

# **OFFICE OF THE SECRETARY OF DEFENSE**

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## **FISCAL YEAR (FY) 2012 BUDGET ESTIMATES**

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**February 2011**

**VOLUME I**

**PART 1 of 2**

**Justification for FY 2012  
Operation and Maintenance, Defense-Wide**

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## TABLE OF CONTENTS

Preparation of the Defense-Wide budget, excluding revolving funds, cost the Department of Defense a total of approximately \$1,548,200 in FY 2011.

### PART 1

Overview .....	i
Summary by Agency .....	iii
O-1 Summary .....	v

### Operation and Maintenance, Defense-Wide Baseline

<b>BTA</b>	<b>Business Transformation Agency .....</b>	<b>1</b>
<b>CMP</b>	<b>Civil Military Programs .....</b>	<b>21</b>
<b>DAU</b>	<b>Defense Acquisition University .....</b>	<b>35</b>
<b>DCAA</b>	<b>Defense Contract Audit Agency .....</b>	<b>55</b>
<b>DCMA</b>	<b>Defense Contract Management Agency .....</b>	<b>85</b>
<b>DFAS</b>	<b>Defense Finance Accounting Service.....</b>	<b>107</b>
<b>DHRA</b>	<b>Defense Human Resources Activity .....</b>	<b>119</b>
<b>DISA</b>	<b>Defense Information Systems Agency .....</b>	<b>201</b>
<b>DLA</b>	<b>Defense Logistics Agency .....</b>	<b>271</b>
<b>DLSA</b>	<b>Defense Legal Services Agency .....</b>	<b>307</b>
<b>DMA</b>	<b>Defense Media Activity .....</b>	<b>323</b>
<b>DoDDE</b>	<b>Department of Defense Dependents Education.....</b>	<b>359</b>
<b>DPMO</b>	<b>Defense Prisoner of War/Missing Personnel Office.....</b>	<b>403</b>
<b>DSCA</b>	<b>Defense Security Cooperation Agency .....</b>	<b>421</b>
<b>DSS</b>	<b>Defense Security Service.....</b>	<b>489</b>
<b>DTRA</b>	<b>Defense Threat Reduction Agency .....</b>	<b>517</b>
<b>DTSA</b>	<b>Defense Technology Security Administration.....</b>	<b>573</b>
<b>MDA</b>	<b>Missile Defense Agency.....</b>	<b>599</b>

<b>NDU</b>	<b>National Defense University.....</b>	<b>613</b>
<b>OEA</b>	<b>Office of Economic Adjustment.....</b>	<b>643</b>
<b>OSD</b>	<b>Office of the Secretary of Defense .....</b>	<b>659</b>
<b>SOCOM</b>	<b>United States Special Operations Command .....</b>	<b>781</b>
<b>TJS</b>	<b>The Joint Staff.....</b>	<b>829</b>
<b>WHS</b>	<b>Washington Headquarters Services .....</b>	<b>855</b>

## OPERATION AND MAINTENANCE, DEFENSE-WIDE

\$ in thousands	FY 2010 <u>Actual</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
O&M,D-W	37,553,781	474,667	-7,444,552	30,583,896	358,496	-1,983	30,940,409

The FY 2010 actual amount includes \$7,491 million of the FY 2010 Overseas Contingency Operations funding (Title IX, P.L. 111-118) and \$1,187 million of the FY 2010 Supplemental Appropriations Act (P.L. 111-212). The FY 2011 Estimate column excludes \$9,426 million of the Defense-Wide Overseas Contingency Operations funding request.

The FY 2012 request supports the Department of Defense initiative to identify and eliminate duplicate levels of effort throughout the Defense-wide community. The goal of this baseline review is to promote a culture of savings and fiscal responsibility resulting in more efficient operations and business practices.

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**

Overview Changes between FY 2011 and FY 2012 include (dollars in millions):

30,584	FY 2011 column of the FY 2011 Budget Request
0	One-time net Congressional decreases in FY 2011
30,584	Adjusted FY 2011
+77	Net program changes in Defense Agencies (unclassified)
+188	Net pricing changes in Defense Agencies (unclassified)
<u>+91</u>	Price and program growth in classified programs
30,940	FY 2012 President's Budget Request

### **Classified Programs Major Changes**

Measured growth in classified programs, totaling \$91 million, is primarily in the National Intelligence Programs (\$169 million for pricing changes offset by program decreases of \$78 million). 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 2012 Highlights**

Highlights of Defense Agency FY 2012 funding include program changes of:

- +\$231.5 million (DoDDE): Military Spouse Tuition Assistance + \$123 million; the Child Care Public Private Partnerships +\$60 million; the Korea Tour Normalization +\$29 million; and the Family Assistance Program +\$15 million.
- +\$202.8 million (MDA): Sustainment costs for Terminal High Altitude Area Defense (THAAD) equipment including field and operational maintenance, spares, repair parts, and other repair capabilities at deployed THAAD battery locations. Also included are contractor transportation, packaging and handling of Line Replaceable Units (LRUs). Funding also provides for the daily operations and sustainment of seven AN/TPY-2 radars: three forward-based radars (OCONUS), and one test asset radar (PMRF/Wake Island).
- +\$146.0 million (TJS): Transfer of a portion of JFCOM functions to The Joint Staff and associated funding of \$125 million; transfer of the Joint Force Information Operations Governance program from STRATCOM and associated funding of \$16 million; and an increase for the Electronic Joint Manpower and Personnel System of \$9 million offset by reductions for Service Support Contracts of \$4 million.
- -\$157.2 million (DHRA): Decreases are attributed to efficiencies that include: program reductions and eliminations; the elimination of redundant activities; placing planned improvements in abeyance; restructuring contracts; consolidating infrastructure; reducing reliance on service support contractors and implementing operational savings such as reducing travel, training, and support.
- -\$144.9 million (BTA): Disestablishment of the BTA was directed by the Secretary by June 30, 2011. Certain policy, integration, and oversight functions will transfer to the Office of the Deputy Chief Management Officer (DCMO). Certain acquisition related functions of the BTA will transfer to the Defense Logistics Agency (DLA). The remaining functions of the BTA will be eliminated.
- -\$101.1 million (OSD): Reflects the Secretary of Defense’s priorities for significantly improving the effectiveness and efficiency of the Department’s business operations. The OSD conducted a detailed review of its accounts to reduce overhead; flatten and streamline hierarchy; and combine or eliminate repetitive and overlapping functions in order to realign savings from efficiencies into operational units, force structure, readiness, and future military capabilities.

**Summary by Agency (\$ in thousands)**

<b>OP-32A</b>	<b>FY 2010</b>	<b>Price</b>	<b>Program</b>	<b>FY 2011</b>	<b>Price</b>	<b>Program</b>	<b>FY 2012</b>
BTA	119,436	1,632	22,373	143,441	1,419	-144,860	0
CMP	148,804	2,083	5,156	156,043	2,341	1,308	159,692
DAU	109,391	1,660	34,845	145,896	1,215	-23,036	124,075
DCAA	479,860	3,112	3,171	486,143	266	22,413	508,822
DCMA	1,136,335	6,434	-29,920	1,112,849	-412	34,929	1,147,366
DFAS			1,593	1,593	23	10,384	12,000
DHRA	641,343	6,927	175,883	824,153	9,468	-157,202	676,419
DISA	1,576,909	19,552	-212,011	1,384,450	15,283	-39,341	1,360,392
DLA	368,434	4,825	74,784	448,043	6,383	-3,563	450,863
DLSA	128,753	958	-87,307	42,404	105	-5,142	37,367
DMA	265,660	2,996	-12,778	255,878	2,792	-2,537	256,133
DoDDE	3,116,895	37,709	-640,067	2,514,537	22,625	231,515	2,768,677
DPMO	20,748	285	3,122	24,155	123	-1,906	22,372
DSCA	2,674,219	37,621	-2,027,987	683,853	10,094	-11,116	682,831
DSS	479,268	5,853	33,622	518,743	5,581	-18,958	505,366
DTRA	383,814	4,269	75,439	463,522	3,467	-34,856	432,133
DTSA	34,674	169	2,781	37,624	122	-3,898	33,848
MDA	0	0	0	0	0	202,758	202,758
NDU	102,699	917	-5,983	97,633	577	-4,862	93,348
OEA	124,654	1,694	-75,537	50,811	623	30,320	81,754
OSD	2,155,878	41,109	48,313	2,245,300	56,764	-100,100	2,201,964
SOCOM	6,711,933	162,037	-2,929,640	3,944,330	38,567	3,869	3,986,766
TJS	404,498	-16,584	33,026	420,940	-3,152	145,999	563,787
WHS	587,040	-24,880	41,970	604,130	15,247	-56,193	563,184
Other	15,782,536	174,289	-1,979,400	13,977,425	168,975	-77,908	14,068,492
<b>Total</b>	<b>37,553,781</b>	<b>474,667</b>	<b>-7,444,552</b>	<b>30,583,896</b>	<b>358,496</b>	<b>-1,983</b>	<b>30,940,409</b>
The FY 2010 includes \$7,491 million of FY 2010 OCO funds (P.L. 111-118) and also includes \$1,187 million of the FY 2010 Supplemental (P.L. 111-212).							
The FY 2011 column excludes \$9,426 million of FY 2011 requested OCO funds.							
The FY 2011 column reflects the FY 2011 President's Budget request.							

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Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

			FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011
			(Base & OCO)	Base Request with CR Adj*	OCO Request with CR Adj*	Total Request with CR Adj*	Annualized CR Base**	Annualized CR OCO**	Annualized CR Total**
<b>0100D Operation &amp; Maintenance, Defense-Wide</b>									
<b><u>Budget Activity 01: Operating Forces</u></b>									
0100D	010	Joint Chiefs Of Staff	404,498	420,940	20,500	441,440	388,082	18,649	406,731
0100D	020	Special Operations Command	6,711,933	3,944,330	3,012,026	6,956,356	3,636,443	2,740,149	6,376,592
<b>Total, BA 01: Operating Forces</b>			<b>7,116,431</b>	<b>4,365,270</b>	<b>3,032,526</b>	<b>7,397,796</b>	<b>4,024,525</b>	<b>2,758,798</b>	<b>6,783,323</b>
<b><u>Budget Activity 03: Training and Recruiting</u></b>									
0100D	030	Defense Acquisition University	109,391	145,896		145,896	134,508		134,508
0100D	040	National Defense University	102,699	97,633		97,633	90,012		90,012
<b>Total, BA 03: Training and Recruiting</b>			<b>212,090</b>	<b>243,529</b>		<b>243,529</b>	<b>224,520</b>		<b>224,520</b>
<b><u>Budget Activity 04: Admin &amp; Srvwd Activities</u></b>									
0100D	050	Civil Military Programs	148,804	156,043		156,043	143,863		143,863
0100D	070	Defense Business Transformation Agency	119,436	143,441		143,441	132,244		132,244
0100D	080	Defense Contract Audit Agency	479,860	486,143	27,000	513,143	448,196	24,563	472,759
0100D	090	Defense Contract Management Agency	1,136,335	1,112,849	74,862	1,187,711	1,025,982	68,105	1,094,087
0100D	100	Defense Finance And Accounting Service		1,593		1,593	1,469		1,469
0100D	110	Defense Human Resources Activity	641,343	824,153		824,153	759,821		759,821
0100D	120	Defense Information Systems Agency	1,576,909	1,384,450	136,316	1,520,766	1,276,382	124,012	1,400,394
0100D	140	Defense Legal Services Agency	128,753	42,404	120,469	162,873	39,094	109,595	148,689
0100D	150	Defense Logistics Agency	368,434	448,043		448,043	413,070		413,070
0100D	160	Defense Media Activity	265,660	255,878	14,799	270,677	235,905	13,463	249,368
0100D	170	Defense Pow/Mia Office	20,748	24,155		24,155	22,270		22,270
0100D	180	Defense Security Cooperation Agency	2,674,219	683,853	2,000,000	2,683,853	630,473	1,819,473	2,449,946
0100D	190	Defense Security Service	479,268	518,743		518,743	478,251		478,251
0100D	200	Defense Technology Security Administration	34,674	37,624		37,624	34,687		34,687
0100D	210	Defense Threat Reduction Agency	383,814	463,522	1,218	464,740	427,340	1,108	428,448
0100D	220	Department Of Defense Education Activity	3,116,895	2,514,537	485,769	3,000,306	2,318,257	441,922	2,760,179
0100D	230	Missile Defense Agency							
0100D	250	Office Of Economic Adjustment	124,654	50,811		50,811	46,845		46,845
0100D	260	Office Of The Secretary Of Defense	2,155,878	2,245,300	188,099	2,433,399	2,070,036	171,120	2,241,156
0100D	270	Washington Headquarters Service	587,040	604,130		604,130	556,970		556,970
0100D	999	Classified Programs	15,782,536	13,977,425	3,345,300	17,322,725	12,886,373	3,043,341	15,929,714
<b>Total, BA 04: Admin &amp; Srvwd Activities</b>			<b>30,225,260</b>	<b>25,975,097</b>	<b>6,393,832</b>	<b>32,368,929</b>	<b>23,947,528</b>	<b>5,816,702</b>	<b>29,764,230</b>

\* Reflects the FY 2011 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation.

\*\* Adjusts each budget line included in the FY 2011 President's Budget request proportionally to match the Annualized Continuing Resolution funding level for each appropriation.

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

<u>0100D Operation &amp; Maintenance, Defense-Wide</u>			<u>FY 2012</u>	<u>FY 2012</u>	<u>FY 2012</u>
			<u>Base</u>	<u>OCO</u>	<u>Total</u>
<b><u>Budget Activity 01: Operating Forces</u></b>					
0100D	010	Joint Chiefs Of Staff	563,787	2,000	565,787
0100D	020	Special Operations Command	3,986,766	3,269,939	7,256,705
<b>Total, BA 01: Operating Forces</b>			<b>4,550,553</b>	<b>3,271,939</b>	<b>7,822,492</b>
<b><u>Budget Activity 03: Training and Recruiting</u></b>					
0100D	030	Defense Acquisition University	124,075		124,075
0100D	040	National Defense University	93,348		93,348
<b>Total, BA 03: Training and Recruiting</b>			<b>217,423</b>		<b>217,423</b>
<b><u>Budget Activity 04: Admin &amp; Srvwd Activities</u></b>					
0100D	050	Civil Military Programs	159,692		159,692
0100D	070	Defense Business Transformation Agency			
0100D	080	Defense Contract Audit Agency	508,822	23,478	532,300
0100D	090	Defense Contract Management Agency	1,147,366	87,925	1,235,291
0100D	100	Defense Finance And Accounting Service	12,000		12,000
0100D	110	Defense Human Resources Activity	676,419		676,419
0100D	120	Defense Information Systems Agency	1,360,392	164,520	1,524,912
0100D	140	Defense Legal Services Agency	37,367	102,322	139,689
0100D	150	Defense Logistics Agency	450,863		450,863
0100D	160	Defense Media Activity	256,133	15,457	271,590
0100D	170	Defense Pow/Mia Office	22,372		22,372
0100D	180	Defense Security Cooperation Agency	682,831	2,200,000	2,882,831
0100D	190	Defense Security Service	505,366		505,366
0100D	200	Defense Technology Security Administration	33,848		33,848
0100D	210	Defense Threat Reduction Agency	432,133		432,133
0100D	220	Department Of Defense Education Activity	2,768,677	194,100	2,962,777
0100D	230	Missile Defense Agency	202,758		202,758
0100D	250	Office Of Economic Adjustment	81,754		81,754
0100D	260	Office Of The Secretary Of Defense	2,201,964	143,870	2,345,834
0100D	270	Washington Headquarters Service	563,184		563,184
0100D	999	Classified Programs	14,068,492	3,065,800	17,134,292
<b>Total, BA 04: Admin &amp; Srvwd Activities</b>			<b>26,172,433</b>	<b>5,997,472</b>	<b>32,169,905</b>

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

<u>0100D Operation &amp; Maintenance, Defense-Wide</u>	<u>FY 2010 (Base &amp; OCO)</u>	<u>FY 2011 Base Request with CR Adj*</u>	<u>FY 2011 OCO Request with CR Adj*</u>	<u>FY 2011 Total Request with CR Adj*</u>	<u>FY 2011 Annualized CR Base**</u>	<u>FY 2011 Annualized CR OCO**</u>	<u>FY 2011 Annualized CR Total**</u>
<u>Budget Activity 20: Undistributed</u>							
0100D 280 Adj to Match Continuing Resolution		-2,387,323	-850,858	-3,238,181			
Total, BA 20: Undistributed		-2,387,323	-850,858	-3,238,181			
<b>Total Operation &amp; Maintenance, Defense-Wide</b>	<b>37,553,781</b>	<b>28,196,573</b>	<b>8,575,500</b>	<b>36,772,073</b>	<b>28,196,573</b>	<b>8,575,500</b>	<b>36,772,073</b>

\* Reflects the FY 2011 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation.

\*\* Adjusts each budget line included in the FY 2011 President's Budget request proportionally to match the Annualized Continuing Resolution funding level for each appropriation.

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

<u>0100D Operation &amp; Maintenance, Defense-Wide</u>	<u>FY 2012</u> <u>Base</u>	<u>FY 2012</u> <u>OCO</u>	<u>FY 2012</u> <u>Total</u>
<u>Budget Activity 20: Undistributed</u>			
0100D 280 Adj to Match Continuing Resolution			
Total, BA 20: Undistributed			
<b>Total Operation &amp; Maintenance, Defense-Wide</b>	<b>30,940,409</b>	<b>9,269,411</b>	<b>40,209,820</b>

# **Fiscal Year 2012 Budget Estimates Business Transformation Agency (BTA)**



February 2011

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

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**BUSINESS TRANSFORMATION AGENCY  
Operation and Maintenance, Defense-Wide  
FISCAL YEAR (FY) 2012 Budget Estimates**

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

	<u>FY 2010 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2012 Estimate</u>
BTA	119,436	+1,632	+22,373	143,441	1,419	-144,860	0

**I. Description of Operations Financed:** The Secretary has directed the disestablishment of the BTA by June 30, 2011. Certain policy, integration, and oversight functions will transfer to the Office of the Deputy Chief Management Officer (DCMO). Certain acquisition related functions of the BTA will transfer to the Defense Logistics Agency (DLA). The remaining functions of the BTA will be eliminated. The details of these functional transfers and eliminations are provided in Section III C, Reconciliation of Increases and Decreases, below.

The Business Transformation Agency (BTA) conceptualizes, develops, implements and coordinates business transformation efforts across the Department of Defense (DoD) to adapt proven, off-the-shelf technology to securely process more data into accurate, usable information in less time at reduced cost through standardized, simplified and streamlined business processes.

The BTA directly supports the mission of the warfighter in Iraq and Afghanistan through the Task Force to Improve Business and Stability Operations (TFBSO). Support is funded through the Army. The Task Force reviews and assesses DoD business enterprise processes and associated systems in Iraq and Afghanistan which affect contracting, logistics, funds distribution, and financial management. The Task Force focuses on providing systems solutions to support the theater commander's goals for reconstruction and economic development.

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

DoD's business enterprise must be closer to its warfighting customers than ever before. Joint military requirements drive the need for greater commonality and integration of business and financial operations. Changes in the nature of military operations place increased pressure on the business infrastructure to provide mission-driven, adaptive and agile services and information. To support this transition, Defense business operations must be as nimble, adaptive and accountable as any organization in the world.

The BTA has identified the following six concepts as the foundation of business transformation efforts. These concepts form the basis for measuring results.

- Achieve **Strategic Alignment**, one-by-one, of mission areas throughout the organization with DoD's approach to optimizing its business processes.
- **Standardize** essential operational data, processes, and business rules in order to significantly improve the Department's ability to process and share information throughout the enterprise.
- **Simplify** the Department's overly complex business rules that complicate operations, lead to expensive and risk-filled solutions, and inhibit breakthrough performance improvement.
- **Streamline** the Department's core end-to-end business processes to eliminate non-value added activities and achieve significant improvements in the efficiency and effectiveness of business operations.
- Eliminate **Stovepipe** operations; optimize end-to-end processes.



**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

- Deploy **Systems and Services** rapidly and cost effectively with a conscious focus on sound requirements management and comprehensive risk mitigation to achieve improved efficiency and effectiveness throughout the entire DoD enterprise.

As the single Agency responsible for DoD Enterprise Business Transformation functions, the BTA establishes and promulgates requirements, principles, standards, systems, procedures, and practices governing business transformation. Defense business operations are being streamlined so that DoD can quickly deliver warfighting capabilities, within resource constraints, and achieve benefit from economies of scale. Better integration reduces costs by improving information quality, minimizing system customization, and allowing DoD to leverage commercial best practices in implementing business systems.

The BTA vision is to be the champion for driving and accelerating improvements to business operations across the Department of Defense. The BTA vision supports consolidation and streamlining of the various DoD business transformation activities, increasing efficiency, and strengthening acquisition oversight of business transformation initiatives and systems, eliminating redundancy and overhead.

The BTA uses the Business Enterprise Architecture (BEA) as the blueprint for the consolidation of business systems across the Department. The BEA is the DoD-approved architectural framework and information infrastructure for the Department, and includes business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. The DoD Architecture Framework (DoDAF) products, including operational, technical, system, and All View products, prescribe the BEA framework. The BEA, using the DoD Tiered Accountability concept, reflects key business enterprise priorities within the core business mission areas of the Department. Through the Tiered Accountability concept, a DoD Component is responsible for defining an enterprise architecture associated with their own tier of responsibility, while complying with the policy and BEA at the DoD Enterprise-level.

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

The Department's business objectives include improved requirements management, a single face to industry (our suppliers and vendors), and expanded use of business and energy intelligence to achieve improved performance and greater cost efficiencies across the Department. Further, the Department will define and implement policies, procedures, standards, and interface requirements that improve the preparation of a general ledger. This will ultimately lead to improved asset visibility and accountability across the Department and submission of an auditable financial statement.

The BTA's nine operating directorates focus on delivering meaningful and measurable progress toward defense business system modernization and transformation:

- Defense Business Systems Acquisition Executive (DBSAE)
- Chief of Staff (CoS)
- Contracting
- Enterprise Planning and Investment (EP&I)
- Transformation Priorities and Requirements - Financial Management (TP&R-FM)
- Transformation Priorities and Requirements - Supply Chain Management (TP&R-SCM)
- Transformation Priorities and Requirements - Human Resources Management (TP&R-HRM)
- Enterprise Integration (EI)
- Warfighter Requirements Office (WRO)

**Defense Business Systems Acquisition Executive (DBSAE):** The DBSAE develops, coordinates, and integrates programs, systems, and initiatives providing enterprise-wide business capabilities to the warfighter. The DBSAE directly oversees designated enterprise-level business systems development/adaptation and implementation.

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

**Chief of Staff (CoS):** The CoS provides centralized support across the BTA for programming, policy, financial management, administrative services, pay and personnel, travel, training, facilities and space management, security, property accountability, Information Technology (IT) support, communications and Public Affairs and Procure-to-Pay support.

**Contracting:** The BTA Contracting office is recently established to perform in-house contracting directly with vendors rather than relying solely on military inter-departmental purchase requests (MIPRs).

**Enterprise Planning and Investment (EP&I):** The EP&I ensures rapid delivery of business capabilities to the warfighter. The EP&I provides an enterprise-wide framework to facilitate informed decision-making for managing business transformation, built on the foundations of tiered accountability and Service interoperability/cooperation. The Business Enterprise Architecture (BEA) team develops, maintains, and coordinates architecture content and updates; implements policies; aligns the architecture with the Core Business Missions (CBMs), Components, and the Federal Enterprise Architecture (FEA); and conducts testing of the architecture. The Enterprise Transition Plan (ETP) team maintains and coordinates content, format, and revisions; collects, maintains and reports on enterprise program metrics; and updates the document as necessary.

**Transformation Priorities & Requirements (TP&R):** TP&R is made up of three directorates: Financial Management, Supply Chain Management, and Human Resource Management. Each directorate is the primary link to the Principal Staff Assistants (functional business requirement owners) within the Office of the Secretary of Defense. The TP&R identifies enterprise-level business capability gaps and specific needs for enterprise-level capabilities and business priorities. TP&R focuses on establishing Enterprise Standards for processes, data (common vocabularies), integration and implementation.

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

**Enterprise Integration (EI):** The EI ensures DoD Enterprise Resource Planning (ERP) implementation initiatives leverage best practices, ensures rapid adoption of DoD-wide information and process standards as defined in the Business Enterprise Architecture (BEA), and eliminates burdensome processes that hinder successful, rapid deployment of ERP capabilities within the components. The EI promotes the adoption of best practices through collaborative engagement and participation in the acquisition process.

**Warfighter Requirements Office (WRO):** The WRO addresses immediate business process and system challenges that adversely affect current operations. WRO delivers near-term value by connecting the Department's business mission to the warfighter and identifying and addressing frontline opportunities. The WRO has an externally facing customer focus, carrying the Business Mission Area forward to the Warfighting Mission Area.

Please go to website for more information: <http://btalive.bta.mil/>

**Enterprise-level Business Priority Areas**

The Department's integrated transformation plan, detailed in the Enterprise Transition Plan (ETP), addresses six of the DoD-wide Business Enterprise Priorities (BEP). These priorities cover a broad range of the Department's personnel, logistics, real property, purchasing, and financial management requirements. The following paragraphs describe the DoD Business Enterprise Priorities (BEP) and highlight the benefits.

Personnel Visibility: Personnel Visibility (PV) is the fusion of accurate human resources (HR) information, and secure interoperable technology. PV includes military service members, civilian employees, military retirees, contractors (in theater), and other U.S. personnel across the full spectrum - during peacetime and war, through mobilization and demobilization, for deployment and redeployment, while assigned in a theater of operation, at home base, and into retirement. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

ensuring that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets. System used to support PV: Defense Travel System (DTS)

Common Supplier Engagement (CSE): The primary goal of Common Supplier Engagement (CSE) is to simplify and standardize the methods that DoD uses to interact with commercial and government suppliers in the acquisition of catalog, stock, and made-to-order and engineer-to-order goods and services. CSE is the alignment and integration of the policies, processes, data, technology and people to provide a consistent experience for suppliers and DoD stakeholders to ensure reliable and accurate delivery of acceptable goods and services to support the warfighter. CSE also provides the associated visibility of supplier-related information to the warfighting and Business Mission Areas. The systems used to support the CSE: Electronic Document Access (EDA), Standard Procurement System (SPS) and Wide Area Workflow (WAWF).

Materiel Visibility (MV): Materiel Visibility (MV) will provide users with timely and accurate information on the location, movement, status, and identity of unit equipment, materiel, and supplies, regardless of procuring service greatly improving overall supply chain performance. The MV Business Enterprise Priority will improve the delivery of war fighting capability to the warfighter as measured in terms of responsiveness, reliability, and flexibility. The system used to support the (MV) Goals: Item Unique Identifier (IUID)

Financial Visibility (FV): Financial Visibility provides immediate access to accurate and reliable financial information (planning, programming, budgeting, accounting, and cost information) to improve financial accountability and efficient and effective decision making throughout the Department in support of the warfighter's missions. The goal of FV is to effect changes in financial management aimed at reducing investment and operating costs. Systems used to support the (FV) Goals: Defense Agency Initiative (DAI),

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

Electronic Funds Distribution (EFD) Note: need to address an auditable financial statement here, see paragraph seven above.

Real Property Accountability: Real Property Accountability (RPA) provides the warfighter and Core Business Missions (CBM) access to near-real-time secure, accurate, and reliable information on real property assets, environment, safety and occupational health sustainability. The Real Property Installations Lifecycle Management CBM will provide the warfighter and other CBMs with continuous access to Installations and Environment (I&E) information.

**II. Force Structure Summary: Not required.**

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

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

	FY 2011						FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action			Current Estimate	
			Amount	Percent	Appropriated		
<b>A. BA Subactivities</b>							
BTA Program Management	1,282	2,908				2,906	0
EP&I	611	921				920	0
EI	0	500				500	0
TPR	11,428	13,898				13,888	0
WRO	6,603	4,005				4,002	0
CoS	28,998	28,404				28,383	0
DBSAE Executive Office	7,285	6,061				6,057	0
BEIS Portfolio	6,998	9,900				9,893	0
DAI		371				371	0
EIW	2,925	1,600				1,599	0
DISS		10,600				10,593	0
DTS	9,830	9,496				9,489	0
EDA	4,284	2,000				1,999	0
GEX	3,863	3,677				3,674	0
IVAN	1,495	1,504				1,503	0
IUID	2,818	0				0	0
DCMO/LSS	7,223	10,365				10,358	0
SPS	16,645	20,075				20,061	0
WAWF	4,771	5,309				5,306	0
VIPS	2,377	11,847				11,839	0
<b>BTA TOTAL</b>	<b>119,436</b>	<b>143,441</b>				<b>143,441</b>	<b>0</b>

BUSINESS TRANSFORMATION AGENCY  
 Operation and Maintenance, Defense-Wide  
 FISCAL YEAR (FY) 2012 Budget Estimates

<b><u>B. Reconciliation Summary</u></b>	<b><u>Change</u></b> <b><u>FY 2011/FY 2011</u></b>	<b><u>Change</u></b> <b><u>FY 2011/FY 2012</u></b>
<b>Baseline Funding</b>	143,441	143,441
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>143,441</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>143,441</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		1,419
Functional Transfers		-84,100
Program Changes		-60,760
<b>Current Estimate</b>	<b>143,441</b>	<b>0</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>143,441</b>	



**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended)</b>		<b>143,441</b>
1. Congressional Adjustments		0
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		
2. War-Related and Disaster Supplemental Appropriations		0
3. Fact of Life Changes		0
<b>FY 2011 Baseline Funding</b>		<b>143,441</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>143,441</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>143,441</b>
6. Price Change		1,419
7. Functional Transfers		-84,100
a. Transfers In		
b. Transfers Out		

**BUSINESS TRANSFORMATION AGENCY  
 Operation and Maintenance, Defense-Wide  
 FISCAL YEAR (FY) 2012 Budget Estimates**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) The Business Transformation Agency is being disestablished and DLA Operations & Maintenance is assuming responsibility of the following systems under the name DoD Enterprise Systems Development & Demonstration: Defense Travel System, Business Enterprise Information Systems, Wide Area Workflow, Standard Procurement System, Global Exchange System, and Defense Business Systems Acquisition Executive (FY 2011 Baseline: \$38,300 thousand, -61 FTEs)	-38,300	
2) Electronic Document Access (EDA) transferred from Business Transformation Agency to DLA to improve visibility and accuracy of contract-related data and supports interoperability of DoD acquisition systems (FY 2011 Baseline: \$3,000 thousand)	-3,000	
3) Virtual Interactive Processing System (VIPS) transferred from Business Transformation Agency to DLA to implement U.S. Military Processing Command's reengineered business processes to qualify applicants for military service (FY 2011 Baseline: \$7,600 thousand)	-7,600	
4) Transfers resources from Business Transformation Agency (BTA) to Office of the Deputy Chief Management Officer (DCMO) based on SECDEF decision to disestablish BTA. Funding will support the integration and coordination of the Department's business operations, to ensure performance plans, goals, and measures are aligned with DoD strategic goals. Program amount is based on initial transfer of \$35,200K, applied reductions for SECDEF efficiencies, price and inflation adjustments, and transfers funding to Core Operating Program of \$2,951K for Civilian Pay, netting to new base transferred \$30,366K. (FY 2011 Baseline: \$35,200 thousand, -46 FTE)	-35,200	

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**FISCAL YEAR (FY) 2012 Budget Estimates**

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
9. Program Decreases		<b>-60,760</b>
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2012 Decreases		
c. Program Decreases in FY 2012		
BTA disestablishment in FY 2011 per SECDEF decision (FY 2011		
Baseline: \$59,341 thousand , -134 FTE)	-60,760	
<b>FY 2012 Budget Request</b>		<b>0</b>

**BUSINESS TRANSFORMATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

The Agency is currently working with other DoD representatives to develop performance metrics by Business Enterprise Priority (BEP). The OMB 300 exhibits and recent update to the Enterprise Transition Plan (ETP) provide some measures of performance, although they may have Defense-wide applicability and cross multiple appropriations.

**A. Personnel Visibility -**

DISS	FY10		FY11	
	Baseline	Actual	Target	Goal
Clearance Processing Time - In Days	72	64	62	60
Electronic Adjudication - Actions in Thousands	8	185	200	225
Processing Time for Initial Investigations - In Days	80.75	44	40	40

**B. Common Supplier Engagement (CSE): (\$ in thousands)**

**SPS:** FY 2010 - 984,395 contract actions processed using SPS throughout DoD obligating \$187,313,937.

FY 2011: 1<sup>st</sup> Quarter data not yet available.

**WAWF:** FY 2010 - 147,957,629 transactions processed using WAWF throughout DoD for invoices totaling \$497,704,402,506.

**BUSINESS TRANSFORMATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 2011 (through December 2010): 39,813,725 transactions processed using WAWF throughout DoD for invoices totaling \$243,910,571,818.

