities, conducts periodic reviews of these activities, and prepares/coordinates reports to the OUSD(I), Secretary of Defense, and Congressional oversight committees. The directorate reviews cover plans and annexes in accordance with DoD Directive 5105.63.

Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
		FY12	FY13
Military Intelligence Program (MIP) Resources	FY11	FY12	FY13
MIP execution reviews (mid and end of year)	2	2	2
MIP Quarterly Execution Reports	4	4	4
MIP Congressional Justification Book (7 volumes)	1	1	1

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OUSD(I) is responsible for the oversight of the DoD MIP. OUSD(I) monitors components' (Services and Agencies) execution of MIP resources and recommends the reprogramming of resources from under-executing projects to higher priority requirements. OUSD(I) also reports MIP execution to Congress via the OSD Comptroller. OUSD(I) produces budget materials to explain and justify the MIP portion of the annual DoD budget request.

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Major Program Title: International Intelligence Technology and Architectures (IITA)

Measure Description	Actual	Projected	
	FY11	FY12	FY13
US Battlefield Information Collection and Exploitation Systems (US BICES)			
Number of multilateral/bilateral intelligence information sharing connections with partner nations or Communities of Interest (COI) (e.g., Operation Unified Protector)	30	66	81
Number of US releasable intelligence products to coalition partners or COIs	Approx 200,000*	300,000+ (50%)	500,000+ (60%)
Number of coalition releasable intelligence products to US	Approx 60,000*	85,000 (40%)	130,000 (50%)
Number of US organizations producing intelligence products to US BICES	36	40	45
Number of US and coalition partner personnel trained through classroom and mobile courses	1200	1320	1452
Number of US Government personnel within the US BICES program management office	2	3	5

The IITA Directorate is tasked with developing the information sharing technologies and Combatant Command coalition information sharing architectures through the US BICES program mechanisms to increase the amount of intelligence information shared with coalition allies and partner nations bi-laterally and multi-nationally. Expansion of US BICES capabilities across the COCOMs, Services, and Agencies is key to implementation of the OUSD(I) plan to establish an enduring coalition intelligence sharing enterprise supporting both conventional forces and special operations forces worldwide. US BICES has

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expanded to access over 65,000 US, NATO, and Non-NATO users during FY 2011 and FY 2012. Commander, US SOCOM has designated US BICES as the system for coalition operations with the Special Operations Forces globally. The increase in the number of multilateral/bilateral intelligence information sharing connections with partner nations or COIs is based on actions taken in FY 2011 to establish Coalition Data Centers (CDC) at each COCOM that will expand the number of communication connections funded by O&M which will result in an increase in the number of people connected. Number of US releasable intelligence products to coalition partners or COIs will increase based on the FY 2011/2012/2013 funded CDCs and the resulting increased capability to process products. Number of coalition releasable intelligence products to US will increase due to the establishment of the CDCs which provide increased capabilities to process products both being released to coalition partners and products received from coalition partners. As the CDCs become operational, the number of US intelligence organizations requesting connectivity to US BICES will increase thereby increasing the number of products released to US BICES from these organizations. The US Intelligence organizations requesting US BICES connectivity fund their own equipment and connectivity. The number of US and coalition partner personnel trained through classroom and mobile courses will increase as the US BICES on-line training becomes available. This training will be available through US BICES connectivity and is approved for US and non US. The number of US Government personnel within the US BICES program management office will grow from its current number of two to three in FY 2012 once a CECOM billet is approved. It is planned to increase the government personnel by two additional CECOM billets in FY 2013 making the total PMO government strength five.

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Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY11	FY12	FY13
Reform the Department of Defense (DoD) Personnel Security Clearance Process			
Beginning 2010, DoD will adjudicate the fastest 90% of initial top secret and secret personnel security clearances within 20 days	90%/9 days	90%/20 days	90%/20 days
By October 2012, 90% of DoD adjudicators will be certified	23% certified	90% certified	90% certified
By October 2011, 90% of Single Scope Background Investigations and Top Secret Periodic Investigations will meet 2009 adjudication documentation standards; by October 2012, 95% will meet adjudication documentation standards	90% met 2009 adjudication standards	95% will meet 2009 adjudication standards	95% will meet 2009 adjudication standards

Congress mandated specific security clearance process investigation and adjudication timeliness goals as part of the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA). The DoD is responsible for adjudication of completed background investigations and has focused on ensuring that the time to adjudicate the fastest 90% of investigations does not exceed an average of 20 days. In order to ensure that emphasis on timeliness has not degraded the quality of adjudications, the DoD has implemented policy and procedures for review of the quality of adjudications and for the professional certification of adjudicators.

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Major Program Title: Intelligence Mission

Measure Description	Actual	Projected	
	FY11	FY12	FY13
Defense Civilian Intelligence Personnel System (DCIPS)			
Number of organizations transitioned to grades	1 of 7	7 of 7	N/A

The OUSD(I) HCMO is responsible for developing policy, overseeing implementation, assessing and continuously improving the effectiveness of human capital programs across the Defense Intelligence Enterprise (DIE). Resources requested by the HCMO are necessary to conduct effective oversight and improvement of human capital programs for the effective and efficient conduct of the Defense and National Intelligence missions. Investment and sustainment funds ensure the effectiveness of strategic human capital and workforce planning, and ongoing workforce management, in accordance with both good business practices and Congressional mandates imposed under the FY 2010 National Defense Authorization Act.

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E. DoD Chief Information Officer (DoD CIO):

Build agile and secure Information Technology capabilities to enhance combat power and decision-making while optimizing value.

1. Execute the DoD IT Enterprise Strategy and Roadmap.

- Reduce data centers by 18% in 4QFY12 and an additional 12% 4QFY13.
- Reduce Networks by 10% in 4QFY12 and an additional 10% in 4QFY13.
 - 2QFY12 - Publish Implementation Plan
 - 1QFY13 - Publish DoDI 8440, Computing Infrastructure
 - 2QFY13 - Publish Reference Architecture for GIG
 - 3QFY13 - Publish Enterprise Services Adoption Plan
- Percentage of Services transitioned to, or designed as, Enterprise Services
 - 1QFY12 - Implement Enterprise Services compliance reporting and oversight process
 - 3QFY12 - POM 14 Issues supporting Enterprise Services Sustainment of and mandated Enterprise Services.

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Build agile and secure Information Technology capabilities to enhance combat power and decision-making while optimizing value (continued).

2. Strengthen the Oversight of Information Technology investments.

- Percentage of component networks compliance with resilient network architecture and standards by all new investments and technology refresh activities by 4QFY15.
 - 1QFY12 - Establish Commercial Mobile Device policy.
 - 2QFY13 - Establish an Enterprise Services Compliance Policy as part of investment review processes.
 - 3QFY13 - Establish processes for monitoring compliance with architecture & standards within existing investment and acquisition processes.
 - 4QFY13 - Institutionalize a repeatable process to harmonize IT investments across COCOMs/Services/Agencies.

3. Integrate cyber security across the DoD Information Enterprise.

- Create and maintain strong boundary defenses across DoD NIPRnet Perimeter.
 - 4QFY12 - Complete migration of applications into DoD Demilitarized Zone extensions.
 - 4QFY13 - Physical or logical data separation complete.

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- NIPRNet Hardening allowing robust protection capabilities.
 - 1QFY12 - Web content filter rule sets in place at the Internet Boundary.
 - 3QFY12 - Complete Installation of HBSS baseline on NIPRNet.

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Build agile and secure Information Technology capabilities to enhance combat power and decision-making while optimizing value (continued).

- Enforce Cryptographic Logon with PKI Hardware Tokens on SIPRNet.
 - 4QFY12 - Cryptographic Logon with PKI Hardware Tokens on 50% of SIPRNet accounts.
 - 4QFY13 - Cryptographic Logon with PKI Hardware Tokens on 75% of SIPRNet accounts.

- Reduce time to effect DoD network configuration change.
 - 3QFY12 - Issue DoDI.
 - 4QFY12 - Develop implementation plan.
 - 4QFY13 - Establish a CM database and issue instructions on use and maintenance.

4. Develop long term strategy to provide for and protect mission critical access to radio frequency spectrum.

- 2QFY13 - "At risk" bands and associated missions/functions identified and prioritized.
- 4QFY13 - Number of priority bands analyzed for feasibility of relocation and/ or sharing completed.

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IV. Performance Criteria and Evaluation Summary:

F. Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R)):

Major Program Title: Combatant Commander's Exercise Engagement & Training Transformation

Performance Measure #1: Percent of Combatant Commander (COCOMs) that are ready to execute their Core or Theater Campaign Plan missions.

Long Term Performance Goal: For each fiscal year, DoD COCOMs will be ready to execute 100 percent of their Core or Theater Campaign plan missions

Annual Performance Goal: FY 2013 100%

Performance Measure #2: Percent of DoD Combatant Commander (COCOMs) Contingency plans which they report ready to execute.

Long Term Performance Goal: For each fiscal year, DoD Combatant Commanders will be ready to execute at least 80 percent of their contingency plans

Annual Performance Goal: FY 2013 80%

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IV. Performance Criteria and Evaluation Summary:

Major Program Title: Wounded Warrior Care

Performance Measure #1: Percentage of wounded, ill and injured Service members who are enrolled in a Service recovery care plan administered by a DoD training Recovery Care Coordinator (RCC).

Long Term Goal: By 2012, 100% of wounded, ill and injured service members are enrolled in a Service recovery care coordination program will have an established and active recovery care plan administered by a DoD trained recovery care coordinator.

Annual Performance Goal: FY 2013 100%

Performance Measure #2: Percent of wounded, ill and injured who are assigned to a DoD trained Recovery Car Coordinator within 30 days of being enrolled in a Wounded Warrior Program.

Long Term Goal: By 2012, 100% of wounded, ill and injured (WII) Service members will be assigned to a DoD Recovery Care Coordinator (RCC) within 30 days of being enrolled in a Wounded Warrior program, at a ratio not to exceed on RCC per 40 WII Service members.

Annual Performance Goal: FY 2013 100%

Major Program Title: Defense Readiness Reporting System

Performance Measure: Percent of DoD Combatant Commander (COCOMs) Contingency plans which they report ready to execute.

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IV. Performance Criteria and Evaluation Summary:

Long Term Performance Goal: For each fiscal year, DoD Combatant Commanders will be ready to execute at least 80 percent of their contingency plans.

Annual Performance Goal: FY 2013 80%

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	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Change FY 2011/ FY 2012</u>	<u>Change FY 2012/ FY 2013</u>
V. <u>Personnel Summary</u>					
<u>Active Military End Strength (E/S) (Total)</u>	423	408	404	-15	-4
Officer	395	382	382	-13	0
Enlisted	28	26	22	-2	-4
<u>Reserve Drill Strength (E/S) (Total)</u>	27	27	27	0	0
Officer	22	22	22	0	0
Enlisted	5	5	5	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	12	12	12	0	0
Officer	11	11	11	0	0
Enlisted	1	1	1	0	0
<u>Civilian End Strength (Total)</u>	2,037	2,122	2,240	85	118
U.S. Direct Hire	2,037	2,122	2,240	85	118
Total Direct Hire	2,037	2,122	2,240	85	118
Memo: Reimbursable Civilians Included	10	26	26	16	0
<u>Active Military Average Strength (A/S)</u>	405	405	405	0	0
(Total)					
Officer	388	388	388	0	0
Enlisted	17	17	17	0	0
<u>Reserve Drill Strength (A/S) (Total)</u>	69	69	69	0	0
Officer	57	57	57	0	0
Enlisted	12	12	12	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	63	63	63	0	0
(Total)					
Officer	60	60	60	0	0
Enlisted	3	3	3	0	0
<u>Civilian FTEs (Total)</u>	2,037	2,034	2,150	-3	116
U.S. Direct Hire	2,037	2,034	2,150	-3	116

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
Total Direct Hire	2,037	2,034	2,150	-3	116
Memo: Reimbursable Civilians Included	10	26	26	16	0
Average Annual Civilian Salary (\$ in thousands)	178.5	177.3	178.0	-1.2	.7
<u>Contractor FTEs (Total)</u>	<u>2,755</u>	<u>2,602</u>	<u>2,572</u>	<u>-153</u>	<u>-30</u>

Explanation of Changes:

FY 2011 - FY 2012 Civilian E/S: Increase is due to increased number of employees on-board (16 in reimbursable counternarcotics drug initiative and 69 in direct-funded efforts) for critical positions.

FY 2011 - FY 2012 Civilian FTE: Decrease of -3 is the net change resulting from Deputy Secretary of Defense (DSD) guidance to restrict civilian FTEs in FY 2012 and the increase of +16 for reimbursable counternarcotics drug initiative.

FY 2012 - FY 2013 Civilian E/S and FTE: Increases are expected due to realignment of +77 FTES from RDTE to O&M for ODCMO, addition of +26 to ODCMO for former-BTA functions, +2 for OUSD(Comptroller) support of the audit acceleration initiative, and the remaining due to hiring for critical positions.

FY 2011 - FY 2012 / FY 2012 - FY2013: CONTRACTORS - Decreases are due to efficiencies and reduced funding amounts available for contract efforts.

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

<u>OP 32 Line</u>	Change		Change		Change		<u>FY 2013 Estimate</u>
	<u>FY 2011 Actuals</u>	<u>FY 2011/FY 2012</u>		<u>FY 2012 Estimate</u>	<u>FY 2012/FY 2013</u>		
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	361,833	0	-10,161	351,672	1,319	24,583	377,574
107 Voluntary Sep Incentives	75	0	4,175	4,250	0	-3,750	500
199 Total Civ Compensation	361,908	0	-5,986	355,922	1,319	20,833	378,074
308 Travel of Persons	99,707	1,795	8,178	109,680	1,865	-4,910	106,635
399 Total Travel	99,707	1,795	8,178	109,680	1,865	-4,910	106,635
680 Building Maint Fund Purch	0	0	6,015	6,015	953	-723	6,245
699 Total DWCF Purchases	0	0	6,015	6,015	953	-723	6,245
703 JCS Exercises	194,382	-6,415	-8,859	179,108	12,538	-21,598	170,048
711 MSC Cargo (fund)	31,900	8,581	-12,448	28,033	673	-457	28,249
719 SDDC Cargo Ops-Port hndlg	40,140	12,243	23,306	75,689	23,691	-10,708	88,672
771 Commercial Transport	365	7	1,715	2,087	35	-347	1,775
799 Total Transportation	266,787	14,416	3,714	284,917	36,937	-33,110	288,744
912 GSA Leases (SLUC)	1,400	25	2,780	4,205	71	-1,647	2,629
913 Purch Util (non fund)	957	17	1,484	2,458	42	-48	2,452
914 Purch Com (non fund)	18,866	340	-8,258	10,948	186	-1,730	9,404
915 Rents, Leases (non GSA)	151,126	2,720	1,783	155,629	2,646	-3,720	154,555
917 Postal Svc (USPS)	0	0	302	302	5	6	313
920 Supplies/Matl (non fund)	16,946	305	-11,345	5,906	100	371	6,377
921 Print & Reproduction	210	4	1,681	1,895	32	406	2,333
922 Eq't Maint Contract	52,858	952	1,744	55,554	944	8,246	64,744
923 Facilities Maint by Contr	2,520	45	-827	1,738	30	58	1,826
925 Eq't Purch (Non-Fund)	8,219	148	-4,609	3,758	64	435	4,257
932 Mgt Prof Support Svcs	236,040	4,249	136,560	376,849	6,406	-13,835	369,420
933 Studies, Analysis &	159,003	2,862	-75,282	86,583	1,472	-3,268	84,787

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<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>	Change <u>FY 2012/FY 2013</u>		FY 2013 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
Eval							
934 Engineering & Tech Svcs	221,642	3,990	-11,480	214,152	3,641	-27,816	189,977
987 Other IntraGovt Purch	203,458	3,663	32,475	239,596	4,073	34,755	278,424
988 Grants	52,950	953	-5,117	48,786	829	-44,557	5,058
989 Other Services	381,842	6,873	-156,692	232,023	3,944	-109,351	126,616
990 IT Contract Support Ser	11,289	203	7,713	19,205	326	-7,039	12,492
999 Total Other Purchases	1,519,326	27,349	-87,088	1,459,587	24,811	-168,734	1,315,664
Total	2,247,728	43,560	-75,167	2,216,121	65,885	-186,644	2,095,362

FY 2011 includes \$188,653 thousand OCO funding from DoD Full-Year Continuing Appropriation, 2011 (PL 112-10) FY 2012 excludes \$143,870 thousand OCO funding from the Consolidated Appropriations Act, 2012 (PL 112-74)
FY 2013 excludes \$87,805 thousand OCO funding requested in the FY 2013 Defense-Wide Overseas Contingency Operations Budget Request

Fiscal Year 2013 Budget Estimates

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM)



February 2012

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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)

Budget Activity (BA) 1: Operating Forces

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
SOCOM	7,265,388	75,183	-3,455,491	3,885,080	89,583	1,116,338	5,091,001

* The FY 2011 Actual column includes \$3,264.7 million of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Current Estimate column excludes \$3,298.7 million of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$2,503.1 million requested in the FY 2013 Defense-Wide OCO Budget Request.