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Active Military End Strength (E/S)</u>					
(Total)					
Officer	4	7	0	3	-7
Enlisted					
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	222	247	0	25	-247
Foreign National Direct Hire					
Total Direct Hire	222	247	0	25	-247
<u>Active Military Avg Strength (A/S)(Total)</u>					
Officer	4	7	0	3	-7
Enlisted					
Civilian FTEs (Total)					
U.S. Direct Hire	208	241	0	33	-241
Foreign National Direct Hire					
Total Direct Hire	208	241	0	33	-241
Foreign National Indirect Hire					
Memo: Military Technician Included					
Memo: Reimbursable Civilians Included					
Average Annual Civilian Salary (\$ in thousands)	116,854	118,391	0	1,537	-118,391
Contractor FTEs (Total)	613	613	0	0	-613

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>	Change FY 2011/FY 2012		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	33,530	0	8,491	42,021		-42,021	0
308 Travel of Persons	1,068	13	929	2,010	28	-2,038	0
673 Def Fin & Accounting Svc		0	495	495	7	-502	0
912 GSA Leases (SLUC)	6,615	99	-1,023	5,691	80	-5,771	0
913 Purch Util (non fund)	0	0	50	50	1	-51	0
914 Purch Com (non fund)	812	11	-590	233	3	-236	0
920 Supplies/Matl (non fund)	488	6	478	972	14	-986	0
921 Print & Reproduction	12	0	-12	0	0	0	0
922 Eqt Maint Contract	2,061	25	-1,763	323	5	-328	0
923 Facilities Maint by Contr	32	0	391	423	6	-429	0
925 Eqt Purch (non fund)	3,715	53	3,514	7,282	102	-7,384	0
931 Contract Consultants	0	0	3,380	3,380	47	-3,427	0
932 Mgt Prof Support Svcs	8,876	107	13,505	22,488	315	-22,803	0
933 Studies, Analysis & Eval		0	4,073	4,073	57	-4,130	0
934 Engineering & Tech Svcs	6,545	77	18,241	24,863	348	-25,211	0
987 Other IntraGovt Purch	4,961	20	-3,537	1,444	20	-1,464	0
989 Other Services	50,721	1,221	-24,249	27,693	386	-28,079	0
<b>Total</b>	<b>119,436</b>	<b>1,632</b>	<b>22,373</b>	<b>143,441</b>	<b>1,419</b>	<b>-144,860</b>	<b>0</b>

**BUSINESS TRANSFORMATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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# **Fiscal Year 2012 Budget Estimates Civil Military Programs (CMP)**



**February 2011**

**CIVIL MILITARY PROGRAMS**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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**CIVIL MILITARY PROGRAMS (CMP)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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

	<u>FY 2010 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2012 Estimate</u>
<b>CMP</b>	148,804	2,083	5,156	156,043	2,341	1,308	159,692

\* FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

**I. Description of Operations Financed:**

**Civil Military Programs.** The 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.

**National Guard Youth Challenge Program (<http://ra.defense.gov/html/challenge.html>).**

This program is 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 approximately 20 percent of the total annual graduates (2,000 program graduates annually) an opportunity to join the military.

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

**CIVIL MILITARY PROGRAMS (CMP)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 one territory. The eighteen-month program consists of a 22-week residential phase that includes a two-week pre-ChalleNGe phase and a 12-month post-residential phase.

**Innovative Readiness Training Program (IRT)(<http://irt.defense.gov/>)**.

The IRT 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. Previous projects have included road construction in rural Alaska, health care to Native Americans in the Southwest, and for the first time since 1938, Navy and Army divers raised a sunken submarine in Providence, Rhode Island.

**DoD STARBASE Program (<http://ra.defense.gov/html/starbase.html>)**.

This program 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 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

**CIVIL MILITARY PROGRAMS (CMP)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 in 34 states, District of Columbia and Puerto Rico.

**II. Force Structure Summary: N/A**

CIVIL MILITARY PROGRAMS (CMP)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	FY 2011			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Congressional Action</u>				
A. <u>BA Subactivities</u>			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
1. National Guard Youth Challenge	105,666	120,087				120,087	120,000
2. Innovative Readiness Training	22,521	20,000				20,000	20,369
3. STARBASE	20,617	15,956				15,956	19,323
<b>Total</b>	<b>148,804</b>	<b>156,043</b>				<b>156,043</b>	<b>159,692</b>

\* FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

CIVIL MILITARY PROGRAMS (CMP)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<b>B. <u>Reconciliation Summary</u></b>	<b><u>Change</u></b> <b><u>FY 2011/FY 2011</u></b>	<b><u>Change</u></b> <b><u>FY 2011/FY 2012</u></b>
<b>Baseline Funding</b>	156,043	156,043
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>156,043</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>156,043</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		2,341
Functional Transfers		
Program Changes		1,308
<b>Current Estimate</b>	<b>156,043</b>	<b>159,692</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>156,043</b>	

CIVIL MILITARY PROGRAMS (CMP)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
<b>FY 2011 President's Budget Request</b>		<b>156,043</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>156,043</b>
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
3. Fact-of-Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>156,043</b>
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>156,043</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriation and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		<b>156,043</b>
6. Price Change		2,341
7. Functional Transfers		
8. Program Increases		3,189
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		



**CIVIL MILITARY PROGRAMS (CMP)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) DoD STARBASE Program Civil Military Programs funds were adjusted to support the President's Science, Technology, Engineering and Mathematics Education and Outreach Initiative, which serves over 60,000 elementary students on 60 sites located in 34 states, the District of Columbia and Puerto Rico. Program is geared to raise interest and ability level of K-12 students in science, technology, engineering and math skills all of which are essential for the future of our military and civilian defense workforce. (FY 2011 Baseline: \$15,956)	3,120	
2) Innovative Readiness Training - Additional funding helps provide realistic combat support and combat service support for National Guard and Reserve members and affords them realistic training while at the same time providing community goodwill. (FY 2011 Baseline: \$20,000)	69	
9. Program Decreases		-1,881
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Secretary of Defense Initiatives - Reduction supports Secretary of Defense Savings Initiative. Risks to the program will be mitigated by implementing best business practices during the execution of these programs.	-1,881	
<b>FY 2012 Budget Request</b>		<b>159,692</b>

**CIVIL MILITARY PROGRAMS (CMP)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**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.

<u>STATE</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Alaska	250	250	250
Arkansas	150	150	150
Arizona	160	160	160
California (2)	600	600	600
District of Columbia	56	56	56
Florida	270	270	270
Georgia (2)	800	800	800
Hawaii(2)	200	280	280
Illinois	630	630	630
Indiana	200	200	200

**CIVIL MILITARY PROGRAMS (CMP)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

<u>STATE</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Kentucky	200	200	200
Louisiana (3)	1,300	1,400	1,400
Maryland	200	200	200
Michigan	228	228	228
Mississippi	400	400	400
Montana	180	180	180
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	150	150
Texas	200	200	200
Virginia	270	270	270
Washington	240	240	240
Wisconsin	200	200	200
West Virginia	200	200	200
Wyoming	100	100	100
<b>TOTALS</b>	<b>8,478</b>	<b>8,658</b>	<b>8,658</b>

OFFICE OF THE SECRETARY OF DEFENSE, CIVIL MILITARY PROGRAM  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary

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 2010 over 60,000 students participated in the program on military installations in 34 states, and involved working with over 360 school districts, and 1254 schools.

	<u>Number of Sites Service</u>		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
USAF/AFR/ANG	46	46	46
Navy/Navy Reserve/Marine Corps	<u>14</u>	<u>14</u>	<u>14</u>
TOTALS	<u>60</u>	<u>60</u>	<u>60</u>

**CIVIL MILITARY PROGRAMS (CMP)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

	FY 2010	FY 2011	FY 2012	Change	
				FY 2010/ FY 2011	FY 2011/ FY 2012
<b>V. <u>Personnel Summary</u></b>					
Civilian End Strength (Total)	N/A	N/A	N/A		
U.S. Direct Hire					
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
Civilian FTEs (Total)					
U.S. Direct Hire					
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$)					

CIVIL MILITARY PROGRAMS (CMP)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
988 Grants	148,804	2,083	5,156	156,043	2,341	1,308	159,692
<b>Total</b>	<b>148,804</b>	<b>2,083</b>	<b>5,156</b>	<b>156,043</b>	<b>2,341</b>	<b>1,308</b>	<b>159,692</b>

\* FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

# Fiscal Year 2012 Budget Estimates Defense Acquisition University



February 2011

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
DAU	109,391	1,660	34,845	145,896	1,215	-23,036	124,075

\* The FY 2011 Estimate Column reflects the FY 2011 President's Budget Request.

**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. Impact 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 the over 147,700 Department of Defense acquisition employees to achieve the right acquisition outcomes. The Defense Acquisition University (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.

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

- 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.

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. 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.

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

- 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)
- Earned reaffirmation of accreditation in 2008 with three commended areas
- Seven distance-learning awards
- Ranked #1 Corporate University in America—American Society of Training and Development (2004)
- Ranked #1 Organization in the Government for Leadership and Development (2007, 2006, 2005)
- Best Overall Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Best Mature Corporate University—Corporate University Best-in-Class (2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2006 & 2002)
- *Computerworld* 21st Century Achievement Award (2007)

As the primary learning assets provider for the Defense Acquisition Workforce, the 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. DAU wants to be fully integrated into its learners' careers from the time of

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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, the 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.

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

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

- **Knowledge Sharing:** The AT&L Knowledge Sharing System and Acquisition Community Connection provides 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, the over 147,700 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 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, web-based, and hybrid offerings. As a result, students can take many of their courses online, reducing their time away from the job and home, and avoiding travel costs. The DAU provided over 7.9 million hours of classroom and online training in FY 2010.

**Continuous Learning:** The AT&L workforce to 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 240 self-paced continuous learning modules online that are always available to help meet continuous learning requirements and improve job performance. The DAU provided over 2.1 million hours of continuous learning in FY 2010.

**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. 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

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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 2010 the DAU will provide 586 management assistance efforts (consulting, targeted training, and rapid deployment training), totaling over 559,000 hours -- most working with customers in their workplaces.

**Knowledge Sharing: AT&L Knowledge Sharing System, Acquisition Community Connection, and Virtual Library:** The DAU develops, operates and maintains the DoD AT&L Knowledge Management System for OSD, as a major vehicle for online job support for the Acquisition Workforce.

The "System" consists of Knowledge Repositories; Collaborative Tools; Knowledge Document Gateways; Process Performance and Learning Tools; and an Advanced Search capability; all closely integrated together as a "system of systems".

The present major subsystems include the AT&L Knowledge Sharing System, the Acquisition Community Connection, the Best Practices Clearinghouse, and the ACQUIRE search and discovery system.

The AT&L Knowledge Sharing System (AKSS) provides the AT&L community with a single entry point to acquisition resources. This site contains links to mandatory and discretionary reference material, performance support tools, "Ask a Professor," Acquisition Events, and related web resources like the new Program Managers e-Tool Kit which puts program management tools from all functional areas at the fingertips of users in a dynamic new format ( <https://pmtoolkit.dau.mil/> ). AKSS contact hours totaled over 5 million in FY 2010.

The AKSS links to the Acquisition Community Connection (ACC), which contains numerous Communities of Practice (CoP) and Special Interest Areas (SIA) in career fields or business processes. These 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

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

and fosters the transfer of best business practices across the DoD AT&L workforce. In FY 2010, ACC contact hours totaled over 880,000 in FY 2010 (For more information go to: <https://dap.dau.mil>).

**Building Compelling Evidence of Results for DAU Stakeholders:** The DAU has been able to meet successfully its challenge of serving significantly increasing numbers of students who are in need of certification training with no real increase in budget. The university has improved in many areas. Since 1998 the university has increased students trained from 33,000 to over 175,000 per year while at the same time civilian faculty/staff full-time equivalent authorizations have decreased from 643 to 465 and student travel costs from \$31M to \$17M per year (est. FY 2012). Over this time, the average training cost per student has declined almost 75 percent. In FY 2012, the average cost per student is estimated at \$703. This has allowed reprioritization of resources into e-learning initiatives, curricula modernization, and other efforts. 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.

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 45,000 in FY 2010; the average rating was 6.31 (or 90 percent). This exceeded DAU's target of 80 percent by 10 percent and is 7 percent above the corporate benchmark of 83 percent. Over 91,000 surveys were completed by online students in FY 2010; 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.

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

The university has embraced five strategic goals with measures for FYs 2010-2015 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.

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.



**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

**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 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 38,900). 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 25,800)
- **Midwest** - Kettering, Ohio (serves workforce of 20,900)
- **South** - Huntsville, Alabama (serves workforce of 33,000)
- **West** - San Diego, California (serves workforce of 29,100)

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

	FY 2011						FY 2012 <u>Estimate</u>
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>A. <u>Budget Activity (BA) 3</u></b>							
<b>Recruitment and Training (\$000s)</b>							
Teaching	70,154	103,878			103,878	103,878	90,575
Curriculum Development	13,096	14,590			14,590	14,590	12,410
Mission Assistance	14,670	15,027			15,027	15,027	12,410
Knowledge Sharing	7,942	8,170			8,170	8,170	6,200
Research	1,213	1,313			1,313	1,313	1,240
Acquisition Workforce	2,316	2,918			2,918	2,918	1,240
<b>Total BA 3</b>	<b>109,391</b>	<b>145,896</b>			<b>145,896</b>	<b>145,896</b>	<b>124,075</b>

\* The FY 2011 Estimate Column reflects the FY 2011 President's Budget Request.

DEFENSE ACQUISITION UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2011/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	145,896	145,896
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>145,896</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>145,896</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		1,215
Functional Transfers		
Program Changes		-23,036
<b>Current Estimate</b>		<b>124,075</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>145,896</b>	

DEFENSE ACQUISITION UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>145,896</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		<b>145,896</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>145,896</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>145,896</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>145,896</b>
6. Price Change		1,215
7. Functional Transfers		
8. Program Increases		3,668
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
1) As a result of circa 1929 buildings at Ft. Belvoir, VA, facility maintenance is required over and above our normal recap for these issues at the Ft. Belvoir campus (FY 2011 Baseline: \$544K, Facilities Maint. by Contract).	3,543	
c. Program Growth in FY 2012		

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) Increase connectivity to classrooms, increase teleconferencing use to reduce travel (FY 2011 Baseline: \$1,001K, Purchased communications (non-fund))	125	
9. Program Decreases		-26,704
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Defense Acquisition Workforce Development Fund (DAWDF) sustainment costs: Civilian pay sustainment costs for 151 FTEs moved back into DAWDF (FY 2011 Baseline: \$94,309K, Total Civilian Pay	-21,151	
2) Economic adjustment for inflation (includes no general pay increase and a downward adjustment to non-pay inflation from 1.7% to 1.5%)	-3,007	
3) Efficiencies: Travel - Reduce offerings, cut staff travel, increase use of teleconferencing technologies (FY 2011 Baseline: 20,139K, Travel of Persons).	-1,159	
4) In-grade adjustments reflecting senior personnel attritions and other pay changes. (FY 2011 Baseline: \$94,309K, Civilian Pay)	-842	
5) Efficiencies: Service Support Contractors Reliance Reduction - Reduce contractor support, in-sourcing (FY 2011 Baseline: 11,441K, Other Contracts).	-330	
6) Reduction of one paid day between FY 2011 and FY 2012 (FY 2011 Baseline: \$56,139K, Civilian Pay @ 465 FTEs)	-215	
<b>FY 2012 Budget Request</b>		<b>124,075</b>

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

**IV. Performance Criteria and Evaluation Summary**

	<b>Workload Actual FY 2010</b>	<b>Workload Estimate FY 2011</b>	<b>Workload Estimate FY 2012</b>
<b>Number of Students Trained</b>			
Classroom	33,867	54,470	34,550
Web-based	<u>138,706</u>	<u>219,530</u>	<u>142,050</u>
Total	172,573	274,000	176,600

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.

<b>Number of Students Trained</b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>
Army	50,391	79,990	51,600
Navy	39,830	63,250	40,750
Air Force	39,053	62,000	39,950
DoD	20,761	32,970	21,240
Other	<u>22,538</u>	<u>35,790</u>	<u>23,060</u>
Total	172,573	274,000	176,600

DEFENSE ACQUISITION UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission

**IV. Performance Criteria and Evaluation Summary**

Budget Activity #3: Training and Recruitment (\$000)	Estimate FY 2010	Estimate FY 2011	Estimate FY 2012
<b>Average Cost per Student</b>	<b>634</b>	<b>532</b>	<b>703</b>
Year-over-Year Change (FY09: \$689)	-55	-102	+171
Change from FY 2009		-157	+14

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.

**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>					
(Total)					
Officer	35	49	49	14	0
Enlisted	3	3	3	0	0
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	446	626	475	+180	-151
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
<u>Active Military Average Strength (A/S)</u>					
(Total)					
Officer	35	49	49	14	0
Enlisted	3	3	3	0	0
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	464	616	465	+152	-151
Foreign National Direct Hire					
Total Direct Hire	464	616	465	+152	-151
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$ in thousands)	\$143.353	\$153.594	\$149.955	+\$10.241	-\$3.639
<u>Contractor FTEs (Total)</u>					
FTEs	108	97	87	-11	-10



**DEFENSE ACQUISITION UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

<u>OP 32 Line</u>		<u>FY 2010</u>	<u>Change from</u>			<u>Change from</u>		
			<u>FY 2010 to FY 2011</u>			<u>FY 2011 to FY 2012</u>		
			<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>FY 2011</u>	<u>Price</u>	<u>Program</u>
101	Exec, Gen and Special Schedule	66,680	1,035	26,594	94,309	330	-25,215	69,424
103	Wage Board	300	5		305			305
<b>199</b>	<b>Total Civ Compensation</b>	<b>66,980</b>	<b>1,040</b>	<b>26,594</b>	<b>94,614</b>	<b>330</b>	<b>-25,215</b>	<b>69,729</b>
308	Travel of Persons	17,083	239	2,817	20,139	302	-1,159	19,282
<b>399</b>	<b>Total Travel</b>	<b>17,083</b>	<b>239</b>	<b>2,817</b>	<b>20,139</b>	<b>302</b>	<b>-1,159</b>	<b>19,282</b>
633	DLA Document Services	1,677	50	785	2,512	149		2,661
<b>699</b>	<b>Total DWCF Purchases</b>	<b>1,677</b>	<b>50</b>	<b>785</b>	<b>2,512</b>	<b>149</b>		<b>2,661</b>
912	GSA Leases (SLUC)	2,232	31		2,263	38		2,301
914	Purch Com (non fund)	1,122	16	57	1,195	18	125	1,338
915	Rents, Leases (non GSA)	165	2		167	3		170
917	Postal Svc (USPS)			194	194	3		197
920	Supplies/Matl (non fund)	1,153	16	564	1,733	26		1,759
921	Print & Reproduction	298	4		302	5		307
922	Eq't Maint Contract	189	3	434	626	9		635
923	Facilities Maint by Contr	536	8		544	8	3,543	4,095
925	Eq't Purch (non fund)	3,571	50		3,621	54		3,675
987	Other IntraGovt Purch	3,102	43		3,145	47		3,192
989	Other Services	11,283	158		11,441	172	-330	11,283
990	IT Contract Support Ser			3,400	3,400	51		3,451
<b>999</b>	<b>Total Other Purchases</b>	<b>23,651</b>	<b>331</b>	<b>4,649</b>	<b>28,631</b>	<b>434</b>	<b>3,338</b>	<b>32,403</b>
<b>9999</b>	<b>Total</b>	<b>109,391</b>	<b>1,660</b>	<b>34,845</b>	<b>145,896</b>	<b>1,215</b>	<b>-23,036</b>	<b>124,075</b>

\* The FY 2011 Estimate Column reflects the FY 2011 President's Budget Request.

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# **Fiscal Year (FY) 2012 Budget Estimates**

## **Defense Contract Audit Agency (DCAA)**



February 2011

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**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
DCAA	479,860	3,112	3,171	486,143	266	22,413	508,822

\* The FY 2010 Actual column includes \$15,008 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and includes \$8,800 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate column excludes \$27,000 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

\* The FY 2012 Estimate column excludes \$23,478 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**I. Description of Operations Financed:** [www.dcaa.mil](http://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 2011 and FY 2012 include additional workyears for auditors to ensure that DCAA conducts the Department's audits to the highest auditing standards.

The DCAA continues to return savings to the Government that exceeded the cost of its operations. In FY 2010, the Agency audited \$34 billion of costs incurred on contracts and reviewed 5,689 forward pricing proposals amounting to \$185 billion. Approximately

DEFENSE CONTRACT AUDIT AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

I. Description of Operations Financed: (Continued)

\$2.9 billion in net savings were reported because of the audit findings. **The return on taxpayers' investment was approximately \$5.14 for each dollar invested** (\$560 million in FY 2010, including reimbursables).

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 in the following table:

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>Execution of Workyears</u>	(1) <u>FY 2010</u>	(2) <u>FY 2011</u>	(3) <u>FY 2012</u>
1. Forward Pricing	1,307	1,073	1,009
2. Incurred Cost Effort:			
Regular Incurred Cost	1,072	1,514	1,542
CAS Compliance Audits	65	120	80
Total Incurred Cost	1,137	1,634	1,622
3. Operations Audits	22	35	40
4. Special Audits	606	558	480
5. Post-award Audits	33	117	102
6. Cost Accounting Standards: Disclosure Statements, Cost Impact Audits, Etc.	160	150	188
7. Other Direct Audit Effort:			
Procurement Support	214	251	223
Audit Support & Planning	455	362	430
Total Other Direct	669	613	653
8. Field Support:			
Regional Offices	269	300	321
Field Support	124	133	135
Total Field Support	393	433	456
9. Headquarters	144	144	161
Total Workyears	4,471	4,757	4,711

(1) Actual WYs including overtime plus Defense Acquisition Workforce Development Fund (DAWDF (438)).

(2) Includes O&M WYs of 4,183 plus DAWDF (574).

(3) Includes O&M WYs of 4,269 plus DAWDF (442).

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 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:

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. The number of price proposal audits is expected to decline in FY 2011 and 2012 due to DoD guidance that raises the thresholds for when contracting officers should obtain DCAA audit assistance.

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



**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 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 accounting and management systems and related internal

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 internal control systems gained during these audits is invaluable to the evaluation of contractors' price proposals.

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 DCAA has little control over the number or timing of these audits and must respond to all such requests as a priority. 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.

5. **Post-award 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.

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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.

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.

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 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.

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 4,000 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, Generally Accepted Government Auditing 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 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

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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.

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.

DEFENSE CONTRACT AUDIT AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

II. Force Structure Summary: Not Applicable.

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>A. <u>BA Subactivities (BA) 4</u></b>							
<b>1. Defense Contract Audit Agency</b>	<b>479,860</b>	<b>486,143</b>				<b>486,143</b>	<b>508,822</b>
DCAA Operations	448,365	460,879				460,879	471,120
DCAA Communications	4,293	4,930				4,930	6,036
DCAA Major Headquarters	27,202	20,334				20,334	31,666
<b>Memo: Audit Institute</b>	<b>8,023</b>	<b>7,065</b>				<b>7,065</b>	<b>8,107</b>
DCAA Operations	8,011	7,053				7,053	8,095
DCAA Communications	12	12				12	12
DCAA Major Headquarters	-	-				-	-
<b>Memo: Audit Operations</b>	<b>471,837</b>	<b>479,078</b>				<b>479,078</b>	<b>500,715</b>
DCAA Operations	440,354	453,826				453,826	463,025
DCAA Communications	4,281	4,918				4,918	6,024
DCAA Major Headquarters	27,202	20,334				20,334	31,666

**Total**

\* The FY 2010 Actual column includes \$15,008 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and includes \$8,800 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$27,000 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$23,478 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.



DEFENSE CONTRACT AUDIT AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2011/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	<b>486,143</b>	<b>486,143</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>486,143</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>486,143</b>	
Anticipated Supplemental	27,000	
Reprogrammings		
Price Changes		266
Functional Transfers		
Program Changes		22,413
<b>Current Estimate</b>	<b>513,143</b>	<b>508,822</b>
Less: Wartime Supplemental	-27,000	
<b>Normalized Current Estimate</b>	<b>486,143</b>	

DEFENSE CONTRACT AUDIT AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>486,143</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>486,143</b>
2. War-Related and Disaster Supplemental Appropriations		27,000
a. FY 2011 Defense-Wide Overseas Operations Budget Request	27,000	
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>513,143</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>513,143</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings	-27,000	-27,000
<b>FY 2011 Normalized Current Estimate</b>		<b>486,143</b>
6. Price Change		266
7. Functional Transfers		
8. Program Increases		58,910
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

**Amount      Totals**

NOTE: By EOY FY 2011, DCAA will have hired 700 auditors via the Defense Acquisition Workforce Development Fund (DAWDF) - (508 hired through FY 2010 and additional 192 planned through FY 2011). In FY 2012, the full complement of 700 will be on-board and increases in support costs addressed below relate in part to these new hires; as only their pay, benefits and training travel can be paid with DAWDF. Supervisory management costs and all other support costs are paid for with baseline funding. Increases at the Defense Contract Audit Institute (DCAI) are associated with staffing growth including the impact of the DAWDF hires.

- |   |        |
|---|--------|
| 1) Resulting from the GAO reports on improved adherence to Generally Accepted Government Auditing Standards (GAGAS), the increase funds the pay and benefits of 125 direct workyears to ensure that DCAA conducts the Department's audits to the highest auditing standards. The FY 2012 request incorporates the following two outside review recommendations: that audit staff in regional offices be re-aligned at Headquarters in the new Quality Assurance Directorate. This group is aligned with the Agency Director / Deputy Director rather than the Regional Directors / Deputy Regional Directors thereby enabling greater independence. The second recommendation involves an expanded Internal Review Team to perform critical functions, such as serving as an Ombudsman between staff and DCAA management and addressing hotline complaints. (FY 2011 Base \$408,735K, +125 FTEs). | 16,814 |
| 2) Disability Compensation increased bill costs as of FY 2012 (FY 2011 Base \$1,233K).  | 1,098  |
| 3) Permanent Change of Station (PCS) associated with realignment from Executive, General and Special Schedules.   | 4,525  |

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
4) Mission/training travel to support additional workyears (FY 2011 Base \$17,412K).	1,827	
5) DFAS program increase associated with staffing growth (including DAWDF) (FY 2011 Base \$4,032K).	714	
6) GSA rental payments associated with staff growth (FY 2011 Base \$12,780K).	345	
7) Equipment & supply cost associated with additional workyears including DAWDF (FY 2011 Base \$9,981K).	1,423	
8) Printing and reproduction costs associated with additional staffing (FY 2011 Base \$136K).	92	
9) Enhanced communications capabilities CONUS & OCONUS (i.e. VTC teleconferencing associated costs) (FY 2011 Base \$4,932K).	1,030	
10) Facilities maintenance costs associated with staffing increases/new offices and growth of \$377K (FY 2011 Base \$136K from Other Services).	513	
11) Furniture & equipment associated with staff growth/offices & enhanced communication capabilities (i.e. VTC teleconferencing) (FY 2011 Base \$4,111K).	2,052	
12) Baseline I.T. contracts (moving from Other Services to IT Contract Support Services).	7,619	
13) I.T. support contracts related to additional workyears and improving Help Desk support capabilities (FY 2011 Base \$7,619K).	1,100	
14) Secure network costs due to I.T. services required for re-accreditation purposes (FY 2011 Base \$7,619K).	3,900	
15) Other Intra-governmental purchases and program growth of \$463K associated with increased staffing (such as the OPM support agreement for recruiting assistance \$175K; DCAI Guard Services \$73K; and the State Department for Iran Claims Litigation for \$80K) (FY 2011 Base \$10,616K from Other Services and Other Costs).	11,084	

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
16) Equipment Maintenance by Contract Realignment from Other Services of \$4,619K and program growth of \$159K associated with increased staffing / I.T. software maintenance (FY 2011 Base \$220K).	4,774	
9. Program Decreases		-36,497
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) One less paid day	-1,691	
2) Efficiencies: Fourth Estate Baseline Review identified a reduction of 39 Admin positions to streamline overhead costs (FY 2011 Base \$408,735K, -39 FTEs).	-5,000	
3) Efficiencies: Fourth Estate Baseline Review identified a reduced requirement for overtime (FY 2011 Base \$4,744K).	-600	
4) Efficiencies: Fourth Estate Baseline Review identified reduced requirements for Permanent Change of Station (PCS) costs (FY 2011 Base \$4,525K).	-1,700	
5) Efficiency decrease in travel requirements to implement more cost effective management of travel resources (FY 2011 Base \$17,412K).	-5,395	
6) Efficiencies: Fourth Estate Baseline Review identified decreased requirements for DFAS support costs associated with DFAS eliminating positions (efficiencies) (FY 2011 Base \$4,032K).	-153	
7) Efficiencies: Fourth Estate Baseline Review identified decreased requirements for DFAS support costs associated with increased DCAA usage of electronic leave and earnings statements versus mailed hard copies (FY 2011 Base \$4,032K).	-20	
8) Decrease in transportation of things associated with PCS reductions (FY 2011 Base \$1,362K).	-166	

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
9) Decrease in other rents associated with office moving from Corps of Engineers space to GSA space (FY 2011 Base \$780K).	-123	
10) Decrease in utilities associated with office space requirements (FY 2011 Base \$38K).	-34	
11) Realignment from Other Costs to Other Intra-government Purchases.	-1,309	
12) Realignments from Other Services to Other Services, Equipment Maintenance - Contract, Other Intra-government Services, Facility Maintenance - Contract, and IT Contract Support Services (FY 2011 Base \$23,029K).	-20,301	
13) Efficiencies: Reduced reliance on Service Support Contractors (FY 2011 Base \$23,029K).	-5	
 <b>FY 2012 Budget Request</b>		 <b>508,822</b>

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 85 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 - the majority of contract audit services for all other federal agencies.

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 new 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 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.

**Alignment between the Performance Measures and DCAA's Planning, Programming, Budgeting, and Execution System (PPBES) Process.** DCAA's Performance Measures support decisions on budget requests and are meaningful for assessing the Agency's performance. The costs per direct audit hour and timeliness measures are used to identify the costs of performance and assess the impact of fiscal constraints. The DCAA executives receive information monthly regarding the results of the audit performance measures. The DCAA executives consider possible influencing factors, such as cost-benefit analysis and process improvements, which could impact the outcome of the previously developed goals.



**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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. 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 2011 and 2012. Detailed descriptions are provided for each of the existing measures.

<u>Notes</u>	<u>Audit Performance Measures</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Objective (Est.)</u>	<u>FY 2012 Objective (Est.)</u>
	<b><u>Quality Related Measures:</u></b>			
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	73%	TBD	TBD
3	Quantitative Methods Usage	23%	TBD	TBD
4	CPE Requirements	98%	100%	100%
	<b><u>Timeliness Measures:</u></b>			
5	Forward Pricing Audits Issued by Due Date	75%	TBD	TBD
6	Corporate Incurred Cost Completed in 12 Months	10%	TBD	TBD
7	Major Incurred Cost Completed in 15 Months	48%	TBD	TBD
8	Nonmajor Incurred Cost Completed in 24 Months	44%	TBD	TBD
	<b><u>Efficiency Measure:</u></b>			
9	Cost per Direct Audit Hour	\$132.80	TBD	TBD

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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. The DCAA's external reviewer is the DoDIG. 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 FY 2011 and 2012 goals for this measure have not yet been established.

**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

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

are not appropriate. The FY 2011 and 2012 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 2011 and FY 2012 goals have not yet been established.

**6. Percent of corporate contractor incurred cost audits issued within required timeframes.** Timely annual audits of costs incurred on contracts by Defense Contract Audit Agency (DCAA) are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. For corporate contractors, the FY 2011 and 2012 goals have not yet been established.

**7. Percent of major contractor incurred cost audits issued within required timeframes.** Timely annual audits of costs incurred on contracts by Defense Contract Audit Agency (DCAA) are an important part of timely contract closeout for Government contracting

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

officers and an important initiative for the Department of Defense. For major contractors (contractors with over \$100 million of auditable contract dollars per year), the FY 2011 and 2012 goals have not yet been established.

**8. Percent of non-major contractor incurred cost audits issued within required timeframes.** 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 DoD. For non-major contractors (contractors with less than \$100 million of auditable contract dollars per year), the FY 2011 and 2012 goals have not yet been established.

**9. 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 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 2011 and 2012 goals have not yet been established.