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. To achieve this mission, 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.

The USSOCOM Fiscal Year (FY) 2013 Operation and Maintenance (O&M) Budget Estimates includes the resources necessary to continue providing full spectrum, multi-mission global SOF that will provide the nation with a comprehensive set of unique capabilities. These resources are necessary for USSOCOM to continue to achieve its core missions to deter, disrupt and defeat terrorist threats to the nation; develop and support our people and their families; and build potent forces to support overseas contingencies.

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I. Description of Operations Financed (cont.)

The FY 2013 O&M Budget Estimates will enable USSOCOM to preserve core capabilities while providing resources to support the increasing demand for persistent global SOF engagements. To meet this demand, the command continues to focus O&M resources towards investments that improve tactical and operational skills, sustain SOF equipment and systems, operate additional fixed and rotary wing aircraft, expand cultural and language skills, increase training and communication capabilities, build the security capacity of partners, acquire enabling capabilities, and provide additional support for classified units.

The overall increase in USSOCOM's FY 2013 estimate reflects USSOCOM's initial baseline migration of recurring Overseas Contingency Operations (OCO) costs required to support a "new normal" that requires SOF forces to be persistently forward-deployed. The partial migration of OCO funding into the FY 2013 baseline budget preserves SOF's existing capability, which includes programmed growth, and will be used in conjunction with OCO Supplemental funding to maintain the current level of contingency operations with approximately 11,500 deployed personnel. The FY 2013 budget represents the initial step towards migrating the majority of SOCOM's OCO costs into baseline funding by FY 2015 to meet the increasing demands placed on SOF forces supporting persistent global engagements.

Currently, USSOCOM maintains a forward-deployed global presence averaging 11,500 troops. SOF personnel withdrawn from Iraq in FY 2012 will be redeployed into OEF or other AORs in support of Geographic Combatant Command security objectives. During FY 2013-2017, SOF will likely see a continued or increased demand for counterinsurgency, stability, and counterterrorism operations. Increased demand translates into increased emphasis on assessing, developing, and investing in the appropriate doctrine, organization,

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I. Description of Operations Financed (cont.)

equipment, systems, leadership, and training to ensure readiness and meet operational requirements.

Many of the baseline increases included in the FY 2013 O&M Budget Estimates are directly related to the initial migration of OCO to base funding and will preserve USSOCOM's flexibility, effectiveness, and ability to prepare for and conduct persistent global engagements. These increases include additional O&M funding for: additional CV-22B and MH-60M aircraft; advanced tactical and operational skills at all SOF units; enduring contingency support for Theater Special Operations Commands; tactical vehicle maintenance, aircraft contract logistics support; combat support enablers at Naval Special Warfare Command and US Army Special Operations Command; increased intelligence, surveillance, and reconnaissance (ISR) capabilities; additional sustainment for communication systems, equipment and services; and pre-deployment preparation and training. The OCO to base initiatives will not grow the force, but will support the preservation of SOF war fighting capabilities beyond the realm of current contingency operations and AORs.

Funding is also requested to support the growing demand for specialized SOF training. More training capacity is required in FY 2013 to keep pace with the overall growth in SOF personnel. To meet these additional training requirements resources were provided for advanced pre-deployment training, cultural and language skills, aircrew training, unmanned aerial systems training, and medical skills. The additional training resources will provide course material, SOF unique supplies and equipment, and the development of alternative training delivery methods.

As part of the Department of Defense reform agenda, USSOCOM conducted a baseline review to assess the alignment of priority mission areas with organizational structure. The

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I. Description of Operations Financed (cont.)

emphasis of this review was to find areas where efficiencies could be achieved and redundancies eliminated in order to improve operational performance and maximize resources. USSOCOM's FY 2013 O&M Budget Estimates includes several initiatives developed during this review that are designed to eliminate low priority or redundant programs, utilize service common equipment, reduce contractor staff augmentation, optimize and/or reduce reliance on service support contracts. These efforts enabled USSOCOM to rebalance programs and redirect funding to priority operational requirements.

All of these initiatives will support additional Army Special Forces, Navy SEALs, Marine Corps Special Forces, Air Force Special Operations, Civil Affairs, and Military Information Support Operations personnel to ensure the United States can apply these specially skilled forces whenever and wherever they are needed.

USSOCOM O&M is organized by Sub Activities within Budget Activity 01 (BA-01). The units and/or functions associated with these Sub Activities are:

A. Flight Operations - Supports three active Special Operations Wings (1st SOW, Hurlburt Field, FL; 27th SOW, Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM) and two Special Operations Groups (SOG -- 352 SOG, RAF Mildenhall UK and 353 SOG, Kadena AB JA) and their associated squadrons. Includes the 919th Special Operations Reserve Wing located at Duke Field, FL and the 193rd Special Operations Air National Guard Wing, Harrisburg, PA. Includes the 160th Special Operations Aviation Regiments at Ft Campbell, KY; Hunter Army Airfield, GA; and Ft Lewis, WA. Funding supports SOF Army and Air Force civilian manpower authorizations, flying hours, Special Operations (SO) peculiar and support equipment, necessary facilities, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and

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I. Description of Operations Financed (cont.)

measurable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included in this Sub Activity.

B. Ship/Boat Operations - Supports Naval Special Warfare Groups 3 and 4, Special Boat Units, and SEAL Teams. Includes Active and Reserve Navy manpower authorizations, SO-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).

C. Combat Development Activities - Includes Joint and Component manpower authorizations, SO-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.

D. Other Operations - Includes manpower authorizations, SO-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 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, Air Force 720th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Activities also include Humanitarian/Civic Assistance (H/CA) carried out in conjunction with authorized military operations and are subject to approval by the Secretary of State and Secretary of Defense. These

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I. Description of Operations Financed (cont.)

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. Support for the Theater Special Operations Commands (TSOCs) and USSOCOM's Center for Special Operations (CSO) is also included.

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 Commander, Special Operations Command in support of regional Theater Commanders and the Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SO-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

F. Operational Support - Includes manpower authorizations, SO-peculiar and support equipment, necessary facilities and associated costs specifically identified and measurable to SOF Active Army Special Operations Support Command (SOSCOM), and the Special Operations Forces Support Agency (SOFSA). SOSCOM is comprised of the 528th Support Brigade and the Active and Reserve Army Tactical Communications (112th Signal Brigade) and other SOF operational support units (Special Operations Theater Support Elements).

G. Intelligence and Communications - Includes USSOCOM Headquarters (HQ USSOCOM) and/or component manpower authorizations, SO-peculiar and support equipment, necessary facilities and associated 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

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I. Description of Operations Financed (cont.)

equipment. This includes Command Center operations; deployable command, control and communications assets; and automation support required to maintain SOF command and control. Includes operation and sustainment of all equipment, systems, logistics, and maintenance required to perform and sustain USSOCOM's Military Intelligence Programs.

H. Management & Operational Headquarters - Includes manpower authorizations, SO-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, Special Operations Command and the Department of Defense.

I. Maintenance - 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' MFP-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 industrially funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

J. Base Support - Includes costs specifically identified and measurable as tenant Base Support costs incurred by Naval Special Warfare Command (NSWC). In addition, provides for all SOF-unique minor construction costing less than the statutory limit for Minor Military Construction projects as established by Section 2805 of Title 10, U.S.C.

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I. Description of Operations Financed (cont.)

K. Specialized Skill Training and Recruiting - Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the Special Operations Medical Training Center (SOMTC), the Naval Special Warfare Center (NSWCEN), and the Air Force Special Operations Training Center (AFSOTC). These schools provide training in both basic and advanced special operations skills and operations, and educate American and Allied personnel in geo-political and military aspects of joint special operations. Funding also provides SOF Language Training which produces language proficient personnel and supports the Naval Small Craft Instruction and Technical Training School.

L. Professional Development Education - Includes the U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida and the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, Special Operations Forces professional development to educate Air Commandoes, the special operations community, services and other U.S. government agencies. JSOU's mission is to educate Special Operations Forces executive, senior, and intermediate leaders and selected other national and international security decision-makers, both military and civilian, through teaching, research and outreach.

M. Logistics Operations, Acquisition and Program Management - Provides resources for Operation and Maintenance costs supporting SO-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 Special Operations Research, Development, and Acquisition Center (SORDAC) to include support equipment, necessary facilities, SORDAC civilians and associated management costs.

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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 2011	FY 2012	FY 2013
Air Force	2,327	2,555	2,524
Army	2,496	2,320	2,479
Marine Corps	0	0	49
Navy	1,251	1,311	1,327
Total	6,074	6,186	6,379

Military End Strength	FY 2011	FY 2012	FY 2013
Air Force	13,797	14,658	15,287
Army	29,484	30,819	32,420
Marine Corps	2,523	2,527	2,984
Navy	8,772	9,049	9,524
Total	54,576	57,053	60,215

Contractor FTEs	FY 2011	FY 2012	FY 2013
Total	4,088	4,967	6,181

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III. Financial Summary (\$ in thousands)

	FY 2011 Actuals	Budget Request	FY 2012				FY 2013 Estimate
			Congressional Action		Current Estimate	FY 2013 Estimate	
			Amount	Percent Appropriated			
A. BA Subactivities							
1. Operational Forces	4,283,418	2,293,971	-83,677	-3.7	2,210,294	2,210,294	2,920,130
Combat Development Activities	1,814,250	734,216	-11,158	-1.5	723,058	723,058	811,318
Flight Operations	1,229,205	942,391	-23,376	-2.5	919,015	919,015	1,113,890
Other Operations	1,144,520	535,314	-49,143	-9.2	486,171	486,171	882,642
Ship/Boat Operations	95,443	82,050	0	0.0	82,050	82,050	112,280
2. Operational Support	2,488,874	1,344,479	-15,896	-1.2	1,328,583	1,328,583	1,723,254
Base Support	58,608	33,315	0	0.0	33,315	33,315	29,038
Communications	354,918	343,569	-12,411	-3.6	331,158	331,158	427,776
Force Related Training	57,567	54,571	0	0.0	54,571	54,571	56,606
Intelligence	700,369	312,439	-787	-0.3	311,652	311,652	467,759
Maintenance	914,116	349,608	-3,952	-1.1	345,656	345,656	414,790
Management/Operational Hqtrs	340,967	212,032	1,254	.6	213,286	213,286	264,949
Operational Support	62,329	38,945	0	0.0	38,945	38,945	62,336
3. Training	339,789	250,040	0	0.0	250,040	250,040	355,794
Professional Development	22,482	17,211	0	0.0	17,211	17,211	18,246
Specialized Skill Training	317,307	232,829	0	0.0	232,829	232,829	337,548
4. Logistic Operations	153,307	98,276	-2,113	-2.2	96,163	96,163	91,823
Acquisition/Program Management	153,307	98,276	-2,113	-2.2	96,163	96,163	91,823
Total	7,265,388	3,986,766	-101,686	-2.6	3,885,080	3,885,080	5,091,001

* The FY 2011 Actual column includes \$3,264.7 million of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Current Estimate column excludes \$3,298.7 million of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$2,503.1 million requested in the FY 2013 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	3,986,766	3,885,080
Congressional Adjustments (Distributed)	-93,694	
Congressional Adjustments (Undistributed)	-6,445	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-1,547	
Subtotal Appropriated Amount	3,885,080	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	3,885,080	
Supplemental	3,298,739	
Reprogrammings		
Price Changes		89,583
Functional Transfers		
Program Changes		1,116,338
Current Estimate	7,183,819	5,091,001
Less: Wartime Supplemental	-3,298,739	
Normalized Current Estimate	3,885,080	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		3,986,766
1. Congressional Adjustments		-101,686
a. Distributed Adjustments		
1) Transfer to Title IX & Program Reduction for Military Information Support	-57,300	
2) Aviation Foreign Internal Defense	-17,607	
3) Reduce Civilian Personnel FY 2012 Average Salary Growth	-10,000	
4) Sustaining Base Communications Excessive Growth	-8,000	
5) Other Programs Classified Adjustments	-787	
b. Undistributed Adjustments		
1) Unobligated Balances	-6,445	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Sec 8034 Mitigation of Environment Impacts	-1,547	
FY 2012 Appropriated Amount		3,885,080
2. War-Related and Disaster Supplemental Appropriations		3,298,739
a. OCO Supplemental Funding		
1) OCO FY12 Request minus Operation New Dawn Congressional Mark	3,298,739	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		7,183,819
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		7,183,819
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-
FY 2012 Normalized Current Estimate		3,885,080
6. Price Change		89,583
7. Functional Transfers		
8. Program Increases		1,281,430
a. Annualization of New FY 2012 Program		

**United States Special Operations Command
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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		
1) Other Operations - Special forces Groups - Enduring Contingency Operations	108,662	
Other Operations - To ensure support of enduring overseas contingency operations, additional baseline funding was provided to U. S. Army Special Forces Command (USASOC) to support sequential pre-deployment costs, unit operational funds, austere location costs, IMARSAT and Iridium communications platforms, language training sustainment for CENTCOM and PACOM priority languages, and regional cultural awareness training to support classified missions. Operational activities supported include unconventional warfare, unit combat readiness, nighttime mission support, intelligence support, combat service support, counter-intelligence, and infiltration and extraction operations. (FY 2012 Baseline - \$ 116,718K)		
2) Communications - Special Operations Forces C4-Information Infrastructure Network (SOFC4IIN)	80,700	
Communications - Special Operations Forces C4-Information Infrastructure Network (SOFC4IIN) provides long-haul, wideband commercial circuits/airtime for garrison and deployed forces. Supports tactical assured connectivity and airtime for unmanned aerial vehicles, Distributed Common Ground/Surface Systems (DCGS) and SCAMPI (not an acronym). USSOCOM continues to modernize its legacy satellite systems to provide increased bandwidth requirements for the deployed war-fighter with the transition of \$49,869 OCO to baseline. DCGS resources for airtime totaling \$29,925 are also being realigned into		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>this consolidated program. Program growth of \$906 supports Theater Special Operations Command (TSOC) requirements for INMARSAT. (FY2012 Baseline \$10,129K)</p>		
3) Combat Development Activities - Classified	78,573	
<p>Combat Development Activities - (See Classified Submission) (FY 2012 Baseline - \$727,631K)</p>		
4) Specialized Skill Training - U.S. Army JFK Special Warfare Center (USJFKSWCS)	62,959	
<p>Specialized Skill Training - To ensure support of enduring overseas contingency operations, additional baseline funding was provided for the following basic and advanced training at USJFKSWCS; advanced special operations tactics; advanced surveillance techniques and equipment; contingency language program; advanced Ranger operations; cultural immersion training; advanced communications training; site exploitation techniques; Survival, Evasion, Resistance, and Escape training; Unmanned Aerial Systems training and equipment sustainment; advanced language skills; and weapons training. (FY 2012 Baseline - \$72,898K)</p>		
5) Flight Operations - 160th U.S. Army Special Operations Aviation Regiment	44,176	
<p>Flight Operations - Baseline funding provided to support rotary wing aircraft operations associated with enduring overseas contingency operations. These funds will provide contractor logistic support and maintenance of rotary wing platforms at the 160th Special Operations Aviation Regiment. (FY 2012 Baseline - \$118,635K)</p>		
6) Intelligence - Classified A	38,819	
<p>Increase to continue support of Special Mission Units</p>		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
involved in overseas contingency operations. See classified submission. (FY 2012 Baseline, \$0K)		
7) Flight Operations - USASOC Flying Hours	38,561	
Flight Operations - Growth in the U.S. Army Special Operations Command flying hour program is due a transition from a mixed fleet of MH-60K and MH-60L aircraft to a pure fleet of MH-60Ms. The MH-60M mission aircraft grows from 24 in FY 2012 to 37 in FY 2013, with associated hours increasing by 3,860. This growth occurs while still maintaining a residual fleet of legacy aircraft. (FY 2012 Baseline - \$206,338K)		
8) Flight Operations - 11th Intelligence Squadron and 623rd Air Ops Center	35,621	
Flight Operations - Additional funding provides real time analysis of intelligence. Operational support includes basic squadron needs to include pre-deployment training, maintenance of deployed equipment, day to day unit operations, and mission planning, rehearsal, and simulation. (FY 2012 Baseline \$4,110K)		
9) Intelligence-Classified Realignment	34,290	
See classified submission. (FY 2012 MIP Baseline, \$0K (Baseline of \$34,290K previously reported in "Acquisition Program/Management"))		
10) Management & Operational Headquarters - USASOC	34,075	
Centralized Management of Contingency Contracts		
Management & Operational Headquarters - Increase supports United States Army Special Operations Command (USASOC) centralized management of contingency contracts providing training, logistical support, medical/vet support, and communications for all Army SOF units. Centrally manages		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
costs of current deployed forces and future/enduring overseas contingency operations as well as redeployment and transport of forces to CONUS locations. (FY 2012 Baseline - \$52,148K)		
11) Other Operations - Naval Special Warfare Command Groups One and Two (NSWG1 & 2)	33,714	
Other Operations - Other Operations - To ensure support of enduring overseas contingency operations, additional baseline funding was provided to NSWG1 and NSWG2 to support SEAL Team pre- deployment costs, unit operational funds, deployed combat service support in austere locations, deployed communications requirements, language sustainment training, and regional cultural awareness training, and classified mission support. Operational activities supported include unconventional warfare, unit combat readiness, night-time mission support, intelligence support, combat service support, counter-intelligence, and infiltration and extraction operations. Funding will also sustain 140 additional military personnel at NSWG1 and 2. (FY 2012 Baseline - \$97,140K)		
12) Other Operations - Special Operations Family of Special Operations Vehicles (FSOV)	33,551	
Other Operations - Additional baseline funds provided to support enduring overseas contingency operations requirements for Special Operations Family of Special Operations Vehicles (FSOV) employed by Army Special Forces, Marine Corps Forces Special Operations Command, and Air Force Special Tactics Squadron. These tactical ground mobility vehicles are critical assets that must be maintained in theater. The additional funding will provide		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
IED survivability training, mechanical maintenance, repair, storage, and logistical support. (FY 2012 Baseline - \$12,190K)		
13) Specialized Skill Training - Air Force Special Operations Training Center	28,377	
Specialized Skill Training - To ensure support of enduring overseas contingency operations, additional baseline funding was provided for the following advanced and/or pre-deployment training at Air Force Special Operations Training Center: Close air support; Special Tactics; aircrew training and mission rehearsal; language training; and MC130J/CV-22B training systems for fixed wing aircraft operations. (FY 2012 Baseline \$31,366K)		
14) Other Operations - Theater Special Operations Command, CENTCOM	27,641	
Other Operations - Baseline funding supports enduring overseas contingency requirements for Theater Special Operations Command, CENTCOM. Requirements include day to day support of deployed forces, preparation for emerging contingencies, operational control elements in austere locations, re-supply for personnel in remote locations, and secure communications and IT capabilities in the CENTCOM theater. (FY 2012 Baseline - \$12,092K)		
15) Flight Operations - AFSOC Flying Hours	22,919	
Flight Operations - Growth in the Air Force Special Operations Command flying hours is due to the increase in CV-22B mission aircraft. The CV-22B mission fleet grows from 15 aircraft in the beginning of FY 2012 to 28 aircraft at the end of FY 2013. (FY 2012 Baseline - \$337,798K)		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
16) Intelligence - Classified B Increase to support U. S. Army Special Operations Command. See classified submission. (FY 2012 Baseline, \$86,260K)	22,798	
17) Maintenance - Special Operations Family of Special Operations Vehicles (FSOV) Maintenance - Additional baseline funds provided to support enduring overseas contingency operations requirements for Special Operations Family of Special Operations Vehicles (FSOV). These tactical ground mobility vehicles are critical assets that must be maintained in theater. The additional funding will provide mechanical maintenance, repair, and logistical support. (FY 2012 Baseline - \$10,649K)	22,047	
18) Other Operations - U.S. Army Special Operations Command (USASOC) O&M Collateral Equipment Funding provides O&M collateral and communications equipment to furnish completed USASOC MILCON projects at the following locations: SOF Communication Training Facility at Ft Bragg, NC; 1st SF Group Company Operations Facility at Ft Lewis, WA; 3rd SF Group Battalion Operations Facility at Ft Bragg, NC; 95th Civil Affairs Brigade Headquarters at Ft Bragg, NC; 3rd SF Group Battalion Operations Facility at Ft Bragg, NC; 7th SF Group Company Operations Facility at Eglin Air Force Base, FL; 7th SF Group Company Operations Facility at Eglin Air Force Base, FL; 160th SOAR MH47 Hangar at Ft Campbell, KY; 160th SOAR Administrative Annex at Ft Bragg, NC; 160th SOAR Rotary Wing Hangar at Ft Campbell, KY; 4th MISO Group Headquarters at FT Bragg, NC; and 4th MISO Battalion Operations Complex at Ft Bragg, NC. (FY 2012	19,358	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Baseline \$14,813K)		
19) Maintenance - Simulator Upgrades, Maintenance and Repair Maintenance - To ensure support of enduring overseas contingency operations, additional baseline funding was provided for Special Block Upgrades and Contract Logistics support of mission simulator maintenance/repair for the following platforms; AC-130H/U; CV-22B; EC-130J; MC- 130E/P/H/J/W; NSAv; and Small Unmanned Aerial Systems aircrew skills. (FY 2012 Baseline - \$36,751K)	18,563	
20) Communications - SOF Information Technology Enterprise Contract (SITEC) Communications - SOF Information Technology Enterprise Contract (SITEC) was initially established in FY 2012 with a baseline of \$105,055 and \$111,228 for FY 2012 and 2013, respectively. This firm fixed-price, performance-based contract, serves as a centrally managed vehicle to provide IT support services for SOF worldwide. In FY 2013, task orders totaling \$13,818, previously embedded in Communication programs of Information Assurance, SCAMPI, HQC4I and C4IAS are realigned under SITEC for execution in FY 2013. Additional programmatic growth of \$4,387 supports Data Center server/storage requirements; Enterprise Network requirements for CONUS/OCNUS; Distributed Computing support of workstations, notebooks and mobile devices. Full Motion Video PED storage and video hub capabilities at two additional Strategic Entry Points are also supported in FY 2013. The SITEC contract for FY 2013 (to include price and program growth) is \$125,046. (FY 2012 Baseline \$105,055K)	18,205	
21) Maintenance-MQ-9 Predator Contract Logistics Support	17,847	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Funding provides contractor logistics support to maintain operational readiness of 7 additional MQ-9 Reapers in FY 2013. (FY 2012 Baseline - \$9,499K)		
22) Maintenance -Air Force Special Operations Command Fixed Wing CLS	17,484	
Maintenance - Increase provides contract logistics support for additional fixed wing aircraft at Air Force Special Operations Command. Increase will support enduring overseas contingency requirements. (FY 2012 Baseline - \$119,110K)		
23) Intelligence - Joint Threat Warning System Program	17,079	
Increases in depot maintenance and unit-level equipment replacement for continuing Joint Threat Warning System program support for Signal Intelligence capabilities involved in overseas contingency operations. (FY 2012 Baseline, \$14,472K)		
24) Flight Operations - 1st Special Operations Wing	17,002	
Flight Operations - Increase provides baseline funding for U-28 operations and aviation foreign internal defense leases at the 1st Special Operations Wing for enduring contingency requirements. (FY 2012 Baseline - \$32,166K)		
25) Ship/Boat Operations - High Speed Assault Craft	14,337	
Ship/Boat Operations - Funding supports maintenance, operation, and training associated with 16 High Speed Assault Craft. The current inventory of Rigid Hull Inflatable Boats (RHIBs) and MKV Special Operations Craft (MKV) are rapidly aging and will be replaced by the Combatant Craft Medium (CCM): however; the CCM program has experienced a two year delay. The HSAC will provide a		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
bridging platform until delivery of the CCM. (FY 2012 Baseline - \$0K)		
26) Other Operations - USSOCOM Interagency Task Force To ensure support of enduring overseas contingency operations, additional baseline funding was provided for HQ USSOCOM's Interagency Task Force (IATF). SOCOM's IATF quickly fuses knowledge from multiple sources and collection methods, and then rapidly disseminates essential information to theater SOF and/or agencies for operational planning or investigation. (FY 2012 Baseline - \$1,243K)	13,862	
27) Flight Operations - 27th Special Operations Wing Flight Operations - Increase provides additional baseline funding for Unmanned Aviation Support (UAS) associated with enduring contingency operations at the 27th Special Operations Wing. (FY 2012 Baseline - \$48,944K)	13,725	
28) Other Operations - 75th Ranger Regiment Growth Other Operations - Increased funding provides additional training and operational preparation to support an additional company per battalion at the 75th Ranger Regiment. This growth was approved in the FY 2010 Quadrennial Defense Review based on deployment demand. (FY 2012 Baseline - \$24,592K)	12,934	
29) Other Operations - Naval Special Warfare Command (NSWC) O&M Collateral Equipment Other Operations - Funding provides O&M collateral and communications equipment to furnish completed NSWC MILCON projects at the following locations: SEAL Team operations facility in Little Creek, VA; SOF Support Activity Operations Facility in Imperial Beach, CA; and a SOF Cold	12,669	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Weather Maritime Training Facility in Kodiak, AL. (FY 2012 Baseline \$8,237K)		
30) Maintenance-Aviation Foreign Internal Defense (AVFID) Funding provides contractor logistics support to maintain additional fixed wing aircraft to be used for Foreign Internal Defense training in FY 2013. (FY 2012 Baseline - \$9,499K)	12,427	
31) Other Operations - Air Force Special Operations Command (AFSOC) O&M Collateral Equipment Other Operations - Funding provides O&M collateral and communications equipment to furnish completed AFSOC MILCON projects at Hurlburt Field Air Force Base, FL. (FY 2012 Baseline \$3,682K)	12,079	
32) Communications - SOF Deployable Node Wide Band Satellite Systems Communications - SOF Deployable Node (SDN) is a family of wideband satellite (SATCOM) systems that provide tactical connectivity and supports Command and Control throughout the deployed SOF community. Systems supported include heavy, medium, light variants and SATCOM transport terminals for intelligence systems. OCO to Baseline transition reflects \$10,250 to provide enduring requirements for SOF deployed components and all Theater Special Operations Commands (TSOCs). These funds provide technical support/trainers to allow a quick reaction capability for maintenance and repairs of variant systems and the Mobile SOF Strategic Entry points. Additional baseline growth of \$1,344 supports increased sustainment, spares and engineering technical support for fielded inventory. (FY 2012 - Baseline \$30,398K)	11,594	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
33) Intelligence - Processing, Exploitation, and Dissemination Additional funding provides depot and software maintenance for Distributed Common Ground/Surface Systems supporting Intelligence, Surveillance, and Reconnaissance tasking, processing, exploitation, and dissemination capabilities involved in overseas contingencies operations. (FY 2012 Baseline, \$7,992K)	10,851	
34) Other Operations - HQ USSOCOM Operations Center Other Operations - Increase supports HQ USSOCOM's Global Mission Support Center (GMSC) to include mission planning, battle staff support, global synchronization support, advanced special operations management systems, and related travel. (FY 2012 Baseline - \$10,390K)	10,787	
35) Other Operations - Military Information Support Operations (MISO) As a result of FY 2012 Congressional action, all FY 2012 MISO baseline funding was migrated to Overseas Contingency Operations funding. In response, USSOCOM realigned the majority of FY 2013 MISO requirements from the baseline to OCO budget request. The remaining baseline funding sustains day to day operations and overhead costs associated with traditional MISO activities. (FY 2012 Baseline - \$0K)	10,755	
36) Acquisition/Program Management - Civilian Pay for Acquisition Positions Acquisition/Program Management - Funding restores civilian pay funding for 89 full time equivalents (FTEs) to support SOF acquisition and program management. These positions were initially eliminated as part of the FY 2012 manpower	10,685	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
efficiencies, but were restored to support the Department's emphasis on acquisition reform. These positions were restored in FY 2012 without funding, but are now funded in FY 2013. (FY 2012 Baseline - \$36,394K)		
37) Acquisition/Program Management - Counter Improvised Explosive Devices Logistics and program management funding provided to sustain Counter Explosive Devices used in overseas contingency operations. (FY 2012 Baseline - \$0K)	10,397	
38) Maintenance-SPEAR/BALCS Provides funding to maintain, replace, or repair body armor and personal protection gear used in support of enduring overseas contingency deployments. Funding provides flexibility to react to emerging requirements and ensures inventory is maintained at adequate levels in advance of contingency deployments. (FY 2012 Baseline - \$31,612K)	10,096	
39) Other Operations - Theater Special Operations Command, PACOM Other Operations - Baseline funding supports enduring overseas contingency requirements for Theater Special Operations Command, PACOM. Requirements include day to day support of deployed forces, preparation for emerging contingencies, operational control elements in austere locations, re-supply for personnel in remote locations, and secure communications and IT capabilities in the PACOM theater. (FY 2012 Baseline - \$8,881K)	9,646	
40) Maintenance - SOF Support Activity (SOFSA) Maintenance - To ensure support of enduring overseas contingency operations, additional baseline funding was	8,963	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
provided for Special Operations Support Activity to provide specialized maintenance for SOF equipment to ensure readiness. This increase provides customized maintenance, repair, and logistics of forward deployed equipment. (FY 2012 Baseline - \$11,431K)		
41) Specialized Skill Training - Naval Special Warfare Training Center	8,798	
Specialized Skill Training - To ensure support of enduring overseas contingency operations, additional baseline funding was provided for the following basic and advanced training at Naval Special Warfare Center: Survival, Evasion, Resistance, and Escape training; Unmanned Aerial Systems training and equipment sustainment; sniper training, lead breacher course and materials; Basic Underwater Demolition/SEAL training supplies, equipment, and instructors; Boat support sustainment; advanced special operations tactics; language sustainment, and personal signature equipment and body armor for training. (FY 2012 Baseline - \$40,241K)		
42) Other Operations - MARSOC Pre-deployment and Advanced SOF Training	8,670	
Other Operations - Funding sustains additional advanced unit level pre-deployment training requirements to support enduring overseas contingency deployment. (FY 2012 Baseline - \$24,532K)		
43) Operational Support - 528th Army Special Operations Sustainment Brigade	8,499	
Operational Support - Additional baseline funding provided to the 528th Army Special Operations Sustainment Brigade to expand logistical capabilities to support		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>recurring/enduring overseas contingency operations. This funding will provide logistical enablers (communications, medical, and logistical command and control) supporting deployed Army SOF at the following units: all Special Forces Groups; 75th Ranger Regiment; 160th Special Operations Aviation Regiment; and other classified units. (FY 2012 Baseline - \$4,662K)</p>		
44) Management & Operational Headquarters - SOF Language Office	8,010	
<p>Management & Operational Headquarters - Additional funding for SOF Language Office to provide web based interactive language training for approximately 350 students worldwide and over 160 in-class students from beginner to advanced. Funding provides additional training material, course design, IT delivery support, and post-instruction performance data and analysis. This increase directly supports pre/mid/post deployment language requirements for enduring overseas contingency operations. (FY 2012 Baseline - \$1,111K)</p>		
45) Other Operations - AFSOC 720th Special Tactics Squadron	7,986	
<p>Other Operations - Funding provides additional unit sustainment to support military personnel growth, unit expansion, and enduring overseas contingency requirements at the AFSOC's 720th Special Tactics Squadron. (FY 2012 Baseline - \$4,989K)</p>		
46) Other Operations - Theater Special Operations Command, AFRICOM	7,260	
<p>Other Operations - Baseline funding supports enduring overseas contingency requirements for Theater Special Operations Command, AFRICOM. Requirements include day to</p>		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
day support of deployed forces, support of Civil Military Support Elements engagements and secure communication and IT capabilities in the AFRICOM theater. (FY 2012 Baseline - \$8,894K)		
47) Management & Operational Headquarters - USSOCOM Lessons Learned Program Management & Operational Headquarters - Increase will expand and improve SOCOM's Lessons Learned program by capturing and integrating lessons learned for SOF Commanders. Lessons Learned specialists are attached to each Theater Special Operations Command and SOF Component in order to capture information as soon as possible and quickly integrate/disseminate into a worldwide network/database capable of sharing information efficiently. This collection capability directly supports current and future enduring contingency operations. (FY 2012 Baseline - \$95K)	7,058	
48) Other Operations - MARSOC Combat Service Support Other Operations - Additional funding provides MARSOC with combat service support capabilities to support deployed operations and training requirements. These capabilities will provide MARSOC with high demand support enablers/skills such as mobile communications, explosive ordinance disposal, Intelligence Support Teams, logistics support, and engineering support. This funding supports an additional 461 military personnel in FY 2013 to provide these capabilities. (FY 2012 Baseline - \$0K)	6,932	
49) Intelligence - MQ-1 Predator Contract Logistics Support Increase in MQ-1 Predator contract logistics support to sustain unmanned aerial systems capabilities involved in	6,521	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
overseas contingency operations. (FY 2012 Baseline, \$20,345K)		
50) Operational Support - Special Forces Group Support Battalions	6,373	
Operational Support - The previous Quadrennial Defense Review directed an increase of one battalion per Special Forces Group to transform existing Group Support Companies to Group Support Battalions. Funding supports additional personnel, training, and operational costs for these new capabilities, totaling 1,225 at each active duty Special Forces Command. (FY 2012 Baseline - \$7,301K)		
51) Other Operations - 60 FTEs at Naval Special Warfare Command Support Activity	6,279	
Increase to fund 60 additional civilian full time equivalents at Naval Special Warfare Command's Support Activity to provide combat service support and training support activities. These positions will free up military personnel to support deployed operations. (FY 2012 Baseline \$1,092K)		
52) Ship/Boat Operations - Combatant Craft Medium	6,200	
Ship/Boat Operations - Funding will be used to support, maintain, and operate the initial delivery of Combatant Craft Medium platforms. (FY 2012 Baseline - 257K)		
53) Intelligence - Special Operations Tactical Video System	6,037	
Increase for Special Operations Tactical Video System program equipment replacement support for continuing reconnaissance, surveillance, and target acquisition capabilities involved in overseas contingency operations. (FY 2012 Baseline, \$1,072K)		
54) Other Operations - Naval Special Warfare Combat Service	5,875	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Support		
Additional funding at Naval Special Warfare Command SEAL Teams to provide additional combat service support capabilities to support deployed operations and training requirements. These capabilities will provide Naval Special Warfare Command with high demand support enablers/skills such as mobile communications, vehicle maintenance, intelligence support, medical support, logistics, and engineering support. This funding will support an additional 244 military personnel in FY 2013 to provide these capabilities (FY 2012 Baseline -\$7,762K)		
55) SOF Tactical Communications (STC) and Special Mission Radios	5,801	
Joint Tactical C4I Transceiver Device (JTCITDEV), SOF Tactical Communications (STC) and Special Mission Radios reflect a program growth of \$5,801 to support increased basis of issue and incorporated a transition of Overseas Contingency Operations (OCO) to base. (FY 2012 Baseline \$0K)		
56) Operational Support - HQ U.S Army Special Operations Command	5,684	
Operational Support - Funding supports the expansion of logistics and C4I capabilities at HQ U.S Army Special Operations Command to facilitate command-level operational awareness and real-time support for units engaged in overseas contingency operations in remote/austere environments. (FY 2012 Baseline - \$17,091K)		
57) Acquisition/Program Management - Acquisition Support of Contingency Operations	5,386	
Acquisition/Program Management - Additional baseline		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>funding supports enduring acquisition, logistics, material management, and program management support of future contingency operations, primarily focused on the SOF Family of Special Operations Vehicles Program, the Special Operations Mission Planning and Rehearsal Systems, and overall acquisition and program management support for recurring contingency operations. (FY 2012 Baseline - \$63,572K)</p>		
<p>58) Maintenance - Precision Strike Package Maintenance - Funding provides maintenance and repair of Precision Strike Packages used on SOF aircraft. (FY 2012 Baseline - \$0K)</p>	5,290	
<p>59) Ship/Boat Operations - Surface Support Craft Ship/Boat Operations - Increase in funding for NSW Surface Support Craft used to support operations involving maritime and undersea platforms. (FY 2012 Baseline - \$9,989K)</p>	5,126	
<p>60) Intelligence - Distributed Common Ground/Surface System Increases depot and software maintenance for Headquarters Distributed Common Ground/Surface System support for Intelligence, Surveillance, and Reconnaissance tasking, processing, exploitation, and dissemination capabilities. (FY 2012 Baseline, \$7,764K)</p>	4,972	
<p>61) Management & Operational Headquarters - SOCOM Care Coalition Advocacy Program Management & Operational Headquarters - Increase supports the SOCOM Care Coalition advocacy program for wounded, ill, and injured SOF warriors and their families. This capability strengthens SOF readiness by returning SOF members to duty and enhancing the warrior's quality of</p>	4,819	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
life. The increase supports the requirement associated with future/enduring overseas contingency operations. (FY 2012 Baseline - \$4,151K)		
62) Intelligence - Hostile Forces Tagging, Tracking, and Locating Funding provided to increase depot maintenance and contractor technical support for continuing Hostile Forces Tagging, Tracking, and Locating capabilities involved in overseas contingency operations. (FY 2012 Baseline, \$9,556K)	4,726	
63) Communications - Tagging, Tracking, and Locating Program Communications - The Tagging, Tracking and Locating (TTL) program fields new devices and close target audio/video and reconnaissance technologies. Tactics, techniques and procedures for employment are adapted continuously to dynamic missions, targets and operating environments. Program Field Service Representatives (FSRs) provide the components and Theater Special Operations Forces Commands (TSOCs) with critical on-site technical training to ensure units are knowledgeable of the full spectrum of fielded capabilities. FSRs also serve as command advisors and mission planners for technical collection operations and reach back support. As an enduring requirement, previously supplemented with Overseas Contingency Operations (OCO) resources, this program reflects the transition of \$3,859 to baseline funding. Additional growth provides sustainment support commensurate with fielded inventory levels. (FY 2012 Baseline \$5,095K)	4,617	
64) Other Operations - Theater Special Operations Command, SOUTHCOM	4,612	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Other Operations - Baseline funding supports enduring overseas contingency requirements for Theater Special Operations Command, SOUTHCOM. Requirements include day to day support of deployed forces, preparation for emerging contingencies, operational control elements in austere locations, re-supply for personnel in remote locations, and secure communications and IT capabilities in the SOUTHCOM theater. (FY 2012 Baseline - \$4,754K)		
65) Other Operations - Theater Special Operations Command, EUCOM	3,646	
Other Operations - Baseline funding supports enduring overseas contingency requirements for Theater Special Operations Command, EUCOM. Requirements include day to day support of deployed forces, support of operational control elements supporting a new response element, and secure communication and IT capabilities in the EUCOM theater. (FY 2012 Baseline - \$7,402K)		
66) Other Operations - Joint Special Operations University (JSOU) O&M Collateral Equipment	3,639	
Other Operations - Funding provides O&M collateral and communications equipment to furnish a new facility for JSOU on MacDill Air Force Base in Tampa, FL. (FY 2012 Baseline - \$0K)		
67) Maintenance - CV-22B Depot Level Maintenance	3,370	
Maintenance - Increase provides depot level Power-by-the-Hour maintenance of the CV-22B aircraft related to enduring overseas contingency operations. (FY 2012 Baseline - \$10,625K)		
68) Ship/Boat Operations - NSW Range Support Operations	3,100	
Ship/Boat Operations -Increase supports additional range		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
contracts and logistical support associated with pre-deployment training for enduring overseas contingency operations. (FY 2012 Baseline - \$11,034K)		
69) Other Operations - SOF Personal Equipment Advanced Requirements (SPEAR) Body Armor and Personal/Environmental Protection Gear	3,000	
Other Operations - Baseline funding sustains Marine Corps Forces Special Operations Command (MARSOC) unit level sustainment requirements for SPEAR body armor and personal protective systems in support of overseas contingency operations (FY 2012 Baseline - \$0K)		
70) Maintenance - Combatant Craft Forward Looking Infrared Radar (CFLIR)	2,930	
Maintenance -Funding provides sustaining engineering support and depot level maintenance of CFLIR systems supporting enduring overseas contingency operations. (FY 2012 Baseline - \$1,919K)		
71) Intelligence - Classified C	2,888	
Increase supports a Special Access Program. See classified submission. (FY 2012 Baseline, \$46,107K)		
72) Maintenance - Maritime C4ISR	2,864	
Maintenance - Additional funding maintains maritime communication, command, and control (C4I) and intelligence, surveillance, and reconnaissance (ISR) equipment. (FY 2012 Baseline - \$0K)		
73) Other Operations - 95th Civil Affairs Brigade	2,845	
Other Operations - Funding added to the 95th Civil Affairs Brigade to enhance unit operational capabilities and support military personnel growth. This funding will reduce stress on SOF Civil Affairs units and provide		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>funding for unit level training, travel, transportation, supplies, and equipment sustainment. (FY 2012 Baseline - \$11,002K)</p>		
<p>74) Other Operations - Civil Military Support Elements Other Operations - Additional funding allows USSOCOM Civil Military Support Element (CMSE) teams to maintain persistent Civil-Military engagement in high-priority and priority countries. The program performs planning, coordination, and execution of projects and programs that directly address vulnerabilities contributing to the spread of terrorism. This funding establishes a funding profile to support enduring contingency operations. (FY 2012 Baseline - \$3,996K)</p>	2,700	
<p>75) Other Operations - SOF International Engagement Program Other Operations - Funding provided for SOCOM's International Engagement Program to support strategic and long term planning and analysis. Funding provides subject matter experts who provide geopolitical and cultural expertise to conduct strategic/regional studies and assessments supporting synchronization of Command strategy and plans. (FY 2012 Baseline - \$0K)</p>	2,695	
<p>76) Communications - Tactical Local Area Network (TACLAN) Communications - Tactical Local Area Network (TACLAN) reflects the transition of \$2,405 from OCO to base funding in order to support deployed forces with sustainment and Capital Equipment Replacement of computing devices, Mission Planning Kits and network suites. Additional growth of \$270 supports Marine Corps Forces Special Operations Command (MARSOC) for increased fielded inventory. (FY2012 Baseline \$26,746K)</p>	2,675	