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Civilian End Strength (Total)</u>	4,217	4,375	4,505	158	130
U.S. Direct Hire	4,211	4,369	4,499	158	130
Foreign National Direct Hire	1	1	1		
Total Direct Hire	4,212	4,370	4,500	158	130
Foreign National Indirect Hire	5	5	5		
Memo: Reimbursable Civilians Included	437	494	494	57	0
Civilian FTEs (Total)	3,960	4,183	4,269	223	86
U.S. Direct Hire	3,954	4,177	4,263	223	86
Foreign National Direct Hire	1	1	1		
Total Direct Hire	3,955	4,178	4,264	223	86
Foreign National Indirect Hire	5	5	5		
Memo: Reimbursable Civilians Included	437	494	494	57	0
Average Annual Civilian Salary (\$ in thousands)	\$112.6	\$110.5	\$112.2	-2.1	1.7
Contractor FTEs	57	55	53	-2	-2
<b>DAWDF and OCO Personnel Summary</b>					
DAWDF End Strength (Total)	508	559	271	51	-288
DAWDF FTEs (Total)	438	574	442	136	-132
OCO FTEs (Total)	157	193	153	36	-40

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	<u>FY 2010 Actuals</u>	<u>Change FY 2010 to FY 2011</u>		<u>FY 2011 Estimate</u>	<u>Change FY 2011 to FY 2012</u>		<u>FY 2012 Estimate</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
101 Exec, Gen'l & Spec Scheds	396,445	1,970	10,320	408,735		9,518	418,253
103 Wage Board	38	33		71	-16		55
104 FN Direct Hire (FNDH)	69	3		72	-3		69
111 Disability Compensation			1,233	1,233	19	1,098	2,350
121 Perm Change of Station						2,825	2,825
<b>199 Total Civ Compensation</b>	<b>396,552</b>	<b>2,006</b>	<b>11,553</b>	<b>410,111</b>		<b>13,441</b>	<b>423,552</b>
308 Travel of Persons	21,993	308	-4,889	17,412	261	-3,568	14,105
<b>399 Total Travel</b>	<b>21,993</b>	<b>308</b>	<b>-4,889</b>	<b>17,412</b>	<b>261</b>	<b>-3,568</b>	<b>14,105</b>
673 Defense Finance & Acctg Svc			4,032	4,032	-813	541	3,760
<b>699 Total Purchases</b>			<b>4,032</b>	<b>4,032</b>	<b>-813</b>	<b>541</b>	<b>3,760</b>
771 Commercial Transport	1,196	17	149	1,362	20	-166	1,216
<b>799 Total Transportation</b>	<b>1,196</b>	<b>17</b>	<b>149</b>	<b>1,362</b>	<b>20</b>	<b>-166</b>	<b>1,216</b>
912 GSA Leases	11,346	159	1,275	12,780	192	345	13,317
913 Purch Util (Non-Fund)	5		33	38	1	-34	5
914 Purch Communications	4,293	60	579	4,932	74	1,030	6,036
915 Rents, Leases (Non-GSA)	649	9	122	780	11	-123	668
917 Postal Svc (U.S.P.S.)	20		1	21			21
920 Supplies/Matl (Non-Fund)	7,554	106	-1,790	5,870	88	1,123	7,081
921 Print & Reproduction	207	3	-74	136	2	92	230
922 Eqt Maint Contr	11,849	4	-11,633	220	4	4,774	4,998
923 Facilities Maintenance						513	513
925 Eqt Purch (Non-Fund)	3,603	50	458	4,111	62	2,352	6,525
960 Interests and Dividends						5	5
987 Other IntraGovt Purch	16,363	33	-16,396			11,079	11,079

**DEFENSE CONTRACT AUDIT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	<u>FY 2010</u> <u>Actuals</u>	<u>Change</u> <u>FY 2010 to FY 2011</u>		<u>FY 2011</u> <u>Estimate</u>	<u>Change</u> <u>FY 2011 to FY 2012</u>		<u>FY 2012</u> <u>Estimate</u>
		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
989 Other Services	4,230	357	18,442	23,029	364	-20,301	3,092
998 Other Costs			1,309	1,309		-1,309	
990 IT Contract Support Ser						12,619	12,619
<b>999 Total Other Purchases</b>	<b>60,119</b>	<b>781</b>	<b>-7,674</b>	<b>53,226</b>	<b>798</b>	<b>12,165</b>	<b>66,189</b>
<b>Total</b>	<b>479,860</b>	<b>3,112</b>	<b>3,171</b>	<b>486,143</b>	<b>266</b>	<b>22,413</b>	<b>508,822</b>

\* The 2010 Actual column includes \$15,008 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and includes \$8,800 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$27,000 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$23,478 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

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# **Fiscal Year 2012 Budget Estimates Defense Contract Management Agency (DCMA)**



February 2011

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**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
DCMA	1,136,335	6,434	-29,920	1,112,849	-412	34,929	1,147,366

\* The FY 2010 Actual column includes \$65,325 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$11,658 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate column excludes \$74,862 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$87,925 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**I. Description of Operations Financed:** The Defense Contract Management Agency (DCMA) is America's vital link between the war fighter and industry. DCMA's most important mission is its role as a combat support agency during military conflicts, providing contract management services and acquisition life-cycle support to our military services worldwide, as well as contingency contract support in Iraq and Afghanistan. As the eyes and ears of the war fighter in contractor facilities, DCMA is responsible for ensuring the integrity of the government contracting process and for providing a broad range of acquisition management services. With shipment of many items from the contractor directly to the warfighter, DCMA is the last line of defense in ensuring the highest quality product is delivered. DCMA's responsibilities require performance of Contract Administration Services (CAS) functions in accordance with the Federal Acquisition Regulation (FAR) and the Defense Federal Acquisition Regulation Supplement (DFARS).

The Agency has worldwide acquisition impact through three Field Directorates (Operations, International, and Special Programs). The Agency's Field Directorates are regional based. The International Directorate has on-site locations around the world including

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Afghanistan and Iraq. The Contract Operations Directorate and Special Programs Directorate are headquartered in the continental U.S. and provide services through 50 Contract Management Offices. The Agency's civilian and military personnel are located in over 730 locations, managing over 19,768 contractors and more than 338,647 active contracts. These contracts have a total face value of \$ \$3,212 billion of which \$1,490 billion has been obligated. Of this amount \$220 billion is current work in process in contractors' facilities. The Agency's responsibilities include managing ACAT I and II programs, \$134 billion of Government property in plant, \$9 billion in progress payments and \$31 billion in performance based payments.

The DCMA's workforce incorporates a wide range of skills and key capabilities needed to provide contract management and acquisition support services such as: Administrative Contracting Officers, Engineers, Property Specialists, and Product Assurance Specialists. These DCMA professionals work directly with the Defense suppliers and its customers to help ensure that government supplies and services are delivered on time, at projected cost and meet all performance requirements. The DCMA provides its customers with unparalleled contract management and acquisition support services when and wherever needed.

**II. Force Structure Summary: N/A**

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action		Current Estimate		
			Amount	Percent Appropriated			
<b>A. BA Subactivities</b>							
<b>2. Operational Support</b>	<b>1,122,339</b>	<b>1,097,219</b>				<b>1,097,219</b>	<b>1,133,736</b>
Contract Management	1,067,958	1,020,764				1,020,764	1,079,431
Management/Operational Hqtrs	54,381	76,455				76,455	54,305
<b>3. Training</b>	<b>13,996</b>	<b>15,630</b>				<b>15,630</b>	<b>13,630</b>
Base Support (local training, conferences, tuition assistance)	6,872	7,200				7,200	7,727
Professional Development	1,807	4,500				4,500	2,137
Specialized Skill Training	5,317	3,930				3,930	3,766
<b>Total</b>	<b>1,136,335</b>	<b>1,112,849</b>				<b>1,112,849</b>	<b>1,147,366</b>

\* The FY 2010 Actual column includes \$65,325 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$11,658 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate column excludes \$74,862 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$87,925 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**B. Reconciliation Summary**

	<b>Change</b>	<b>Change</b>
	<b>FY 2011/FY 2011</b>	<b>FY 2011/FY 2012</b>
<b>Baseline Funding</b>	<b>1,112,849</b>	<b>1,112,849</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>1,112,849</b>	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	<b>1,112,849</b>	
Anticipated Supplemental	74,861	
Reprogrammings		
Price Changes		-412
Functional Transfers		
Program Changes		34,929
<b>Current Estimate</b>	<b>1,187,710</b>	<b>1,147,366</b>
Less: Wartime Supplemental	-74,861	
<b>Normalized Current Estimate</b>	<b>1,112,849</b>	

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>1,112,849</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>1,112,849</b>
2. War-Related and Disaster Supplemental Appropriations		74,861
a. OCO Supplemental Funding		
1) Overseas Contingency Operations (OCO)	74,861	
3. Fact-of-Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>1,187,710</b>
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>1,187,710</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-74,861
<b>FY 2011 Normalized Current Estimate</b>		<b>1,112,849</b>
6. Price Change		-412
7. Functional Transfers		
8. Program Increases		62,309
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Personnel Compensation:	54,220	
<p style="margin-left: 40px;">The increase in personnel compensation is commensurate with an increase of 569 Full Time Equivalents (FTEs) of which 210 FTEs are converting out of the Section 852 into baseline funding, and 148 FTEs that are no longer chargeable to the Agency's reimbursable program. The increased size of the</p>		

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
acquisition workforce at DCMA will perform the full spectrum of contract management functions (i.e., Engineering, Quality Assurance, and Price Cost, etc.). NOTE: Additionally, 1,679 FTEs are budgeted within the Defense Acquisition Workforce Development Fund in FY 2012. (FY 2011 Base: \$946,394K, +569 FTE)		
2) Equipment Purchases:	4,469	
Equipment purchases have increased due to the replacement cycle for Firewalls and Intrusion Detection in support of Information Assurance (IA) and Video Telecommunication (VTCs) requirements. (FY 2011 Base: \$17,597K)		
3) Purchased Utilities:	892	
Increase in Purchased Utilities is due to relocating the DCMA Headquarter to FT Lee VA. (FY 2011 Baseline: \$2,587K)		
4) Communication Services (DISA) Tier 2:	706	
Increase in Communication Services (DISA) Tier 2 is a result of the rate stabilization. (FY 2011 Baseline: \$8,715K)		
5) Permanent Change Of Station (PCS)	655	
DCMA will require additional (PCS) funds to hire additional personnel to meet recruitment needs across the Agency. (FY 2011 Base: \$11,963)		
6) Defense Information Systems Agency (DISA):	455	
DISA increase is a result of the stabilization of the rate. (FY 2011 Base: \$3,500K)		
7) Defense Finance and Accounting Services (DFAS):	407	
Increase in the Defense Finance and Accounting Services (DFAS) is attributed to increase in work load due to the Agency's workforce growth. (FY 2011 Base: \$6,754K)		



**DEFENSE CONTRACT MANAGEMENT AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
8) Postal and Printing: Increase in Postal and Printing Services reflects a more factual representation of cost. (FY 2011 Baseline: \$224K)	208	
9) Facility Sustainment, Restoration, and Modernization (FSRM): The increase in Facility Sustainment, Restoration, and Modernization (FSRM) funding is due to our 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 2011 Base: \$5,414K)	182	
10) Foreign National Indirect Hire DCMA will require additional (PCS) funds to hire additional personnel to meet recruitment needs across the Agency. (FY 2011 Baseline: \$737K)	100	
11) Local Communications Purchased communication increased due to changes in local telephone, Internet Service Provider (ISP) and other communication services to accommodate additional workforce growth or The increase in purchase communication is attributable to changes in local communication services required to support the Agency's workforce growth. (FY 2011 Baseline: \$6,875K)	12	
12) Equipment Maintenance: Increase in Equipment Maintenance is due to support server requirements for computer hardware storage. (FY 2011 Baseline: \$611K)	3	
9. Program Decreases		-27,380
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) Efficiencies: Manpower Cap Efficiencies gained reflects the Secretary of Defense's (SECDEF) guidance to freeze the civilian equalivents to the FY 2010 levels. (FY 2011 Baseline: \$946,394K, -72 FTEs)	-8,717	
2) Efficiencies: Personnel Compensation Efficiencies gained results from a proposal to reduce DCMA non-acquisition (administration) billets by 50 FTEs by the end of FY 2012. (FY 2011 Baseline: \$946,394K, -50 FTEs)	-5,200	
3) Personnel Compensation: One less pay day One less paid day from FY 2011 to FY 2012 (from 261 to 260). (FY 2011 Baseline: 0)	-4,118	
4) Efficiencies: Travel Efficiencies gained in Travel are projected to be achieved by leveraging technology, a reduction in training/conferences events. (FY 2011 Baseline: \$28,108K)	-3,900	
5) Efficiencies: Supplies Efficiencies gained in Supplies are projected to be achieved by maintaining spending comparable at the FY 2010 levels. (FY 2011 Baseline: 15,818K)	-1,700	
6) Rents and Leases: Decrease in Other Rents and Leases is due to plans to vacate the DCMA and DCMA-International HQ buildings in Springfield, VA, at the end of FY 2011. (FY 2011 Baseline: \$3,717K)	-1,694	
7) Efficiencies: Other Contracts Efficiencies gained in Other Contracts are due to DCMA leveraging in house capabilities, less reliance on contractor support services, and a reduced number of personnel occupying positions of Public Trust requiring re-investigations as compared to FY 2011. (FY 2011 Baseline:	-1,034	

**DEFENSE CONTRACT MANAGEMENT AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
\$38,255K)		
8) GSA Rents: Decrease in GSA is due to relocating several smaller activites (locations) into contractor plants or onto military installations. This will result in an increase in the Inter Service Support Agreement requirements, but at a lesser amount than the GSA rent. (FY 2011 Baseline: \$16,933K)	-657	
9) Disability Compensation: Decrease in Disability Compensation reflects a revised estimate. (FY 2011 Baseline: \$4,538K)	-360	
<b>FY 2012 Budget Request</b>		<b>1,147,366</b>

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

Performance Management is an integral component of 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 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 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 DCMA 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

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Acquisition Enterprise Perspective**

**Strategic End State:** - 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. Also done by exploiting DCMA specialized expertise in earned value management, the defense supplier base and cost monitoring and containment.

**Strategic Initiatives**

- **Initiative #1:** Enhance 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 metric that assesses and identifies 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 and 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 measure customer satisfaction levels more effectively.

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **Initiative #6:** Execute our expanded mission for Contract Contingency Administration Services (CCAS) 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 and efficiency in our mission and support business processes.
- **Initiative #3:** Develop a plan to effectively rebuild and execute our quality assurance capabilities through improved policies, processes and tools.
- **Initiative #4:** Develop a plan to effectively execute our engineering analysis capabilities through improved policy, processes and tools.

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **Initiative #5:** In conjunction with buying activities and DCAA, develop a concept for the agency's future role in contract pricing that optimizes the process and eliminates duplicate efforts.
- **Initiative #6:** Reduce the number of overage contracts.
- **Initiative #7:** Establish agency Lean Six Sigma (LSS) Program Office to enhance agency operational performance and ensure 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, quality assurance surveillance plans and eBiz electronic processing utilization.

**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.
- **Priority #2:** Develop and assess functional skills requirements needed to renew workforce competence in core processes, starting with contracting, quality and engineering.

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **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, resulting in improved customer service and reducing vacancy fill times.
- **Initiative #5:** Revitalize 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 agency approach for recruiting, retaining, managing and utilizing the Emergency Essential (EE) personnel needed to support our DCMA expanded CCAS Mission.
- **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 DCMA mission requirements, military service needs and provide the service members with training and development opportunities.



**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **Initiative #8:** Conduct a realistic assessment of cost 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 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 resource

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

**Strategic Initiatives supporting end state**

- **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.

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **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.

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>	<u>398</u>	<u>563</u>	<u>562</u>	<u>165</u>	<u>-1</u>
(Total)					
Officer	332	494	493	162	-1
Enlisted	66	69	69	3	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>0</u>	<u>0</u>
Officer	33	33	33	0	0
Enlisted	8	8	8	0	0
<u>Civilian End Strength (Total)</u>	<u>9,566</u>	<u>9,687</u>	<u>9,968</u>	<u>121</u>	<u>281</u>
U.S. Direct Hire	9,478	9,597	9,878	119	281
Foreign National Direct Hire	75	77	77	2	0
Total Direct Hire	9,553	9,674	9,955	121	281
Foreign National Indirect Hire	13	13	13	0	0
<u>Active Military Average Strength (A/S)</u>	<u>398</u>	<u>563</u>	<u>562</u>	<u>165</u>	<u>-1</u>
(Total)					
Officer	332	494	493	162	-1
Enlisted	66	69	69	3	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>41</u>	<u>41</u>	<u>41</u>	<u>0</u>	<u>0</u>
Officer	33	33	33	0	0
Enlisted	8	8	8	0	0
<u>Civilian FTEs (Total)</u>	<u>9,521</u>	<u>9,481</u>	<u>9,780</u>	<u>-40</u>	<u>299</u>
U.S. Direct Hire	9,433	9,391	9,690	-42	299
Foreign National Direct Hire	75	77	77	2	0
Total Direct Hire	9,508	9,468	9,767	-40	299
Foreign National Indirect Hire	13	13	13	0	0
Memo: Reimbursable Civilians Included	829	866	718	37	-148

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
Average Annual Civilian Salary (\$ in thousands)	112.6	109.9	109.5	-2.7	-0.4
<u>Contractor FTEs (Total)</u>	<u>34</u>	<u>31</u>	<u>28</u>	<u>-3</u>	<u>-3</u>

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Schedules	963,328	4,817	-27,714	940,431	0	36,725	977,156
103 Wage Board	153	1	23	177	0	-14	163
104 FN Direct Hire (FNDH)	5,731	29	-51	5,709	0	104	5,813
106 Benefit to Fmr Employees	0	0	61	61	0	-61	0
107 Voluntary Sep Incentives	0	0	16	16	0	-16	0
111 Disability Compensation	3,633	18	887	4,538	0	-360	4,178
121 Perm Change of Station	8,800	44	-210	8,634	0	177	8,811
<b>199 Total Civ Compensation</b>	<b>981,645</b>	<b>4,909</b>	<b>-26,988</b>	<b>959,566</b>	<b>0</b>	<b>36,555</b>	<b>996,121</b>
308 Travel of Persons	34,311	480	-6,683	28,108	422	-3,900	24,630
<b>399 Total Travel</b>	<b>34,311</b>	<b>480</b>	<b>-6,683</b>	<b>28,108</b>	<b>422</b>	<b>-3,900</b>	<b>24,630</b>
647 DISA Info Svcs	3,378	-473	595	3,500	-455	455	3,500
671 DISA Telecomm Services	6,563	39	2,113	8,715	-702	702	8,715
673 Def Fin & Accounting Svc	5,904	23	1,218	7,145	-1,264	406	6,287
<b>699 Total DDCF Purchases</b>	<b>15,845</b>	<b>-411</b>	<b>3,926</b>	<b>19,360</b>	<b>-2,421</b>	<b>1,563</b>	<b>18,502</b>
771 Commercial Transport	4,472	62	-1,205	3,329	50	478	3,857
<b>799 Total Transportation</b>	<b>4,472</b>	<b>62</b>	<b>-1,205</b>	<b>3,329</b>	<b>50</b>	<b>478</b>	<b>3,857</b>
901 FN Indirect Hires	823	4	-90	737	11	100	848
912 GSA Leases (SLUC)	15,787	221	925	16,933	254	-657	16,530
913 Purch Util (non fund)	2,606	36	-55	2,587	39	892	3,518
914 Purch Com (non fund)	8,559	120	-1,691	6,988	105	12	7,105
915 Rents, Leases (non GSA)	1,912	27	1,778	3,717	56	-1,694	2,079
917 Postal Svc (USPS)	116	2	-50	68	1	126	195
920 Supplies/Matl (non fund)	14,548	204	-273	14,479	217	-1,700	12,996
921 Print & Reproduction	252	3	-99	156	2	82	240
922 Eq't Maint Contract	1,061	15	-465	611	9	3	623
923 Facilities Maint by Contr	1,637	23	3,754	5,414	81	182	5,677

**DEFENSE CONTRACT MANAGEMENT AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b><u>FY 2010/FY 2011</u></b>			<b><u>FY 2011/FY 2012</u></b>		
	<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
925 Eqt Purch (Non-Fund)	8,559	120	5,579	14,258	214	4,469	18,941
940 Defense Security Service	1,430	20	-1,450	0	0	1,440	1,440
989 Other Services	19,258	270	16,981	36,509	548	-26,945	10,112
990 IT Contract Support Ser	23,514	329	-23,843	0	0	23,923	23,923
998 Other Costs (SOCOM Only)	0	0	29	29	0	0	29
<b>999 Total Other Purchases</b>	<b>100,062</b>	<b>1,394</b>	<b>1,030</b>	<b>102,486</b>	<b>1,537</b>	<b>233</b>	<b>104,256</b>
<b>Total</b>	<b>1,136,335</b>	<b>6,434</b>	<b>-29,920</b>	<b>1,112,849</b>	<b>-412</b>	<b>34,929</b>	<b>1,147,366</b>

\* The FY 2010 Actual column includes \$65,325 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$11,658 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate column excludes \$74,862 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$87,925 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

# **Fiscal Year 2012 Budget Estimates Defense Finance and Accounting Service**



February 2011

DEFENSE FINANCE AND ACCOUNTING SERVICE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates  
February 2011

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**DEFENSE FINANCE AND ACCOUNTING SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**  
**February 2011**

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

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
DFAS	0	0	1,593	1,593	23	10,384	12,000

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

**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 DFAS supports the Deputy Secretary of Defense's Overseas Contingency Operations (OCO) Senior Steering Group in executing the requirements to improve the credibility, transparency, timeliness, and accuracy of the Department's OCO cost reports. DFAS coordinated the collection, consolidation, and processing of data into the OCO cost report process for 22 Components. This data is analyzed for accuracy and reconciled monthly. The OCO cost report is then reviewed and briefed to the Senior Steering Group.

The DFAS analyzes the data for accuracy and continually improves the process through reconciliations, with the goal to provide an auditable and standard DoD OCO report. The OCO cost report is reviewed and briefed to the Senior Steering Group and then sent to Congress. In fiscal year (FY) 2011, DFAS realigned the Overseas Contingency Operations (OCO) cost reporting effort, estimated at \$1.593 million, to its working capital fund where it previously resided.

**DEFENSE FINANCE AND ACCOUNTING SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**  
**February 2011**

In FY 2012, DFAS plans to contract with an independent public accounting (IPA) firm to: (1) assess DoD information technology (IT) 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). This effort will benefit DoD customers by preparing the finance and accounting systems to support clean audits. The DFAS does not have staff with the expertise to assess the audit readiness of the DoD systems. Therefore, a temporary cost effective plan to fill a critical gap and obtain an objective independent assessment of the IT systems is to obtain Intergovernmental Personnel Act (IPA) support.

**II. Force Structure Summary: N/A**

DEFENSE FINANCE AND ACCOUNTING SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates  
 February 2011

III. Financial Summary (\$ in thousands)

			FY 2011 Congressional Action				
<u>A. BA Subactivities</u>	<u>FY 2010 Actuals</u>	<u>Budget Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Current Estimate</u>	<u>FY 2012 Estimate</u>
OCO Cost Reporting	0	1,593				1,593	12,000
<b>Total</b>	<b>0</b>	<b>1,593</b>				<b>1,593</b>	<b>12,000</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

DEFENSE FINANCE AND ACCOUNTING SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates  
 February 2011

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2010/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	1,593	1,593
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>		
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>		1,593
Anticipated Supplemental		
Reprogrammings		
Price Changes		23
Functional Transfers		
Program Changes		10,384
<b>Current Estimate</b>	1,593	12,000
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	1,593	12,000

DEFENSE FINANCE AND ACCOUNTING SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates  
 February 2011

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		1,593
1. Congressional Adjustments		
<b>FY 2011 Appropriated Amount</b>		1,593
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		1,593
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		1,593
6. Price Change		23
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Costs		
c. Program Growth in FY 2012		12,000
1) Increase fund costs to support an independent public accounting firm to assess the DoD finance and accounting systems for audit readiness requirements (FY 2011 Baseline: \$0).	12,000	
9. Program Decreases		-1,616
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		

DEFENSE FINANCE AND ACCOUNTING SERVICE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates  
February 2011

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
c. Program Decreases in FY 2012		
1) In FY 2011 the Overseas Contingency Operations (OCO) cost reporting effort was transferred back to the DFAS working capital fund.	-1,616	
<b>FY 2012 Budget Request</b>		<b>12,000</b>

**DEFENSE FINANCE AND ACCOUNTING SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**  
**February 2011**

**IV. Performance Criteria and Evaluation Summary**

The DFAS plans to solicit an independent public accounting firm to assess the DoD finance and accounting systems for audit readiness requirements. The DFAS will hold monthly status sessions with the contractor to ensure compliance with SSAE 16 requirements and to track applicable system changes.

DEFENSE FINANCE AND ACCOUNTING SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates  
 February 2011

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>Change FY 2010/ FY 2011</u>	<u>Change FY 2011/ FY 2012</u>
<u>Civilian End Strength (Total)</u>		1	0	1	-1
U.S. Direct Hire		1	0	1	-1
Total Direct Hire		1	0	1	-1
<u>Civilian FTEs (Total)</u>		1	0	1	-1
U.S. Direct Hire		1	0	1	-1
Total Direct Hire		1	0	1	-1
Average Civilian Workyear/FTE Costs		88	0	88	-88
Contractor FTEs (Total) FY 2012 To Be Determined		0		0	0



DEFENSE FINANCE AND ACCOUNTING SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates  
 February 2011

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds			84	84		-84	0
102 Overtime			3	3		-3	0
108 Awards			1	1		-1	0
<b>199 Total Civ Compensation</b>			<b>88</b>	<b>88</b>		<b>-88</b>	<b>0</b>
308 Travel of Persons			1	1		-1	0
<b>399 Total Travel</b>			<b>1</b>	<b>1</b>		<b>-1</b>	<b>0</b>
417 Local Purch Supplies & Mat			1	1		-1	0
<b>499 Total Supplies &amp; Materials</b>			<b>1</b>	<b>1</b>		<b>-1</b>	<b>0</b>
989 Other Contracts			1,503	1,503	23	10,474	12,000
<b>999 Total Other Purchases</b>			<b>1,503</b>	<b>1,503</b>	<b>23</b>	<b>10,474</b>	<b>12,000</b>
<b>Total</b>			<b>1,593</b>	<b>1,593</b>	<b>23</b>	<b>10,384</b>	<b>12,000</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

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# **Fiscal Year (FY) 2012 Budget Estimates Defense Human Resources Activity (DHRA)**



February 2011

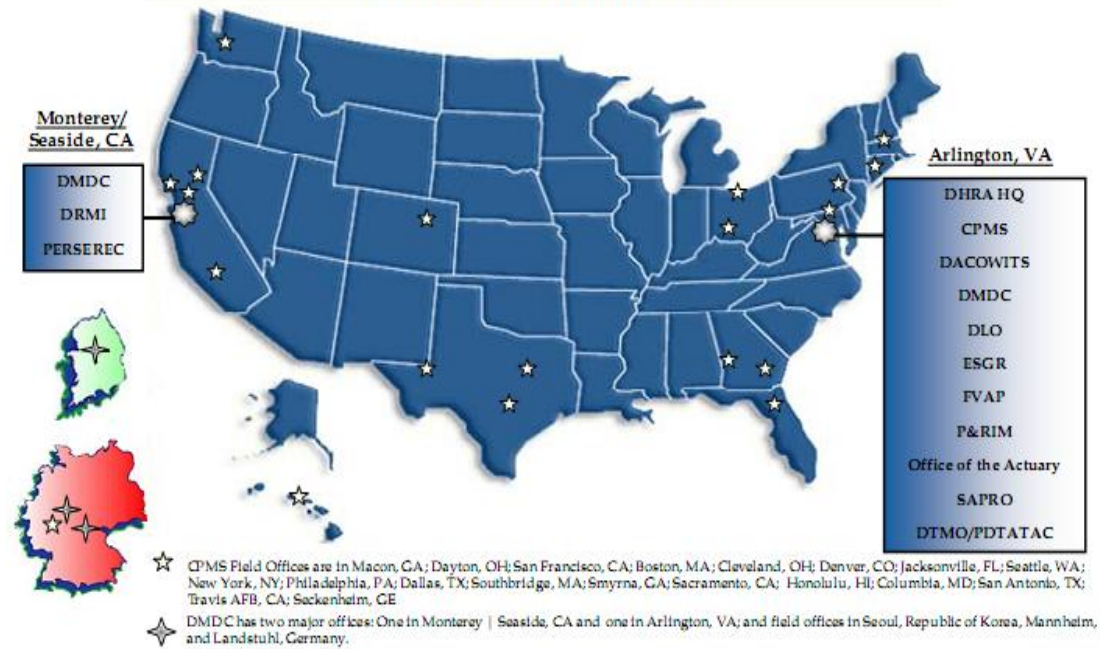
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DEFENSE HUMAN RESOURCES ACTIVITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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

**DEFENSE HUMAN RESOURCES ACTIVITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

## DHRA Locations



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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

	FY 2010	Price	Program	FY 2011	Price	Program	FY 2012
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
DHRA	641,343	6,927	175,883	824,153	9,468	-157,202	676,419

\*FY 2011 column represents the FY 2011 President's Budget Request.

**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 2012 budget funds execution of the Field Activity's mission to:

- Organize, direct, and manage the all assigned resources, to include the eighteen Components whose responsibilities are described herein
- Maintain a central repository of the DoD Human Resource Information, both current and historic
- Provide program and policy support and associated information management and administrative services to the DoD Components on civilian human resource 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))

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 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 human resources and other related federal functional area databases for the Department of Defense
- 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 management information, research, and analysis of manpower, personnel, training, and financial databases for use by DoD decision makers
- Provide policy support for DoD identification cards that are distributed to members of the Military, DoD civilians, contractors, and other eligible personnel
- Design and manage DHRA programs and activities to improve standards of performance, economy, and efficiency



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

The Field Activity supports the USD (P&R) in his 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 our civilian employees. The DHRA FY 2012 budget supports the Under Secretary's goals of:

- Strengthen Total Force Capability: achieve unity of effort and develop people to support current and future missions
- Shape and maintain a mission-ready All Volunteer Force
- Shape and maintain a mission-ready civilian workforce
- Ensure superior support for the Total Force and their families
- Strengthen partnerships with internal and external organizations to achieve common goals

**Narrative Explanation of Changes:**

The DHRA FY 2012 budget decreases by approximately \$145 million from FY 2011 to FY 2012. This net amount represents savings through efficiencies of a little over \$155 million, offset by price growth of almost \$10 million.

The DHRA FY 2012 budget programmatic increases include:

- A minor increase to support the Virtual Lifetime Electronic Record (VLER)
- Support to the Yellow Ribbon Panel to address outreach services, Center for Excellence reintegration data collection and analysis, and Congressional reporting.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

The DHRA FY 2012 budget programmatic decreases are attributed to efficiencies that include:

- program reductions and eliminations
- elimination of redundant activities
- placing planned improvements in abeyance
- restructuring contracts
- consolidating infrastructure
- reducing reliance on service support contractors
- implementing operational savings such as reducing travel, training, and support.

Savings are detailed at the program level.

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

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
39,401	37,772	27,991

JAMRS is the Department's program for joint marketing communications and market research and studies. JAMRS mission is to preserve and enhance the All-Volunteer Force by focusing on the pre-enlistment environment. Specifically, JAMRS external programs help broaden the public's understanding of Military Service as a career option, while JAMRS internal programs bolster the effectiveness of all the Services' recruiting and retention efforts by enabling them to better understand and adapt to the complexities of the pre-enlistment environment. JAMRS provides the Services with corporate-level joint market research and personal contact information on

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

millions of prospective recruits, provides Joint and Service-specific recruiting resources and information, and tracks the effectiveness of the Services' specific marketing initiatives. JAMRS eliminates redundancies in the Services' advertising and market research efforts.

Learn more about JAMRS' mission and program successes at [www.jamrs.org](http://www.jamrs.org)

**National Security Education Program (NSEP):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
18,020	19,793	18,424

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 Language Transformation Plan and the Quadrennial Defense Review (QDR). NSEP collaborates with the Departments of Education, State and the Office of the Director of National Intelligence in the National Security Language Initiative (NSLI). 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 and expand opportunities for advanced language learning in the highly successful Language Flagship Program.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Defense Resources Management Institute (DRMI):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
1,447	1,468	1,479

The DRMI provides integrated professional educational programs that focus on analytical decision-making through concepts, techniques, and issues involved in defense resource management at all levels.

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

**Defense Language Office (DLO):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
50,245	54,870	48,358

The DLO oversees the Department's language, regional and cultural capability programs to ensure a strategic focus in response to present and future requirements, and to support of counterinsurgency, humanitarian, and irregular warfare (IW) missions. The DLO develops and recommends policy, programming, planning actions, strategic guidance for language, regional and cultural capability for the Total Force. The DLO implements a comprehensive Department-wide program through oversight, policy, resources, research, and metrics. The DLO identifies policy, procedures, and resource needs associated with providing these required capabilities

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

and recommends and evaluates policies and programs for language, regional and cultural training, testing, and sustainment. The DLO:

- Monitors language, regional and cultural capability policies regarding the development, management, and utilization of DoD civilian employees and members of the Armed Forces;
- Monitors trends in the promotion, accession, and retention of individuals with these critical skills; and,
- Explores innovative concepts to expand Defense foreign language, regional and cultural capabilities and English language training to support heritage recruiting and assist in building partner capacity

**Defense Civilian Personnel Data System (DCPDS):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
68,535	80,868	68,474

DCPDS supports civilian human resources (HR) system operations with continuous implementation of improved technology. Network and system operations span worldwide, with 24/7 operations supporting 19 Regional Service Centers and over 300 Customer Support Units. Web-enabled DCPDS and the addition of its self-service capability have increased the number of users from 20,000 to over 700,000. DCPDS supports approximately one-third of the federal work force and has been designated by OPM/OMB as one of five HR Shared Service Centers. Enterprise operations and several DoD Components regional operations are currently located at a central DCPDS site. The future focus is to continue consolidations of DCPDS operations to this single site. DCPDS saves the Department over \$200 million per year.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Defense Wide Civilian Personnel Management Service (CPMS) Mission Programs:**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
47,297	89,002	51,302

CPMS Programs include:

- Senior Executive Management Support
- National Security Personnel System Transition Office
- Investigations and Resolutions Division (IRD) alternative dispute resolution and EEO investigations
- Injury Compensation and Unemployment Compensation (ICUC) programs
- Mishap Reduction Initiative (reemploys employees suffering from job-related injuries and illnesses)
- Civilian Assistance and Re-Employment (CARE) program chairs the DoD BRAC Working Group)
- DoD Priority Placement Program
- Voluntary Early Retirement Authority
- Voluntary Separation Incentive Pay
- Defense Senior Leader Development Program (formerly the Defense Leadership and Management Program)
- Executive Leadership Development Program (provides an extensive exposure to the roles and missions of the DoD with the focus on understanding war fighter)
- Civilian Human Capital Accountability System

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

In FY 2012, CPMS will continue its management, oversight, and infrastructure support to the Department in these key areas. For a more detailed view of the CPMS 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), and Common Access Card (CAC):**

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 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.

**Defense Enrollment Eligibility Reporting System (DEERS):**  
**(Dollars in Thousands)**

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
57,443	65,180	56,723

The DEERS provides hundreds of system interfaces and over 80 applications and web applications to hundreds of military healthcare systems, Department of Veterans Affairs (VA), Reserve Affairs, and other mission critical systems. The DEERS design allows DoD to add enterprise solutions quickly and efficiently, resulting in better,

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

more cost effective service to members and war-fighters. Leveraging the DEERS infrastructure has proven benefits: first, it minimizes the time to develop and field; second, the information is consistent and uniformly available anywhere in the DoD; and third, it avoids the expense of building a stovepipe system. Value-added benefits include:

- Offers portability of health care information, reducing reliance on paper-based files; promotes "One TRICARE" mindset, even if administered by multiple organizations, providing a consistent look to our beneficiaries by enforcing standardized processes, producing consistent correspondence, providing a common enrollment application and customer service, and provides DEERS data in virtually real time to the Clinical Data Repository for Armed Forces Health Longitudinal application
- Provides accurate tracking of contingency personnel statistics based on location
- Enables common identification of persons and patients across the MHS and VA and real time eligibility verification for point of service retail pharmacy and mail order pharmacy as well as Military and retiree personnel and pay data to the VA
- Provides a central repository for Primary Care Managers and capabilities for management of provider panels within the civilian and direct care networks and a Central patient registration database
- Provides dependent survivor pay and family SGLI data to VA for VA Loans, Pension or Dependency Indemnity Compensation, Dependent Educational Assistance Program, and insurance payment/burial benefits upon death of a family member
- Provides Service members and their designated family members with a single, authoritative view of their authorized medical, dental, commissary, exchange,



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

morale welfare and recreation, and educational benefits and entitlements 24 hours a day, 7 days a week through the MYDODBENEFITS portal

- Enables efficient software development through collaboration with the DVA so that solutions developed by one agency can be reused by the other agency to control costs on Virtual Lifetime Electronic Record (VLER).

**Real Time Automated Personnel Identification System (RAPIDS):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
36,779	37,380	28,587

The RAPIDS is the network of over 2,400 issuing stations at 1,625 locations providing the Uniformed Services the means to verify eligibility for specific benefits and entitlements. Benefits include:

- Enables DoD agents to capture documents to validate identity of the eligible populations before producing credentials for use with the public key infrastructure
- Ensures eligible family members receive appropriate entitlements and privileges
- Includes both a fixed and mobile platform deployed across 41 countries (to include war zones) and aboard Navy ships
- Employs a streamlined process to capture credential data for large groups with time constraints requiring central issuance of identification cards. Personalized cards are returned for mass distribution within 72 hours. This process is routinely used by basic training facilities, and Academies; and is leveraged by the Services for transfer of personnel associated with new contract awards or base realignment and closure (BRAC).

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Common Access Card (CAC):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
30,004	30,664	23,620

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. Benefits include:

- Reduces the number of successful intrusions into the DoD network by 51% by using the CAC, with embedded Public Key Infrastructure certificates

**Human Resources Strategic Assessment Program (HRSAP):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
4,424	5,349	3,860

The HRSAP, one of the world'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 8+ surveys per year to over 600,000 people with an average turnaround for initial results of 10- 12 weeks. Survey results provide empirical data quickly to senior Pentagon leaders for more timely and informed policy decisions. Examples include:

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Assessing retention intentions of Guard and Reserve members to determine how many new recruits will be needed and whether interventions (e.g., reenlistment incentives or incentives to extend active duty service obligations) should be considered
- Assessing predictors of retention (such as the effect of the national unemployment rate on retention intention) to estimate future reenlistment rates and influencers of Service member retention behavior and their spouse's support
- Combating predatory lending practices, assessing the impact of the housing crisis and foreclosures on Service members, and formulating funding requests for education and training of military spouses
- Assessing the user-friendliness of the Defense Travel System, employees' perceptions of the Military Health System, and perceptions of changes to MGIB benefits
- Extending the Department's understanding of mental health issues and factors that predispose individuals to Post Traumatic Stress Disorder (PTSD) and depression
- Highlighting hot button items (e.g., recent deployments) and leading indicators (e.g., retention intentions, stress)
- Providing Congressional reporting and studies on sexual harassment, discrimination, predatory lending, and DoD Civilians

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Joint Personnel Adjudication System (JPAS):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
0	25,842	22,180

In FY 2010, the Defense Security Service (DSS) transferred its DoD enterprise wide IT systems associated with personnel security clearance to DMDC. The DSS retained its mission to offer critical IT system services to two major mission areas (Industrial Security and Security Education) while the DMDC assumed mission responsibility to offer critical IT system services to Personnel Security. The DMDC performs this function through operation of these production systems comprised of: the Joint Personnel Adjudication System (JPAS); the Defense Clearance and Investigations Index (DCII), the Secure Web Fingerprint Transmission (SWFT), and the Improved Investigative Records Repository (iIRR).

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

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
33,310	47,294	33,162

P&R IM provides the Human Resources Management (HRM) community with information management processes and tools that are strategically aligned, customer focused, and produce leading edge results. The Director has been designated by the Deputy Secretary as the DoD lead for the Virtual Lifetime Electronic Record (VLER) initiative. VLER is a major presidential cross-agency initiative among DoD, VA,

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

HHS, and the White House. The Director chairs the HRM Investment Review Board (IRB).

P&R IM initiates, coordinates, and executes project/program areas such as CIO support, Information Assurance, Personnel Sector Critical Infrastructure Protection, Information Technology, Functional Data Administration, and Data Standardization. P&R IM improves HRM business processes and policies between the Department and non-DoD agencies and organizations such as the Department of Veterans Affairs. P&R IM's initiatives resolve functional problems and develop common data across all Components. During FY 12, P&R IM will continue to develop and expand the HRM Enterprise Standards. These efforts establish a baseline for compliance verification; ensure that programs are cohesive and integrated; prevent duplication of efforts; identify critical areas for future analysis; and provide essential linkages to other DoD programs. In FY 12, P&R IM will continue to be the DoD office of primary responsibility for VLER.

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

**Defense Travel Management Office (DTMO):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
15,640	22,479	16,919

The Defense Travel Management Office serves as the single focal point for commercial travel within the Department, providing central oversight for:

- commercial travel management

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- travel policy and implementation
- travel card program management
- customer support and training
- functional oversight of the Defense Travel System, 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 balancing customer and stakeholder satisfaction, serving as the DoD center for travel excellence, and managing the DoD travel enterprise. DTMO is transforming the Defense Travel Enterprise by implementing better solutions and providing the best value for the travel community. For additional information, please visit the DTMO website at <http://www.defensetravel.dod.mil>

**Employer Support of the Guard and Reserve (ESGR):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
13,830	14,285	12,226

The ESGR program develops and promotes a culture in which American employers support and value the military service of their employees. ESGR advocates 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 grass-roots network of over 4,700 volunteers and approximately 200 support staff members.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

The ESGR national employer outreach programs increase employer awareness of their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA). The programs emphasize employers' important contributions to the defense of the nation through their 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 in the development of instructions, policies, and legislation concerning employer relations programs. For more information, visit ESGR's website at <http://www.ESGR.mil>

**Federal Voting Assistance Program (FVAP):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
7,618	7,438	5,344

FVAP helps Uniformed Services personnel, their voting-age dependents, and overseas civilians to 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 overseas voters and States.

FVAP administers the federal responsibilities of Uniformed and Overseas Citizens Absentee Voting Act of 1986 (UOCAVA), 42 USC §1973ff et sec, as most recently amended by the Military Overseas Voter Empowerment Act (MOVE, the Act), which covers an estimated six million citizens, including 1.4 million active component Uniformed Services members, and approximately 500,000 of their voting age dependents.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. The FVAP mission is to empower uniformed services and overseas voters by providing assistance and advocacy for the voters and States, making solutions available that overcome voting impediments.

**Defense Personnel Security Research Center (PERSEREC):**  
**(Dollars in Thousands)**

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
2,296	963	908

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 to improve personnel security. The Center's products are used by the Office of the Deputy Undersecretary of Defense for Human Intelligence, Counterintelligence and Security, the DoD components, and the larger government-wide security and intelligence community. PERSEREC's work directly addresses the Secretary of Defense's Priority Performance Goal 2: Reform the Personnel Security Clearance Process. In addition, PERSEREC also supports the 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 improve the efficiency, effectiveness, and fairness of the DoD personnel security program.



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Sexual Assault Prevention and Response Office (SAPRO):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
16,757	14,393	14,038

As the single point of responsibility for sexual assault prevention and response policy and oversight, SAPRO:

- Oversees the implementation of policies and promotes policies that foster a climate of confidence to encourages victims to 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 victims
- Coordinates policies related to victim response
- Monitors and analyzes reports of sexual assault to determine the efficacy of sexual assault policies and programs
- Prepares annual reports to Congress on the DoD's policies and initiatives and conducts annual assessments at the U. S. Military Service Academies
- For more information, visit the SAPRO website at <http://www.sapr.mil>

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Office of the Actuary (OACT):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
633	714	436

OACT participates in financial statement audit committees for the Medicare-Eligible Retiree Health Care Fund (MERHCF). OACT assists in the implementation of the Medicare-Eligible Retiree Health Care Fund, and provides support to the Medicare-Eligible Retiree Health Care Board of Actuaries. Specifically, the OACT computes DoD and Treasury Fund contributions for inclusion in annual budgets and estimates the Fund's liability for DoD and government-wide annual financial statements.

OACT makes calculations for four trust funds, including liabilities of and contributions to the Education Benefits Fund, the Voluntary Separation Incentive Fund, and the MERHCF. 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.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Quadrennial Review of Military Compensation (QRMC):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
0	701	696

The 11th QRMC is a Presidentially chartered commission that performs a comprehensive review 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. This QRMC will review the following: compensation for services performed in a combat zone; the compensation system for the Reserve and National Guard forces; compensation benefits available to wounded warriors, surviving spouses and caregivers; and pay incentives for critical career fields such as special operations personnel and remotely piloted vehicle operators. The 11th QRMC will complete its entire review within twelve months of initiation.

**Department Advisory Committee on Women in the Services (DACOWITS):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
167	815	598

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

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

approximately one year of effort. More information on DACOWITS can be found at <http://dacowits.defense.gov>

**Wounded Warrior Interagency Program Office (IPO):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
5,470	11,002	11,176

The Interagency Program Office (IPO) is the catalyst for enhanced implementation of Department of Defense and Department of Veterans Affairs information technology interoperability goals. The IPO provides the Departments with three supportive pillars of success. Those pillars enable the IPO to operate in the seams between the Departments, provide program validation, and demonstrate interagency program effectiveness.

- The IPO operates in the seams between the two Departments by providing an open and unified framework to complete approved IT projects.
- The IPO helps the Departments succeed by certifying that interagency IT projects satisfy Joint Executive Council (JEC) approved objectives.
- The IPO helps the Departments to succeed by demonstrating interagency program effectiveness.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**The Wounded Warrior Care and Transition Policy (WWCTP):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
1,040	917	801

The WWCTP provides oversight for the development and implementation of policy, comprehensive disability, transition policy, care, and non-medical case management, studies and standards across the Services, Defense Agencies, and Field Activities. These offices work to enhance processes for the Recovery Coordination Program for Recovering Service Members (RSM) and its Recovery Care Plan system used to track medical progress, services, resources, and assistance provided to RSM. These offices also provide content, outreach, and news through the DUSD's, warriorcare.mil website for Wounded Warriors, their family members, and veterans. This includes funding for cross-agency coordination of Wounded, Ill, and Injured Senior Oversight Committee (SOC) and JEC decisions, monitoring programmatic implementation of SOC and legislative mandates, ensuring that congressional reporting requirements are met, performing long-range strategic planning and performance management for the joint DoD-VA governance bodies for the Under Secretary of Defense for Personnel and Readiness.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Advanced Distributed Learning Registry:**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
987	1,022	950

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 Program (YRP):**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
23	23,393	26,050

The YRP is a national combat veteran program to provide support and outreach to National Guard and Reserve members throughout the deployment cycle. The program is overarching, encompassing all phases of a member's deployment. However, each of the Services' Reserve Components, (Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve), currently

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

implement Service specific programs to meet the intent and requirement of the legislated program held in each state and territory. The Department is working with all Services to create a standardized YRP that will combine the best practices of each service to aid members and their families to the maximum extent possible. The YRP will provide support services to commanders, members, and families as close as possible to the Service member's residence. In FY 2011, the Yellow Ribbon Program (YRRP) Office transferred to the DHRA for administrative and operational control.

**Labor:**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
145,573	174,023	152,845

DHRA Labor funds civilian pay for 1,152 government Full Time Equivalents for FY 2012.

**Operations:**

(Dollars in Thousands)

<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
44,404	56,526	49,272

DHRA Operations funding provides support costs for the entire organization. These include rents, utilities, supplies, travel, and other common support services. Other

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2011</u>					<u>FY 2012</u>
	<u>FY 2010</u>	<u>Budget</u>	<u>Congressional Action</u>		<u>Current</u>	
			<u>Actuals</u>	<u>Request</u>		
<b>4. Administrative &amp; Service-wide Activities</b>	<b>641,343</b>	<b>824,153</b>			<b>824,153</b>	<b>676,419</b>
ACTUARY	633	714			714	436
Advanced Distributed Learning	987	1,022			1,022	950
Common Access Card	30,004	30,664			30,664	23,620
Defense Civilian Personnel Data System	68,535	80,868			80,868	68,474
Defense Enrollment Eligibility Reporting System	57,443	65,180			65,180	56,723
Defense Language Office	50,245	54,870			54,870	48,358
Defense Personnel Security Research Center	2,296	963			963	908
Defense Resource Management Institute	1,447	1,468			1,468	1,479
Defense Travel Management Office	15,640	22,479			22,479	16,919
Defense Wide CPMS Mission Programs	47,297	89,002			89,002	51,302
Department Advisory Committee on Women in the Services	167	815			815	598
Employer Support of the Guard and Reserve	13,830	14,285			14,285	12,226
Federal Voting Assistance Program	7,618	7,438			7,438	5,344
Human Resources Strategic Assessment Program	4,424	5,349			5,349	3,860

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2011</u>					<u>FY 2012</u>
	<u>FY 2010</u>	<u>Budget</u>	<u>Congressional Action</u>		<u>Current</u>	
			<u>Actuals</u>	<u>Request</u>		
<b>A. BA Subactivities</b>						<u>Estimate</u>
Information Management	33,310	47,294			47,294	33,162
Joint Advertising, Market Research & Studies	39,401	37,772			37,772	27,991
Joint Personnel Adjudication System	0	25,842			25,842	22,180
Labor	145,573	174,023			174,023	152,845
NSEP	18,020	19,793			19,793	18,424
Operations	44,404	56,526			56,526	49,272
Personnel Security Assurance	0	0			0	0
Quadrennial Review of Military Compensation	0	701			701	696
Real Time Automated Personnel I.D. System	36,779	37,380			37,380	28,587
Sexual Assault Prevention and Response Office	16,757	14,393			14,393	14,038
WW-IPO	5,470	11,002			11,002	11,176
WW-SOC	1,040	917			917	801
Yellow Ribbon Reintegration Program	23	23,393			23,393	26,050
<b>Total</b>	<b>641,343</b>	<b>824,153</b>			<b>824,153</b>	<b>676,419</b>

\*FY 2011 column represents the FY 2011 President's Budget Request.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**B. Reconciliation Summary**

	Change FY 2011/FY 2011	Change FY 2011/FY 2012
<b>Baseline Funding</b>	<b>824,153</b>	<b>824,153</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>824,153</b>	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	<b>824,153</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		9,468
Functional Transfers		
Program Changes		-157,202
<b>Current Estimate</b>	<b>824,153</b>	<b>676,419</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>824,153</b>	

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>824,153</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>824,153</b>
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
3. Fact-of-Life Changes		
a. Functional Transfers		
1) Transfers In		
2) Transfers Out		
b. Technical Adjustments		
1) Increases		
2) Decreases		
c. Emergent Requirements		
1) Program Increases		
a) One-Time Costs		
b) Program Growth		
2) Program Reductions		
a) One-Time Costs		
b) Program Decreases		
<b>FY 2011 Baseline Funding</b>		<b>824,153</b>
4. Reprogrammings (Requiring 1415 Actions)		
a. Increases		
b. Decreases		
<b>Revised FY 2011 Estimate</b>		<b>824,153</b>

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>824,153</b>
6. Price Change		9,468
7. Functional Transfers		
a. Transfers In		
b. Transfers Out		
8. Program Increases		2,315
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Yellow Ribbon Reintegration Program	2,306	
YRRP FY 2012 program growth addresses the FY08/FY10 NDAA requirements for YRP to address Veteran outreach services, Center for Excellence reintegration data collection and analysis, and Congressional reporting. The program growth is partially offset by efficiencies gained from reduced reliance on service support contractors and by operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$23,393)		
2) Integrated Program Office	9	
In FY 2012, the IPO will experience a minor funding increase to support VLER. The funding increase is offset by operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$11,002)		
9. Program Decreases		-159,517
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) Defense Wide Civilian Personnel Management Service (CPMS) Mission Programs	-39,035	
CPMS FY 2012 funding represents efficiencies through the reduction of the National Security Personnel System (NSPS) Market Compensation program, NSPS sustainment, the NSPS Transition Office, and costs associated with the termination of the NSPS program and conversion to the general schedule pay system. Additionally, CPMS will realize savings through a reduction in the costs associated with the Electronic Official Personnel Folder (eOPF), reduced reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$89,002)		
2) Labor	-21,178	
The decrease in Labor from FY 2011 to FY 2012 represents a reduction of 166 Full Time Equivalents (FTEs). A Reduction of 120 FTEs results from the Department's reform agenda to eliminate civilian full-time equivalent positions to maintain, with limited exceptions, civilian staffing at the FY 2010 level. The reduction of the additional 46 FTEs results from savings identified as part of the Department's zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. (FY 2011 Baseline: \$174,023, -166 FTE)		
3) Personnel and Readiness Information Management (P&R IM)	-14,841	
P&R IM FY 2012 funding reductions result from savings identified during the DHRA efficiency review. Specifically, they result from the elimination of responsibility for the P&R Continuous Process Improvement Program deferring planned		

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
information technology improvements for the Characterization and Dependency Analysis Tool (CADAT), reducing reliance on service support contractors, eliminating redundant activities within the P&R enterprise, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$47,294)		
4) Defense Civilian Personnel Data System (DCPDS) DCPDS FY 2012 funding reductions result from placing in abeyance planned information technology improvements to DCPDS and planned consolidation of DCPDS operations into a single site. (FY 2011 Baseline: \$80,868)	-13,607	
5) Joint Advertising & Marketing Research Studies (JAMRS) JAMRS FY 2012 funding reductions result from savings identified during the DHRA efficiency review. They consist of reduced funding for advertising, reduced reliance on service support contractors, and operational savings such as reducing travel, training, and support. This reduction will eliminate television advertising targeted at influencers during FY 2012. (FY 2011 Baseline: \$37,772)	-10,348	
6) Defense Enrollment Eligibility Reporting System (DEERS) DEERS FY 2012 savings will result from eliminating lower priority work, extending or lengthening software development timelines and the hardware refresh lifecycle. DEERS will realize savings from reduced reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$65,180)	-9,435	
7) Real Time Automated Personnel I.D. System (RAPIDS) RAPIDS FY 2012 savings will result from eliminating lower priority work, extending or lengthening software development	-9,354	

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
timelines and the hardware refresh lifecycle. RAPIDS will realize savings from reduced reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$37,380)		
8) Operations	-7,817	
The decrease in Operations is a direct result of aforementioned Programmatic and Labor reductions. As a result of the savings identified through efficiencies, DHRA Labor has decreased by 166 FTEs and \$21 million. Additionally, DHRA programs have decreased by over \$157 million. These reductions will result in efficiencies in travel, supplies, support, rents, utilities, and other common support services. DHRA will also experience reductions in other specific items such as National Capital Region transportation subsidies, communications, Defense Finance and Accounting Services (DFAS) support, and Human Resources fees. (FY 2011 Baseline: \$56,526)		
9) Common Access Card (CAC)	-7,504	
CAC FY 2012 savings will result from eliminating lower priority work, extending or lengthening software development timelines and the hardware refresh lifecycle. CAC will realize savings from reduced reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$30,664)		
10) Defense Language Office (DLO)	-7,335	
DLO FY 2012 savings streamline language, regional and culture learning opportunities via interactive culture training systems for personnel supporting Security Force Assistance objectives and the ROTC grants program to focus		



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>primarily on feeder schools to reach the largest numbers of ROTC cadets/midshipmen. DLO will also realize savings as a result of operational efficiencies such as reducing travel, training, and support. (FY 2011 Baseline: \$54,870)</p>		
<p>11) Defense Travel Management Office (DTMO)  DTMO FY 2012 savings will result from support in the area of DTMO's 24/7 Travel Assistance Center (TAC), outreach/communications, and training. The customer demand management program slated to begin in FY 2012 will be delayed. DTMO will realize savings from the restructuring of commercial travel office contracts, reducing reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$22,479)</p>	-5,897	
<p>12) Joint Personnel Adjudication System (JPAS)  JPAS FY 2012 savings will result from eliminating lower priority work, extending or lengthening software development timelines and the hardware refresh lifecycle. JPAS will also realize savings from reduced reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$25,842)</p>	-4,050	
<p>13) Employer Support of the Guard and Reserve  ESGR FY 2012 savings will result from the elimination of ESGR's military outreach program. ESGR will realize additional savings by reducing reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$14,285)</p>	-2,273	
<p>14) Federal Voting Assistance Program (FVAP)  FVAP FY 2012 savings will result from reduced advertising</p>	-2,206	

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
and studies. FVAP will realize additional savings by reducing travel, training, and support. (FY 2011 Baseline: \$7,438)		
15) National Security Education Program (NSEP) NSEP FY 2012 funding reductions result from savings identified during the DHRA efficiency review. They consist of reduced reliance on service support contractors, and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$19,793)	-1,666	
16) Human Resources Strategic Assessment Program (HRSAP) HRSAP FY 2012 savings will result from decreasing the number of Reserve surveys from two to one, decreasing the number of active duty surveys from three to one, decreasing civilian surveys from one per year to one every other year, reducing sample sizes on all other surveys thus reducing the depth and detail of reporting, using only web-administration (no paper surveys) for members, and to the extent necessary decreasing the number of paper notifications for surveys. Savings will also result from reducing travel, training, and support. (FY 2011 Baseline: \$5,349)	-1,569	
17) Sexual Assault Prevention & Response Office (SAPRO) SAPRO FY 2012 savings will result from postponement of several outreach initiatives (advertising and radio spots) until after FY 2012. SAPRO will realize operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$14,393)	-571	
18) Minor Program Adjustments (DRMI)(QRMC)(DACOWITS)(ADL)(WWCTP)(PERSEREC) Minor FY 2012 reductions result from savings identified	-542	

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
during the DHRA efficiency review and operational savings such as reducing travel, training, and support. (FY 2011 Baseline: \$5,886)		
19) Office of the Actuary	-289	
OACT FY 2012 funding reductions result from efficiencies gained from reduced reliance on service support contractors. (FY 2011 Baseline: \$714)		
<b>FY 2012 Budget Request</b>		<b>676,419</b>

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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

JAMRS supports the achievement of the Department's recruiting goals and 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.

Joint Advertising performance evaluation will be based on the following metrics assuming a \$15M spend-level on advertising over the entire FY 2012:

- Advertising will reach no less than 87 percent of the adult influencer population;
- Frequency of advertising (the number of times a person sees a particular advertisement) will meet or exceed 9 times per adult influencer;
- Number of gross impressions obtained through advertising will meet or exceed 1.6 billion adult influencers;
- Number of visits to [www.todaysmilitary.com](http://www.todaysmilitary.com) will meet/exceed visits during FY 2011;
- Number of visits to [www.myfuture.com](http://www.myfuture.com) will meet/exceed visits during FY 2011;
- Average time spent on [www.todaysmilitary.com](http://www.todaysmilitary.com) will meet/exceed industry standard of 5 minutes;
- Number of recruiting leads to the Services will meet/exceed 12,000 individuals who express interest or actively pursue additional information; and
- Number of names distributed to the Services for their direct marketing efforts should meet or exceed the number of names provided in FY 2011.

In FY 2011, Joint Market Research Studies (JMRS) performance evaluation will be based on the number of website visits to its DoD internal audience website, [www.dmren.org](http://www.dmren.org). The Defense Market Research Executive Net (DMREN) website houses an array of JAMRS research

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

and study initiatives providing valuable demographic insight for recruiting professionals.

The JMRS performance evaluation will also be based on the results of a year-end satisfaction survey of the Services' Recruiting Commands. Results will be compared and analyzed in future years using FY 2002 base year as a benchmark. It includes satisfaction scales for each of the major projects within the program as well as the following overall measures:

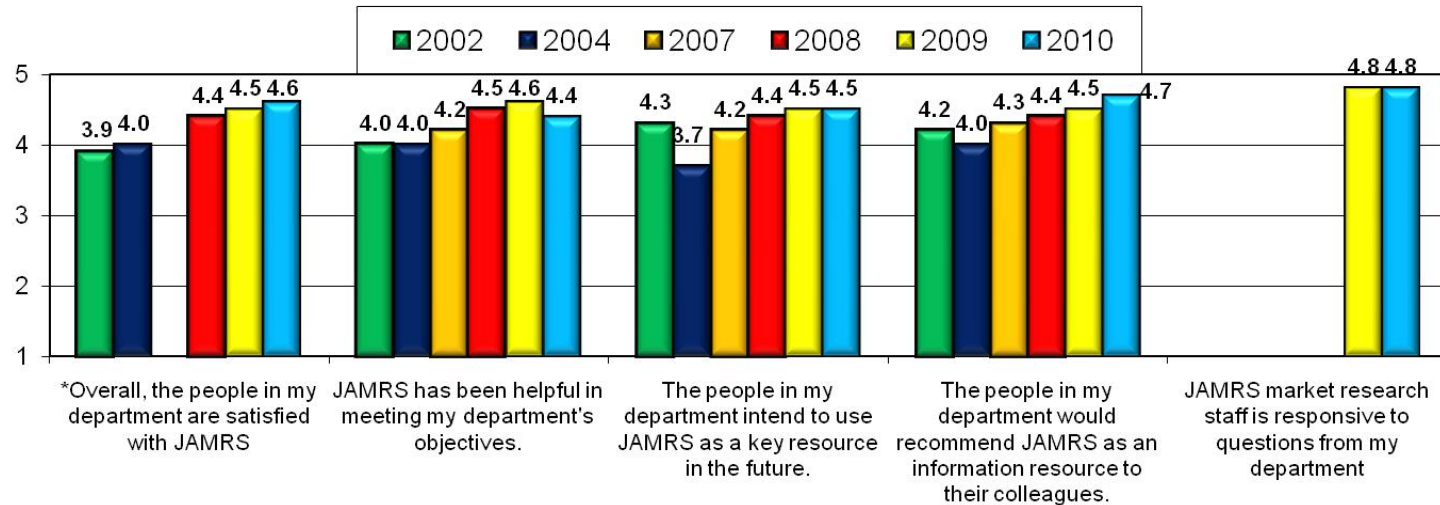
- Overall satisfaction with Joint Market Research services.
- Joint Market Research has been helpful in meeting my organization's objectives.
- Intend to use Joint Market Research as key resources in the future.
- Would recommend the information and services provided by Joint Market Research.
- JAMRS market research staff is responsive to questions from my department.

As program metrics of success, JAMRS performance increased in FY 2010 in most measures from FY 2009 levels.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

*5-point scale. 1= Strongly Disagree 5=Strongly Agree*

**JAMRS Market Research**



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Defense Language Office (DLO):**

The mission of the 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 2011-2015 Guidance for Development of the Force (GDF). The 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 focus on the need to address critical skills. The DLO recommends policy to build, strengthen and institutionalize language, regional and cultural capabilities.

The Fiscal Year 2012 performance goals for the Office are:

- Develop policies, plans, and programs to support the development and enhancement of the Department's language, regional and cultural capabilities;
- Oversee Department of Defense policies and guidance on all matters related to the management of language, regional, and cultural capabilities;
- Oversee and ensure Service and Agency compliance with the Department of Defense Directives (DoDD), Department of Defense Instructions (DoDI) and other implementing policies, for management of DoD language, regional and cultural capabilities;
- Ensure the integration of existing DoD policy and doctrine in Joint Staff, Service, and Agency policy documents; establish common terminology and performance measures for identifying, developing, measuring and managing language and culture-related programs. In conjunction with the 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

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Proficiency Pay for civilian personnel, and a Skill Proficiency Bonus to encourage senior ROTC students to pursue strategic language and regional/cultural study;

- Oversee and serve as OSD Functional Manager for implementing policies, metrics, timelines, and execution of the Department of Defense (DoD) Foreign Area Officer (FAO) Program;
- Oversee and manage the DoD language testing program to include oversight of Service and Agency implementing policies and procedures for management of the Defense Language Testing Program to include maintaining a DoD Instruction on Testing;
- Oversee and manage the distribution of grants to colleges and universities with Reserve Officer Training Corps (ROTC) programs to develop programs for foreign regional studies and 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;
- Oversee the collaboration and synchronization of DoD regional (and cultural) capabilities; and
- Plan, oversee and chair the Defense Language Steering Committee and the Defense Language Action Panel.

The Office will use the following metrics to monitor progress:

- Balanced Scorecard to track the performance of the Defense Language Program;
- Annual reporting and metrics to track the accession, separation and promotion rates of language professionals and Foreign Area Officers;
- Availability of language capabilities to meet OIF and OEF contingency operational requirements (Language Readiness Index risk assessment tool);



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Growth in available language capabilities required for selected Steady State Security Posture scenarios (Language Readiness Index risk assessment tool);
- Accountability in DoD databases of personnel with regional proficiency ratings

**Defense Civilian Personnel Data System (DCPDS):**

Combined with the restructuring of civilian HR servicing into regions, 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 ratio at program inception (1994) to 1:85 currently. The Economic Analysis for 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. DCPDS has also eliminated duplicate legacy system maintenance. 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 (SLAs) average 4.71, significantly above the minimum required score of 3.75. The DCPDS Information Assurance (IA) program to date has successfully deterred all intrusions.

**Defense Wide Civilian Personnel Management Service (CPMS) Mission Programs:**

IRD performance criteria call for ADR to be offered on 100 percent of EEO cases. For every complaint IRD resolves early, DoD avoids a conservative estimated \$60,000 in case processing costs and potentially, millions of dollars associated with protracted

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

litigation. FY 2012 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 DoD No FEAR statistics.

ICUC success is measured by cost containment through effective case management, efficient return to work programs, and customer satisfaction. FY 2012 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 through the Pipeline Reemployment Program. (In FY 2010, the program provided funding and/or FTEs to employ 369 injured workers bringing the estimated future cost avoidance to over \$821 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.

CARE 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 2012 goals include: providing approximately 19 Priority Placement Program training courses

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

throughout DoD, conducting 4-5 on-site, comprehensive PPP/VSIP evaluations, and providing Career Transition Assistance briefings and support at installations affected by BRAC and the Secretary of Defense's efficiency reductions.

The Leadership Professional Development Division 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 program, as well as track participants' success while enrolled in the program. This includes marketing, solicitation, nomination, application, assessment, selection, and orientation phases, as well as leadership seminars, professional military education, individual development, and program completion phases, including graduate utilization (return on investment).

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

Performance goals are:

- Continue the highest standards of accuracy for over 35 million records and worldwide access times for over 4 million transactions processed daily with 99.5 percent availability for the database outside of scheduled maintenance times (while reducing scheduled maintenance);

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 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, measured in the aggregate, across all locations as long as adequate network connectivity is provided by the site
- 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;
- Maintain User Outreach Program to promote usage of the CAC and PK-enabled application development, provide information and presentations to the user community, plan major educational events at least 4 times per year, solicit functional manager input where technology can improve, expedite or streamline business processes;
- Provide essential post-issuance capability, such as PIN reset and updating/renewing certificates;
- Provide DoD beneficiaries and their family members with a central support office for assistance with issues related to the DEERS Database, DoD benefits and entitlements;
- Provide enhanced customer care by collaborating with Federal Agencies such as the Social Security Administration, and the Centers for Medicare and Medicaid Services, to ensure member benefits are protected;
- Extend DoD Beneficiary and family members support through self help tools using the MYDODBENEFITS portal;

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 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 Defense incident reporting that feeds the National Incident Based Reporting System, EEO, Census, and demographics data;
- Provide accurate information and analysis for decision makers in DoD and other Federal Government entities;
- Issue new DoD populations ID cards so they can authenticate on DoD networks securely and physically access DoD installations to receive their entitlements and participate in Coalition partner pilots using the CAC
- Work with the medical community to use the CAC as an authentication token for scheduling medical appointments and receiving drug benefits at the pharmacies
- Work with both the Army and Air Force Exchange Service (AAFES) and Navy Exchange (NEX) Service to allow the catalog exchange services to receive real-time, automated verification of eligibility information for online catalog sales as well as various ad-hoc reporting requirements for their operations
- Identify possible fraud in the Department via Fraud Focus - an on-going tri-agency effort to minimize fraud and abuse against DoD financial assets
- Minimize fraud via computer matches with SSA resulting in prosecutions and cost recovery totaling \$29.7M
- Provide interoperable single solutions for both DoD and VA through Virtual Lifetime Electronic Record (VLER)

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Provide enterprise IT services to allow more granular information for logical access decisions to prevent future "wiki-leaks"
- 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)	FY 2010
Erroneous Payment	\$168,829,778	\$29,737,743
Suspected Fraud	\$6,821,423	\$0
Actual Fraud	\$10,053,556	\$0
Cost Avoidance	\$10,398,455	\$0
Total	\$196,103,212	\$29,737,743

**Human Resources Strategic Assessment Program (HRSAP)** performance goals include:

- Administer 5 or more surveys per year and provide a tabulation of responses, report, briefing, and research summaries for each and ensure data are available for analysis within 90 days of closing the survey;
- 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)

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Joint Personnel Adjudication System (JPAS)** performance goals include:

- Collaboration with and support of the DCMO in their efforts to develop DISS, the next generation DoD enterprise wide IT system for personnel security clearances;
- Determining and developing system modifications necessary to eliminate "end-of-life" system components, increase system stability, and standardize the configuration such that it is in line with standards;
- Improve application security through initiatives to increase audit capabilities, support Public Key Enabled (PK-Enabled) authentication, and expand automated secured data transmission.