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C. Reconciliation of Increases and Decreases	Amount	Totals
77) Command, Control, Communication, Computing and Information Automation (C4IAS) Command, Control, Communication, Computing and Information Automation (C4IAS) program reflects \$7,495 increase for the growing inventory, licensing and ancillary support for the SIPR/NIPR infrastructure. Task order support -\$4,852 is realigned to the centrally managed SOF Information Technology Enterprise Contract (SITEC). (FY 2012 Baseline \$51,413K)	2,643	
78) Other Operations - Advanced Special Operations Management System Other Operations - Funding provides additional system training, sustainment, and operational capabilities for ASOMS that will improve SOF soldier's ability to collect, manage, and identify relevant data, and integrate with assets and operations. (FY 2012 Baseline - \$0K)	2,611	
79) Other Operations - MARSOC O&M Collateral Equipment Other Operations - Funding provides O&M collateral and communications equipment to furnish completed Marine Corps Forces Special Operations Command MILCON projects for a SOF Armory Expansion at Camp Lejeune, NC and a Range Support project at camp Pendleton, CA. (FY 2012 Baseline \$250K)	2,444	
80) Flight Operations - U.S. Army Special Operations Aviation Command Flight Operations - Increase supports initial operating capability of the U.S. Army Special Operations Aviation Command to provide oversight and command and control of an increasing range of rotary wing and UAS combat operations in austere and geographically displaced locations. (FY	2,384	

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C. Reconciliation of Increases and Decreases	Amount	Totals
2012 Baseline - \$0K)		
81) Operational Support - U.S. Critical Infrastructure Program Operational Support - HQ USSOCOM has increased funds to support the U.S. Critical Infrastructure Program with additional focus on physical and cyber assets. (FY 2012 Baseline - \$2,145K)	2,380	
82) Flight Operations - 18th Flight Test Squadron Flight Operations - Increase provides baseline funding for recurring modification, maintenance, and testing at the 18th Flight Test Squadron. These activities will provide continued support for enduring contingency operations (FY 2012 Baseline - \$2,096K)	2,145	
83) Ship/Boat Operations - SEAL Delivery Vehicle and Dry Deck Shelter Ship/Boat Operations - Increase in baseline funding to support SEAL Delivery Vehicle (SDV) and Dry Deck Shelter (DDS) pre-deployment training for enduring overseas contingency operations. Funding supports SDV training and certification with Strategic Submarine Force Nuclear Powered Guided Missile (SSGN) in Key West and Hawaii, as well as pre-deployment mission planning and rehearsal. (FY 2012 Baseline - \$8,525K)	2,049	
84) Communications - Special Operations Mission Planning Environment (SOMPE) Communications - Special Operations Mission Planning Environment (SOMPE) provides an integrated software suite of tools to support all phases of SOF operations Mission Planning, Preview and Execution for aviation, maritime and ground forces. OCO to baseline support of \$596 provides	1,618	

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C. Reconciliation of Increases and Decreases	Amount	Totals
recurring support for the war-fighting platforms, meeting time-sensitive situational awareness requirements. Baseline growth of \$1,022 supports sustainment to meet obsolescence, concurrency and software integration for aviation operations planning. (FY2012 Baseline \$3,580K)		
85) Specialized Skill Training - USJFKSWCS Civilian Language Instructors Specialized Skill Training - Funding provides civilian pay for 13 civilian full time equivalents to support focus on priority language training (FY 2012 Baseline - \$46,263K)	1,469	
86) Intelligence - Sensitive Site Exploitation Funding to support Sensitive Site Exploitation technical support for capabilities involved in recurring contingency operations. (FY 2012 Baseline, \$7,636K)	1,313	
87) Acquisition/Program Management - Distributed Mission Training and Rehearsal Systems Acquisition/Program Management - Funding provides database, environment, and exercise updates for legacy and common databases supporting Distributed Mission Training and Rehearsal Systems. (FY 2012 Baseline - \$373K)	1,300	
88) Maintenance - SOF Machine Gun Light and Heavy Maintenance - Baseline funding provided for additional sustainment/repair parts for SOF Machine Gun Light and Heavy to support enduring overseas contingency requirements. (FY 2012 Baseline - \$745K)	1,249	
89) Intelligence - MARSOC Special Operations Tactical Video Systems Additional funds provide equipment replacement for Special Operations Tactical Video Systems supporting U. S Marine Corps Forces Special Operations Command. (FY 2012	1,215	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Baseline, \$782K)		
90) Ship/Boat Operations -NSW Riverine Craft Ship/Boat Operations - Additional baseline funding for Naval Special Warfare Riverine Craft to support pre- deployment maintenance and training associated with enduring overseas contingency operations. (FY 2012 Baseline - \$3,609K)	1,137	
91) Ship/Boat Operations - Naval Special Warfare Group Four Ship/Boat Operations - Additional baseline funding provides recurring support of enduring overseas contingency operations at Naval Special Warfare Group Four (NSWG4). NSWG4 trains, maintains, and deploys maritime combatant craft and associated personnel. (FY 2012 Baseline - \$15,617K)	1,107	
92) Maintenance - Naval Special Warfare Phased Equipment Replacement and SOF Weapon Accessories Maintenance - Additional baseline funding to maintain inventory of centrally managed Naval Special Warfare operational gear and weapon accessory kits used for training or overseas contingency operations. (FY 2012 Baseline - \$5,324K)	1,062	
93) Other Operations - Theater Special Operations Commands, Civilian FTEs Other Operations - Additional funding for 8 civilian full- time equivalents to provide intelligence support at four TSOC Commands(2 each): SOC- Central Command; SOC European Command; SOC Pacific Command; and SOC Southern Command. (FY 2012 Baseline - \$17,002K)	1,000	
94) Communications - Headquarters, Command, Control, Communications, Computing and Information Systems (HQC4I)	996	

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C. Reconciliation of Increases and Decreases	Amount	Totals
Communications - Headquarters, Command, Control, Communications, Computing and Information Systems (HQC4I) increase of \$814 supports services for business process mapping and analysis. This Knowledge Management tool provides workflow programming and individualized workforce training. OCO to baseline transition reflects \$475 for enduring deployed requirements. Sustaining baseline, however, incorporate a contractor level of effort reduction of -\$293. (FY 2012 Baseline \$5,265K- Sustaining Base Cost)		
95) Force Related Training - Joint Combined Exchange Training and JCSX Exercises	944	
Force Related Training - Increase reflects minor cost adjustments associated with Joint Combined Exchange Training (JCET) and Joint Chiefs of Staff Exercises (JSCX). (FY 2012 Baseline - \$54,571K)		
96) Intelligence - TSOC Joint Threat Warning System	923	
Increases support Joint Threat Warning System support at Theater Special Operations Commands. (FY 2012 Baseline, \$1,108K)		
97) Professional Development Education	863	
Funding provides additional curriculum development and research, as well as additional courses in SOF strategic and operational education at Joint Special Operations University. (FY 2012 Baseline - \$13,668K)		
98) Communications - Blue Force Tracking	760	
Communications - Blue Force Tracking (BFT) provides the capability to track/monitor forces and platforms worldwide, with low probability of intercept and detection. Overseas Contingency Operations (OCO) funding		

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C. Reconciliation of Increases and Decreases	Amount	Totals
has supplemented minimal baseline resources. As an enduring requirement, \$890 is transitioned to baseline funding to support Air Force Special Operations Command (AFSOC) requirements. Reduction in ancillary support totals -\$160 (FY2012 Baseline \$1,426K)		
99) Acquisition/Program Management - Weapons Accessories and Advance Personal Equipment	572	
Acquisition/Program Management - Additional acquisition support for Weapons Accessory (WPNA) and SOF Personal Equipment Advanced Requirements (SPEAR) programs. (FY 2012 Baseline - \$1,303K)		
100) Acquisition/Program Management - Realignment of 4 Civilian FTEs	535	
Acquisition/Program Management - Increase associated with 4 additional civilian FTEs to support acquisition and program management activities. These FTEs were realigned from other SOCOM headquarter activities and do not represent an overall increase in FTEs. (FY 2012 Baseline - \$36,394K)		
9. Program Decreases		-165,092
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Maintenance - Non-Standard Aviation (NSAv) Platforms	-60,256	
Maintenance - Reduction in baseline contract logistics support and maintenance of Non-Standard Aviation (NSAv) platforms. Reduction un-funds 4 of the 7 current forward deployed NSAv operational sites. (FY 2012 Baseline - \$82,046K)		
2) Acquisition/Program Management - Classified Realignment	-34,290	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Classified program transferred to USSOCOM's Military Intelligence Program (MIP). Reflects realignment from USSOCOM Budget Sub Activity "Acquisition Program/Management" to "Intelligence". (FY 2012 Baseline, \$34,290K)		
3) Communications - Distributed Common Ground/Surface System (DCGS)	-29,925	
Communications - Distributed Common Ground/Surface System (DCGS) reflects airtime/circuit support of -\$29,925 redistributed to the SOFC4IIN program. (FY 2012 Baseline \$29,925K)		
4) Flight Operations - CV-22B Power by the Hour Maintenance	-16,423	
Flight Operations - Decrease reflects the revised cost estimates for JBPL and Power by the Hour maintenance costs associated with the actual current inventory of CV-22B aircraft. (FY 2012 Baseline - \$87,886K)		
5) Communications - Public Key Infrastructure (PKI) and Information Assurance (IA)	-5,221	
Communications - Public Key Infrastructure (PKI) and Information Assurance (IA) reflect a decrease associated with completion of contracted efforts supporting IA tools and PKI support, and realignment of requirements to the centrally managed SOF Information Technology Enterprise Contract (SITEC). (FY 2012 Baseline \$11,357K)		
6) Base Support - NSWC Minor Construction and Real Property Maintenance	-4,844	
Base Support - Decrease reflects completion of SOF O&M minor construction in FY 2012 and a decrease in real property maintenance at Naval Special Warfare facilities on Navy installations. (FY 2012 Baseline - \$33,315K)		