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

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

The following performance goals and metrics are for budget years FY 2012 through FY 2013:

- Ensure the Department meets DoD milestones for the Virtual Lifetime Electronic Record (VLER);
- Provide timely support for the development of Departmental HRM Information Technology (IT) policies;
- Assess the impact of acquisition programs on the HRM community;
- Initiate, coordinate, and execute project/program areas such as Chief Information Officer (CIO) support, Information Management Analysis, Information Assurance, Critical Infrastructure Protection, Information Technology, Functional Data Administration, and Data Standardization;

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Conduct prototype demonstrations of innovative work processes and enabling information technologies such as the automated exchange of digitized personnel records;
- Define, document, and maintain Department-wide, HRM Enterprise Standards that include Authoritative Sources (AS), Business Glossary Standards, Business Process Standards, Business Rule Standards, and Common Human Resources Information Standards (CHRIS);
- Conduct Continuous Process Improvement and prototype information management initiatives;
- Build stakeholder awareness, understanding, and acceptance of change relative to HRM information technology initiatives;
- Continue to Expand the user base for the Defense Personnel Records Imaging System (DPRIS)
- Oversee the HRM Community of Interest;
- Maintain the HRM architecture to support the system certification authority;
- Provide authoritative interpretation of HRM federation and architecture integration issues within the Defense HRM community;
- Support the USD (P&R) in the oversight of HRM records management policies and procedures;
- Ensure that the HRM policies and priorities are reflected in the Department's Business Enterprise Architecture;
- Ensure the HRM Business Standards in the BEA are reflective of current HRM policies and priorities;
- Ensure constant and consistent collaboration of HRM transformation activities that impact other functional areas;



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Ensure consistent integration of policies and priorities across HRM functional areas;
- Establish and maintain an inventory of HRM systems;
- Manage the HRM Investment Review Board (IRB) to support the annual review of all HRM business system investments;
- Recommend and approve actions relative to the certification of HRM business systems with a total development or modernization cost in excess of \$1 million; and,
- Establish and track HRM metrics.

**Defense Travel Management Office (DTMO):**

The DTMO was established in February 2006 and has three enduring goals listed below. These goals have objectives that can be measured to determine DTMO's progress toward serving the travel community.

- **Balance Customer and Stakeholder Satisfaction**
  - FY 10 Accomplishments:
    - Developed methodology to capture portion of travel spend that is charged to the Government Travel Charge Card (GTCC) travel card, categorized into areas of hotel, air and rental car
    - Initiated Centrally Billed Account (CBA) working group with Component Program Managers to determine customer needs
    - Identified high-priority DTS CBA System Problem Reports (SPRs) for resolution
    - Researching alternative solutions to meet software requirements for automating fair and equitable allowances (ongoing)
    - Conducted "Voice of the Customer" analysis to manage customer demands

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Developed comprehensive list of conferences and stakeholders
- Developed charter for the Customer Service Integrated Project Team
- Drafted conference management plan to standardize seminar after action reports, establish post conference survey, and develop pre-conference approval process (ongoing)
- Reported results from the 2009 Quick Compass survey; conducting 2010 Quick Compass Survey
- Collected customer feedback via Interactive Customer Evaluation (ICE) surveys (ongoing)
- Analyzed Travel Assistance Center (TAC) feedback (ongoing)
- Expanded quarterly handshake visits to 7 new Agencies
- Developing customer satisfaction survey for rental car program (ongoing)
- Established criteria for a Staff Assistance program; conducted staff assistance visit pilot with Military Community and Family Policy
- Exploring the feasibility of an Executive Travel Assistance concept (analyzed corporate best practices)(ongoing)
- Conducting analysis of parking programs to determine Department's needs (ongoing)
- Exploring the feasibility of lodging and car sharing programs (ongoing)
- Transferred knowledge of regulatory implementation to the TAC - March 2010 (included onsite instruction, update of FAQs, and process implementation to answer complex questions)
- FY 11/12 Planned Activities
  - Determine opportunities for cost savings across travel enterprise

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Determine opportunities to increase GTCC use to maximize visibility into Department's spend
- Implement CBA release for DTS
- Develop/implement automated survey tool for automating allowances
- Conduct customer focus groups to determine customer requirements and demand
- Finalize and disseminate external stakeholder questionnaire
- Implement conference management plan
- Coordinate contracts for future annual customer satisfaction surveys
- ICE feedback (ongoing)
- Establish repeatable customer-centric solution processes
- Continue market analysis and feasibility studies for Executive Travel Assistance concept and parking, lodging and car sharing programs
- **Serve as the DoD Center for Travel Excellence**
  - FY 10 Accomplishments:
    - Conducted DTS IT assessment
    - Developing plan for travel transformation concept and way ahead (ongoing)
    - Completed draft DoD Directive (DoDD) for DTMO (in coordination process)
    - Developed comprehensive plan and proposed legislative changes to simplify Defense travel policy
    - Submitted report on Defense travel simplification to Congress in response to Section 1058 of the 2010 National Defense Authorization Act (NDAA) enrolled as P.L. 111-84
    - Developed outreach strategy to stakeholders in support of Defense travel simplification effort

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Developing framework for policy compliance based on business rules and overall cost data from DTS, post pay audits and enterprise metrics (ongoing)
- Updated training resources to support DTS releases 5 and 6
- Updating training resources to support DTS releases 8,9, and 10 (ongoing)
- Conducted ~20 Defense Travel Administrator (DTA) classroom training courses for Defense Agencies
- Issued over 110K certificates for successful completion of web-based training modules
- Developed course on how to utilize Travel Explorer (TraX) and the TAC
- Delivered over 140 distance learning courses
- Successfully conducted 2010 Defense Travel Administrator (DTA) Seminars for 2 locations (Arlington, VA and Denver, CO)
- Completed DTS post implementation review report
- Declared DTS FOC (March 2010)
- Completed analysis of alternatives to assist in determining DTS operations and sustainment acquisition strategy
- Overseeing implementation of "Progress to Java" coding in DTS (ongoing)
- FY 11/12 Planned Activities
  - Execute plan for travel transformation; stand up transformation cell and associated integrated project teams
  - Complete coordination and approval process for issuance of Commercial Travel DoD Directive
  - Conduct outreach, pilots, studies and demonstrations to support travel simplification

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Implement policy changes incrementally to support simplification
- Finalize baseline metrics and approach for policy compliance program framework
- Update "Robohelp" application in DTS
- Continue conducting DTA classroom training for Defense Agencies
- Develop new DTS Commercial Travel Office (CTO) course for distance learning
- Insert qualitative evaluation into web based training modules
- Plan and conduct CONUS and OCONUS DTA seminars
- Determine DTS operations and sustainment acquisition strategy
- Influence completion of "Progress to Java" coding in DTS

**Manage the DoD Travel Enterprise**

- FY 10 Accomplishments:
  - Working with the Federal Motor Carrier Safety Administration to share future bus safety inspection and carrier approval data (ongoing)
  - Revised Defense transportation regulation on unused ticket process and are developing DoD standardized workflow procedures for processing unused tickets (ongoing)
  - Expanded customer satisfaction measures and improved quality control metrics for worldwide CTO services
  - Drafted small business request for proposal with improved quality control measures for monitoring performance and enhancing reporting of acquiring CTO services worldwide
  - Finalizing updated rental car agreement (estimated completion, September 2010)
  - Updating Military bus agreement terms and conditions (ongoing)
  - Submitted FY09 Premium Class Travel report to GSA

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Awarded CTO service contract for Korea and task orders for Defense Travel Area 7, Europe and Defense Intelligence Agency
- Conducted CTO contract implementation seminars
- Drafting/release small business set aside solicitation with consolidated and streamlined requirements for acquiring CTS services worldwide (ongoing)
- Partnered with Air Force and MEPCOM for GTCC pilots
- Conducting controlled spend account pilot with Air Force for GTCC (ongoing)
- Installed Enterprise Content Management (ECM) software and began configuration; initiated working group, established file plans and workflows, trained staff on ECM (September 2010)
- Integrated CTO travel daily, CTO monthly, travel card, General Services Administration, Department of State, NGIS, and DTS extract data into the Commercial Travel Information Management tool (ongoing)
- Initiated business intelligence working group to support dashboard development
- Identified and defined user profiles, validated, revised and prioritized performance data and are developing/testing views for enterprise-wide dashboard (ongoing)
- Produced marketing videos for Cost of Living Allowance Frequently Asked Questions (FAQ), Currency FAQ, and Travel Transformation
- Produced Overseas COLA Toolkit
- Developing OHA Toolkit and primer (ongoing)
- Drafting travel assistance communications plan
- Developed graphical user interface for website

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Redesigned DTMO website, drafted/updated and programmed content for all sections, executed Phase I Testing; Phase II testing scheduled for July 2010, performing content modifications (ongoing) for September's planned launch
- Drafted Internal Communications Plan
- FY 11/12 Planned Activities
  - Continue to develop improved processes for CTO services
  - Continue to improve Premium Class Travel reporting processes
  - Update Rental Truck Agreement (ongoing)
  - Complete update to Military Bus Agreement
  - Continue awarding task orders/contracts for worldwide CTO services
  - Award small business set aside contract
  - Conduct CTO contract implementation seminars
  - Complete controlled spend account GTCC pilot with Air Force and dependent on a positive outcome expand the scope of the initiative
  - Conduct pre-paid meal card pilot with MEPCOM
  - Complete full implementation of ECM
  - Complete integration of CTO travel daily, CTO monthly, travel card, General Services Administration, Department of State, NGIS, DTS extract data into CTIM (ongoing)
  - Launch dashboard to support executive level decision making
  - Complete implementation of DTMO in-sourcing plan
  - Develop communications strategy for rental car/truck program
  - Continue developing communications products for Allowances
  - Maintain new website and implement updates

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Implement full Internal Communications Plan

**Federal Voting Assistance Program (FVAP)**

Recognizing the challenges to overseas absentee voting, FVAP has identified four strategic goals to guide its FY 2010-2014 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.

**Strategic Goal 1: Improve UOCAVA voting success rates to meet or exceed the general absentee population voter success rates**

- **Challenge:** UOCAVA voters do not currently reach the same voting success rates that are experienced by the general absentee populations. 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%.
- This is a superior measure to traditional voter registration rates and voter participation rates; the 2008 Report indicated the military voter registration rate was 77% compared to 71% for the general electorate. It also indicated the military voter participation rate was 54% compared to 63.6% for the general electorate. When adjusted for the substantial age and gender differences between the military and general electorate populations, the military voter participation rate was 73%. The UOCAVA absentee voter success rate is a superior measure for FVAP program performance because it is the single greatest area of voting failure.
- **Goal:** FVAP seeks to achieve UOCAVA voting success rates equal to or exceeding the general absentee population rates by 2014.



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **Measure of Success:** UOCAVA absentee ballot return, FWAB utilization, and absentee ballot count rates are equal to or greater than those of the general absentee population.
- **Results:** The 2008 Report results serve as a baseline of relative military voter performance against which FVAP program performance will be measured for the 2010 and future election cycles. The preliminary survey results from the 2010 post-election survey will not be available until May 2011.
- **Strategic Goal 2: Bring all States' Legislative Initiative Scores to 75%**
  - **Challenge:** FVAP provides annual legislative recommendations to the States on the changes needed to provide UOCAVA voters the voting access necessary for them to successfully participate in the absentee voting process. Prior to 2009, those legislative initiatives have not been measured or weighted according to their importance in the voting process, and provides little guidance to the States on relative importance of various initiatives. , Therefore, FVAP has revised its legislative initiative process to weight the initiatives by how much they should improve the absentee voting opportunity of military and overseas voters.
  - **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 also continue to measure its ability to influence state-by-state UOCAVA voting programs with its Legislative Initiatives' scoring index, based on a 100% score, and a goal of each State having at least a 75% score.
  - FVAP's Legislative Initiatives Score Index focuses on sending ballots to voters at least 45 days before the election, as now mandated by the MOVE Act, the expanded use of email and online transmission for all election materials (especially blank ballots), and expanding the applicability of the Federal Write In Absentee Ballot (FWAB) to all elections, and its simultaneous use as a registration and absentee ballot application.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **Measure of Success:** Bring 50 States Legislative Initiative Score to 75% by 2014.
- **Results:** Since October 2009, States with at least a 75% score has risen from seven to 14. The goal in 2011 is 24. The average national Legislative Initiative Score has risen from 53% to 63%.
- **Strategic Goal 3: Quantify the overseas civilian population**
  - **Challenge:** Estimates for Overseas civilian voting (non-military) range from two million to more than five million. Without a clear idea of the total number of overseas civilians it is impossible to evaluate FVAP program performance; without a firm number of total overseas civilian voters, voter registration, voter participation, and voter success rates are impossible to determine.
  - At the same time, it is difficult to define the overseas civilian population: data-gathering is cost-prohibitive and overseas U.S. citizens are not required to register with embassies and consulates, a major source of FVAP UOCAVA voter data.
  - **Goal:** By defining the current numbers of overseas civilians, as well as their demographic and geographic distribution, FVAP can tailor mandated voter assistance efforts to most effectively carry out its mandates and meet its mission. FVAP will implement innovative research techniques to quantify the overseas civilian population and define voter demographics. FVAP will also reach out to overseas voting advocacy groups and private organizations to expand its data.
  - **Measure of Success:** Overseas civilian population participates in surveys in statistically-significant levels.
  - **Results:** This is a multi-year process, started in FY10, that will not be complete until 4QFY11/1QFY12. The methodology to define and sample overseas citizens using statistically improved methods is now in place, the research agents have established a sound analytical process for executing that methodology, and the methodology and research plan has been approved for execution by FVAP. FVAP will also assemble an Academic Review Panel by end of Q2FY11 to review the approach used and to advise on courses of action during execution.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- **Strategic Goal 4: Streamline the UOCAVA voting process**

- **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 LEOs, 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. In addition, focus on initiatives that improve the voting process such as mail transit process analysis and training for VAOs and State Local Election Officials. As outlined in the "Implementation Plan" section of this document, FVAP will focus on technology improvements, assistance to the election officials and voters, and legislative support in order to meet this goal.
- **Measure of Success:** The UOCAVA voter is able to complete each stage of the voting process in less than or equal to 15 minutes.
- **Results:** Three sets of online tools were deployed in FY10 to streamline the voting process for UOCAVA voters. An online voter registration wizard (using the Federal Post-Card Application, or FPCA) was deployed June 2010, and had 92,000 downloads as compared to 20,000 in 2008. An online back-up ballot wizard (using the Federal Write-in Absentee Ballot, or FWAB) was deployed July 2010, and had 20,000 downloads by Election Day. There was no comparable FVAP system in 2008, but a similar system deployed by the Overseas Vote Foundation in 2008 had 100,000 total FPCA and FWAB downloads, or 16% less than FVAP's 2010 download volume, despite a 50% higher voter participation rate in the 2008 election. Average form completion time was eight to 10 minutes.
- FVAP also deployed a family of online ballot delivery and marking wizards in 740 election jurisdictions across 17 States, as compared to 415 jurisdictions in 11 States participating in FVAP's 2008 system. Almost 3,500 ballots were downloaded

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

from these 17 systems for the 2010 general election, as compared to 120 downloaded during the 2008 election cycle. Additionally, 11 States deployed online ballot delivery and marking systems independent of FVAP for the 2010 election, for which ballot transmission and time data is still being compiled by the States and local election officials.

**Defense Personnel Security Research Center (PERSEREC)**

PERSEREC significantly improves operational readiness by improving DoD's personnel security policy and procedures. This program is aligned with the Department's priority of "Improving Effectiveness and Efficiency across the Board".

PERSEREC has six major goals for FY 2012:

- 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 espionage and other serious inappropriate acts by cleared personnel.
- Goal 4: Develop products for improving the professional development and certification of security professionals.
- Goal 5: Improve the effectiveness of application vetting through automated verification and auditing of self-reported personnel security information.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Goal 6: Respond effectively to requests from Office of the Deputy Under Secretary of Defense for Human Intelligence, Counterintelligence and Security 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 for implementation in FY 2010. PERSEREC had significant research initiatives that were presented to DoD and other government agency senior management for potential implementation. 90 percent of these initiatives were implemented. PERSEREC exceeded the goal of a 75 percent implementation rate.
- Timeliness: Complete 90 percent of FY 2009 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 research tasks that were associated with specific contract completion dates in FY 2010. 100% 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 FY 2010 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 2010, PERSEREC published 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.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 prevent the crime of sexual assault; however, in the event of a sexual assault, victims will be treated with dignity and respect and provided victim-centered care. The Department's 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 2012:

- Ensure implementation of DoD Sexual Assault Prevention and Response (SAPR) policies by establishing benchmark levels of awareness and confidence in the sexual assault prevention and response program by the end of FY2011 and increasing to 90% awareness and 80% confidence in the sexual assault prevention and response program by the end of FY2016.
  - In 2010, SAPRO obtained a benchmark by developing and fielding two research measures to assess awareness of reporting options and prevention approaches. SAPRO also funded 26 contract staff across the National Guard (NG) 54 States, Territories and District of Columbia to increase prevention and reporting initiatives.
  - In 2011, SAPRO will analyze the research results (will be posted in the Annual Report to Congress), develop an outreach plan, and implement outreach program/s to close gap between benchmark and goal. SAPRO will also support 44% of full time NG SARC personnel to further enhance prevention and reporting.
- 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.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- In 2010, using acquisition best practices, SAPRO developed and received approval for Milestone A; developed requirements baseline; submitted Request for Proposals for the development, implementation, and maintenance of DSAID; convened a Source Selection Board (SSB); awarded a contract to a developer; and developed an integrated master schedule and implementation plan.
- In 2011, SAPRO will continue collaboration with the developer; establish a Change Control Board; continue to conduct interface mapping activities with the Military Services; refine and execute test management plan for Milestones B and C with an independent test organization; submit Milestones B and C documentation, as well as a Business Process Reengineering Assessment.
- Ensure high quality care for 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 FY2016.
  - In 2010, SAPRO developed an evaluation instrument for victims and responder; established a multidisciplinary advisory group to evaluate best practices; and recommended professional standards applicable to the Department.
  - In 2011, SAPRO will identify pilot sites for testing new standards program; conduct an assessment of the pilot program; and revise standards based on assessment and finalize for implementation.
- 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 evaluate in FY 2012.
  - In 2010, SAPRO (in collaboration with DMDC) developed pilot program to test measures for performance objective; created and disseminated a survey for active

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

duty, reserve and military academies to enable development of number reporting unwanted sexual contact.

- In 2011, based on survey results (will be posted in the Annual Report to Congress); SAPRO will establish a baseline of gap estimate and begin annual measurement.

**Employer Support of the Guard and Reserve (ESGR):**

ESGR is enhancing 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:

- Growth of employer support by contacting known employers of Guardsmen and Reservists;
- Expansion of 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: (Estimated Oct - Nov 2010) - 9,802;
  - FY12: (Projected) - 50,000.



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 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:
    - FY10: (Actual) - 164,218;
    - FY11: (Estimated Oct - Nov 2010) - 27,369;
    - FY12: (Projected) - 170,000.
- DoD Efficiency Initiative: 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:
    - FY10: (Actual) - 495,774;
    - FY11: (Estimated Oct - Nov 2010) - 82,629;
    - FY12: (Projected) - 0.
- The number of employment conflicts received and resolved:
  - FY10: (Actual) 3,202 received with 84.4 percent of cases resolved;
  - FY11: (Actual as of 3 Dec 10) 575 received with 83.7 percent of cases resolved;
  - FY12: (Projected) 3,700 received with more than 75 percent of cases resolved based on current case complexity.
- Average calendar days to resolve employment conflicts (Goal is within 14 days):
  - FY10: (Actual) - 10 days;
  - FY11: (Actual as of 3 Dec 10) - less than 11 days;
  - FY11: (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).

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

FY11-FY12 and out years are based on the new case management system and aligning with DOL cases resolution statuses, which further break down USERRA case(s), complaints and categories. The distinguishing between resolved and administrative closure will result in the percentage of cases resolved being lower, however, we expect to maintain an average of 70 to 75 percent case resolution rate.

**DACOWITS**

The most significant changes noted for FY11 is the increased representation on the Committee. In FY 2011 the Committee will continue to grow to complete the Charter's authorized max of 35 members beginning FY 2010. The Committee membership growth will increase the cost of travel, billeting, office supplies, and the need for increased support staff. Additionally the Committee's research firm contract with ICF, International, increases 4% annually during FY 2011-FY 2013.

Across the services and the DoD there are several situations where DACOWTIS recommendations have been incorporated into the current DoD status of forces surveys and are tracked for their relationship to the health of the force. The Committee has been highly successful in accomplishing the following metrics of success:

- Committee recommendations that are incorporated into the Department Strategic HR Plans.
- Identify emerging trends that can be moved to DMDC/Services for development in surveys and long range tracking by the Committee/Services and/or the department.
- Committee recommendations that are adopted by the Department/Services as new programs, policy, or legislation.
- Recommendations or trends that are identified in the Status of Forces (SOF) Briefings and resolved or assisted in being resolved by Committee efforts.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Office of the Actuary (OACT)**

The primary goals for OACT are to:

- Conduct valuations in accordance with generally accepted actuarial principles and practices.
- Continue to provide employees education and professional development support.
- Establish strong industry networking interfaces.

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 will be accumulating the continuing professional development credits which were required by the Society of Actuaries beginning in 2009 for all credentialed actuaries. 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 2010, 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 were presented to the relevant Boards of Actuaries during their FY 2010 meetings. The methods, assumptions, and results were all approved. For each of the Board meetings, advisors from various DoD policy offices

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

**Yellow Ribbon Program (YRP)**

YRRP's mission is to provide National Guard and Reserve Service members and their families with information events, services, referrals, and proactive outreach opportunities throughout the deployment cycle.

**Yellow Ribbon Outreach Program:**

The YRRP is required to develop an outreach program. This program reaches out to the Services in order to provide inter-Service cooperation, marketing, and make YRP events more dynamic and interesting. The Outreach program is accomplishing its goals through the following initiatives:

1. **YRRP Program Conferences:** The purpose of the conferences is to improve the Services' Programs by enabling Yellow Ribbon Event Planners and Program Managers to improve inter-service cooperation, receive a consistent message, strengthen working relationships that could be greatly enhanced by a joint conference environment, and raise awareness of resources available to Event Planners.
2. **Regional Joint Events:** The YRRP Office, in coordination with the Services, plans to execute four regional joint events during FY-11. It will also coordinate with the National Guard Bureau, Army Reserve, Marine Reserve, Navy Reserve, and Air Force Reserve to each "host" one of the four events with the YRRP Office being responsible

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

for all contracting related to venue, meals, child and youth curriculum, and training materials. These events would be based on the existing Yellow Ribbon event templates and expanded over five-days to encompass all phases of the deployment cycle (Pre-, During, and Post-deployment) and include a job fair. By alleviating the burden of contracting and concerns over the use of Service appropriated funds, this approach will allow the host Service Event Planner to focus on producing an exceptionally high quality event without being distracted by administrative issues.

3. **Deployment Cycle Support Teams-State Specialist Programs:** The State Specialist Program began in 2009 in 10 states as a pilot to establish deployment cycle support teams at the state level. This program has yielded many benefits for YRRP and, Service and Family members. The State Specialists have played key roles in developing programs, committees, and facilitating Service collaboration in their area, in an effort to better support the Service and Family members. The State Specialists also provide a mission essential link between the YRRP Office and unit Event Planners. They have also become a valuable resource in the field by supporting key interaction with government and non-government resources. These relationships have helped facilitate joint Yellow Ribbon events, and support Commanders and Event Planners in the execution of YRRP. This program is scheduled to grow from 10 to 27 full time equivalents during FY-11.
4. **Cadre of Speakers:** In November 2010, the YRRP Office made the Cadre of Speakers available to Event Planners across the country. The Cadre of Speakers is a pool of highly effective and qualified, presenters and facilitators capable of delivering dynamic presentations at Yellow Ribbon events. This initiative addresses the

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

objective to enhance and improve the quality of Yellow Ribbon events for Service and Family members by creating an interactive and engaging environment via highly qualified speakers.

5. **Videos:** During FY10, the YRRP Office hired a professional video team to capture the essence and experience of YRRP and increase awareness of the Program among our target audiences through video products. The team attended Yellow Ribbon events for each deployment cycle phase and Service and captured the various elements of the Program (e.g. breakout sessions, general sessions, service providers, and interviews with staff and attendees). This footage was edited into more than 50 individual vignettes that communicate in a unique way the personal impact of this Program.
  
6. **YRRP Web Site:** The Yellow Ribbon Web site serves as the primary source for information about the Program. It provides a link to the Event Planning Tool, which allows users to find events and Event Planners to access the resources they need to plan them. The Event Planning Tool is also the main reporting tool used by the Yellow Ribbon Center for Excellence (CfE) to collect After Action Reports from Yellow Ribbon events as well as other Program metrics.

**Yellow Ribbon Center for Excellence:**

YRRP is enhancing the performance and evaluation system used to measure and better evaluate program performance and improve information presented Service Members and Families. The YRRP Center for Excellence (CfE) is tasked to collect and analyze ``lessons learned`` and suggestions from State National Guard and Reserve organizations that are operating existing or developing reintegration program curriculum. Additionally, the CfE will develop training aids and briefing materials for State National Guard and Reserve organizations.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

YRRP is developing a process for evaluating the effectiveness of the Yellow Ribbon Reintegration Program to better support the health and well-being of members of the Armed Forces and their families throughout the deployment cycle using the following future capabilities:

1. **Event Planning Tool:** Event Planners currently use this online tool to create, schedule, plan, coordinate and manage registrations for YRRP. The Event Planning tool includes a role-based hierarchy for approval of account access and allows users to generate and submit reports using this hierarchy.
2. **After Action Reports (AAR) Capability:** Will integrate with the Event Planning tool. Prompts Event Planner to complete AAR following the completion of an Event.
3. **Event Management System (Survey Capability):** This system will generate standardized surveys, with ability to customize, print, distribute, scan, and upload questionnaire results into a database for submission and query through chain of command. The system will include the ability for higher headquarters to check status of completed surveys. System will provide the ability to parse data for all levels of the chain of command.
4. **Capture Event Metrics:** The system will eventually produce a web-based application to identify personnel eligible to participate in the Yellow Ribbon Program (deployed to a combat zone for 90-days or greater) and track participation in YRRP Events (pre, during, and post (30, 60, 90-days). At some point the system will interface with DEERS to verify DoD Personnel and/or dependent identifications.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

5. **Quality Resources:** The CfE is establishing a relationship with a consortium of Land Grant Universities through partnerships with Military Community & Family Policy and the Department of Agriculture that will collect, analyze, and post for internal review the best practices and training materials from the Services. The group of Land Grant Universities (also called the Clearinghouse), will process and review Yellow Ribbon Service presentations and will provide detailed evidence based summaries on all of the curriculum reviewed. The Clearinghouse will also provide lessons learned and data analysis based on information provided through the YRRP data collection systems mentioned above. The Clearinghouse will be required to develop presentations and materials to address any identified gaps in the program for use by the Services at Yellow Ribbon events.



**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 (Projected)	1,748***	692,404**	Unknown	Unknown
FY12 (Estimate)*	1,100***	560,279**	Unknown	Unknown

\* Estimates for FY12 do not include provisions for passage of the Home Base Act currently proposed in Congress and subsequent implications due to inclusion of the Active Component in the YRRP.

\*\* 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.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>	<u>8</u>	<u>14</u>	<u>9</u>	<u>6</u>	<u>-5</u>
(Total)					
Officer	7	12	7	5	-5
Enlisted	1	2	2	1	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>1,149</u>	<u>1,406</u>	<u>1,163</u>	<u>257</u>	<u>-243</u>
U.S. Direct Hire	1,149	1,406	1,163	257	-243
Total Direct Hire	1,149	1,406	1,163	257	-243
Memo: Reimbursable Civilians Included	29	0	0	-29	0
<u>Active Military Average Strength (A/S)</u>	<u>8</u>	<u>14</u>	<u>9</u>	<u>6</u>	<u>-5</u>
(Total)					
Officer	7	12	7	5	-5
Enlisted	1	2	2	1	0
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
(Total)					
Officer	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>1,077</u>	<u>1,318</u>	<u>1,152</u>	<u>241</u>	<u>-166</u>
U.S. Direct Hire	1,077	1,318	1,152	241	-166
Total Direct Hire	1,077	1,318	1,152	241	-166
Memo: Reimbursable Civilians Included	29	0	0	-29	0
Average Annual Civilian Salary (\$ in thousands)	108.2	102.9	103.4	-5.3	.5
 <u>Contractor FTEs (Total)</u>	 <u>1,240</u>	 <u>1,208</u>	 <u>1,091</u>	 <u>-32</u>	 <u>-117</u>

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>	Change FY 2011/FY 2012		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	145,573	0	28,450	174,023	0	-21,178	152,845
<b>199 Total Civ Compensation</b>	<b>145,573</b>	<b>0</b>	<b>28,450</b>	<b>174,023</b>	<b>0</b>	<b>-21,178</b>	<b>152,845</b>
308 Travel of Persons	7,937	111	3,760	11,808	177	-2,946	9,039
<b>399 Total Travel</b>	<b>7,937</b>	<b>111</b>	<b>3,760</b>	<b>11,808</b>	<b>177</b>	<b>-2,946</b>	<b>9,039</b>
416 GSA Supplies & Materials	24	0	0	24	0	0	24
<b>499 Total Supplies &amp; Materials</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>
671 DISA Telecomm Services	0	0	0	0	0	363	363
673 Def Fin & Accounting Svc	1,310	5	158	1,473	-261	261	1,473
<b>699 Total DWCF Purchases</b>	<b>1,310</b>	<b>5</b>	<b>158</b>	<b>1,473</b>	<b>-261</b>	<b>624</b>	<b>1,836</b>
771 Commercial Transport	774	11	-304	481	7	-7	481
<b>799 Total Transportation</b>	<b>774</b>	<b>11</b>	<b>-304</b>	<b>481</b>	<b>7</b>	<b>-7</b>	<b>481</b>
912 GSA Leases (SLUC)	26,057	365	-15,278	11,144	167	891	12,202
913 Purch Util (non fund)	1,293	18	-31	1,280	19	-19	1,280
914 Purch Com (non fund)	1,844	26	2,373	4,243	64	-67	4,240
915 Rents, Leases (non GSA)	279	4	969	1,252	19	-19	1,252
917 Postal Svc (USPS)	2,100	29	1,883	4,012	60	-60	4,012
920 Supplies/Matl (non fund)	2,784	39	-107	2,716	41	-63	2,694
921 Print & Reproduction	298	4	21	323	5	-5	323
922 Eqt Maint Contract	2	0	704	706	11	-11	706
925 Eqt Purch (Non-Fund)	147	2	1,549	1,698	25	-25	1,698
932 Mgt Prof Support Svcs	4,486	63	3,932	8,481	127	-127	8,481
933 Studies, Analysis & Eval	2,000	28	1,083	3,111	47	-47	3,111
987 Other IntraGovt Purch	0	0	1,603	1,603	24	-842	785
988 Grants	4,807	67	19,339	24,213	363	-363	24,213
989 Other Services	439,628	6,155	125,779	571,562	8,573	-132,938	447,197
<b>999 Total Other Purchases</b>	<b>485,725</b>	<b>6,800</b>	<b>143,819</b>	<b>636,344</b>	<b>9,545</b>	<b>-133,695</b>	<b>512,194</b>
<b>Total</b>	<b>641,343</b>	<b>6,927</b>	<b>175,883</b>	<b>824,153</b>	<b>9,468</b>	<b>-157,202</b>	<b>676,419</b>

\*FY 2011 column represents the FY 2011 President's Budget Request.

**DEFENSE HUMAN RESOURCES ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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# **Fiscal Year 2012 Budget Estimates**

## **Defense Information Systems Agency (DISA)**



February 2012

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**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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

	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
DISA	1,576,909	19,552	-212,011	1,384,450	15,283	-39,341	1,360,392

\* The FY 2010 Actual column includes \$230,302 thousand of FY 2010 OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$136,316 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

\* The FY 2012 Estimate column excludes \$164,520 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations 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 Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII)/DoD CIO). In short, the DISA provides global net-centric solutions for the Nation's warfighters and those who support them in the defense of the nation. The DISA is the only combat support agency charged with connecting the force by linking processes, systems, and infrastructure to people.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

Changes between FY 2011 and FY 2012: Price changes are 15,283 thousands. After considering the effects of inflation, the net OP-32 program change is a decrease of - \$39,341 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 2012 OP-32 program increases total \$36,404 thousand. Funding increases are predominantly attributable to: \$1,945 thousand for the Pentagon Reservation Maintenance Revolving Fund is due to changes in the DISA footprint at the Pentagon and associated increases to real property orders, Pentagon Renovation, and Site "R" support. Net increases in Communications Services (DISN) of \$7,800 thousand support mission requirements in Eliminate Bandwidth Constraints for the DISN, and DoD Teleport programs. Increased infrastructure support requirements are attributed to the Base Realignment and Closure (BRAC) move to Fort Meade, MD and are shared across mission areas. Increases include: purchased utilities, \$1,556 thousand; and facility maintenance, \$1,074 thousand. Net increases of \$160 thousand for commercial transportation funds increased costs associated with Mission Support to the President. Net increases in GIG Network Operations and Defense mission area of \$3,097 thousand for equipment purchases primarily support the Cyber Identity Monitoring, and Enforcement programs within PKI. Net increases in management and professional support services of \$18,590 thousand support Special Missions requirements for additional manning to maintain classified networks and information systems at the White House and provide mission support to the President and Mission Essential Emergency Communication (MEECN). Net increases in Engineering and Technical Services of \$2,182 thousand primarily support GIG Network Operations and Defense requirements for personnel in DISA Commander, Center, DISA Support and Element and DISA Field Offices.



**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

The FY 2012 OP-32 program decreases total -\$75,745 thousand. Funding decreases are predominantly attributable to: a net decrease of -\$14,288 thousand in civilian personnel compensation is primarily attributed to the termination of appropriated funding for Defense Messaging Service and efficiencies achieved from reductions in FTEs due to the BRAC move to Fort Meade, MD. Additionally, civilian pay funding was reduced due to the functional transfers of Information Assurance and COMSAT FTEs to the Defense Working Capital fund. Efficiencies of -\$990 thousand will be achieved in travel due to improved collaboration and the use of video conferencing and social networking tools. Decreased infrastructure support requirements are attributed to the BRAC move to Fort Meade, MD and are shared across mission areas. Decreases include: Defense Finance and Accounting Services, -\$1,406 thousand, Rental Payment to GSA Leases, \$-9,294 thousand, rents (Non-GSA), -\$52 thousand, supplies and materials (non-SF), \$-339 thousand \$-845 thousand in IT contract support and -\$4,749 thousand in other contracts. Net decreases of -\$3,392 thousand in purchased communication (non-DWCF) primarily results from the realignment of costs to communication services, DISN and other contracts. A net decrease of -\$9,188 thousand in equipment maintenance and -\$31,202 is primarily attributed to the Information Assurance functional transfer of operation support programs such as Host Based Security System and Security Information Manager to the Defense Working Capital Fund.

The DISA implements the Secretary of Defense's Defense Planning and Programming Guidance and reflects the DoD Chief Information Officer's (CIO) Information Management and Information Technology Strategic Plan. 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:

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- 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; and
- Operating and Assuring the enterprise through capabilities and services that provide critical warfighting and business information that is carefully managed and protected.

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 national and operational C2 and information sharing capabilities that adapt to rapidly changing circumstances.
- Protected data/networks supported by the ability to dynamically control and manage the Enterprise Infrastructure and C2 and Information Sharing lines of operation.

Currently, the DISA is a combined military, federal civilian, and support contractor workforce of about 18,000 people touching 100 countries. The DISA is dedicated to the idea that the key to a global, information-based DoD Enterprise is not to design the solution before designing the framework for constructing the solution. The DISA does not know what the next engagement will require; therefore, the DISA cannot build specific systems to try to solve every possible problem. The creation of a global enterprise

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

infrastructure, based on common standards and services, is an evolutionary process based on challenges to the warfighter as they arise.

To realize this goal, the DISA must have the ability to react, share, collaborate, and execute. The DISA requires a common platform of capabilities and services that enable the creation of new applications and solutions that can be rapidly developed and fielded. This common platform will allow the Services and Components access to information anywhere on the globe, from multiple computing devices.

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 significant progress in both diversity and capacity, in both fiber and Satellite Communications (SATCOM). Since 2005, overall capacity has grown from 480 Gigabytes (Gbs) to more than 5,500 Gbs in 2010.

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 anyone with a Common Access Card (CAC) to login from multiple DoD locations on any NIPRNet machine, for internet access, printing, and use of basic office applications.

The current world environment mandates comprehensive and integrated cyber protection for this infrastructure to ensure the DoD has protected information on protected networks. The DISA is conducting a massive effort to improve the security and defense capabilities of our military networks. These include: improved sensors for intrusion detection and

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

reporting; demilitarized zones (DMZ) security; filtering; and developing proxys 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 critical special missions and support to the Commander in Chief. These mission areas reflect the Department's goals and represent the DISA's focus on executing its lines of operation:

- **Transition to Net Centric Environment:** A net-centric environment is required to transform the way DoD shares information by making data continuously available in a trusted environment.
- **Eliminate Bandwidth Constraints:** Building and sustaining the Global Information Grid (GIG) transport infrastructure eliminates bandwidth constraints and allows surge capability to meet demands, whenever and wherever needed.
- **GIG Network Operations and Defense:** Operate, protect, defend, and sustain the enterprise infrastructure and information sharing services which enable Command and Control.
- **Exploit the GIG for Improved Decision Making:** Utilize the GIG for improved decision making and transition to DoD enterprise-wide capabilities for communities of interest, such as command and control, and combat support.
- **Deliver Capabilities Effectively/Efficiently:** Deliver capabilities, based on established requirements, more effectively, economically, and efficiently than the DISA does today.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- **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 missions to products and services. The Cost Allocation Model identifies the total cost of a program and avoids an unintended subsidy to the Defense Working Capital Fund; gains visibility and insight into cost and consumption of shared services; and addresses efficiencies.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>A. Transition to Net Centric Environment (\$ in thousands)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Net-Centric Enterprise Services	110,800	120,293	143,539
2. GIG Engineering Services	68,033	69,826	69,206
3. Advanced Concept Technology Demonstration	14,437	0	0
4. Coalition Warrior Interoperability Demonstration	2,106	2,183	0
5. Other Programs	0	3,093	3,536
<b>Transition to Net Centric Environment Total</b>	<b>195,376</b>	<b>195,395</b>	<b>216,281</b>

1. Net-Centric Enterprise Services (NCES): The Program Executive Office (PEO) for Global Information Grid Enterprise Services (GES) provides critical Warfighter, Business, and Intelligence Mission Area enterprise services. Services are provided on the Secret Internet Protocol Router Network (SIPRNet) and the Non-Classified Internet Protocol Router Network (NIPRNet) that allows over 2 million authorized DoD users to share information and collaborate across Components/Combatant Commands/Joint Staff/Agencies. The PEO GES portfolio of services includes: capabilities delivered by the NCES Program; the deployment and sustainment of capabilities provided through the Vice-Chairman of the Joint Chiefs of Staff initiatives; and the transition of local services into the larger Department of Defense (DoD) enterprise operational environment.

Critical Warfighter, Business, and Intelligence Mission Area services within the PEO GES portfolio include: a suite of web-accessible Collaboration capabilities supporting authorized DoD users and unanticipated users from outside the DoD; User Access (Portal) that allows users to access relevant information through a web-based presentation; Enterprise Search and Content Delivery that supports the exposure, discovery, retrieval,

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

and delivery of protected information; and Service Oriented Architecture Foundation (SOAF) capabilities. These PEO GES missions enable programs to share services-based applications across the GIG while leveraging information assurance and Network Operations (NetOps) capabilities. The PEO GES portfolio also includes the Strategic Knowledge Integration Web (SKIWeb) that provides decision and event management support to all levels of a widespread user-base ranging from Combatant Commanders to the Joint Staff to Coalition partners on the SIPRNet.

The individual suite of capabilities within the PEO GES portfolio of services provides the user with the flexibility to couple the services in varying ways that supports their mission needs. This flexibility provides unprecedented access to web and application content, critical imagery, intelligence and Warfighter information, and forward cached critical data in a secure environment.

2. Global Information Grid Engineering Services (GIG ES): GIG ES provides architecture, system engineering and end-to-end analytical support for DISA and its customers. GIG ES ensures integrated capabilities in support of the 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).

GIG ES support an Enterprise-Wide Systems Engineering capability and a modeling and simulation environment which enables the documentation and resolution of technical problems from across the GIG, to include capacity planning, upgrading, and troubleshooting of the GIG. Modeling and simulation funding maintains operations for network and application modeling and analysis capabilities serving numerous DISA programs and projects.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

Enterprise Wide Systems Engineering solves high priority technical issues that affect the GIG Global Information Grid (GIG) end-to-end interoperability and performance across the GIG programs. The Unified Communications and Collaboration (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 incident management control for the warfighter. Collaboration Interoperability Working Group (CWIG) activities support ASD (NII) and the Joint Staff.

The Chief Technology Officer (CTO) is responsible for defining the overall technical strategies for DISA. These strategies are the basis for the development, sustainment, and operations of critical net-centric products and services provided by DISA. The CTO supports efforts that will strengthen the delivery of critical Global Information Grid (GIG) products, services, and capabilities to the warfighter. The CTO influences Service/Agency program technology investments and provides the venue for technology development, assessment and insertion. The CTO also provides strategic vision and ensures the alignment of technology with the DISA mission, objectives, and core programs and projects. The CTO maintains the Technology Assessment Center (TAC) responsible for leading product and service utility demonstration and analysis and providing technical consultation on a broad range of topics and issues such as Enterprise Architecture, Enterprise Thin Client and industry technical consultation/best practices.

Funding also supports the DISA Special Advisor for Foreign Affairs who is responsible for all Foreign Disclosure actions where a DISA product, service, or technology is involved. In accordance with the Arms Export Control Act of 1976, the Foreign Disclosure Officer (FDO) is responsible for all foreign disclosure determinations. The FDO also conducts export license reviews and provides recommendations for the export of DISA controlled/related defense articles.



**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

3. Advanced Concepts Technology Demonstrations (ACTDs): The objective of this program is to demonstrate new, mature information technology and advanced operational concepts in order to access and exchange critical information; exploit opportunities to enhance current force capabilities; and, project future force information technology requirements. The focus is on responding to and meeting emergent warfighter requirements in an innovative, collaborative method and to put these new or improved capabilities in the hands of the warfighter in a responsible yet rapid manner. These efforts provide direct support to the Vice Chairman, Joint Chiefs of Staff, COCOMs, military services, and Agency partners. Beginning in FY 2011, both pay and non-pay were realigned to the Research, Development, Testing and Engineering appropriation.

4. 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 C4ISR solutions. For FY 2012, the Department's baseline review determined that participation in CWID was non-mission critical.

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

<b>B. Eliminate Bandwidth Constraints (\$ in thousands)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Standardized Tactical Entry Point (STEP)	11,929	1,357	1,294
2. DoD Teleport Program	9,354	18,740	16,976
3. Global Electromagnetic Spectrum Information System	2,935	6,407	13,361
4. Defense Spectrum Organization	28,536	25,997	28,018
5. Defense Information Systems Network Enterprise Activities	228,364	91,701	92,208

**Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

6. Defense Information Systems Network Subscription	12,111	12,546	17,321
<b>Eliminate Bandwidth Constraints Total</b>	<b>293,229</b>	<b>156,748</b>	<b>169,178</b>

1. Standardized Tactical Entry Point (STEP): The Standardized Tactical Entry Point (STEP) program is a suite of Department of Defense (DoD) Satellite Communications (SATCOM) Gateways that links the deployed tactical users to the Defense Information System Network (DISN) sustaining base. A STEP provides extremely high-throughput, multi-media telecommunications services for deployed forces during operations and exercises through the Defense Satellite Communications System (DSCS) X-band satellites (MILSATCOM). The STEP program also includes an IP Convergence Suite through a DISN-TE (Tactical Edge) IP-based architecture that provides legacy and converged DISN services to authorized, deployed customers of DoD Gateways.

The funding for this program is vital to ensure the tactical users' accessibility to DISN services. The STEP program provides both a global reach and the integration of the tactical users' communications systems providing centralized integration capabilities, contingency capacity, and the necessary interfaces to meet Combatant Commands, Services, and Agency requirements. The DISA is able to leverage the DISN and equipment at STEP sites to support world-wide operations for Expeditionary Forces and Overseas Contingency Operations (OCO).

2. DoD Teleport Program: The DoD Teleport program provides access to multi-frequency Military Satellite Communications (MILSATCOM) and Commercial Satellite Communications (COMSATCOM). The DoD Teleport Program supports forward deployed tactical users requiring access to the Defense Information System Network (DISN) and is another component of DoD Gateways. Each Teleport is a telecommunications collection and distribution point, providing deployed warfighters with multiband, multimedia, and worldwide access to the

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

DISN that far exceeds current capabilities. It is an extension of the STEP program described above.

The DoD Teleport Program provides capability to forward deployed users over Commercial SATCOM and MILSATCOM and leverages the DoD SATCOM and Global Information Grid (GIG) technology to meet the connectivity, capacity, interoperability, availability, security, and throughput requirements of Combatant Commands, Services, and the Agency. The funding for this program is vital to ensuring warfighter accessibility to the Teleport gateways and DISN services providing SATCOM users an Advanced Extremely High Frequency (AEHF)'s capability, that allows for high-speed, secure, and interoperable voice, data, and video networks. Additionally, this funding supports the Mobile User Objective System (MUOS) compatibility with existing Ultra High Frequency (UHF) SATCOM equipment and deployed tactical users in an efficient way to communicate with each other and their commanders. In FY 2012, Teleport Program funding decreases are attributed to reduced civilian pay, equipment purchases, and shared service operational support requirements.

3. Global Electromagnetic Spectrum Information System (GEMSIS): GEMSIS is a net-centric capability that provides operational commanders with an increased common picture of spectrum situational awareness. GEMSIS increases efficiency of using the DoD spectrum by transforming spectrum operations from a pre-planned and static frequency assignment system into a responsive and agile capability to request, assign, allocate, and de-conflict portions of the electromagnetic spectrum.

4. Defense Spectrum Organization (DSO): The DSO mission is to lead efforts to transform electromagnetic spectrum management to support future net-centric operations and warfare. The electromagnetic spectrum (EM) plays a critical role in national security and is fundamental to all U.S. and coalition military operations. The DSO is comprised of a Strategic Planning Office (SPO), the Joint Spectrum Center (JSC), the Global

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

Electromagnetic Spectrum Information System (GEMISIS) 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 spectrum (EM) 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): The Defense Information System Network (DISN) is the Department of Defense (DoD) consolidated worldwide telecommunications capability providing secure, end-to-end information transport for DoD operations. The DISN provides the warfighters and the Combatant Commanders (COCOMS) with a robust Command, Control, Communications, Computers, and Intelligence (C4I) infrastructure to support the DoD mission and business requirements. The DISN goal remains to seamlessly span the terrestrial and space strategic domains, as well as the tactical domain, to provide the interoperable telecommunications connectivity and value-added services required to plan, implement, and support any operational mission, anytime, and anywhere. Additionally, funding supports Global Broadcast Services (GBS). The GBS is a broadband worldwide SATCOM Service providing high capacity, video, imagery, and data products required to support joint military forces throughout the globe.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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. The 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.

<b>C. GIG Network Operations and Defense (\$ in thousands)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Network Operations	40,439	39,568	48,084
2. Info Systems Security Program/Info Assurance PKI	298,385	288,595	221,624
3. Comprehensive National Cybersecurity Initiative	48,038	89,198	68,762
4. Field Commands and Field Offices	77,705	64,659	64,825
5. Joint Staff Support Center	27,544	28,902	30,270
6. Defense Industrial Base	4,480	5,852	11,163
<b>GIG Network Operations and Defense Total</b>	<b>496,591</b>	<b>516,774</b>	<b>444,728</b>

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

1. Network Operations (NetOps): NetOps provides the operations, integration, and synchronization of the four Theater Network Operations Centers (TNCs), the Global NetOps Support Center (GNSC), 16 DoD Satellite Communication (SATCOM) Gateways, and nine Combatant Commands (COCOMs) Global/Joint Theater NetOps Coordination Centers. Netops coordinates capability improvements, improves efficiencies and best business practices, and provides end-to-end interoperability, and reliable/secure operations. NetOps structure 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.

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, exfiltration, and emergent cyber threats;
- 2) Provides 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 enables secure access and transfer of data between networks of differing classification levels. The DISA will drive

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

anonymity out of the networks via cyber identity credentials issued by the DoD Public Key Infrastructure (PKI) plans for expanding this capability on SIPRNet;

4) Publishing security guidelines and assessing compliance. DISA is changing the security technical implementation guides to better enable automation of the DoD's configuration management and reporting processes;

5) Providing training to DoD's 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. PKI supports the infrastructure for the entire DoD and is a key enabling component for information sharing in a secured environment. 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 by taking 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: The DISA Field Commands (DISA CENTCOM, DISA CONUS, DISA Europe, and DISA Pacific) and Field Offices (DISA AFRICOM, DISA JFCOM, DISA NORTHCOM, DISA SOCOM, DISA SOUTHCOM, DISA STRATCOM, and DISA TRANSCOM) provide services

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

and security in support of the warfighter while laying groundwork for introduction of the DISA systems and upgrades. The Field Commands and Offices serve as DISA Director's forward direct support element to the COCOMs while providing operation and assurance for the Enterprise Infrastructure. These relationships enable effective coordination and information exchange in support of the Services, new capabilities, policy and planning. The Field Commands coordinate COCOM requirements for the DISA Crisis Action Team to support COCOM directed Humanitarian Assistance/ Disaster Relief efforts. The Field Commands coordinate on COCOM directed Mission Essentials Tasks (MET) to ensure proper alignment of DISA's MET. The Field Commands train to MET standards by participating and supporting COCOM exercises. In conjunction with the Field Commands and Offices, the Theater Network Operations Center (TNC) provides coordination for the Global Contingency and Exercise Program and the Quality Assurance and Performance Evaluation programs. The TNC reports DISA's readiness to support METs to the DISA Command Center for reporting in the Defense Readiness Reporting System.

5. Joint Staff Support Center (JSSC): The JSSC provides Information Technology and Command and Control (C2) support that enables the Joint Staff to support the warfighter. In the National Military Command Center (NMCC) and the National Joint Operations-Intelligence Center (N-JOIC) located in the Pentagon, JSSC conducts 24/7 watch/monitor/nuclear support operations for Communications, Command, Control, Computer, and Intelligence systems. The 24/7 watch/monitor provides services such as strategic threat operational warning; situational awareness; course of action development; and national senior leadership decision-making. The JSSC conducts 24x7 basic helpdesk support for the local Global Command and Control System - Joint (GCCS-J) operations and maintenance; monitors/tracks/reports GCCS-J system statuses at 53 critical sites; provides 12x5 basic helpdesk and advanced helpdesk support for the NMCC Command and Control System (NCCS) sensitive compartmented information (SCI) C2 system support; and provides technical



**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

support and management of NCR global Common Operational Picture (COP) servers. 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. In addition, 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. The resources support civilian pay, travel, training, as well as sustainment support requirements to keep fielded systems fully operational during its life cycle.

6. Defense Industrial Base (DIB): The DISA in concert with 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 information assurance/computer network defense 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.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>D. Exploit the GIG for Improved Decision Making (\$ in thousands)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Global Command and Control System-Joint	101,468	92,239	105,059
2. Global Combat Support System	15,765	17,830	18,145
3. National Military Command System	3,426	3,488	3,503
4. Senior Leadership Enterprise	77,250	102,786	104,153
5. Defense Message System	14,092	14,405	0
6. Multinational Information Sharing (MNIS) Program	44,458	42,087	48,196
7. Other Programs	45,121	13,920	13,403
<b>Exploit the GIG for Improved Decision Making Total</b>	<b>301,580</b>	<b>286,755</b>	<b>292,459</b>

1. Global Command and Control System-Joint (GCCS-J): The GCCS-J is the DoD Joint Command and Control (C2) System of record providing the foundation for migration of service-unique C2 systems into a joint, interoperable environment. The GCCS-J incorporates the core planning and assessment tools required by Combatant Commanders and their subordinates and the Joint Task Force (JTF) Commanders while meeting the readiness support requirements of the Services. Adaptive Planning and Execution Joint Planning Services are in development 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, Joint Planning and Execution Services (JPES) (previously titled Adaptive Planning).

2. Global Combat Support System (GCSS): The GCSS is an information technology (IT) application, that is transitioning to a Service oriented architecture, to deliver asset visibility to the joint logistician; and provide facilitates information interoperability

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

within the Combat Support and Command and Control functions. In conjunction with other Global Information Grid elements (including GCCS-J, Defense Information Systems Network, Defense Message System, Computing Services, and other Component information architectures), GCSS-J provides 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) (including Site R), and the Executive Travel Fleet with the ability to execute Command and Control (C2) over all U.S. military forces across the full spectrum of threats/contingencies. The DISA NMCS Engineering program meets the NMCS Systems Engineer responsibilities, per Department of Defense Directive (DoDD) S-5100.44 and Chairman of the Joint Chiefs of Staff Instruction (CJCSI)3280.01B. The NMCS provides the Joint Staff with operationally efficient and cost-effective engineering solutions to ensure that NMCS components and facilities satisfy operational requirements. This includes emergency messaging, situational awareness, crisis action, and information management. NMCS engineering projects support the DISA mission of providing responsive, timely, and accurate information to the warfighter.

4. Senior Leadership Enterprise (SLE): The SLE enhances DISN survivability, service support for Senior or National Communications, and Continuity of Government. Funding in this program is used by DISA to leverage the established relationship in these communications areas and to build on the DISN infrastructure. This is a high priority national initiative and classified. Details related to this program are submitted in classified DOD exhibits which are submitted separately.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

5. Defense Message System (DMS): The DMS is the DoD system of record for high assurance, command, control and communications (C3) organizational (official) messaging, which supports interoperability in the warfighter and Intelligence communities, the Allied nations, and non-DOD agencies. For FY 2012, the Department's baseline review determined that the DMS infrastructure will be consolidated with other similar programs and products.

6. Multinational Information Sharing (MNIS) Program: The MNIS Program is a portfolio of three coalition information sharing capabilities: Combined Enterprise Regional Information Exchange System (CENTRIXS) (to include the CENTRIX Cross Enclave Requirement), Pegasus (formerly Griffin) 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 U.S. forces and multinational partners.

The CENTRIXS supports intelligence and classified operations and information exchange and/or sharing at the Secret Releasable (REL) level. There are multiple, cryptographically-isolated enclaves serving various communities of interest (COI) that support multinational efforts in Iraq and Afghanistan, as well as the Overseas Contingency Operations (OCO) and counter-narcotics operations. The CENTRIXS is regionally focused and Combatant Command (COCOM) centric.

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.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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

<b>E. Deliver Capabilities Effectively/Efficiently (\$ in thousands)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. Management Headquarters	43,165	37,929	33,401
2. Pentagon Reservation Maintenance Revolving Fund	16,628	13,092	12,344
3. Shared Services Units/Program Executive Offices	58,442	33,610	30,378
4. Other Programs	17,088	603	371
<b>Deliver Capabilities Effectively/Efficiently Total</b>	<b>135,323</b>	<b>85,234</b>	<b>76,494</b>

1. Management Headquarters: Headquarters Management 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. The services delivered by the Command and Executive staffs are a key enabler supporting the DISA mission 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

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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 the 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) and Strategic Plans and Information (SPI): 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.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

Manpower, Personnel and Security (MPS): MPS funds salaries and operating expenses as well as contract efforts for DISA personnel supporting Strategic Management of Human Capital, operations of DISA Headquarters Facility located at Fort Meade, MD; physical protection of DISA workforce by exercising the guard contract, personnel security investigations by the Office of Personnel Management, and maintain closed circuit television components, and access control devices to protect existing systems and personnel within DISA; Interagency Support Agreements for Civilian Personnel Services provided by DFAS; funds for Mass Transit Benefits Program and the mandated repayment of Agency Disability Compensation costs assigned to the Agency by the Department of Labor.

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

<b>F. Special Mission Area (\$ in thousands)</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
1. White House Communications Agency	123,814	120,136	128,203
2. White House Situation Support Staff	10,408	5,789	10,9225
3. Crisis Management System	11,115	9,784	9,512
4. Minimum Essential Emergency Communications Network	8,578	6,815	11,567
5. Communications Management Control Activity	895	1,020	1,045
<b>Special Mission Area Total</b>	<b>154,810</b>	<b>143,544</b>	<b>161,252</b>

1. 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 Defense Information System Agency (DISA). The WHCA provides a wide variety of services. However, the core of the agency's mission is to provide instantaneous secure and non-secure voice support to the President and Vice President

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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, the 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, the 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 and the NSC.

3. Crisis Management System (CMS): The 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 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.



**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

CMS 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): The 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. This DISA effort assures 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 proper command and control of our forces during times of stress and national emergency, up to and including nuclear war. If these efforts are not funded, the DISA will not be able to provide critical engineering support for MEECN, nor will the DISA be able to perform its DoD and Joint Staff mandated functions as the Nuclear C3 system engineer.

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

5. Communications Management Control Activity (CMCA): The CMCA supports the United States Secret Service (USSS) in their presidential campaign and dignitary protective duties. The CMCA also supports the Joint Staff/J6, Joint Directorate of Military Support (JDOMS) for special events. Public Law 106-544 appointed the USSS responsibility for coordinating, planning, exercising, and implementing security for National Special Security Events (NSSE). Additionally, DoD Directive 3025.13 mandated that the DISA provide CMCA Headquarters operations and maintenance funding.

**II. Force Structure Summary: N/A**

Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands):

	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	FY 2011			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			Congressional Action				
A. <u>BA Subactivities</u>			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>BA4 Admin and Services-Wide Activities</b>							
1. Transition to Net Centric Environment	195,376	195,395				195,395	216,281
2. Eliminate Bandwidth Constraints	293,229	156,748				156,748	169,178
3. GIG Network Operations and Defense	496,591	516,774				516,774	444,728
4. Exploit the GIG for Improved Decision Making	301,580	286,755				286,755	292,459
5. Deliver Capabilities Effectively/Efficiently	135,323	85,234				85,234	76,494
6. Special Missions	154,810	143,544				143,544	161,252
<b>Total BA 4</b>	<b>1,576,909</b>	<b>1,384,450</b>				<b>1,384,450</b>	<b>1,360,392</b>

\* The FY 2010 Actual column includes \$230,302 thousand of FY 2010 OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$136,316 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

\* The FY 2012 Estimate column excludes \$164,520 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands):

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	1,384,450	1,384,450
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>1,384,450</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>1,384,450</b>	
Anticipated Supplemental	136,316	
Reprogrammings		
Price Changes		15,283
Functional Transfers		
Program Changes		-39,341
<b>Current Estimate</b>	<b>1,520,766</b>	<b>1,360,392</b>
Less: Wartime Supplemental	-136,316	
<b>Normalized Current Estimate</b>	<b>1,384,450</b>	

Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands):

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>1,384,450</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>1,384,450</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>1,384,450</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>1,384,450</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>1,384,450</b>
6. Price Change		15,283
7. Functional Transfers		
8. Program Increases		77,368
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		

**Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) <u>Transition to Net Centric Environment/Net-Centric Enterprise Services:</u> Increases in equipment maintenance of \$27,698 thousand funds the implementation of Enterprise User for the DoD and Enterprise E-Mail for DISA supported customers. A decrease of \$-408 thousand is attributed to the reduction in supplies and materials required to support the transition of local services. Efficiencies of \$-16 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. A decrease of \$-4,134 thousand reflects a reduction in shared services support costs a result of the BRAC move to Ft. Meade, MD. (FY 2011 base: \$120,293 Contractor Base FTEs: 120)	23,140	
2) <u>Eliminate Bandwidth Constraints/DoD Teleport:</u> An increase of \$3,279 thousand in communications services is due to support for operational theater network controllers (TNCs). Efficiencies of \$-77 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. Reductions in equipment maintenance services as a result of the BRAC move to Ft. Meade, MD total \$-2,715 thousand. A decrease of \$-86 thousand in shared services support costs are reflected in other contracts and supplies is due to the elimination of maintaining services in current leased facilities. (FY 2011 base: \$18,740 thousand)	401	

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>3) <u>Eliminate Bandwidth Constraints/Global Electromagnetic Spectrum Information System (GEMSIS):</u> A consolidated equipment maintenance contract for Increment 2 capabilities increases equipment maintenance requirements \$6,505 thousand. Increment 2 will provide for much more dynamic management of spectrum assets in operational theaters and enable Commanders at all levels to make better decision on the deployment of spectrum assets. Efficiencies of \$-14 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. An increase of \$74 thousand includes an increase in program support costs for rent, associated utilities and contract services support. (FY 2011 base: \$6,407 Contractor Base FTEs: 125)</p>	6,565	
<p>4) <u>Eliminate Bandwidth Constraints/Defense Spectrum Organization:</u> Equipment maintenance increases \$3,452 thousand for the Spectrum Common Operating Picture (SCOP) and the Spectrum Requirements and Reallocation Automated Capability (SRRAC). Facility maintenance by contract and equipment purchases by contract decreases \$-32 thousand for planned facilities force protection improvements, such as security camera upgrades DSO Annapolis facility. Efficiencies of \$-482 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools available to the organization. A decrease of \$-398 thousand in shared operation support cost is attributed to the BRAC move to Fort Meade, MD. Efficiencies of \$-1,897 thousand will be achieved in other contracts as DISA reduces contract support. (FY 2011 base: \$25,997; Contractor Base FTEs: 230)</p>	643	

**Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
5) <u>Eliminate Bandwidth Constraints/Defense Information Systems Network Enterprise Activities</u> : Realigned \$-5,372 thousand in purchased communications non-DWCF into communications services, DISN, \$2,261 thousand, other contracts \$1,995 thousand, and Intra-governmental purchases \$1,116 thousand to accurately reflect delivery of communication services, bandwidth, operational sustainment, and maintenance of Kosovo. Achieved efficiencies in equipment maintenance/purchases and increased intra-governmental purchases, \$1,707 to purchase support from National Guard to effectively and efficiently deliver circuit implementations. Efficiencies of \$-838 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. (FY 2011 base: \$91,701)	869	
6) <u>Eliminate Bandwidth Constraints/Defense Information Systems Network Subscription</u> : An increase of \$3,217 thousand in communication services is attributed to the increase in rates and the required size of bandwidth for several sites. Also contributing to the increase in cost is the requirement to overlap service and sites during the move to Fort Meade, MD. (FY 2011 base: \$12,546)	3,217	



**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

**Amount            Totals**

- |   |       |
|---|-------|
| <p>7) <u>GIG Network Operations and Defense/Network Operations</u>: The size and scope of the equipment maintenance by contract increased \$5,343 thousand for network operations compliance required to provide Command and Control capabilities through the DISA Command Center. Engineering Technical Services increased \$3,238 thousand to provide acquisition review services and required manning in the DISA Command Center, DISA Support Element, and DISA Field Office in support of USCYBERCOM. Net increase of \$1,413 funds services provided by other governmental activities. Efficiencies of \$-710 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. Additional efficiencies of \$-1,346 will be achieved in other contracts as DISA reduces contract support. A decrease in operation support cost requirements results from the BRAC move to Fort Meade, MD. The decrease of \$-140 thousand includes a reduction for program management support costs for rent, utilities, and related support activities services. (FY 11 Base: \$39,568, Contractor Base FTEs: 101)</p> | 7,798 |
| <p>8) <u>GIG Network Operations and Defense/Joint Staff Support Center</u>: Equipment maintenance has increased \$630 thousand and other contacts has increased \$450 thousand due to increased license and maintenance cost for the NMCC Automated Message Handling System and to sustain secure SIPRNet connectivity for GCCS strategic servers ensuring timely responses to threats on vital C2 systems and decreasing risk of system vulnerabilities. Efficiencies of \$-83 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. (FY 2011 Base: \$28,902, Contractor Base FTEs: 50)</p>  | 997   |

**Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
9) <u>GIG Network Operations and Defense/Defense Industrial Base</u> : This program supports critical system enhancements and new CYBERCOM personnel at the DoD-DIB Collaboration Information Sharing Environment (DCISE). Detailed information is submitted separately in classified DoD exhibits. (FY 2011 Base: \$5,852)	5,223	
10) <u>Exploit the GIG for Improved Decision Making/Global Command and Control System-Joint</u> : An increase of \$12,644 thousand in equipment maintenance will support the hosting and sustainment of the JCRM application after transition to DISA/JPES; GCCS-J technical refresh activities, addressing end of life issues for software and hardware, and the migration of Global and JOPES applications to new infrastructure; support Family of System (FoS) interoperability, correcting faults and interface changes to keep FoS interoperable; support the fielding of sustainment releases and provide maintenance and sustainment of the deployed system to ensure it is secure and supportable. A decrease of \$-1,968 thousand includes decrease in program support costs for rent, associated utilities and contract services support. Efficiencies of \$-100 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools available to the organization (FY 2011 Base: \$92,239)	10,576	

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
11) <u>Exploit the GIG for Improved Decision Making/Multinational Information Sharing (MNIS) Program</u> : The category of Other Contracts will be increased \$9,837 thousand to reflect the acquisition of a twelve-month (recurring) managed services contract to provide a comprehensive suite of system integration, system products, hosting and network services enabling a complete end-to-end solution for the Unclassified Information Sharing Capability. Unclassified Information Sharing Capability requested a one-time increase in FY 2011 to seed this effort. In FY 2012, the Department provides additional resources and established Unclassified Information Sharing Capability as a continuing effort across the FYDP. Decrease in equipment purchases of \$-187 thousand is the result of reduction of funding in repair parts, consumables, and administrative license costs. The category of equipment maintenance will be reduced \$-4,185 thousand to reflect reduced requirements for remote management devices to perform system administration and configuration management. Efficiencies of \$-100 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. Decrease in operation support cost due to BRAC move to Ft. Meade, MD. Decrease of \$-1,105 thousand includes reductions for rental payment for GSA leased facilities, associated utilities and contract services support. (FY 2011 base: \$42,087)	4,260	
12) <u>Deliver Capabilities Effectively/Efficiently/Pentagon Reservation Maintenance Revolving Fund</u> : Funding for the PRMRF is increased \$595 thousand due to changes in the DISA footprint at the Pentagon and the associated increases to real property orders, Pentagon Renovation support, and Site R support. (FY 2011 base: \$13,092 thousand)	595	