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
7) Management & Operational Headquarters - Naval Special Warfare Warrior Rehabilitation Facility Management & Operational Headquarters - Decrease associated with completion of initial start-up costs to equip the Naval Special Warfare Warrior Rehabilitation facility in FY 2012. (FY 2012 Baseline - \$6,361K)	-3,881	
8) Communications - SCAMPI Communications - SCAMPI (not an acronym) reflects a net reduction of -\$2,380. An existing task order, totaling - \$3,662, is realigned under the USSOCOM centrally managed SOF Information Technology Enterprise Contract (SITEC). Sustainment increase of \$1,282 meets technical engineering requirements to include the Distributive Data Center (DDC) and Full Motion Video. (FY2012 Baseline \$7,402K)	-2,380	
9) Communications - Video Teleconferencing (VTC) Communications - Video Teleconferencing (VTC) reflects the FY 2012 completion of secure upgrades/technical refresh tasks supporting Theater Special Operations Command (TSOCs) VTC equipment. (FY 2012 Baseline \$2,055)	-2,055	
10) Intelligence - Global Video Surveillance Activities Reduction of Global Video Surveillance Activities program requirements to support higher priority command-wide, non-intelligence requirements. (FY 2012 Baseline, \$3,958K)	-1,732	
11) Ship/Boat Operations - Marine Craft Aerial Delivery System (MCADS) Ship/Boat Operations -Decrease reflects a phased reduction of MCAD operations used for aerial delivery of RHIBs or other maritime craft. (FY 2012 Baseline -\$1,719K)	-1,719	
12) Ship/Boat Operations -Combatant Craft Heavy and Light Ship/Boat Operations - Reduction of maintenance and	-1,416	

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C. Reconciliation of Increases and Decreases	Amount	Totals
operating costs associated with the delayed delivery of the Combatant Craft Heavy and Light. Funding will be used to support the High Speed Assault Craft. (FY 2012 Baseline - \$3,380K)		
13) Ship/Boat Operations - NSW Rigid Hull Inflatable Hull Boat (RHIB)	-950	
Ship/Boat Operations - Planned reduction in maintenance and operating costs supporting RHIB operations. Funding will be used to support the High Speed Assault Craft. (FY 2012 Baseline - \$15,467K)		
FY 2013 Budget Request		5,091,001

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

End of FY Program Data	FY 2011		FY 2012		FY 2013
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
AC-130H/U					
(Total Aircraft Inventory) TAI	25	25	25	25	25
(PPrimary Auth. Aircraft) PAA	23	23	23	23	23
(Backup Aircraft Inventory) BAI	2	2	2	2	2
Flying Hours	7,561	12,605	6,636	7,547	5,414
% Executed		167%			
A/MH-6M					
TAI	52	51	52	52	52
PAA	47	47	47	47	47
BAI	5	4	5	5	5
Flying Hours	8,669	11,659	9,052	8,345	9,287
% Executed		134%			
C-12C					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	-	-	-	-	-
Flying Hours	492	253	492	492	492
% Executed		51%			
C-130E					
TAI	4	2	2	-	-
PAA	2	2	2	-	-
BAI	2	-	-	-	-
Flying Hours	876	649	876	572	-
% Executed		74%			

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Flying Hours

End of FY Program Data	FY 2011		FY 2012		FY 2013
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
C-32B					
TAI	2	2	2	2	2
PAA	2	2	2	2	2
BAI	-	-	-	-	-
Flying Hours	1,802	1,635	1,190	1,190	1,190
% Executed		91%			
CASA-212					
TAI	5	5	5	5	5
PAA	5	5	5	5	5
BAI	-	-	-	-	-
Flying Hours	3,050	2,126	3,050	3,050	3,050
% Executed		70%			
CV-22B					
TAI	21	20	28	26	36
PAA	19	19	26	24	34
BAI	2	1	2	2	2
Flying Hours	5,779	5,141	6,603	4,796	7,605
% Executed		89%			
Do-328					
TAI	9	2	12	12	17
PAA	9	2	12	12	17
BAI	-	-	-	-	-
Flying Hours	5,126	2,861	8,766	9,800	15,332
% Executed		-%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

End of FY Program Data	FY 2011		FY 2012		FY 2013
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
EC/C-130J					
TAI	7	7	7	7	7
PAA	6	6	6	6	6
BAI	1	1	1	1	1
Flying Hours	3,059	4,073	3,170	2,476	3,194
% Executed		133%			
M-28					
TAI	7	8	10	10	10
PAA	7	8	10	10	10
BAI	-	-	-	-	-
Flying Hours	8,378	3,178	14,287	9,777	10,375
% Executed		38%			
MC-130E/H					
TAI	30	30	25	25	25
PAA	28	28	24	24	24
BAI	2	2	1	1	1
Flying Hours	8,793	12,157	7,428	7,601	6,919
% Executed		138%			
MC-130J					
TAI	1	1	10	10	15
PAA	1	1	10	10	15
BAI	-	-	-	-	-
Flying Hours	131	-	2,643	2,109	5,495
% Executed		-%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

End of FY Program Data	FY 2011		FY 2012		FY 2013
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
MC-130P					
TAI	23	23	20	22	16
PAA	20	20	17	19	14
BAI	3	3	3	3	2
Flying Hours	7,627	10,184	5,701	4,633	4,623
% Executed		134%			
MC-130W					
TAI	12	12	12	12	12
PAA	11	11	11	11	11
BAI	1	1	1	1	1
Flying Hours	4,356	5,454	4,119	3,132	4,058
% Executed		125%			
MH-47E/G					
TAI	60	59	60	60	61
PAA	57	56	56	56	56
BAI	3	3	4	4	5
Flying Hours	11,301	16,668	12,765	12,395	12,778
% Executed		147%			
MH-60K/L/M					
TAI	104	99	101	99	82
PAA	76	64	62	63	66
BAI	28	35	39	36	16
Flying Hours	16,357	18,245	15,692	15,988	20,510
% Executed		112%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

End of FY Program Data	FY 2011		FY 2012		FY 2013
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
MQ-1B					
TAI	26	28	32	28	28
PAA	26	28	32	28	28
BAI	-	-	-	-	-
Flying Hours	69,290	30,043	69,290	26,984	26,984
% Executed		43%			
MQ-9A					
TAI	16	12	20	16	23
PAA	13	12	17	16	20
BAI	3	-	3	-	3
Flying Hours	20,280	16,479	38,084	33,577	33,625
% Executed		81%			
PC-12 NSAv					
TAI	15	14	15	15	15
PAA	15	14	15	15	15
BAI	-	-	-	-	-
Flying Hours	21,953	10,546	27,936	16,800	18,000
% Executed		48%			
U-28A					
TAI	22	22	22	22	22
PAA	22	22	22	22	22
BAI	-	-	-	-	-
Flying Hours	65,006	49,087	44,892	40,000	36,524
% Executed		76%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

End of FY	FY 2011		FY 2012		FY 2013
Program Data	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
UH-1H/N					
TAI	4	4	4	4	4
PAA	4	4	4	4	4
BAI	-	-	-	-	-
Flying Hours	1,072	880	1,072	1,050	1,072
% Executed		82%			
UH-60L					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	-	-	-	-	-
Flying Hours	540	433	540	375	540
% Executed		80%			
UV-20A					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	-	-	-	-	-
Flying Hours	300	364	300	300	300
% Executed		121%			

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IV. Performance Criteria and Evaluation Summary:

Flying Hours

End of FY	FY 2011		FY 2012		FY 2013
Program Data	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
USSOCOM Total					
TAI	448	429	467	455	460
PAA	396	377	406	400	422
BAI	52	52	61	55	38
Flying Hours	271,798	214,720	284,584	212,989	227,367
% Executed		79%			
Crew Ratio	1.5	1.6	1.5	1.5	1.6
Average	448	429	467	459	467
OPTEMPO (Hrs/Crew/Mo)					
Average	14.8	20.1	12.5	11.8	12.9

Explanation of Performance Variances

Prior Year: The Total Aircraft Inventory and Flying Hours decrease between the Fiscal Year 2011 Budgeted and Actual funded positions are the net effect of reductions in ISR platforms and associated ISR hours as well as reduced estimates for Non Standard Aviation Platform hours. The reduced estimates result from refined training requirements based on actual aircraft and crew performance.

Current Year: The Total Aircraft Inventory and Flying Hours decrease between the Fiscal Year 2012 Budgeted and Estimate funded positions are the net effect of reductions in ISR platforms and associated ISR hours as well as reduced estimates for Non Standard Aviation Platform hours. The reduced estimates result from refined training requirements based on actual aircraft and crew performance.

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IV. Performance Criteria and Evaluation Summary:

Facilities Sustainment and Restoration/Modernization

	(Dollars in Thousands)				
<u>Funding Levels</u>	<u>FY 2011</u> <u>Actuals</u>	<u>FY 2011</u> <u>OCO</u>	<u>FY 2012</u> <u>Estimate</u>	<u>FY 2012</u> <u>OCO</u>	<u>FY 2013</u> <u>Estimate</u>
<u>Sustainment</u>	18,985	0	9,228	0	5,112

Narrative justification of Sustainment funding: FSRM sustainment funding supports unique sustainment contracts for Special Operations Forces (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 at Fort Bragg, NC; Hurlburt Field, FL; Naval Base Coronado, CA; and MacDill AFB, FL.

The decrease in FY 2013 reflects lower sustainment requirements at United States Army Special Operations Command (USASOC). In FY 2012, there are several sustainment projects at USASOC to accommodate new personnel growth. The completion date of these projects is FY 2012, hence the decrease in FY 2013.

	<u>FY 2011</u> <u>Actuals</u>	<u>FY 2011</u> <u>OCO</u>	<u>FY 2012</u> <u>Estimate</u>	<u>FY 2012</u> <u>OCO</u>	<u>FY 2013</u> <u>Estimate</u>
<u>Funding Levels</u> <u>Restoration/Modernization</u>	30,245	164	9,826	0	5,704

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

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Facilities Sustainment and Restoration/Modernization

renovations, reconfiguration, modification and adjustments. FY 2013 costs relate to the evolving SOF missions. Projects included, but are not limited to, doors, walls, security enhancements, communication and electrical upgrades, and rehabilitation/recovery facilities at various SOF training sites.

The decrease in FY 2013 is attributable to a higher number of priority projects planned in FY 2012.

<u>Funding Levels</u>	<u>FY 2011 Actuals</u>	<u>FY 2011 OCO</u>	<u>FY 2012 Estimate</u>	<u>FY 2012 OCO</u>	<u>FY 2013 Estimate</u>
<u>Demolition</u>	0	0	100	0	0

Narrative justification of Demolition funding: Decommissioning of temporary facilities upon completion of permanent facilities at MacDill AFB, FL.

<u>TOTAL O&M FUNDING</u>	<u>FY 2011 Actuals</u>	<u>FY 2011 OCO</u>	<u>FY 2012 Estimate</u>	<u>FY 2012 OCO</u>	<u>FY 2013 Estimate</u>
	49,230	164	19,154	0	10,816

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IV. Performance Criteria and Evaluation Summary:

Depot Maintenance

<u>Type of Maint</u>	<u>FY 2011</u>				<u>FY 2012</u>				<u>FY 2013</u>	
	<u>Qty</u>	<u>Budget (\$M)</u>	<u>Actual Inductions Qty</u>	<u>Actual Inductions (\$M)</u>	<u>Qty</u>	<u>Budget (\$M)</u>	<u>Estimated Inductions Qty</u>	<u>Estimated Inductions (\$M)</u>	<u>Qty</u>	<u>Budget (\$M)</u>
Airframe	434	150.3	492	131.3	283	177.6	315	143.6	317	145.4
Engine	262	41.7	283	36.1	183	45.7	236	41.8	256	57.5
Software	196	3.0	189	7.3	138	5.7	219	0.7	249	0.7
Other	1,191	44.6	969	54.0	1,156	48.0	1,183	55.0	693	60.6
<u>Automotive Equip</u>										
Other	1,344	10.1	947	10.4	1,437	17.2	1,082	15.6	1,082	16.0
<u>Electronics & Communications</u>										
End Items	5,495	75.4	25,690	136.7	6,277	91.5	17,706	64.3	21,215	106.6
Software	6,857	64.1	7,457	75.1	7,003	61.1	6,993	60.6	4,594	59.8
Other	617	21.0	386	22.9	66	1.7	386	21.8	339	18.7
<u>Ordnance, Weapon & Munitions</u>										
Ordnance	318	1.1	413	1.9	318	1.3	517	2.8	428	2.3
Other	2,116	1.6	314	1.1	301	1.8	62	0.7	74	0.9
<u>Other</u>										
Other	798	30.8	783	30.7	638	30.3	670	30.8	457	33.9
DEPOT MAINT TOTAL		443.7		507.5		481.9		437.7		502.4

* FY 2011 Actual Inductions column includes Overseas Contingency Operations (OCO) funding, but FY 2011 Budget column does not include OCO funding.

* Totals may not add due to rounding.

**United States Special Operations Command
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IV. Performance Criteria and Evaluation Summary:

Explanation of Performance Variances

Depot Maintenance

Fiscal Year 2011: Variance comparison between the FY 2011 Budget columns and FY 2011 Actual Inductions columns reflect an overall increase of \$63.8 million. USSOCOM executed \$129.6 million in Overseas Contingency Operations (OCO), however off-setting variances totaling \$-65.8 million directly relate to aircraft, communications equipment, and military information support operations (MISO) systems deployed in support of overseas operations that reduced the total variance. These assets are generally removed from operations at failure point rather than for scheduled maintenance. Deployed units have extended maintenance cycles this fiscal year, thus deferring depot maintenance actual induction estimates. These variances did not substantially contribute to or hinder the achievement of the USSOCOM mission.

Fiscal Year 2012: Variance comparison between the FY 2012 Budget columns and FY 2012 Estimated columns reflects an overall decrease of -\$44.2 million. The majority of the decrease (-\$35.9 million) is within the estimated induction resulting from reducing contract cost and performing some maintenance activities at the unit level vice depot. Electronics and Communications make up -\$7.6 million due to shift of critical requirements.

**United States Special Operations Command
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IV. Performance Criteria and Evaluation Summary:

Training

	<u>FY 2011 Actuals</u>	<u>FY 2012 Estimate</u>	<u>FY 2013 Estimate</u>
Initial SOF Skills Training			
Number of Classes	590	593	604
Number of Graduates	19,443	20,072	20,622
Cost per Graduate	\$5,203	\$5,488	\$7,829
Advanced SOF Skills Training			
Number of Classes	1,290	1,953	1,983
Number of Graduates	11,903	14,432	14,887
Cost per Graduate	\$12,712	\$9,365	\$12,933
Professional Military Education			
Number of Classes	159	244	253
Number of Graduates	4,287	6,888	7,519
Cost per Graduate	\$5,349	\$2,592	\$2,609

Explanation of Changes:

Initial SOF Skills represents the training pipeline for producing new Special Forces operators. The pipeline training for initial SOF skills consists of numerous requirements to meet the initial qualifications to become a SOF operator. Increases support overall growth of SOF military personnel.

Advanced SOF Skills provides advanced training focused on the unique skills and tactics required to conduct SOF operations. These courses are numerous and typically have smaller class sizes. Likewise, they are designed for mature SOF personnel. The increase in graduates from FY 2012 to FY 2013 represents higher demand created for the overall increase in SOF personnel as well as additional funding for advanced unit pre-deployment courses to support enduring Overseas Contingency Operations.

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IV. Performance Criteria and Evaluation Summary:

Training

SOF Professional Military Education (PME) provides courses focused on the education of SOF leaders as well as non SOF decision makers at the intermediate and senior levels. These courses prepare personnel to serve in Joint Special Operations Task Forces and Joint Commands. Additionally, courses are also offered that focus on the interagency aspects of conducting joint special operations. The PME increases from FY 2012 to FY 2013 include additional Air Force Special Operations Command (AFSOC) courses and graduates for the Joint Special Operations University's SOF Senior Enlisted Academy.