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
13) <u>Special Mission/White House Communications Agency:</u> A decrease of \$-725 thousand in other intra-governmental purchases reflects a reduction in requirements for services purchased from other governmental agencies. Other contracts decreased \$-3,552 thousand reflecting process improvement initiatives for SATCOM Connectivity requirements. Increase of \$741 thousand in management and professional support services provides additional support to the President. An increase of \$8,265 thousand in travel and associated cost and \$1,578 thousand in contracts will support increased mission requirements to the President and Vice President. Decrease of \$-841 thousand includes reductions for rental payment for GSA leased facilities, associated utilities and contract services support. (FY 2011 Base: \$120,136; Contractor Base FTEs: 179)	5,466	
14) <u>Special Mission/White House Situation Support Staff:</u> An increase of \$5,058 thousand in management and professional contracts provides for additional manning required to maintain the classified networks and information systems at the White House. Decrease of \$-850 thousand includes reductions for rental payment for GSA leased facilities, associated utilities and contract services support. (FY 2011 base: \$5,789; Contractor Base FTEs: 21)	4,208	

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
15) <u>Special Mission/Minimum Essential Emergency Communications Network</u> : An increase of \$4,747 thousand in engineering and system analysis is required for the development of the future architectural roadmap for the Nuclear Command, Control, and Communications system (NC3). Efficiencies of \$-76 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. A decrease of \$-61 thousand in operational support is due to a reduction in service support contracts. Decrease of \$-1,200 thousand includes reductions for rental payment for GSA leased facilities, associated utilities and contract services support. (FY 11 Base: \$6,815 thousand)	3,410	
9. Program Decreases		-116,709
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
1)		
c. Program Decreases in FY 2012		
1) <u>Transition to Net Centric Environment/Global Information Grid Engineering Services</u> : A decrease of \$-2,575 thousand in equipment maintenance is due to a realignment of funds to support Senior Leadership Command, Control and Communications System (SLC3S). Efficiencies of \$-232 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. The decrease of \$-577 thousand reflects a reduction in shared services support costs a result of the BRAC Move to Ft. Meade, MD. (FY 2011 base: \$69,826)	-3,384	

**Defense Information Systems Agency**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
2) <u>Transition to Net Centric Environment/Coalition Warrior Interoperability Demonstrations.</u> Efficiencies of \$-2,215 thousand will be achieved as DISA ends participation in CWID due to a decrease in technologies fielded to support the warfighter during CWID demonstrations. The decrease of \$-2,215 thousand is attributed to a decrease in equipment and program support costs. (FY 2011 base: \$2,183)	-2,215	
3) <u>Eliminate Bandwidth Constraints/Standardized Tactical Entry Point.</u> Operational support funding decreases \$-83 thousand for equipment sustainment and program support costs. (FY 2011 base: \$1,357)	-83	

**Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

**Amount            Totals**

4) GIG Network Operations and Defense/Information Systems Security Program/Information Assurance/PKI: An increase of \$5,967 in equipment maintenance for support of fielded Computer Network Defense capabilities. Transfer from NSA of \$7,847 thousand in equipment maintenance to support the sustainment of the Public Key Infrastructure program. An increase of \$31,200 in equipment maintenance supports Cyber Identity, Monitoring, and Enforcement programs within PKI. An increase of \$2,550 will provide professional services for additional field inspections and administrative oversight and program management. An increase of \$1,117 is provided for DMZ equipment purchases and Cross-Domain Enterprise Service (CDES) solutions. Decreases of \$-85,037 in equipment maintenance and \$-15,929 thousand in other intra-governmental purchases result from the functional transfer of operational support program, such as Host Based Security System, Security Information Manager, DoD De-Militarized Zone, Anti-Virus, Web Content Filtering, Community Data Center, and Sensing Appliances to the Defense Working Capital Fund. A decrease of \$-4,880 in equipment maintenance is realigned to shared services. A decrease of \$-2,535 in intra-governmental purchases is a result of realigning efforts to address current real world cyber events. A decrease of \$-731 for IT support contracts and other contract is due to realized efficiencies. Efficiencies of \$-1,240 are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. The decrease of \$-2,915 reflects a reduction in shared service support cost that include other intra-governmental purchases, rental payment for GSA leased facilities and associated utilities costs. (FY 11 Base: \$288,595)

-64,586

**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
5) <u>GIG Network Operations and Defense/Comprehensive National Cybersecurity Initiative</u> : This program supports Information Assurance capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY 2011 Base: \$81,198)	-16,515	
6) <u>GIG Network Operations and Defense/Field Commands and Field Offices</u> : The size and scope of equipment purchase contracts reflects a net increase of \$2,365 thousand for hardware and installation of IT equipment at DISA COOP sites, and for mission support infrastructure that include servers, network services equipment, cubicles, and personnel requirements. Efficiencies of \$-1,389 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. A decrease of \$-1,436 thousand includes program management support reductions for equipment maintenance, rent, utilities, and related support activities services. (FY 2011 base: \$64,659)	-460	
7) <u>Exploit the GIG for Improved Decision Making/Global Combat Support System (GCSS)</u> : An increase of \$605 thousand and 1 contractor FTE will support maintenance activities (i.e., operational support, IAVAs, patches, and defect fixes) for the Adaptive Logistics Planning System (ALPS). Efficiencies of \$-69 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. A decrease of \$-598 thousand includes program management support reductions for equipment maintenance, rent, utilities, and related support activities services. (FY 2011 base funding: \$17,830)	-62	



**Defense Information Systems Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
8) <u>Exploit the GIG for Improved Decision Making/National Military Command System</u> : A reduction of \$-338 thousand in equipment maintenance by contract is due to a decrease in the quantity and scope of NMCS systems analyses and upgrade plans that will be produced in support of NMCS transformation initiatives for the Joint Staff. (FY 2011 base: \$3,488)	-338	
9) <u>Exploit the GIG for Improved Decision Making/Senior Leadership Enterprise</u> : This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY 2011 base: \$102,786)	-578	
10) <u>Exploit the GIG for Improved Decision Making/Defense Message System (DMS)</u> : Efficiencies will be achieved as DISA terminates appropriated funded for DMS infrastructure costs. Program reductions will be reflected in equipment contracts. (FY 2011 base: \$14,405)	-8,700	
11) <u>Deliver Capabilities Effectively/Efficiently/Management Headquarters</u> : A reduction of \$-246 in the category of other contracts reflects a re-alignment of cost as DISA moves hosting of corporate systems to Defense Enterprise Computing Centers (DECCs). Efficiencies of \$-811 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. The decrease of \$-82 thousand includes reductions for rental payment for GSA leased facilities, associated utilities and contract services support due to BRAC move to Ft. Meade, MD. (FY 2011 base: \$37,929)	-1,139	

**Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
12) <u>Deliver Capabilities Effectively/Efficiently/Shared Services:</u> Efficiencies of \$-47 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. Efficiencies will be achieved due to DISA's renegotiation of contracts for leased furniture at the Fort Meade facility generating savings of \$-3,860 thousand. (FY 2011 base: \$33,610)	-3,907	
13) <u>Special Mission/Crisis Management System.</u> A decrease of \$-419 thousand in equipment maintenance by contract represents a reduction in program management support costs. (FY 2011 Base: \$9,784 thousand)	-419	
14) <u>Special Mission/Communications Management Control Activity:</u> Efficiencies of \$-29 thousand are realized in travel requirements due to improved collaboration and the use of video conferencing and social networking tools. A decrease in operational support is due to the BRAC move to Ft. Meade, MD resulting in a reduction of \$-6 thousand in support services. (FY 2011 Base: \$1,020)	-35	

**Defense Information Systems Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
15) <u>Compensation and Benefits:</u> In FY 2012, compensation and benefits will increase \$1,700 thousand and 16 FTEs for the realignment of NII billets to DISA and \$1,016 thousand and 8 FTEs for additional mission support to the President. In accordance with the SECDEF's Savings Initiatives, DISA will decrease -36 FTEs and \$-5,081 thousands for the termination of Defense Message System. The DISA has a reduction in Civilian Pay due to one less paid compensable day \$-390 thousand. DISA anticipates a reduction of approximately -26 FTEs and \$-2,022 thousand for anticipated attrition related to the BRAC move to Ft. Meade, MD. Additionally DISA will functionally transfer -57 FTEs and \$-8,053 thousand to DWCF for Information Assurance and -12 FTEs and \$-1,458 thousand to DWCF for COMSAT Personnel. (FY 11 base: \$330,080 thousand)	-14,288	
<b>FY 2012 Budget Request</b>		<b>1,360,392</b>

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

The DISA's 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), and the Agency's 2010 Campaign Plan form the framework for developing DISA Performance Metrics. The Campaign Plan Vision: Leaders enabling information dominance in defense of our Nation. The Campaign Plan is aligned with the February 2010 Quadrennial Defense Review Report and the subsequent May 2010 National Security Strategy. Its vision is operationalized in three Lines of Operation (LoO) and guiding principles that are strategically focused on the next two to four years. It serves as the roadmap to achieve the DISA 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 Agreements (SLAs) with customers that provide specific system performance requirements. These SLAs are routinely reviewed with customers.

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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 the 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 the 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.

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:

Information Systems Security Program/Information Assurance PKI:

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

1. Cross Domain Solutions - Increase volume of information securely shared between various network security domains by the Cross Domain Enterprise Service (FY 2010 = 5 terabytes, FY 2011 = 7.5 terabytes, FY 2012 = 10 terabytes)
2. Email Security Gateway (EMSG) - Navy Military Sealift Command (MSC) was integrated 15 January 2010 to deployed EMSG solution. The EMSG is protecting approximately 5K users on 3 email domains.
3. Email Security Gateway (EMSG) - Navy Pacific Northwest (PACNW) was integrated 11 May 2010 to deployed EMSG solution. The EMSG is protecting approximately 1500 users on 2 email domains.
4. Email Security Gateway (EMSG) - Navy Pacific Southwest (PACSW) was integrated 24 June 2010 to deployed EMSG solution. The EMSG is protecting approximately 1K users on 4 email domains. 3 more domains will be integrated in July 2010.
5. The currently deployed EMSG solution has proven to reduce spam and total number of messages reaching the email system. It is currently blocking approximately 73% of incoming messages.
6. Domain Name System (DNS) Hardening - Installed .mil DNS Proxy to 5 DECC DMZ's which is the redirection of Internet sourced DNS queries to the .mil DNS Proxy solution to eliminate exposure to the internal DNS servers. IOC has been obtained, FOC is expected 4<sup>th</sup> QTR FY10.
7. Domain Name System (DNS) Hardening - Installed User Experience Monitoring (UEM) Tool to 5 locations (CONUS/OCONUS) that will provide a central management entity that provides near-real time and historical information on DNS service health
8. Domain Name System (DNS) Hardening - Installed Enterprise Recursive Service (ERS) solution to 10 locations (CONUS/OCONUS) that will allow DNS Security policy for client protection to be implemented across the network via Sinkhole, Block (NXDOMAIN) and Blackhole policies.

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

9. Web Content Filtering (WCF) - The Web Content Filtering Solution is fully deployed at the 10 Internet Access Point sites providing defense against 85% known threat signatures.

Global Command and Control System - Joint (GCCS-J): 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.

- Effectively communicate with external command and control systems
  - FY 2010 (Results) - Global 4.2, JOPES 4.2, and SORTS 4.2 successfully completed testing with a 100% of all current and new system interfaces.
  - FY 2011 (Estimated) - 100% successful test of new critical system interfaces, as well as continued 100% successful test of current system interfaces.
- GCCS-J - Fuse select C2 capabilities into a comprehensive, interoperable system eliminating the need for inflexible, duplicative, stovepipe C2 systems
  - FY 2010 (Results) - Global v4.1.1 was fielded at 36 sites, 35 of which were critical.

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- FY 2011 (Estimated) - GCCS-J post Block V will focus on planned migration to Net-centric Joint C2 capabilities in coordination with Enterprise Services (NCES). Web-enabled apps to support ubiquitous clients.
- The availability of the GCCS-J Strategic Server Enclaves enable enhanced capabilities to the user community
  - FY 2010 (Results) - Global 4.1.1.1 is an emergent release to field fixes to global 4.1.1. It includes I3 and infrastructure fixes to issues identified during fielding and testing.
  - FY 2011 (Estimated) - A release of post Block V and emerging warfighter requirements to GCCS-J Strategic Server Enclaves in FY 2011.
- Provide current, relevant, and accurate data that meets or exceeds established threshold/objectives to provide logistics situational awareness for the Combatant Command and Joint Task Force Commanders
  - FY 2010 (Results) - The baseline measure for the effectiveness of mission performance is 95%. Data will be gathered from the First Look Site during development and from surveys once the capability is deployed.
  - FY 2011 (Estimated) - The baseline measure for the effectiveness of mission performance is 95%. Data will be gathered from the First Look Site during development and from surveys once the capability is deployed.
  - FY 2012 (Estimated) - The baseline measure for the effectiveness of mission performance is 95%. Data will be gathered from the First Look Site during development and from surveys once the capability is deployed.
- Customer Results and Customer Satisfaction



**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- FY 2010 (Results) - Baseline Measure - To provide user with logistics visibility/joint decision support tools that meets an 80% suitability level. Data is gathered from the First Look Site during development and from surveys once the capability is deployed. The baseline measure was met.
- FY 2011 (Estimated) - Baseline Measure - To provide user with logistics visibility/joint decision support tools that meets an 80% suitability level. Data is gathered from the First Look Site during development and from surveys once the capability is deployed.
- FY 2012 (Estimated) - Baseline Measure - To provide user with logistics visibility/joint decision support tools that meets an 80% suitability level. Data is gathered from the First Look Site during development and from surveys once the capability is deployed.
- Processes and Activities and Program Monitoring: GCSS-J Increment 7 has an approved Acquisition Program Baseline (AB) establishing threshold/objective for cost, schedule and performance measures. These metrics are approved by all stakeholders including the functional proponent, JS J4.
  - FY 2010 (Results) - Baseline Measure - To deploy Increment 7, v7.1 4th quarter of 2010. The baseline measure was met.
  - FY 2011 (Estimated) - Baseline Measure - To deploy Increment 7, v7.2 4th Quarter 2011.
  - FY 2012 (Estimated) - Baseline Measure - To deploy Increment 7, v7.3 4th Quarter 2012.
- Provide the Joint Warfighter with timely and relevant logistics information from an authoritative data source.

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- FY 2010 (Results) - Baseline Measure - 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 2011 (Estimated) - Baseline Measure - 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.
- FY 2012 (Estimated) - Baseline Measure - 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.

Multinational Information Sharing (MNIS) Program: The MNIS Program Office for CENTRIXS has implemented an internal process to enhance financial reporting and tracking of contractor spending through monthly expenditure reports. The use of web-based financial management tools, Enterprise Data and Global Exchange (EDGE) and Washington Headquarters Services Allotment Accounting Systems (WAAS) to obtain budget and execution information. Other internal measures such as timeliness of equipment buys and travel are reviewed and evaluated for cost control and assurance that it meets overall mission requirements. Centralization of CENTRIXS services yields 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. 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

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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). 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.

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 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.

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- 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):
- 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

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- 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 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)

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- 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 (ROI) that is  $\geq 1$  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.

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- 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

- Metric - Teleport will integrate Ka (8 legacy links) and IP over SATCOM capability that dynamically allocates satellite bandwidth using existing COTS IP modems (Gen 2 Phase 1) and integrate an open standard IP modems (Digital Video Broadcast-Satellite (2nd generation) / Return Channel via Satellite (DVB-S2/RCS) hubs ). Gen 2 upgrades for coverage / capacity requirement.
- Status - As of 3QFY10 Gen 2 implementation is 90% complete, awaiting final Ka terminal commissioning
- Target - 100% completion targeted 1QFY2011
- Metric - Throughput of 500 (nominal Mbps per site) for satellite communications and 319 Mbps for DISN. Maintain load levels and quality of service for users during transition period. Perform technology refreshment of existing COTS hardware & software.
- Status - As of 3QFY10 Gen 2 implementation is 90% complete, awaiting final Ka terminal (450M/500 Mbps at the last Ka site Northwest).
- Target - 100% completion targeted 1QFY2011

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- Metric - Access to C, X, Ku, UHF, EHF, and Ka bands. Provide sustainment / technology refresh to upgrade (1) Net-centric baseband Performance Enhancing Proxies (2) net-centric modem software and firmware, and (3) EHF baseband hardware and software. Will complete DISN service enhancements.
- Status - As of 3QFY10 implementation is 83% complete, Serial BTG update is complete, N10 s/w upgrade is complete, and Linkstar rack redesign and Linkway 8.3 software upgrades are mostly complete.
- Target - 100% completion target for 1QFY2011

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. The Joint Internet Protocol Modem (JIPM), Mobile User Objective System (MUOS) to the Defense Switched Network, the MUOS to Legacy Gateway Component and the Generic Discovery Server Enclave performance metrics focus on milestone documentation and installation and testing, using among other things earned value management methodology.

Specific Performance Metrics:	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Number of DISN TE Sites	1 Met	3 Planned	2 Planned
JIPM Purchase	2 Met	3 Planned	2 Planned
Number of Missions	4100 Met	4300 Planned	4400 Planned
Reliability	99.9% Met	99.9% Planned	99.9% Planned
Availability	99.9% Met	99.9% Planned	99.9% Planned



**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

Direct Support to Combatant Commanders

Performance Metric - Contingency Exercise Requirement Support

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

- Measure - 100% of all scheduled missions to be successfully completed
- FY 2010 Achieved - Scheduled = 4250, Completed = 4250, 100% successfully completed

Description - Ensure networks are operating effectively and properly certified

- FY 2010 Achieved - Evaluated sites = 87, % in compliance = 95%
- FY 2011 & FY 2012 Planned - FY11 and FY12 Estimate = 4500/year, Expected Completion % = 100%

Performance Metric - Commissioning and Performance Evaluations

- Measure - To have 85% of evaluated sites in compliance
- FY 2011 & FY 2012 Planned - FY11 and FY12 Scheduled Evaluations = 110, Expected Performance and compliance % = 100%

Field Security Operations

Performance Metric - CND Alerts

Description - The number of detected alerts reported by Computer Network Defense systems

- Measure - To deliver 100% of detected alerts to SIM correlation systems
- FY 2010 Achieved - NIPR: 36,027,781,661 100%; SIPR: 3,194,526,003 100%
- FY 2011 & FY 2012 Planned - NIPR: 100%, SIPR: 100%

Performance Metric - Correlated CND Alerts

Description - The number of reported alerts correlated by Security Incident Management (SIM) systems.

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- Measure - To increase the effectiveness of SIM correlation capabilities and achieve greater than 99% efficiency.
- FY 2010 Achieved - NIPR: 273,291,399 99.3%; SIPR: 4,018,093 99.9%
- FY 2011 & FY 2012 Planned - NIPR: 99.5%, SIPR: 99.9%

Performance Metric - Reportable Incidents

Description - The number of Category 1, 2, 4, and 7 incidents reported according to CJCSM 6510.01 instructions.

- Measure - To submit and track responses for 100% of reportable incidents
- FY 2010 Achieved - NIPR: 6,941 100%; SIPR: 67 100%
- FY 2011 & 2012 Planned - NIPR: 100%, SIPR: 100%

NetOps and DISA COMMAND CENTER, DISA FIELD OFFICE, and DISA System Engineering

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 2010 Achieved - FY10 = 3856 requests w/ 52 denials. 3804 approved missions completed. Percentage completed = 100%
- FY 2011 & FY 2012 Planned - FY11 and FY12 Projected = 1000 missions; Expected completion % = 100%

Performance Metric - Maintain DSCS SATCOM network availability

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

- Measure - Maintain network availability above the MT of >98%

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- FY 2010 Achieved - FY10 service reliability and availability = 99.9%
- FY 2011 & 2012 Planned - FY11 and FY12 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 2010 Achieved - In FY10, for DISN TE support approximately 750 missions with 1000 tickets opened.
- Due to lower number of DISN TE sites transitioned than expected for FY10, actual missions supported is expected to be 100 with 250 tickets opened; Number of mission denials less than 1%.
- FY 2011 & FY 2012 Planned - FY11 and FY12 Projections: 1500 missions with 1300 tickets
- Expected mission denials % = <1%
- 

Performance Metric - DoD Gateway 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
- FY 2010 Achieved - FY10 = 135 assessments requested; Percentage performed = 100%
- FY 2011 & FY 2012 Planned - FY11 and FY12 Planned Assessments = 150

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- 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:

- 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.
- 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:

- Percent of DISA personnel (civilian, military, contractors) with DKO accounts

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- How to Measure: Number of personnel (civilian, military, contractors) with DKO accounts divided by total number of eligible DISA personnel
- FY-10 Target: 90%
- FY-10 Actual (as of 3rd QTR): 88%
- 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-10 Target: 75%
  - FY-10 Actual (as of 3rd QTR): 74%
- Percent of DISA web applications integrated with the DKO SSO infrastructure.
  - How to Measure: Number of newly migrated DISA DKO SSO-enabled applications divided by the total number of pre-existing EDGE SSO-enabled applications
  - FY-10 Target: 100%
  - FY-10 Actual (as of 3rd QTR): 80%
- Combined number of DISA DKO organization sites and DISA Sponsored Joint Sites
  - 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-10 Target: 300
  - FY-10 Actual (as of 3rd QTR): 273

**MPS:**

- Successful completion of all FY11 BRAC actions and timelines
  - Measure: Completion of DISA's move to the new facility located at Fort Meade, MD by 31 July 2011
- Continued Implementation of Comprehensive Agency Workforce Staffing Plan with directorate-specific staffing plans

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

- 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; FY11 goal is 2 CI support plans
- Continuing Ongoing Initiatives with Security Training and Education of Agency's Personnel of Reporting Requirements
  - 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

**Defense Information System Agency  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

DISN

Primary Performance Metrics

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
EPC/SECN: Ensure systems support	99.99%	99.99%	99.99%
Survivable C2 mission String Circuit Transition: Planned: 21 achieved	99.99% Achieved 35 Circuits	20 Planned	20 Planned
DSCS: Network Availability Survivable C2 mission String KOSOVO:	99.99% 99.99% Achieved Recoup Costs within 5 %	99.99% Recoup Costs within 5%	99.99% Recoup Costs within 5%

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**V. Personnel Summary**

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Active Military End Strength (E/S)</u> (Total)	<b>1,363</b>	<b>1,543</b>	<b>1,577</b>	<b>+180</b>	<b>+34</b>
Officer	343	386	385	+43	-1
Enlisted	1,020	1,157	1,192	+137	+35
 <u>Reserve Drill Strength (E/S) (Total)</u>	 <b>17</b>	 <b>17</b>	 <b>17</b>	 <b>0</b>	 <b>0</b>
Officer	1	1	1	0	0
Enlisted	16	16	16	0	0
 <u>Civilian End Strength (Total)</u>	 <b>2,686</b>	 <b>2,633</b>	 <b>2,616</b>	 <b>-53</b>	 <b>-17</b>
U.S. Direct Hire	2,681	2,628	2,611	-53	-17
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	2,681	2,628	2,611	-53	-17
Foreign National Indirect Hire	0	0	0	0	0
Memo: Military Technician Included Above	5	5	5	0	0
Memo: Reimbursable Civilians Included	56	98	98	+42	0
 <u>Active Military Average Strength (A/S)</u> (Total)	 <b>1,363</b>	 <b>1,543</b>	 <b>1,577</b>	 <b>+180</b>	 <b>+34</b>
Officer	343	386	385	+43	-1
Enlisted	1,020	1,157	1,192	+137	+35
 <u>Reserve Drill Strength (A/S) (Total)</u>	 <b>17</b>	 <b>17</b>	 <b>17</b>	 <b>0</b>	 <b>0</b>
Officer	1	1	1	0	0
Enlisted	16	16	16	0	0



**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**V. Personnel Summary**

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Reservists on Full Time Active Duty (A/S)</u> (Total)					
Officer					
Enlisted					
Civilian FTEs (Total)	<b>2,499</b>	<b>2,617</b>	<b>2,510</b>	<b>+118</b>	<b>-107</b>
U.S. Direct Hire	2,494	2,612	2,505	+118	-107
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	2,494	2,612	2,505	+118	-107
Foreign National Indirect Hire	5	5	5	0	0
Memo: Military Technician Included	0	0	0	0	0
Memo: Reimbursable Civilians Included	56	98	98	+42	0
Average Annual Civilian Salary (\$ in thousands)	<b>\$131,477</b>	<b>\$133,756</b>	<b>\$135,192</b>	<b>+2,279</b>	<b>+1,436</b>
Contractor FTEs	2,025	2,096	2,216	+71	+196

**Defense Information System Agency  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	<u>FY 2010 Actuals</u>	<u>Change FY 2010/FY 2011</u>		<u>FY 2011 Estimate</u>	<u>Change FY 2011/FY 2012</u>		<u>FY 2012 Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
<b>101 Total Civ Compensation</b>	<b>326,614</b>	<b>5,337</b>	<b>-1,871</b>	<b>330,080</b>	<b>0</b>	<b>-14,288</b>	<b>315,792</b>
308 Travel of Persons	31,520	595	8,784	40,899	613	-990	40,522
672 PRMF Purchase	17,550	-3,187	-1,111	13,252	-2,688	1,945	12,509
673 Def Fin & Acctng Svc	6,558	-216	-531	5,811	1,028	-1,406	5,433
677 Comm Svcs Tier 1	22,435	1,427	-11,282	12,580	1,590	7,800	21,970
771 Commercial Transportation	2,002	44	1,122	3,168	48	160	3,376
912 Rental Payments to GSA (SLUC)	9,125	240	2,063	11,428	171	-9,294	2,305
913 Purch Util (non fund)	4,425	61	5,419	9,905	149	1,556	11,610
914 Purch Communications	29,792	351	-3,543	26,600	399	-3,392	23,607
915 Rents (non GSA)	1,176	2	-1,010	168	3	-52	119
917 Postal Svc (USPS)	50	0	172	222	3	0	225
920 Supplies/Matl (non fund)	6,144	115	2,002	8,261	124	-339	8,046
921 Print & Reproduction	307	4	-35	276	4	0	280
922 Eqt Maint Contract	867,955	12,824	-143,312	737,467	11,062	-9,188	739,341
923 Facilities Maint Contr	18,487	174	836	19,497	292	1,074	20,863
925 Eqt Purch (non fund)	76,977	529	-52,587	24,919	374	3,097	28,390
932 Mgt Prof Support Svcs	4,300	1	-3,273	1,028	27	18,590	19,645
933 Studies, Analysis & Eval	0	0	103	103	2	0	105
934 Engineering & Tech Svcs	4,194	11	-3,339	866	13	2,182	3,061
987 Other IntraGovt Purch	45,102	401	11,603	57,106	857	-31,202	26,761
989 Other Services	102,196	839	-23,054	79,981	1,200	-4,749	76,432
990 IT Contract Support Services	0	0	833	833	12	-845	0
<b>9999 TOTAL</b>	<b>1,576,909</b>	<b>19,552</b>	<b>-212,011</b>	<b>1,384,450</b>	<b>15,283</b>	<b>-39,341</b>	<b>1,360,392</b>

\* The FY 2010 Actual column includes \$230,302 thousand of FY 2010 OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$136,316 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

\* The FY 2012 Estimate column excludes \$164,520 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

# **Fiscal Year 2012 Budget Estimates Defense Logistics Agency (DLA)**



February 2011

DEFENSE LOGISTICS AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**DEFENSE LOGISTICS AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
DLA	368,434	4,825	74,784	448,043	6,383	-3,563	450,863

\* The FY 2011 Estimate column represents the FY 2011 President's Budget request.

**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 appropriately in-source contractor services to achieve efficiencies. 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:

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- Other Logistics Services (OLS) which are associated with the DLA logistics mission such as price comparability, maps, unemployment, morale, welfare & recreation, and homeless blankets; and
- 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 2012 program change is primarily attributable to a decrease of \$67.0 million in Facilities Sustainment (FY 2012: \$67.0 million) and a decrease of \$15.0 million for improving business operations in the Department of Defense. These decreases are offset with an increase of \$29 million in the Warstoppers program. (FY 2012: \$78 million). A large portion of the Facilities Sustainment requirements are realigned to the DLA Working Capital Fund to more appropriately reflect execution in DLA's rates. Funds in Warstoppers are to preserve essential industrial base production capability and to invest in improving industry responsiveness in the supply chain.

**Mobilization Warstoppers** (FY 2012: \$77.6 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

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

responsiveness, typically without purchasing finished goods inventory. It includes the 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 most recent return on investment (ROI) analysis for the program indicates that from 1993 through 2007, the Warstopper program has offset over \$3.4 billion in WRM and maintains a healthy ROI of 7.2:1.

**Other Logistics Services (OLS)** (FY 2012: \$353.487 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. Unemployment Compensation
2. Price Comparability
3. Morale, Welfare and Recreation (MWR)
4. Continuing Health
5. Bosnia/Kosovo Support
6. Disability Compensation
7. Procurement Technical Assistance Program (PTAP)
8. Inventory Management, Catalog Production & Distribution of Maps
9. Logistics Transformation
10. Homeless Blankets
11. Defense Finance and Accounting Service (DFAS)
12. Government Industry Data Exchange Program (GIDEP)
13. Small Business Administration Support

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- 14. Facilities Sustainment
- 15. Defense Critical Infrastructure Program (CIP)
- 16. Department of Justice (DOJ) Litigation
- 17. Base Realignment and Closure (BRAC)
- 18. Agile Transportation USTRANSCOM
- 19. Automatic Identification Technology (AIT)
- 20. Joint Purchase Card Program Office (JPCPO)
- 21. Electronic Document Access (EDA)
- 22. Virtual Interactive Processing System (VIPS)
- 23. Managerial Support

- 1. Unemployment Compensation: (FY 2012: \$12.5 million) The DLA pays the Unemployment Compensation for all Defense Agencies.
- 2. Price Comparability (FY 2012: \$82.0 million) supports military unique (DoD-mandated) tasks, such as readiness support, that a commercial distribution company would not experience. The DLA prices are comparable to private-sector prices without these 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 planning and Command and Control Center costs, and the Department's hazardous and ozone depleting substances programs.
- 3. Morale, Welfare and Recreation (MWR): (FY 2012: \$20.2 million) The MWR programs exists to support the DLA military, civilians, military retirees and their families by



**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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.

4. Continuing Health (FY 2012: \$0.1 million) provides coverage for the DLA employees affected by reductions-in-force and BRAC.
5. Bosnia/Kosovo Support (FY 2012: \$0.1 million) funding covers Agency costs incurred in support of Bosnia and Kosovo.
6. Disability Compensation (FY 2012: \$0.8 million) funding is required for disability compensation for the Clothing Factory (DSCP) closed by BRAC 1993.
7. Procurement Technical Assistance Program (PTAP) (FY 2012: \$25.3 million) 10 USC 2412 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 organization and Indian economic enterprises to establish and conduct procurement technical assistance programs. The purpose of the program is to enhance the industrial base, improve local economies and generate employment by assisting with access to defense contracts. Activities include helping business firms market their goods and/or services to DoD, other Federal agencies and state and local governments. Under the PTAP statute, DLA can match up to \$.3 million for regionally (less than state wide) eligible entity and \$.6 million for eligible entities providing assistance on a statewide basis per fiscal year.

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

8. Inventory Management, Catalog Production & Distribution of Maps (FY 2012: \$31.6 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.
9. Logistics Transformation (FY 2012: \$8.6 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 Services, consistent with the Logistics Functional Requirements and Joint Vision 2010. Funds will support:
- 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;

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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.

10. Homeless Blankets (FY 2012: \$3.7 million) The Stewart B. McKinley Homeless Assistance Act of 1987 requires the DLA to provide blankets to qualified US 501(C)3 organizations

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

working with the homeless. Homeless shelters request blankets, which are issued on a first-come, first-served basis up to the amount of funding.

11. Defense Finance and Accounting Service (DFAS) (FY 2012: \$1.4 million) The DFAS requires reimbursement for accounting services provided to the activities and programs reflected in Other Logistics Services, Other Logistics Programs, and Warstoppers.
12. Government Industry Data Exchange Program (GIDEP): (FY 2012: \$3.5 million) The GIDEP's mission is to foster and facilitate the exchange of technical information between government agencies and industry to increase systems safety, reliability, and readiness while reducing systems development, production, and ownership costs. Member agencies include the DoD, Army, Navy and Marine Corps, Air Force, the Department of Energy, and 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.

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

13. Small Business Administration(SBA)Support (FY 2012: \$0.0) This funding paid the SBA costs to certify firms that claim disadvantage business status. There is no budget request for this program in FY 2012 since there is no longer a charge from the SBA for these services.
14. Facilities Sustainment (FY 2012: \$66.7 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.
15. Defense Critical Infrastructure Program (DCIP) (FY 2012: \$1.1 million) The DCIP supports DoD-wide risk management decisions by responsible authorities to execute the DoD mission-essential functions and primary mission essential functions in support of national essential functions under all circumstances. 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 resources to be applied

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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

16. Department of Justice (DOJ) Litigation (FY 2012: \$0.0) Funds the DLA environmental litigation support to the DOJ. There is no budget request for this program in FY 2012.
17. Base Realignment and Closure (BRAC) (FY 2012: \$0.0) Funds to DLA Distribution in support of BRAC expenses relating to Redistribution Delivery and Disposal Relief Orders for the BRAC sites at the Depots. There is no budget request for this program in FY 2012.
18. Agile Transportation (AT) USTRANSCOM (FY 2012: \$0.9 million) Funding to support 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

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

19. 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.
20. Automatic Identification Technology (AIT) (FY 2012: \$2.7 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) RFID tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.
21. Joint Purchase Card Program Office (JPCPO) (FY 2012: \$1.6 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 OUSD (AT&L) provides program management oversight.
22. Electronic Document Access (EDA) (FY 2012: \$5.3 million) The EDA mission was transferred from the Business Transformation Agency to DLA beginning in FY 2012. The program 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 initiatives to increase the application of Electronic Business/Electronic Commerce across the DoD. 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. EDA

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

23. improves visibility and accuracy of contract-related data and supports interoperability of DoD acquisition systems.
24. Virtual Interactive Processing System (VIPS) (FY 2012: \$7.6 million) VIPS mission was transferred from the Business Transformation Agency to DLA beginning in FY 2012. The program funding implements U.S. Military Entrance Processing Command's reengineered business processes 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, net-centric operations using automated data capture technology.
25. Managerial Support (FY 2012: \$.04 million) Funding supports and pays for various activities like confidential investigations.