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	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Change FY 2011/ FY 2012</u>	<u>Change FY 2012/ FY 2013</u>
V. <u>Personnel Summary</u>					
<u>Active Military End Strength (E/S) (Total)</u>	51,979	54,494	57,620	2,515	3,126
Officer	10,294	10,790	11,112	496	322
Enlisted	41,685	43,704	46,508	2,019	2,804
<u>Reservists on Full Time Active Duty (E/S)</u>	2,597	2,559	2,595	-38	36
Officer	549	549	572	0	23
Enlisted	2,048	2,010	2,023	-38	13
<u>Civilian End Strength (Total)</u>	6,083	6,186	6,379	103	193
U.S. Direct Hire	6,083	6,186	6,379	103	193
Total Direct Hire	6,083	6,186	6,379	103	193
<u>Active Military Average Strength (A/S) (Total)</u>	51,979	54,494	57,620	2,515	3,126
Officer	10,294	10,790	11,112	496	322
Enlisted	41,685	43,704	46,508	2,019	2,804
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	2,597	2,559	2,595	-38	36
Officer	549	549	572	0	23
Enlisted	2,048	2,010	2,023	-38	13
<u>Civilian FTEs (Total)</u>	6,074	6,186	6,379	112	193
U.S. Direct Hire	6,074	6,186	6,379	112	193
Total Direct Hire	6,074	6,186	6,379	112	193
Average Annual Civilian Salary (\$ in thousands)	103.8	103.7	104.1	-0.1	.4
<u>Contractor FTEs (Total)</u>	4,088	4,967	6,181	879	1,214

**United States Special Operations Command
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* USSOCOM military and civilian personnel are reported in Military Service Estimates. The personnel information is provided as a memo entry.

* Active Military End Strength and Active Military Average Strength includes both Active Duty and Guard personnel.

**United States Special Operations Command
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

<u>OP 32 Line</u>	Change			Change			FY 2013 <u>Estimate</u>
	FY 2011	FY 2011/FY 2012		FY 2012	FY 2012/FY 2013		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	
308 Travel of Persons	431,991	7,776	-162,084	277,683	4,721	52,039	334,443
399 Total Travel	431,991	7,776	-162,084	277,683	4,721	52,039	334,443
401 DLA Energy (Fuel Products)	167,873	-10,912	-17,064	139,897	27,420	5,062	172,379
402 Service Fund Fuel	2,440	-158	-2,023	259	51	-46	264
411 Army Managed Supply, Matl	94,575	1,267	-2,516	93,326	-1,027	6,240	98,539
412 Navy Managed Supply, Matl	11,293	72	11,701	23,066	570	1,568	25,204
413 Marine Corps Supply, Matl	2,279	-105	-2,174	0	0	0	0
414 Air Force Consol Sust AG	339,980	-3,298	-92,717	243,965	9,783	28,422	282,170
415 DLA Supplies & Materials	96,862	1,414	-37,544	60,732	1,051	23,585	85,368
416 GSA Supplies & Materials	16,893	304	6,518	23,715	403	7,434	31,552
417 Local Purch Supplies & Mat	279,514	5,031	-234,965	49,580	843	18,283	68,706
499 Total Supplies & Materials	1,011,709	-6,385	-370,784	634,540	39,094	90,548	764,182
502 Army Managed Equipment	58,003	777	-7,322	51,458	-566	1,236	52,128
503 Navy Managed Equipment	3,149	20	-3,169	0	0	0	0
505 Air Force Managed Equip	1,018	-10	-1,008	0	0	0	0
506 DLA Managed Equipment	5,050	74	-3,269	1,855	32	0	1,887
507 GSA Managed Equipment	18,639	336	28,201	47,176	802	0	47,978
599 Total Equipment Purchases	85,859	1,197	13,433	100,489	268	1,236	101,993
601 Army Ind Ops (Armament)	1,804	-210	-1,594	0	0	0	0
602 Army Ind Ops (Dept)	6,282	-732	-5,303	247	12	838	1,097

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<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>	Change <u>FY 2012/FY 2013</u>		FY 2013 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
Maint)							
610 Navy Air Warfare Center	5,872	-115	13,742	19,499	480	1,886	21,865
611 Navy Surface Warfare Ctr	28,961	-1,051	28,204	56,114	1,554	-3,574	54,094
612 Navy Undersea Warfare Ctr	499	-15	-484	0	0	0	0
614 Navy C2, Ocean Surveil Ctr	1,580	31	1,199	2,810	44	12	2,866
630 Naval Research Laboratory	100	1	-101	0	0	0	0
631 Navy Facilities Engr Svc	2,339	-8	-2,316	15	0	0	15
633 DLA Document Services	2,391	142	739	3,272	205	106	3,583
634 NAVFEC: Utils&Sanitation	4,500	23	0	4,523	547	0	5,070
635 NAVFEC: Other Support Ser	11,536	208	5,332	17,076	307	5,782	23,165
647 DISA Info Svcs	2,717	-353	737	3,101	53	-425	2,729
671 DISN Subscription Services (DSS)	4,576	578	-2,682	2,472	42	3,160	5,674
673 Def Fin & Accounting Svc	6	-1	-5	0	0	0	0
677 DISA Telecommunications Services - Other	661	-53	382	990	-34	34	990
699 Total DWCF Purchases	73,824	-1,555	37,850	110,119	3,210	7,819	121,148
701 AMC Cargo (fund)	20,112	342	-20,454	0	0	0	0
703 JCS Exercises	360,761	-11,905	-286,503	62,353	4,365	9,032	75,750
705 AMC Channel Cargo	5,195	88	-1,082	4,201	71	0	4,272
711 MSC Cargo (fund)	6,100	1,641	-7,741	0	0	0	0
718 SDDC Liner Ocean Transport	25	2	-27	0	0	0	0

**United States Special Operations Command
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<u>OP 32 Line</u>	FY 2011	Change		FY 2012	Change		FY 2013
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
725 SDDC Other (non-fund)	108	2	-110	0	0	0	0
771 Commercial Transport	31,612	569	-19,732	12,449	212	0	12,661
799 Total Transportation	423,913	-9,261	-335,649	79,003	4,648	9,032	92,683
912 GSA Leases (SLUC)	1,921	35	753	2,709	46	-379	2,376
913 Purch Util (non fund)	15,998	288	-1,456	14,830	252	0	15,082
914 Purch Com (non fund)	444,611	8,003	-374,509	78,105	1,328	136,292	215,725
915 Rents, Leases (non GSA)	8,425	152	-724	7,853	134	105	8,092
917 Postal Svc (USPS)	331	6	93	430	7	489	926
920 Supplies/Matl (non fund)	320,115	5,762	110,224	436,101	7,414	198,985	642,500
921 Print & Reproduction	7,425	134	11,680	19,239	327	-4,026	15,540
922 Eqt Maint Contract	1,408,476	25,352	-978,425	455,403	7,742	352,031	815,176
923 Facilities Maint by Contr	49,394	889	-31,129	19,154	326	-8,664	10,816
924 Pharmaceutical Drugs	1,161	38	-1,199	0	0	271	271
925 Eqt Purch (Non-Fund)	489,306	8,808	-287,098	211,016	3,587	-5,836	208,767
926 Other Overseas Purchases	5,700	103	-5,803	0	0	0	0
928 Ship Maint by Contract	30,915	556	-16,250	15,221	259	0	15,480
929 Aircraft Reworks by Contract	6,003	108	-6,111	0	0	0	0
930 Other Depot Maint non fund	435,379	7,837	-298,480	144,736	2,461	107,348	254,545
932 Mgt Prof Support Svcs	36,411	655	-9,567	27,499	467	494	28,460
933 Studies, Analysis & Eval	6,570	118	-4,261	2,427	41	-2,468	0
934 Engineering & Tech Svcs	6,570	118	-1,108	5,580	95	85	5,760
937 Local Purch Fuel (nonfund)	38,981	1,158	1,039	41,178	1,318	5,028	47,524
987 Other IntraGovt Purch	292,484	5,265	-162,380	135,369	2,301	58,950	196,620
989 Other Services	844,462	15,201	-561,250	298,413	5,073	73,195	376,681

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OP 32 Line	FY 2011	Change		FY 2012	Change		FY 2013
		<u>Actuals</u>	<u>FY 2011/FY 2012</u>		<u>Estimate</u>	<u>FY 2012/FY 2013</u>	
990 IT Contract Support Ser	156,970	2,825	-33,061	126,734	2,154	23,231	152,119
998 Other Costs (SOCOM Only)	630,484	0	10,765	641,249	2,310	20,533	664,092
999 Total Other Purchases	5,238,092	83,411	-2,638,257	2,683,246	37,642	955,664	3,676,552
Total	7,265,388	75,183	-3,455,491	3,885,080	89,583	1,116,338	5,091,001

* The FY 2011 Actual column includes \$3,264.7 million of FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Current Estimate column excludes \$3,298.7 million of the FY 2012 OCO Appropriations funding (PL 112-74).

* The FY 2013 Estimate column excludes \$2,503.1 million requested in the FY 2013 Defense-Wide OCO Budget Request.

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Operation and Maintenance, Defense-Wide

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**The Joint Staff
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**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 1: Operating Forces**

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
TJS	397,361	-4,608	164,388	557,141	-56	-71,377	485,708

* The FY 2011 Actual column includes \$7,214 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$2,000 thousand requested in the FY 2012 OCO Appropriations funding (P.L. 112-74).

* The FY 2013 Estimate column excludes \$2,000 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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 command, and integration into effective combat forces. On behalf of the Chairman, TJS provides Combatant Commands (COCOMs), 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 (DoD) resources by providing the CJCS, COCOMs, 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 (SecDef) strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the COCOMs and Services.

The Joint Staff
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I. Description of Operations Financed (cont.)

Eight major program areas make up the Joint Staff's Operation and Maintenance funding for FY 2013. Three programs enable the Joint and COCOM staffs to provide advice and recommendations to the CJCS through information gathering and sharing, joint doctrine and education development, and detailed studies and analyses: the Planning and Decision Aid System (PDAS), the Joint Analytical Model Improvement Program (JAMIP), and Joint Staff Analytical Support (JSAS). One program, the Combatant Commander's Initiative Fund (CCIF) directly supports combatant commanders. In addition, two programs were added to gain the USJFCOM functions: Joint Force Functions and Joint Staff Activities. The final two programs support day-to-day operations: the Pentagon Reservation Maintenance Revolving Fund (PRMRF) and Management Headquarters.

1. The Combatant Commander Initiative Fund (CCIF) enables the Chairman of the Joint Chiefs of Staff to act quickly to support the Combatant Commanders when they lack the flexibility and 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 COCOM 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, and joint war fighting capabilities.

2. Joint Staff Activities maintain critical functions necessary for essential joint capability transferring to the Joint Staff from USJFCOM disestablishment. Critical pieces of the following functions will be reassigned to the Joint Staff include: Joint Force Provider, Joint Force Trainer, Joint Force Enabler, Concept Development and Experimentation and Joint Force Integrator.

**The Joint Staff
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I. Description of Operations Financed (cont.)

3. Joint Force Functions are those programs necessary to maintain essential joint capability transferred to the Joint Staff as part of the USJFCOM disestablishment while final analysis of where the programs should ultimately reside is conducted. This program element is consolidated into the Joint Staff Activities program element in FY 2012.

4. The Planning and Decision Aid System (PDAS) supports the planning and execution of Integrated Joint Special Technical Operations. PDAS is a classified, protected program under the SecDef.

5. The Joint Analytical Model Improvement Program (JAMIP) is a co-sponsored analytic agenda program that supports strategic analysis for the entire Department of Defense and enables the Joint Data Support (JDS) program. The JDS program supports OSD and Joint Staff management of DoD's Analytic Agenda. This includes support to DoD-level study teams developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and Current and Future-Year Analytical Baselines. Components use these Analytic Agenda products as starting points for analysis supporting their planning, programming, and acquisition efforts.

6. The Joint Staff Analytical Support (JSAS) family of programs provides defense analytical support capabilities for the CJCS and COCOMs. 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. Summary-level descriptions of the major categories include:

The Joint Staff
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I. Description of Operations Financed (cont.)

Joint Collaborative Analysis (JCA) provides the CJCS with the analytical capabilities needed to support decision making associated with force structure assessment, joint course of action development, and joint and coalition analysis that directly contribute to the accomplishment of COCOM and Joint Staff missions.

Functional Capabilities Boards (FCBs). Functional Capabilities Boards (FCBs) provide analytic support for the Joint Requirements Oversight Council (JROC). FCBs support the JROC by integrating stakeholder views (Office of the Secretary of Defense (OSD), combatant commands, Services, Defense agencies, Joint Staff, and other federal agencies) in concept development, capabilities planning and force development to ensure the US military can execute assigned 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.

Joint Logistics provides COCOMs and Military Services the capability to implement timely, low-cost, near-term initiatives to improve logistics processes, practices, and/or technologies within the COCOMs' areas of responsibility.

Adaptive Planning and Analytic Agenda (APAA) provides an analytic baseline for developing scenarios, contingency operations, forces, and equipment for future challenges. This common and collaborative framework also provides the starting point for strategic analysis in support of the Planning, Programming, Budgeting, and Execution process.

The Joint Staff
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I. Description of Operations Financed (cont.)

Joint Training System (JTS) manages training throughout the DoD. JTS provides an integrated, capability-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.

6. Pentagon Reservation Maintenance Revolving Fund (PRMRF) pays the Joint Staff's share of the operation, maintenance, protection, and renovation of the Pentagon. The PRMRF budget request includes TJS rent, force protection provided by the Pentagon Force Protection Agency, above-standard facilities maintenance, and utilities. TJS's annual PRMRF funding requirements also include the costs of real property operations and security of Site R. The Washington Headquarters Service (WHS) is now the executive agent for Site R, and tenants share financing of operations via the PRMRF Defense Working Capital Fund. TJS's share of construction and maintenance of the Unified Command Center (UCC), which includes the National Military Command Center (NMCC), Resource Situational Awareness Center (RSAC), and National Joint Operations and Intelligence Center (NJOIC), is also included in the PRMRF line.

7. Management Headquarters provides the day-to-day financial resources necessary to support TJS operations. Across the Joint Staff, Management Headquarters resources support various efforts including network infrastructure, civilian pay accounts, supplies, travel, training, portfolio management, business process reviews, and transformation initiatives.

Personnel Summary Explanation:

TJS pays a premium for a staff that qualifies for and possesses Top Secret/Special

The Joint Staff
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I. Description of Operations Financed (cont.)

Compartmented Intelligence (TS/SCI) security clearances. Military and civilian personnel selected to work on the Joint Staff are seasoned professionals with joint experience.

Former USJFCOM restructuring efforts resulted in an increase of 258 direct funded FTEs.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012						
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	FY 2013 Estimate	
			Amount	Percent Appropriated			
A. BA Subactivities							
Combatant Commanders Initiatives Fund (CCIF)	43,386	47,026	-1,146	-2.4	45,880	45,880	30,000
Joint Analytical Model Improvement Program	9,628	10,034	0	0.0	10,034	10,034	8,809
Joint Force Functions	0	4,104	0	0.0	4,104	4,104	0
Joint Staff Activities	0	129,203	-5,500	-4.3	123,703	123,703	102,342
Joint Staff Analytical Support	66,204	88,870	0	0.0	88,870	88,870	53,624
Management HQ OCJS	153,198	166,186	0	0.0	166,186	166,186	179,008
Pentagon Reservation	78,276	68,726	0	0.0	68,726	68,726	66,233
Planning and Decision Aid System (PDAS)	46,669	49,638	0	0.0	49,638	49,638	45,692
Total	397,361	563,787	-6,646	-1.2	557,141	557,141	485,708

* The FY 2011 Actual column includes \$7,214 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$2,000 thousand requested in the FY 2012 OCO Appropriations funding (P.L. 112-74).

* The FY 2013 Estimate column excludes \$2,000 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	563,787	557,141
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-1,146	
Adjustments to Meet Congressional Intent	-5,500	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	557,141	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	557,141	
Supplemental	2,000	
Reprogrammings		
Price Changes		-56
Functional Transfers		28,240
Program Changes		-99,617
Current Estimate	559,141	485,708
Less: Wartime Supplemental	-2,000	
Normalized Current Estimate	557,141	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		563,787
1. Congressional Adjustments		-6,646
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unobligated Balances Reduction	-1,146	
c. Adjustments to Meet Congressional Intent		
1) Civilian Pay Reduction	-5,500	
d. General Provisions		
FY 2012 Appropriated Amount		557,141
2. War-Related and Disaster Supplemental Appropriations		2,000
a. OCO Supplemental Funding		
1) Pakistan Afghanistan Coordination Cell	2,000	
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		559,141
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		559,141
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-2,000
FY 2012 Normalized Current Estimate		557,141
6. Price Change		-56
7. Functional Transfers		28,240
a. Transfers In		
1) Manpower Transfer	41,225	
Program realignment from USD (AT&L) for 306 directed funded FTEs which supported: Joint Experimentation, Joint System Integration Command, Joint Fires Integration and Interoperability, and Joint Integration and Interoperability.		
2) Combatant Command Support Agent Transfers responsibilities from Navy to The Joint Staff.	19,271	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<p>Properly resources baseline Combatant Command Support Agent. Funds lease building, information technology services, Human Resources services and Financial Management services. Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM) organizations and functions based on Departmental decisions. (FY 2012 Baseline: 0 Military, 269 FTE, 0 CWE, \$14,195K)</p>		
<p>3) Joint Staff Information Technology Increase The increased funding is to support the functional components of Systems Integration, Knowledge Engineers, Strategic Direction, Strategic Implementation, and Network Operations. Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM) organizations and functions based on Departmental decisions.</p>	12,206	
<p>4) Joint Fires Integration and Interoperability Transfers mission dollars from Air Force to The Joint Staff. Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM) organizations and functions based on Departmental decisions.</p>	1,147	
<p>b. Transfers Out</p>		
<p>1) Joint Staff to USTRANSCOM Program Realignment Realigns 465 Military and 37 Civilian FTEs to USTRANSCOM for Joint Enabling Capabilities Command and Joint Public Affairs Support Element. Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM) organizations and functions based on Departmental decisions.</p>	-17,712	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Joint Information Operations Warfare Center Mission As part of the Department of Defense's reform agenda, corrects misalignment of resources originally transferred from US Strategic Command in FY 2012 and moves mission related resources to Air Force (50 CWE).	-12,129	
3) Joint Information Operations Warfare Center - Manpower As part of the Department of Defense's reform agenda, corrects misalignment of resources originally transferred from US Strategic Command in FY 2012 and moves manpower (91 Civilian FTEs and 137 Military) to Air Force.	-11,175	
4) Empire Challenge Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM) additional efficiencies identified with the former USJFCOM Restructuring Sweep Up related to Joint Force Functions (Empire Challenge) (8 CWE). Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM) organizations and functions based on Departmental decisions.	-2,066	
5) USSOCOM Activities Properly aligns resources to US Special Operations Command (6 CWE). Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM) organizations and functions based on Departmental decisions.	-1,535	
6) Joint Staff to USSTRATCOM Program Realignment Joint SATCOM Operations Branch (JSB); Joint Frequency Management Office (JFMO); Joint COMSEC Management Office (JCMO). Completes the reassignment and realignment of former United States Joint Forces Command (USJFCOM)	-992	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
organizations and functions based on Departmental decisions (51 Military, 11 Civilian FTE, and 4 CWE).		
8. Program Increases		15,683
a. Annualization of New FY 2012 Program		
b. One-Time FY 2013 Increases		
1) Additional Civilian Pay Compensable Work Day	515	
No Labor Change - Increase supports one additional compensable workday in National Capital Region. There are 261 paid days in FY 2013 versus 260 paid days in FY 2012. (FY2012 Baseline: 0 Military, 424 FTE, 355 CWE, \$166,186K)		
c. Program Growth in FY 2013		
1) Management Headquarters - Manpower Cap Waiver	10,637	
Increase 73 FTE in National Capital Region - The Joint Staff received an approved exception to hire 73 positions originally capped in FY 2012. The Joint Staff conducted a thorough review of the current labor mix - military, civilian, and contract labor. Findings include the need to improve oversight of contractor services, acquire services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. (FY2012 Baseline: 1,065 Military ES, 444 FTE, 378 CWE, \$166,186K)		
2) Pentagon Reservation - Rent	4,531	
Pentagon Reservation Maintenance Revolving Fund increase supports rent increase based upon Washington Headquarter Service's rates. (FY2012 Baseline: 0 Military, 0 FTE, 0 CWE, \$68,726K)		
9. Program Decreases		-115,300
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
1) Former JFCOM Transition	-43,725	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
No Labor Change - Efficiency plan. Decrease accounts for one-time add in FY2012, which supported former USJFCOM transition costs in Hampton Roads, VA. (Baseline \$0)		
2) eJAMPS (Electronic Joint Manpower & Personnel System) The Joint Staff led a pilot program to incorporate multiple defense agencies into a single manpower database in FY 2012. Program transfers to OSD (P&R) in FY 2013. (FY 2012 Baseline \$12,698)	-9,100	
c. Program Decreases in FY 2013		
1) Joint Staff Activities - Contract Services Reduce 80 CWE in National Capital Region as part of The Joint Staff efficiency plan. (FY2012 Baseline: 1,024 Military ES, 246 FTE, 254 CWE, \$129,203K)	-21,172	
2) Combatant Commanders Initiative Fund - Reduced Footprint No Labor Change - Anticipate reduced initiatives as US footprint downsizes in Iraq and Afghanistan. (FY2012 Baseline: 0 Military ES, 0 FTE, 0 CWE, \$45,880K)	-16,660	
3) Joint Staff Analytical Support - Contract Services Reduce 46 CWE in National Capital Region and San Antonio, TX as part of The Joint Staff efficiency plan. (FY2012 Baseline: 0 Military ES, 0 FTE, 365 CWE, \$88,870K)	-11,828	
4) Management Headquarters - Contract Services Reduce 21 CWE in National Capital Region as part of The Joint Staff efficiency plan. (FY2012 Baseline: 1,065 Military ES, 444 FTE, 378 CWE, \$166,186K)	-5,042	
5) Planning and Decision Aid System (PDAS) - Contract Services Reduce 26 CWE in National Capital Region - Reduced equipment maintenance contract to coincide with reduced FY 2013 equipment procurement as part of The Joint Staff	-4,790	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
efficiency plan. (FY2012 Baseline: 0 Military, 0 FTE, 211 CWE, \$49,638K)		
6) Joint Analytical Model Improvement Program (JAMIP) - Contract Services	-1,396	
Reduce 7 CWE in National Capital Region - The Joint Staff reduced engineer technical services contracts associated with JAMIP as part of The Joint Staff efficiency plan. (FY2012 Baseline: 0 Military ES, 0 FTE, 43 CWE, \$49,638K)		
7) Manpower Restructure	-1,108	
Transfers 8 Civilian FTE and 30 Military in Hampton Roads, VA. - Transfers 38 positions to NATO, as a follow-on restructure of former USJFCOM missions.		
8) Senior Executive Service Reduction	-412	
Reduce 2 FTE in National Capital Region - Efficiency plan. Eliminates 2 senior executive positions.		
9) Executive Order - Printing and Reproduction Reduction	-67	
As part of the President's Executive Order, "Promoting Efficient Spending" signed November 9, 2011, the Joint Staff reduced printing costs in FY 2013 below the FY 2010 level by greater utilization of electronic media to reduce financial waste and environment impact.		
FY 2013 Budget Request		485,708

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IV. Performance Criteria and Evaluation Summary:

Regional Language Skill: Increased percentage of personnel who complete regional language skill, regional expertise, and cultural competency programs either prior to deployment or within 60 days of deployment to Afghanistan.

Civilian senior executive positions reduced by 2 to 14.

Combatant Commander's Initiative Fund (CCIF): The unpredictable nature of emergent challenges, unexpected contingencies, and urgent and unanticipated humanitarian relief and reconstruction assistance, makes it difficult to forecast how the FY2013 funds will be spent.

US-RF Missile Defense Cooperation: Conduct quarterly United States - Russian Federation Experts meetings, update/modify computer simulation software, and site survey of wargame site.

Functional Capability Boards (FCBs): Provide OSD (AT&L) with priority joint warfighting capabilities for each of the Joint Functional Concepts as established through the Joint Capabilities Integration and Development System (JCIDS) process; develop and maintain portfolios to assist in managing capability issues and documents.

Number of **Joint Staff data centers** - 13.

Analytic Baseline and Deliberate Planning: Provide inputs for Concepts of Operation (CONOPs) narratives and Force recommendations for up to four Multi-Service Force Deployment (MSFD) or CONOPS/FORCES development conferences per year.

**The Joint Staff
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IV. Performance Criteria and Evaluation Summary:

All Joint Staff Operational servers are currently housed in DoD shared **Data Centers**; whether in ITA Consolidated Server Rooms, Hampton Roads facilities, or DISA DECC.

Assessments and Special Access: Conduct biennial assessment on the readiness and responsiveness of the Combat Support Agencies (CSAs) to support the operating forces to review their plans to support the forces.

50% Percent of **Joint Staff mission-critical assets** validated for existence and completeness.

Plans and Policy: Develop policies that support Middle East security and stability across the region with emphasis on Iraq, Iran, Yemen, Lebanon, Israel/Palestinian Authorities; engage five African countries, where engagement was non-existent in the past, in order to build partnership capacity and capability.

Joint Director of Military Support: Provide support to civil authorities and others regarding significant national incidents, events, and exercises.

The Joint Staff
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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	991	2,089	1,406	1,098	-683
Officer	756	1,375	1,140	619	-235
Enlisted	235	714	266	479	-448
<u>Reserve Drill Strength (E/S) (Total)</u>	11	756	413	745	-343
Officer	11	462	264	451	-198
Enlisted	0	294	149	294	-145
<u>Reservists on Full Time Active Duty (E/S)</u>	16	65	39	49	-26
Officer	14	52	30	38	-22
Enlisted	2	13	9	11	-4
<u>Civilian End Strength (Total)</u>	364	693	923	329	230
U.S. Direct Hire	364	693	923	329	230
Total Direct Hire	364	693	923	329	230
Memo: Reimbursable Civilians Included	0	641	280	641	-361
<u>Active Military Average Strength (A/S)</u> (Total)	1,007	2,089	1,503	1,082	-586
Officer	786	1,375	1,210	589	-165
Enlisted	221	714	293	493	-421
<u>Reserve Drill Strength (A/S) (Total)</u>	11	78	78	67	0
Officer	11	57	57	46	0
Enlisted	0	21	21	21	0
<u>Reservists on Full Time Active Duty (A/S)</u> (Total)	16	756	413	740	-343
Officer	14	462	264	448	-198
Enlisted	2	294	149	292	-145
<u>Civilian FTEs (Total)</u>	333	1,334	1,203	1,001	-131
U.S. Direct Hire	333	1,334	1,203	1,001	-131

**The Joint Staff
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<u>V. Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
Total Direct Hire	333	1,334	1,203	1,001	-131
Memo: Reimbursable Civilians Included	0	641	280	641	-361
Average Annual Civilian Salary (\$ in thousands)	154.6	145.5	145.7	-9.1	.2
 <u>Contractor FTEs (Total)</u>	 <u>1,088</u>	 <u>1,084</u>	 <u>836</u>	 <u>-4</u>	 <u>-248</u>

TJS pays a premium for a staff that qualifies for and possesses Top Secret/Special Compartmented Intelligence (TS/SCI) security clearances. Military and civilian personnel selected to work on the Joint Staff are seasoned professionals with joint experience. The Department initiated a plan to improve the oversight of contractor services, acquire those services more effectively, and to in-source contractor services where it is more appropriate and efficient to do so.

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

<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change		FY 2012 <u>Estimate</u>	Change		FY 2013 <u>Estimate</u>
		FY 2011/FY 2012 <u>Price</u>	<u>Program</u>		FY 2012/FY 2013 <u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	51,427	0	49,369	100,796	378	33,278	134,452
103 Wage Board	48	0	15	63	0	3	66
199 Total Civ Compensation	51,475	0	49,384	100,859	378	33,281	134,518
308 Travel of Persons	8,138	146	-601	7,683	131	1,062	8,876
399 Total Travel	8,138	146	-601	7,683	131	1,062	8,876
672 Pentagon Reserv Maint	74,515	-9,493	1,313	66,335	-7,065	14,597	73,867
699 Total DWCF Purchases	74,515	-9,493	1,313	66,335	-7,065	14,597	73,867
771 Commercial Transport	61	1	-7	55	1	43	99
799 Total Transportation	61	1	-7	55	1	43	99
912 GSA Leases (SLUC)	290	5	26	321	5	477	803
913 Purch Util (non fund)	2,433	44	-86	2,391	41	287	2,719
914 Purch Com (non fund)	5,223	94	-2,227	3,090	53	580	3,723
917 Postal Svc (USPS)	67	1	12	80	1	-13	68
920 Supplies/Matl (non fund)	4,053	73	447	4,573	78	-609	4,042
921 Print & Reproduction	160	3	2	165	3	-28	140
922 Eq't Maint Contract	50,110	902	10,871	61,883	1,052	28,998	91,933
923 Facilities Maint by Contr	1,588	29	-760	857	15	158	1,030
925 Eq't Purch (Non-Fund)	1,590	29	1,640	3,259	55	-2,455	859
932 Mgt Prof Support Svcs	38,080	685	-7,314	31,451	535	-9,491	22,495
933 Studies, Analysis & Eval	15,467	278	413	16,158	275	-3,512	12,921
934 Engineering & Tech Svcs	26,947	485	-6,741	20,691	352	554	21,597
987 Other IntraGovt Purch	2,697	49	115,920	118,666	2,017	-63,726	56,957
989 Other Services	114,467	2,061	2,096	118,624	2,017	-71,580	49,061
999 Total Other Purchases	263,172	4,738	114,299	382,209	6,499	-120,360	268,348
Total	397,361	-4,608	164,388	557,141	-56	-71,377	485,708

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* The FY 2011 Actual column includes \$7,214 thousand of the FY 2011 Overseas Contingency Operations (OCO) Appropriations funding (PL 112-10).

* The FY 2012 Estimate column excludes \$2,000 thousand requested in the FY 2012 OCO Appropriations funding (P.L. 112-74).

* The FY 2013 Estimate column excludes \$2,000 thousand requested in the FY 2013 Defense-Wide OCO Budget Request.

Provides additional funds to the Joint Staff to maintain and operate a combined Information technology network that will serve additional missions and an additional 2,300 Joint Staff members in Hampton Roads, Virginia, as the U.S. Joint Forces Command disestablishment did not fully capture the costs of maintaining a combined network at two separate locations.

Pentagon Reservation rates are provided by The Washington Headquarters Service (WHS), as now the executive agent for Site R, and tenants share financing of operations via the PRMRF Defense Working Capital Fund.

The Joint Staff travel increase is due to increase mission requirements with the addition of former USJFCOM.

Fiscal Year 2013 Budget Estimates
Washington Headquarters Services (WHS)



February 2012

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**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

Budget Activity (BA) 4: Administrative and Service-Wide Activities

	FY 2011	Price	Program	FY 2012	Price	Program	FY 2013
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
WHS	579,064	-7,843	-15,680	555,541	1,106	-35,350	521,297

I. Description of Operations Financed: [Http://www.whs.mil](http://www.whs.mil). The Washington Headquarters Services (WHS) was established under DoD Directive 5110.4, on October 1, 1977. WHS is a field activity that provides centralized, consolidated administrative and operational support to the Department of Defense (DoD) activities in the National Capital Region (NCR). The WHS mission is to provide direct support to the Secretary and Deputy Secretary of Defense, Pentagon Reservation operations and leased facilities in the NCR, and in-depth human resources support to the Defense Agencies and activities. The WHS customers may also include the White House, the National Security Council, Congress, and/or other executive branch agencies in the NCR. In general, core WHS activities represent a consolidation of administrative and operational functions providing services to DoD activities throughout the Fourth Estate.

Changes from FY 2012 to FY 2013: The FY 2013 budget estimate is based on Department of Defense (DoD) strategic and fiscal guidance. The WHS is in compliance with the Secretary of Defense (SECDEF) established Efficiency Task Force Directive to achieve additional efficiencies. The WHS continues to pursue oversight of and reduced redundancy of contract services. The WHS has undergone an internal reorganization, combining functions and realigning directorates to create efficiencies. All of these factors have produced a net decrease in the FY 2013 budget of \$-34,244 thousand; this net amount reflects an overall price change total of \$+1,106 thousand and a net program change of \$-35,350 thousand.

**Washington Headquarters Service
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I. Description of Operations Financed (cont.)

WHS Operations had a program increase of \$+21,713 thousand due to an internal transfer of functions between directorates. This increase is not new program growth for WHS overall, it is a realignment of functions between the directorates within WHS and is offset by corresponding program decreases.

A program increase of \$+3,097 thousand for Human Resource Management occurred as a result of internal realignment of Civilian Pay to non-Pay to reimburse the Defense Logistics Agency (DLA) for personnel support. This increase is offset by the corresponding decrease in civilian pay and is not new program growth.

Finance shows a program decrease of \$-5,793 thousand which reflects an internal transfer out of functions within directorates. Some of these decreases offset the above mentioned increases.

Information Technology shows a program decrease of \$-3,104 thousand due to reductions in the wireless telecommunication program, printers and associated labor and materials cost, Enterprise IT Service Contract Support, and the elimination of other programs.

Facilities shows a program decrease of \$-55,135 thousand to include the internal transfers within WHS for the Program Services Division, reduction to Pentagon Rent, termination of centrally funded Mark Center rent, decrease in management and professional support services contracts and other programs in compliance with general reductions to meet DoD efficiency goals.

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I. Description of Operations Financed (cont.)

Other efficiencies of -5,215, realized from FY 2012 to FY 2013, include the reduction of 3 Senior Executive Service positions, consolidation of IT organizations, and the consolidation of the Defense Facilities Directorate with Pentagon Renovation.

WHS is responsible for planning, managing and administering core competencies in the following functional areas:

WHS Operations (\$48,610k): Operational support to the Office of the Secretary of Defense (OSD), certain DoD Field Activities, and other specified Defense activities. These services include personnel and information security, records management and declassification, acquisition management and oversight, planning, programming and evaluation, and related administrative services. WHS also provides support for the Federal Executive Boards Program. Services in this line of business are funded in contracts, travel, training, and the Federal Executive boards and graphics.

Information Technology (\$142,230k): Information Technology (IT) resources support the decision and policy-making processes of the organizational components of OSD and WHS. WHS develops information management strategies and programs, acquires and manages services and systems over their life cycles. WHS also supports the DoD Public Key Infrastructure (PKI) effort, which is a critical element in achieving a secure Information Assurance (IA) posture for the Defense Information Infrastructure (DII). Services in this line of business are funded in WHS Enterprise Information Technology Services Directorate, and Public Key Infrastructure.

Facilities and Installation Management (\$194,728k): Real property management services for the Pentagon Reservation, Raven Rock Mountain Complex, and other DoD-occupied, General

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I. Description of Operations Financed (cont.)

Services Administration (GSA) - controlled administrative space in the National Capitol Region, and other DoD common support facilities. WHS provides a variety of property management services for the buildings and personnel who occupy them. Services in this line of business are funded in facilities support services, material and equipment, Pentagon Rent, Pentagon Renovation Project, Pentagon Renovation Furniture and GSA Rent.

Financial Management (\$11,981k): Financial management services include planning, programming, budgeting and execution, and accounting services for WHS and its customers. WHS manages a wide array of projects and initiatives for OSD, WHS and selected DoD Field Activities. WHS is also responsible for providing system support for the accounting and reporting of DoD Trust Funds. WHS develops policies for the administration of funds, providing accounting support, and establishing reporting procedures for all funds allotted to OSD, WHS and selected DoD Field Activities. Services in this line of business are funded in contracts and support services.

Human Resources (\$11,654k): Human resource services for executive, political, military, and civilian personnel, including employee benefits, administration of the Drug-Free Workplace Program, advisory services on staffing activities, classification and management advisory on compensation, external recruitment efforts, work force development, awards and incentives programs, labor and management employee relations services, personnel security, consolidated adjudications of personnel security investigations, and management of military personnel assigned to OSD and WHS and specified Defense Agencies and DoD Field Activities, Military Departments, the White House, the National Security Council and Congress. Services in this line of business are funded in contracts and support services.

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I. Description of Operations Financed (cont.)

More detailed information on the mission and functions of WHS can be found at the following website: <http://www.whs.mil>.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2012							FY 2013 Estimate
	FY 2011 Actuals	Budget Request	Congressional Action		Current Estimate	Current Estimate		
			Amount	Percent Appropriated				
A. BA Subactivities								
1. Compensation and Benefits	115,677	104,320	109	.1	104,429	104,429	112,094	
2. WHS Operations	28,102	26,687	-1,704	-6.4	24,983	24,983	48,610	
3. Information Technology	185,651	144,208	1,262	.9	145,470	145,470	142,230	
4. Facilities/Installation Management	207,774	256,143	-703	-0.3	255,440	255,440	194,728	
5. Financial Management	28,618	23,489	-6,603	-28.1	16,886	16,886	11,981	
6. Human Resources	13,242	8,337	-4	-0.1	8,333	8,333	11,654	
Total	579,064	563,184	-7,643	-1.4	555,541	555,541	521,297	

Washington Headquarters Service
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III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2012/FY 2012	Change FY 2012/FY 2013
Baseline Funding	563,184	555,541
Congressional Adjustments (Distributed)	-6,500	
Congressional Adjustments (Undistributed)	-922	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-221	
Subtotal Appropriated Amount	555,541	
Fact-of-Life Changes (2012 to 2012 Only)		
Subtotal Baseline Funding	555,541	
Supplemental		
Reprogrammings		
Price Changes		1,106
Functional Transfers		
Program Changes		-35,350
Current Estimate	555,541	521,297
Less: Wartime Supplemental		
Normalized Current Estimate	555,541	

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III. Financial Summary (\$ in thousands)

	Amount	Totals
C. Reconciliation of Increases and Decreases		
FY 2012 President's Budget Request (Amended, if applicable)		563,184
1. Congressional Adjustments		-7,643
a. Distributed Adjustments		
1) Removal of FY2011 Costs Budgeted for DAI	-6,500	
b. Undistributed Adjustments		
1) Undistributed Adjustment	-922	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Migration of Environment Impacts	-221	
FY 2012 Appropriated Amount		555,541
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2012 Baseline Funding		555,541
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2012 Estimate		555,541
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2012 Normalized Current Estimate		555,541
6. Price Change		1,106
7. Functional Transfers		
8. Program Increases		61,211
a. Annualization of New FY 2012 Program		
1) Continuation of Mark Center Rent for Full Year	14,026	
Increase due to additional basic user charge (e.g. "rent")		
increase necessary to pay for a whole year. FY 2012 was		
only funded for half a year (\$14.3 million). (FY 2012		
Baseline: \$255,440 thousand)		
b. One-Time FY 2013 Increases		
c. Program Growth in FY 2013		

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2013 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
1) One More Compensable Day Provides funding for one more compensable day during the fiscal year. (FY 2012 Baseline: \$104,319 thousand; 719 FTEs)	432	
2) WHS Operations WHS has performed an internal realignment of functions between directorates; a program increase due to an internal transfer of functions between directorates for Enterprise Performance Management System (EPMS), Mass Transit Subsidy, Flexible Spending Account, Program Services Division (PSD) Function, and the Electronic Records Management Application for continuous process improvement contracts that support DA&M and WHS in an effort to gain efficiencies. This increase is not new program growth for WHS overall, it is a realignment of functions between the directorates within WHS and is offset by corresponding program decreases. (FY 2012 Baseline: \$26,425 thousand)	31,006	
3) Single Enterprise Contracting Office Increase supports the centralization of acquisition services requirements for the Office of the Secretary of Defense (OSD), Principal Staff Assistants (PSA) at Washington Headquarters Services. This effort executes the plan directed by the Secretary of Defense in the Track 4 memorandum, dated March 14, 2011 that represents the initial establishment of the capability with a goal of reaching full capability by FY 2014. To establish the single contracting enterprise office, funds were realigned from the OSD PSAs and represent a net-zero sum for the	12,110	

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III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases

department. Through efficiencies gained from economies of scale and logistical needs, the consolidation of acquisition services will result in efficient acquisition oversight, eliminate contract documentation redundancies, and improve contract performance of the contracting support activities. It is a cost-conscious way to improve the acquisition business planning and oversight of the contracting support activities. The centralized acquisition office projects to negotiate approximately \$965 million of OSD contracts. Funds support the addition of 83 FTEs, information technology equipment for IT services and maintenance of facilities.

(FY 2012 Baseline: \$0 thousand)

4) Human Resources

A program increase for Human Resource Management occurred as a result of internal realignment of Civilian Pay to non-Pay to reimburse the Defense Logistics Agency (DLA) for personnel support. This increase is offset by the corresponding decrease in civilian pay and is not new program growth. (FY 2012 Baseline: \$8,333 thousand)

5) Facilities/Installation Management

The new Space Policy and Management Division (SPMD) Construction, Alterations and Fit-out which reflects anticipated office configuration changes needed at Mark Center to accommodate organizational changes that have occurred since Mark Center space allocation and layout plans were locked down in order to meet the construction schedule. (FY 2012 Baseline: \$255,440 thousand)

9. Program Decreases

Amount Totals

3,095

542

-96,561

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C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2012 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2013		
1) Facilities/Installation Management	-69,711	
Facilities shows a program decrease reflecting the internal transfers within WHS for the Program Services Division (\$-12,078); termination of centrally funded Mark Center rent (\$-7,918); decrease in rent to reflect draw down of Pentagon renovation program (\$-16,083); decrease in GSA rent costs to reflect BRAC moves (\$-2,381); decrease in leased facility move costs due to program rampdown as tenants are moved to Anti-Terrorism/Force Protection compliant leased facilities (\$-16,080); and decrease due to completion of lease facility restoration costs to return BRAC (\$-9,407). Reductions in facility maintenance contracts for HVAC, utilities and cleaning services for FOB2/Navy Annex -services transferred to Arlington Cemetary after demolition of building (\$-5,764). (FY 2012 Baseline: \$255,440 thousand)		
2) WHS Operations	-9,293	
WHS Operations is reduced by eliminating redundancy of contractor support by combining like administrative services (\$-1,907); and contractor to civilian conversion (\$-370). A perceived decrease is due to a realignment of funds between erroneous object classes (\$-6,542), this decrease is offset by a corresponding increase in WHS Operations. Additional reductions are a result of an Executive Order decreasing travel and printing costs (\$-456). (FY 2012 Baseline: \$26,425 thousand)		

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C. Reconciliation of Increases and Decreases	Amount	Totals
3) Financial Management Finance shows a program decrease which reflects an internal transfer out of functions for Enterprise Performance Management System (EPMS) (\$-4,202), Mass Transit Subsidy (\$-692), Flexible Spending Account (\$-899), Defense Courier Service, and the termination of duplicative Financial Management systems. Some of these decreases offset the above mentioned increases to in WHS Operations. (FY 2012 Baseline: \$16,886 thousand)	-5,793	
4) Efficiencies Efficiencies realized from FY 2012 to FY 2013 for 3 Senior Executive Service reductions, consolidation of IT organizations, and consolidation of Defense Facilities Directorate with Pentagon Renovation. (FY 2012 Baseline: \$0 thousand)	-5,215	
5) Compensation & Benefits Compensation and benefits shows a reduction of 24 FTEs due to efficiencies realized from FY 2012 to FY 2013 with the consolidation of IT services and downsizing WHS operations. (FY 2012 Baseline: \$104,319 thousand; 719 FTEs)	-3,436	
6) Information Technology Information Technology shows a program decrease due to reductions in the wireless telecommunication program, printers and associated labor and materials cost, Enterprise IT Service Contract Support, and the elimination of other programs. (FY 2012 Base: \$144,139 thousand)	-3,113	
FY 2013 Budget Request		521,297

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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, information technology, facilities operations and management, acquisition and procurement, financial management, and other miscellaneous activities. Additionally WHS works to ensure compliance with National Security Presidential Directive (NSPD)-51 and Homeland Security Presidential Directive (HSPD)-20 risk management principles.

In addition to these traditional services, WHS also administers data systems in support of the OSD decision and policy making processes, provides automated data processing services, continuity integration enterprise-level storage devices, information technology resources, and manages Department of Defense-occupied, GSA-controlled space in common support facilities throughout the NCR.

The following identifies some of the more significant indicators for WHS Operations and Maintenance:

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
1) <u>Personnel and Personnel Security</u>			
Civilian Personnel serviced by the WHS Human Resources Directorate	6,592	5,990	5,990
Civilian Personnel receiving Security Policy, Appeals and Consolidated	100,000	100,000	100,000

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Adjudication Facility services for OSD, Specified Defense Agencies and DoD Field Activities			
Personnel Security Administration and Security Clearances (amount processed)	13,000	13,000	13,000
Military Personnel receiving personnel security and human resource services for OSD, WHS and WHS-Serviced organizations	3,100	3,100	3,100
Civilian and military personnel receiving training and developmental services for OSD, WHS and WHS-Serviced organizations	3,425	3,425	3,425
2) <u>Information Technology Support</u>			
IT Seats (Networked Personal Computers, Stand Alone Computers, Laptops)	21,040	21,240	21,359
3) <u>Facilities and Operational Services</u>			
Space Managed (square feet in 000)			
Pentagon Reservation	8,756	8,756	8,756
Other	9,561	9,561	9,561
Communications			
Number of Lines	21,878	22,016	22,098

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Number of Instruments	21,878	22,016	22,098
Personnel Serviced	11,022	11,091	11,132
 4) <u>Acquisition and Procurement Support</u>			
Total Contract Actions Processed	3,000	3,000	3,000
Total Obligations Processed (\$000)	\$800,000	\$800,000	\$800,000
 5) <u>Program, Budget and Accounting</u>			
Program/Budget Coverage (Approp/Funds)	15	15	15
Installation Accounting (Allotments Processed)	14	14	14
 Direct Program Transactions Processed	2,400	2,400	2,400
Reimbursable Program Transactions Processed	50,000	50,000	50,000
 Agency Accounting Reports	1,730	1,730	1,730
 6) <u>Mandatory Declassification Program Mgmt</u>			
Systematic Declassification - Pages Reviewed	13,900	15,400	15,400
Mandatory Declassification Review Cases	6,519	8,449	8,449

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V. <u>Personnel Summary</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	Change FY 2011/ FY 2012	Change FY 2012/ FY 2013
<u>Active Military End Strength (E/S) (Total)</u>	140	179	179	39	0
Officer	33	55	55	22	0
Enlisted	107	124	124	17	0
<u>Civilian End Strength (Total)</u>	783	779	766	-4	-13
U.S. Direct Hire	783	779	766	-4	-13
Total Direct Hire	783	779	766	-4	-13
Memo: Reimbursable Civilians Included	62	11	22	-51	11
<u>Active Military Average Strength (A/S) (Total)</u>	140	179	179	39	0
Officer	33	55	55	22	0
Enlisted	107	124	124	17	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	5	5	5	0	0
Officer	4	4	4	0	0
Enlisted	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	837	773	797	-64	24
U.S. Direct Hire	837	773	797	-64	24
Total Direct Hire	837	773	797	-64	24
Memo: Reimbursable Civilians Included	32	54	22	22	-32
Average Annual Civilian Salary (\$ in thousands)	143.7	145.2	144.6	1.5	-0.6
 <u>Contractor FTEs (Total)</u>	 844	 911	 776	 67	 -135

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

<u>OP 32 Line</u>	Change			Change			FY 2013 <u>Estimate</u>
	FY 2011	FY 2011/FY 2012		FY 2012	FY 2012/FY 2013		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Schedules	115,677	0	-11,358	104,319	391	7,384	112,094
107 Voluntary Sep Incentives	0	0	110	110	0	-110	0
199 Total Civ Compensation	115,677	0	-11,248	104,429	391	7,274	112,094
308 Travel of Persons	1,673	30	501	2,204	37	763	3,004
399 Total Travel	1,673	30	501	2,204	37	763	3,004
417 Local Purch Supplies & Mat	978	18	-996	0	0	0	0
499 Total Supplies & Materials	978	18	-996	0	0	0	0
672 Pentagon Reserv Maint	106,646	-13,587	31,881	124,940	-13,306	-7,909	103,725
673 Def Fin & Accounting Svc	3,305	-585	1,319	4,039	669	-745	3,963
680 Building Maint Fund Purch	0	0	55,700	55,700	8,823	-34,325	30,198
699 Total DWCF Purchases	109,951	-14,172	88,900	184,679	-3,814	-42,979	137,886
771 Commercial Transport	49	1	223	273	5	-278	0
799 Total Transportation	49	1	223	273	5	-278	0
912 GSA Leases (SLUC)	44,506	801	-23,061	22,246	378	4,894	27,518
913 Purch Util (non fund)	1,502	27	604	2,133	36	876	3,045
914 Purch Com (non fund)	18,410	331	3,070	21,811	371	-653	21,529
915 Rents, Leases (non GSA)	1,938	35	-1,973	0	0	265	265
917 Postal Svc (USPS)	21	0	-21	0	0	28	28
920 Supplies/Matl (non fund)	14,581	262	2,915	17,758	302	2,251	20,311
921 Print & Reproduction	1,881	34	251	2,166	37	-806	1,397
922 Eq't Maint Contract	5,320	96	1,720	7,136	121	-788	6,469
923 Facilities Maint by	10,929	197	3,326	14,452	246	-13,906	792

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<u>OP 32 Line</u>	FY 2011 <u>Actuals</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>	Change <u>FY 2012/FY 2013</u>		FY 2013 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
Contr							
925 Eqt Purch (Non-Fund)	25,148	453	-18,860	6,741	115	-3,410	3,446
932 Mgt Prof Support Svcs	40,628	731	-21,869	19,490	331	-2,910	16,911
933 Studies, Analysis & Eval	9,484	171	-6,283	3,372	57	545	3,974
934 Engineering & Tech Svcs	17,912	322	-18,234	0	0	1,032	1,032
957 Lands and Structures	670	0	-670	0	0	0	0
959 Insurance	58	0	-58	0	0	31	31
Claims/Indmnties							
985 Research & Development, Contracts	1,093	0	-1,093	0	0	0	0
987 Other IntraGovt Purch	60,374	1,087	-26,396	35,065	596	18,946	54,607
989 Other Services	96,281	1,733	13,572	111,586	1,897	-6,525	106,958
999 Total Other Purchases	350,736	6,280	-93,060	263,956	4,487	-130	268,313
Total	579,064	-7,843	-15,680	555,541	1,106	-35,350	521,297