**Other Logistics Programs** (OLP) (FY 2012: \$97.38 million and 227 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)
  - 1.2. Joint Contingency Acquisition Support Office (JCASO)



**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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)
- 2.4. DoD Classified Program
- 2.5. Defense Standardization Program Office (DSPO)
- 2.6. DoD Enterprise Systems Development and Demonstration
- 2.7. Defense Acquisition Workforce Development Fund (DAWDF)

1.1 Law Enforcement Support Office (LESO) (FY 2012: \$2.1 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. In FY 2004, the Department transferred Drug Interdiction and Counterdrug Activities, Defense, funding for LESO to DLA.

1.2 Joint Contingency Acquisition Support Office (JCASO) (FY 2012: \$6.0 million and 25 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 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.

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- 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.

There is an increase of civilian personnel and salaries for the Joint Contingency Acquisition Support Office from in-sourcing positions currently held by contractor personnel in the COCOMs to provide Combatant Commands a staff element at the operational level for contingency acquisition oversight.

2.1 Defense Property Accountability System (DPAS) (FY 2012: \$10.1 million and 7 FTEs) The DPAS is used by nearly every Component in DoD, supporting over 6,500 users accountable for nearly 7 million assets valued at over \$52 billion. The DPAS is a critical financial feeder system, and provides capital asset values (acquisition value minus accumulated depreciation) that are reported on Component financial statements for personal, military, heritage, and real property accounts. 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 2012: \$1.8 million, 14 direct-funded FTEs and 3 reimbursable FTEs) The BPRC is a Center focused on a management analysis discipline that redesigns processes, organizations, and the culture of DoD activities through functional leaders who apply improvement tools and techniques. The 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

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 2012: \$26.8 million, 50 direct-funded FTEs and 22 reimbursable FTEs), The 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 DoD Classified Program (FY 2012: \$1.4 million, 9 direct-funded FTEs and 5 reimbursable FTEs) This program was transferred to the DLA in FY 2001.

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

2.5 Defense Standardization Program Office (DSPO) (FY 2012: \$4.7 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.

2.6 DoD Enterprise Systems Development & Demonstration (FY 2012: \$43.1 million and 49 FTEs) The Business Transformation Agency is being disestablished and DLA Operations & Maintenance is assuming responsibility of the following systems under the name DoD Enterprise Systems Development & Demonstration starting in FY 2012: Defense Travel System, Business Enterprise Information Systems, Wide Area Workflow, Standard Procurement System, Global Exchange System, and Defense Business Systems Acquisition Executive.

2.7 Defense Acquisition Workforce Development Fund (DAWDF) (FY 2012: \$1.3 million and 17 FTEs) The National Defense Authorization Act (NDAA) of 2008, Section 852, established the Defense Acquisition Workforce Development Fund. The DAWDF funds are for the recruitment, training, and retention of acquisition personnel. The purpose of DAWDF

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

funds is to ensure that the Department of Defense's acquisition workforce has the capacity, in both personnel and skills, needed to properly perform its mission, provide appropriate oversight of contractor performance, and ensure that the Department receives the best value for the expenditure of public resources.

**II. Force Structure Summary: N/A**

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>A. <u>BA Subactivities</u></b>							
1. Operational Forces							
2. Mobilization (Warstoppers)	46,290	48,414				48,414	77,583
3. Training							
4. Administration and Service-Wide Activities							
<b>Other Logistics Services</b>							
Unemployment Compensation	13,915	12,297				12,297	12,479
Price Comparability	65,368	87,655				87,655	81,966
Morale, Welfare & Recreation (MWR)	16,234	17,739				17,739	20,169
Continuing Health	5	149				149	149
Bosnia/Kosovo Support	14	100				100	99
Disability Compensation	803	809				809	822
Procurement Technical Assistance Program (PTAP)	28,893	24,459				24,459	25,311
Inventory Management, Catalog Production & Distribution of Maps	29,253	31,365				31,365	31,599
Logistics Transformation	8,278	8,520				8,520	8,626
Homeless Blankets	3,014	3,624				3,624	3,670
Defense Finance & Accounting Service (DFAS)	1,900	1,923				1,923	1,427
Government Industry Data Exchange Program (GIDEP)	3,455	3,480				3,480	3,525

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>A. BA Subactivities</b>							
Small Business Administration Support	-	165				165	-
Facilities Sustainment	82,889	148,848				148,848	66,709
Defense Critical Infrastructure Program Logistics Lead Agent	1,074	1,192				1,192	1,115
Department of Justice (DOJ) Litigation Support	638	-				-	-
Base Realignment & Closure	1,438	-				-	-
Agile Transportation USTRANSCOM	-	750				750	990
Automatic Identification Technology	2,699	2,658				2,658	2,690
Joint Purchase Card Program Office	1,585	1,589				1,589	1,580
Electronic Document Access	-	-				-	5,336
Virtual Interactive Processing System	-	-				-	7,600
Managerial Support	26	42				42	42
<b>Defense Environmental Restoration Account</b>	12,144	-				-	-
<b>Total Other Logistics Services</b>	273,625	347,364				347,364	275,904

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>A. <u>BA Subactivities</u></b>							
<b>Other Logistics Programs</b>							
Law Enforcement Support Office	1,890	1,765				1,765	2,125
Joint Contingency Acquisition Support Office	3,018	5,279				5,279	6,040
Defense Property Accountability System	9,879	10,110				10,110	10,050
Business Process Reengineering Center	1,731	1,853				1,853	1,844
Continuity of Operations	26,155	27,073				27,073	26,814
DoD Classified Program	1,296	1,422				1,422	1,417
Defense Standardization Program Office	4,550	4,763				4,763	4,728
DoD Enterprise Systems Development & Demonstration	-	-				-	43,083
Defense Acquisition Workforce Development Fund	-	-				-	1,275
<b>Total Other Logistics Program</b>	48,519	52,265				52,265	97,376
<b>Total</b>	<b>368,434</b>	<b>448,043</b>				<b>448,043</b>	<b>450,863</b>

\* The FY 2011 Estimate column represents the FY 2011 President's Budget request.



DEFENSE LOGISTICS AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	448,043	448,043
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>448,043</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>448,043</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		6,383
Functional Transfers		60,642
Program Changes		-64,205
<b>Current Estimate</b>	<b>448,043</b>	<b>450,863</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>448,043</b>	

DEFENSE LOGISTICS AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>448,043</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		<b>448,043</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>448,043</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>448,043</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		<b>448,043</b>
6. Price Change		6,383
7. Functional Transfers		
a. Transfers In		60,642
1) The Business Transformation Agency is being disestablished and DLA Operations & Maintenance is assuming responsibility of the following systems under the name DoD Enterprise Systems Development & Demonstration: Defense Travel System, Business Enterprise Information Systems, Wide Area Workflow, Standard Procurement System, Global Exchange System, and Defense Business Systems Acquisition Executive (+49 FTEs)	48,900	

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
2) The Functional transfer of DoD Enterprise Systems Development & Demonstration (DoD ESD) moved systems from the Business Transformation Agency to DLA and associated costs required to reasonably manage and execute these programs	11,742	
8. Program Increases		34,317
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Morale, Welfare and Recreation increase for supplies, equipment and contract support for the fitness centers and child and youth program expansions throughout the DLA enterprise (FY 2011 Base: \$17.739M)	2,156	
2) Warstoppers increase to preserve essential industrial base production capability and to invest in improving industry responsiveness in the supply chain for body armor, JSLIST, medical and metal buffer (FY 2011 Base: \$48.414M)	28,443	
3) PTAP baseline increase by the Department to assist in funding Centers closer to the level suggested by Congress (FY 2011 Base: 24.459M)	485	
4) Agile Transportation increase to support USTRANSCOM for Geographic Combatant Commanders automated capability to streamline cargo movement (FY 2011 Base: \$0.75M)	229	
5) Increase for the Business Process Reengineering Center is in labor. Increase is reflect3d in OP-32 Line 101. (FY 2011 Base: \$1.812M - 17 FTEs)	61	
6) Increase in labor for the classified Program. Increase is reflected in OP-32 Line 101. (FY 2011 Base: \$1.422M - 14 FTEs)	49	

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
7) Increase for the Law Enforcement Support Office is to reimburse DRMS for their leased space and for IT support. Increase reflected in OP-32 Line 989. (FY 2011 Base: \$1.765M - 14 FTEs)	454	
8) Increase for the Joint Contingency Acquisition Support Office is for travel to support 8 COCOM exercises a year (3 OCONUS and 5 CONUS). Increase is reflected in OP-32 Line 308. (FY 2011 Base: \$5.279M -25 FTEs)	971	
9) Increase is in labor for 17 Defense Acquisition Workforce Development Fund FTEs. Increase is reflected in OP-32 Line 101. (FY 2011 Baseline: \$0 - 17 End-strength & 17 FTEs)	1,275	
10) Increase in the Defense Property Accountability System is in Other Contracts for IT support. Increase is reflected in OP-32 Line 989. (FY 2011 Base: \$10.11M - 7 FTEs)	141	
11) Increase in the Defense Standardization Program Office is in Other Contracts for contract support. Increase is reflected in OP-32 Line 989. (FY 2011 Base: \$4.763M - 12 FTEs)	53	
9. Program Decreases		-98,522
a. Annualization of New FY 2010 Program Decreases		
b. One-Time FY 2011 Decreases		
One Less Paid Days Adjustment	-485	
c. Program Decreases in FY 2011		
1) Decrease for Automatic Identification Technology is due to reduced contractor support costs (FY 2011 Base: \$2.658M)	-8	
2) Decrease in Joint Purchase Card Program Office is due to reduced contractor support costs (FY 2011 Base: \$1.589M)	-33	
3) Continuing Health decrease due to estimated employee benefits (FY 2011 Base: \$.149M)	-2	

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
4) GIDEP decrease due to reduced contractor support costs (FY 2011 Base: \$3.48M)	-7	
5) Bosnia/Kosovo Support decrease is due to lower Agency costs (FY 2011 Base: \$0.10M)	-3	
6) Unemployment decrease due to estimated program requirements for employee benefits (FY 2011 base: \$12,297M)	-3	
7) Mapping decrease in operating costs due to improvements in work processes at the DLA Logistics Information Service (FY 2011 Base: \$31.365M)	-236	
8) Disaster Relief Blankets decrease based on program estimated requirements (FY 2011 Base: \$3.624M)	-8	
9) Logistics Transformation decrease for estimated Department transformation initiatives in support of the warfighter supply chain (FY 2011 Base: \$8.520M)	-22	
10) Decrease in funding for the Small Business Administration required for this service from the SBA 9FY 2011 Base: \$0.165M)	-167	
11) Price Comparability decrease due to estimated requirements in depot operations (FY 2011 Base: \$87.655M)	-6,754	
12) Defense Critical Infrastructure Protection decrease for Logistics Sector Lead Agent program requirements (FY 2011 Base: \$1.192M)	-95	
13) Facilities Sustainment costs realigned to the DLA Working Capital Fund to more appropriately reflect execution in DLA's rates (FY 2011 Base: \$148.848M)	-69,672	
14) The Secretary of Defense has established targets for improving business operations in the Department by decreasing/eliminating redundant functions in overhead, support and non-mission areas. DLA's funding for overhead, support and non-mission areas are primarily funded in the Defense Working Capital Fund (DWCF). A portion of Facilities Sustainment efforts is more properly aligned in the DWCF.	-14,700	

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
15) DFAS decrease due to direct billable workload for the DLA General Fund Appropriations (FY 2011 Base: \$1.923M)	-503	
16) Decrease in the Defense Property Accountability System is in labor due to no pay raise in FY 12 and in Other Contracts due to lower inflation rates. Decrease is reflected in OP-32 Lines 101 and 989. (FY 2011 Base: \$10,110 million - 7 End-strength & 7 FTEs)	-16	
17) Efficiency- Baseline Review. Decrease in travel is due to more cost effective management of travel resources by using for example commercial rates vice City Pairs (FY 2011 Base: \$2,615)	-500	
18) Efficiency- Baseline Review. Decrease is in Civilian Pay due to the pay raise freeze in FY 2012	-1,220	
19) Efficiency- Baseline Review. Civilian Staffing Freeze. As part of the Department of Defense reform agenda, eliminates civilian full-time equivalent positions to maintain, with limited exceptions, civilian staffing at the FY 2010 level	-3,599	
20) Efficiency - Baseline Review. As part of the Department of Defense reform agenda, implements a zero- based review of the organization to align resources to the most critical priorities and eliminate lower priority functions.	-489	
<b>FY 2012 Budget Request</b>		<b>450,863</b>

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2011 Budget Estimates**

**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 projected rate to reassess their financial plans through improved 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 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,

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2011 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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 the bi-annual Procurement Technical Assistance (PTA) Performance Data Reports. The report is submitted by each Procurement Technical Assistant Centers (PTACs) on the first six months of performance and the final yearly report summary, which is due 90 days after the expiration date of the PTA Cooperative Agreement's performance period. The report tracks the number of Active Clients, Outreach Events, Initial and Follow-up Counseling Sessions by category of Small Business Concerns, Other Businesses, and the number and dollar value of prime and subcontract awards. The dollar value of prime and subcontract awards is used to calculate the number of jobs potentially created as a result of the PTAC's efforts. Report submission validations occur during on-site 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-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.



**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2011 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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.

Facilities Sustainment

<u>Funding Levels</u>	FY 2010 <u>Actual</u>	FY 2011 <u>Estimate</u>	FY 2012 <u>Estimate</u>
Operations & Maintenance			
Sustainment	82,132	148,848	66,709
Demolition	-	-	-
Subtotal	82,132	148,848	66,709
Defense Working Capital Fund			
Sustainment	342,500	705,200	953,300
Restoration and Modernization	-	-	-
Demolition	-	-	-
Subtotal	342,500	705,200	953,300

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2011 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

<u>Funding Levels</u>	<u>FY 2010</u> <u>Actual</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
Total Facilities Sustainment			
Sustainment	424,632	854,048	1,020,009
Restoration and Modernization	-	-	-
Demolition	-	-	-
Total	424,632	854,048	1,020,009
 DLA	 94%	 72%	 93%
Department Sustainment Goal for DLA	90%	70%	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 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

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2011 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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.

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.

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2011 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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.

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2011 Budget Estimates**

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>Change FY 2010/ FY 2011</u>	<u>Change FY 2011/ FY 2012</u>
<u>Active Military End Strength (E/S)</u>					
(Total)	54	63	63	9	-
Officer	9	14	14	5	-
Enlisted	45	49	49	4	-
<u>Civilian End Strength (Total)</u>	135	161	227	26	66
U.S. Direct Hire	135	161	227	26	66
Foreign National Direct Hire					
Total Direct Hire	135	161	227	26	66
Foreign National Indirect Hire	-	-	-	-	-
Memo: Reimbursable Civilians Included	24	30	30	6	-
<u>Active Military Average Strength (A/S)</u>					
(Total)	54	63	63	9	-
Officer	9	14	14	5	-
Enlisted	45	49	49	4	-
Civilian FTEs (Total)	126	161	227	35	66
U.S. Direct Hire	126	161	227	35	66
Foreign National Direct Hire	-	-	-	-	-
Total Direct Hire	126	161	227	35	66
Foreign National Indirect Hire	-	-	-	-	-
Memo: Military Technician Included					
Memo: Reimbursable Civilians Included	24	30	30	6	-
Average Annual Civilian Salary (\$ in thousands)	162,159	164,938	157,330	2,779	-7,608
Contractor FTEs (Total)	-	-	52	-	52

**DEFENSE LOGISTICS AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	16,295	85	4,656	21,036	-	9,052	30,088
<b>199 Total Civ Compensation</b>	<b>16,295</b>	<b>85</b>	<b>4,656</b>	<b>21,036</b>	<b>-</b>	<b>9,052</b>	<b>30,088</b>
308 Travel of Persons	1,047	14	1,554	2,615	40	681	3,336
<b>399 Total Travel</b>	<b>1,047</b>	<b>14</b>	<b>1,554</b>	<b>2,615</b>	<b>40</b>	<b>681</b>	<b>3,336</b>
673 Def Fin & Acctng Svc	1,900	7	16	1,923	7	-503	1,427
679 Cost Reimbursable Purchase	165,685	2,320	22,934	190,939	2,864	23,342	217,145
<b>699 Total Purchases</b>	<b>167,585</b>	<b>2,327</b>	<b>22,950</b>	<b>192,862</b>	<b>2,871</b>	<b>22,839</b>	<b>218,572</b>
771 Commercial Transport	52	1	-	53	1	-	54
<b>799 Total Transportation</b>	<b>52</b>	<b>1</b>	<b>-</b>	<b>53</b>	<b>1</b>	<b>-</b>	<b>54</b>
913 Purch Util (non fund)	15	-	-	15	-	-	15
914 Purch Com (non fund)	-	-	-	-	-	307	307
915 Rents, Leases (non GSA)	19	-	-	19	-	2,411	2,430
920 Supplies/Matl (non fund)	261	3	18	282	4	175	461
921 Print & Reproduction	4	-	-	4	-	-	4
922 Eqt Maint Contract	2	-	-	2	-	745	747
923 Facility Maint by Contr	82,132	1,150	65,566	148,848	2,233	-84,372	66,709
925 Eqt Purch (non fund)	-	-	-	-	-	1,359	1,359
960 Interest and Dividends	7	-	2	9	-	-	9
987 Other IntraGovt Purch	10,854	152	-99	10,907	163	1,145	12,215
989 Other Services	90,161	1,093	-19,863	71,391	1,071	42,095	114,557
<b>999 Total Other Purchases</b>	<b>183,455</b>	<b>2,398</b>	<b>45,624</b>	<b>231,477</b>	<b>3,471</b>	<b>-36,135</b>	<b>198,813</b>
<b>Total</b>	<b>368,434</b>	<b>4,825</b>	<b>74,784</b>	<b>448,043</b>	<b>6,383</b>	<b>-3,563</b>	<b>450,863</b>

\* The FY 2011 Estimate column represents the FY 2011 President's Budget request.

# **Fiscal Year (FY) 2012 Budget Estimates**

## **Defense Legal Services Agency (DLSA)**



February 2011

DEFENSE LEGAL SERVICES AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget

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**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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

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

	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
<b>DLSA</b>	128,753	958	-87,307	42,404	105	-5,142	37,367

\* The FY 2010 Actual column includes \$87,581 thousand of FY 2010 Overseas Contingency Operations (OCO) Appropriations funding (P.L. 111-118).

\* The FY 2011 Estimate column excludes \$120,469 thousand requested in the FY 2011 Defense-Wide OCO Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$102,322 thousand requested in the FY 2012 Defense-Wide 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 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

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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 2011 to FY 2012:** Price change increases total \$105 thousand. After considering the effects of inflation, the net program change is a decrease of \$-5,142 thousand.

Program decrease is in accordance with Secretary Gates' reform agenda to identify efficiency savings throughout the Department. The efficiency reduction is achievable through employee attrition. As attorneys leave the Agency, three of the positions will not be filled. Civilian personnel compensation will decrease by \$-102 thousand to account for the one less compensable work day. The program decrease of \$-1,987 thousand will decrease Management and Professional Support Services, in support of higher priorities.

**II. Force Structure Summary: N/A**

DEFENSE LEGAL SERVICES AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2011							FY 2012 <u>Estimate</u>
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>		
<b>A. BA Subactivities</b>			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
1. DLSA HQ	14,246	12,885	0	0	0	12,885	11,354	
2. DOHA	26,926	29,519	0	0	0	29,519	26,013	
3. OMC/HC	87,581	0	0	0	0	0	0	
<b>Total</b>	<b>128,753</b>	<b>42,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,404</b>	<b>37,367</b>	

\* The FY 2010 Actual column includes \$87,581 thousand of FY 2010 Overseas Contingency Operations (OCO) Appropriations funding (P.L. 111-118).

\* The FY 2011 Estimate column excludes \$120,469 thousand requested in the FY 2011 Defense-Wide OCO Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$102,322 thousand requested in the FY 2012 Defense-Wide OCO Budget Request.

DEFENSE LEGAL SERVICES AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change</u> <u>FY 2011/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	<b>42,404</b>	<b>42,404</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>42,404</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>42,404</b>	
Anticipated Supplemental	120,469	
Reprogrammings		
Price Changes		105
Functional Transfers		
Program Changes		-5,142
<b>Current Estimate</b>	<b>162,873</b>	<b>37,367</b>
Less: Wartime Supplemental	-120,469	
<b>Normalized Current Estimate</b>	<b>42,404</b>	

DEFENSE LEGAL SERVICES AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>42,404</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		<b>42,404</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>42,404</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations; and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		<b>42,404</b>
6. Price Change		105
7. Functional Transfers		
8. Program Increases		848
a. Annualization of New FY 2011 Program		
b. One-Time FY 2011 Increases		
c. Program Growth in FY 2012		
1) <u>Rent (non-GSA)</u> . Increase of \$842 thousand as an adjustment to realign proper object class from GSA rent to non-GSA rent. (FY 2011 baseline: \$62)	842	
2) <u>Supplies and Materials</u> . Increase of \$6 thousand to offset costs for supplies and materials. (FY 2011 baseline: \$77)	6	

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
9. Program Decreases		
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		-5,990
1) <u>Management &amp; Professional Support Services</u> . Decrease of \$-1,987 thousand in management and professional support services to support higher priorities. This includes a reduction of DOHA support contract(\$-439) and a decrease in operating costs(\$-300), per Secretary of Defense Initiatives, as well as a decrease to align resources to the most critical priorities and eliminate lower priority functions (\$-1,248). (FY 2011 baseline: \$4,527)	-1,987	
2) <u>Compensable Work Days</u> . Decrease of \$-102 thousand in civilian personnel compensation for one less compensable work day.	-102	
3) <u>Manpower Adjustment, Civilian Pay Freeze</u> . Decrease of \$-2,250 thousand for the elimination of Civilian pay raise, elimination of 10 (ten) Full Time Equivalent (FTE), 1 (one) consultant, and manpower adjustment as part of the Department of Defense reform agenda to maintain, with limited exceptions, civilian staffing at the FY 2010 level. (FY 2011 baseline: \$34,741)	-2,250	
4) <u>Efficiency Reductions</u> . Decrease of \$-491 thousand efficiency reduction in accordance with the Secretary of Defense initiatives and internal realignments to adequately meet mission needs: Travel (\$-7), Communications (\$-35), Postal Services(\$-69), and other intra-government purchases (\$-380). (FY 2011 baseline: \$1,287)	-491	
5) <u>Pentagon Rent and Maintenance</u> . Decrease of \$-1,160 thousand in rent payments and maintenance adjustment to align proper object class. (FY 2011 baseline: \$1,212)	-1,160	
<b>FY 2012 Budget Request</b>		<b>37,367</b>

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

**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 DOHA is headquartered in Arlington, Virginia and maintains field offices in Boston, Massachusetts; Los Angeles, California; and Columbus, Ohio. The Director, Appeal Board, Administrative Judges, a small cadre of Security Specialists, the Claims Division, and Support Staff reside at headquarters.

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

**IV. Performance Criteria and Evaluation Summary**

The Los Angeles office has Administrative Judges, Department Counsel and Support Staff. The Boston office has an Administrative Judge. The Columbus office has Security Specialists, an Attorney-Adviser, and Support Staff.

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 requirements of Executive Order 10865. Section 203 of Executive Order 12829 continues the process mandated by Executive Order 10865.



**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

**IV. Performance Criteria and Evaluation Summary**

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 DoD entity with experience providing a clearance applicant with the opportunity to appear personally as a regular part of due process.

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

**IV. Performance Criteria and Evaluation Summary**

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.

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

**IV. Performance Criteria and Evaluation Summary**

Claims Appeals Board workload is expected to maintain the same level of effort as in FY 2010. 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 2010.

<b>Workload</b>	<b><u>FY 2010</u></b> <b><u>Actuals</u></b>	<b><u>FY 2011</u></b> <b><u>Estimates</u></b>	<b><u>FY 2012</u></b> <b><u>Estimates</u></b>
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

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change <u>FY 2010/ FY 2011</u></b>	<b>Change <u>FY 2011/ FY 2012</u></b>
<u>Active Military End Strength (E/S)</u> (Total)	135	206	206	71	0
Officer	70	114	114	44	0
Enlisted	65	92	92	27	0
<u>Civilian End Strength (Total)</u>	281	191	181	-90	-10
U.S. Direct Hire	281	191	181	-90	-10
<u>Active Military Average Strength (A/S)</u> (Total)	135	206	206	71	0
Officer	70	114	114	44	0
Enlisted	65	92	92	27	0
Civilian FTEs (Total)	230	191	181	-39	-10
U.S. Direct Hire	230	191	181	-39	-10
Average Annual Civilian Salary (\$ in thousands)	145*	143	143	-2	0
<small>*The FY 2010 Average Annual Civilian Salary reflects FY 2010 OCO Appropriations funding (P.L. 111-118)</small>					
<u>Contractor FTEs (Total)</u>	35	35	35	0	0

**DEFENSE LEGAL SERVICES AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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

<u>OP 32 Line</u>	FY 2010	Change		FY 2011	Change		FY 2012
	<u>Actuals*</u>	<u>FY 2010/FY 2011</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>FY 2011/FY 2012</u>	<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, General & Specialty Schedules	43,802	219	-9,280	34,741	0	-2,352	32,389
107 Voluntary Separation Incentive Pay	50	0	-50	0	0	0	0
<b>199 Total Civilian Compensation</b>	<b>43,852</b>	<b>219</b>	<b>-9,330</b>	<b>34,741</b>	<b>0</b>	<b>-2,352</b>	<b>32,389</b>
308 Travel of Persons	3,165	44	-3,107	102	2	-7	97
672 Pentagon Reservation Maintenance	1,894	-423	-1,394	77	-8	-8	61
912 Rental Payments to GSA	6,304	88	-5,257	1,135	17	-1,152	0
914 Purchase Communications	498	7	-403	102	2	-35	69
915 Rents (non GSA)	260	4	-202	62	1	842	905
917 Postal Services	0	0	69	69	0	-69	0
920 Supplies/Materials	1,781	25	-1,729	77	1	6	84
921 Printing & Reproduction	11	0	76	87	1	0	88
922 Equipment Maintenance By Contract	312	4	-316	0	0	0	0
923 Facility Sustainment, Restoration, and Modernization by Contract	289	4	-293	0	0	0	0
925 Equipment Purchases by Contract	9	0	-9	0	0	0	0
932 Management & Professional Support Services	46,291	648	-42,412	4,527	68	-1,987	2,608
934 Engineering & Technical Services	6,298	88	-6,386	0	0	0	0
957 Other Costs (Land and Structures)	16	0	-16	0	0	0	0
987 Other Intra-Government Purchases	1,893	27	-906	1,014	15	-380	649
988 Grants/ subsidies, and Contributions	0	0	411	411	6	0	417
989 Other Services	15,880	223	-16,103	0	0	0	0
<b>999 Total Other Purchases</b>	<b>79,842</b>	<b>1,118</b>	<b>-73,476</b>	<b>7,484</b>	<b>111</b>	<b>-2,775</b>	<b>4,820</b>
<b>Total</b>	<b>128,753</b>	<b>958</b>	<b>-87,307</b>	<b>42,404</b>	<b>105</b>	<b>-5,142</b>	<b>37,367</b>

\* The FY 2010 Actual column includes \$87,581 thousand of FY 2010 Overseas Contingency Operations (OCO) Appropriations funding (P.L. 111-118).

\* The FY 2011 Estimate column excludes \$120,469 thousand requested in the FY 2011 Defense-Wide OCO Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$102,322 thousand requested in the FY 2012 Defense-Wide OCO Budget Request.

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# **Fiscal Year 2012 Budget Estimates**

## **DEFENSE MEDIA ACTIVITY**



February 2011

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**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2010 Actual	Price Change	Program Change	FY 2011 Estimate	Price Change	Program Change	FY 2012 Estimate
DMA	265,660	2,996	-12,778	255,878	2,792	-2,537	256,133

\* The FY 2010 Actual column includes \$13,364 thousand of OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$14,799 thousand of requested in the FY 2011 Defense-wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$15,457 thousand of requested in the FY 2012 Defense-wide Overseas Contingency Operations 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.

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

- **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 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) and external audiences. Provides readers independent news and information to exercise their 1st Amendment rights as citizens of the United States 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:** Change in total funding between FY 2011 and FY 2012 of +\$2.792 million price growth and -\$2.537 million program growth (for a total change of +\$0.255 million) reflects efficiencies and cost saving initiatives in the areas of civilian personnel; realignment of functions back to the Navy, restructure of functions, elimination of hardcopy magazine products as well as reducing contractor support.

**II. Force Structure Summary: N/A**

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>FY 2011</b>						
	<b>Congressional Action</b>						
<b>A. <u>BA Subactivities</u></b>	<b><u>FY 2010</u></b>	<b><u>Budget</u></b>	<b><u>Amount</u></b>	<b><u>Percent</u></b>	<b><u>Appropriated</u></b>	<b><u>Current</u></b>	<b><u>FY 2012</u></b>
	<b><u>Actuals</u></b>	<b><u>Request</u></b>				<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
1. Defense Media Operations	265,660	255,878				255,878	256,133
<b>Total</b>	<b>265,660</b>	<b>255,878</b>				<b>255,878</b>	<b>256,133</b>

\* The FY 2010 Actual column includes \$13,364 thousand of OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$14,799 thousand of requested in the FY 2011 Defense-wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$15,457 thousand of requested in the FY 2012 Defense-wide Overseas Contingency Operations Budget Request.

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>B. <u>Reconciliation Summary</u></b>	<b><u>Change</u></b> <b><u>FY 2011/FY 2011</u></b>	<b><u>Change</u></b> <b><u>FY 2011/FY 2012</u></b>
<b>Baseline Funding</b>	<b>255,878</b>	<b>255,878</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>255,878</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>255,878</b>	
Anticipated Supplemental	14,799	
Reprogrammings		
Price Changes		2,792
Functional Transfers		-933
Program Changes		-1,604
<b>Current Estimate</b>	<b>270,677</b>	<b>256,133</b>
Less: Wartime Supplemental	-14,799	
<b>Normalized Current Estimate</b>	<b>255,878</b>	

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>III. <u>Financial Summary (\$ in thousands)</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>255,878</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>255,878</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>255,878</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>255,878</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriation and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>255,878</b>
6. Price Change		2,792
7. Functional Transfers		
a. Transfers In		
b. Transfers Out		
1) Transfer back to Navy the Fleet Broadcast Systems Engineering Support Group and the Navy Photo Portraiture Support		-933
8. Program Increases		20,069
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>III. <u>Financial Summary (\$ in thousands)</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
<b>C. Reconciliation of Increases and Decreases</b>		
1) This increase funds the conversion of the worldwide television network from analog to digital format to comply with the Federal Communication Commission (FCC) driven changes (FY 2011 Base: \$79,395)	20,069	
7. Program Decreases		
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		-21,673
1) Overall anticipated reduction in travel (FY 2011 Base: \$3,318)	-411	
2) Pentagon Reservation rent adjustment (FY 2011 Base: \$174)	-27	
3) Efficiency Baseline Review: Contract service support savings will result from the consolidation of functions under the new DMA organization. This savings effort eliminates the duplication of services that were inherent in the business model inherited from the Services. Basically this effort will replace multiple contracts with one for a given program function (FY 2011 Base: \$44,604)	-2,450	
4) Efficiency Baseline Review: Reduction of contractor personnel within DMA will be realized by internal realignment/reorganization of DMA due to co-location and consolidation of efforts from the BRAC move to Ft. Meade, MD. This effort will eliminate 21 contractor equivalent FTEs (FY 2011 Base: \$44,604)	-2,666	
5) Efficiency Baseline Review: Curtail or eliminate contract studies in Management Headquarters and	-150	

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**Amount      Totals**

**C. Reconciliation of Increases and Decreases**

associated travel (FY 2011 Base: \$3,028)	
6) One Less Compensable Day (FY 2011 Base: \$80,985)	-325
7) Reflects reduction for civilian pay raise in FY 2012 (FY 2011 Base: \$80,985)	-2,605
8) Reflects an anticipated reduction in exchange rates for overseas purchases (FY 2011 Base: \$20,300)	-125
9) Efficiency Baseline Review: Replace printing/distribution of hardcopy service magazines with on-line versions (FY 2011 Base: \$4,000)	-4,000
10) Efficiency Baseline Review: Restructure Hometown News and AFN regional commands (FY 2011 Base: \$54,645)	-3,546
11) Efficiency Baseline Review: Defense Information School (DINFOS) to eliminate off-site Advance Journalism course at Syracuse University (FY 2011 Base: \$43,888).	-1,000
12) Efficiency Baseline Review: Reduced funding used to acquire service support contracts (FY 2011 Base: \$44,604)	-1,537
13) Efficiency Baseline Review: Manpower freeze in accordance with other program restructuring efforts (FY 2011 Base: \$80,985)	-2,831

**FY 2012 Budget Request**

**256,133**

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

As Defense Media Activity (DMA) evolves from its initial to final organizational form, all Performance Criteria and Evaluation Metrics will be reviewed to reflect changes in structure.

**Overseas Radio and Television Products**

The Overseas Radio and Television Products budget of \$138.495 million accounts for 54.0 percent of the overall DMA \$256.133 million FY 2012 O&M Budget.

**American Forces Radio and Television Service (AFRTS)** - Communicates DoD policies, priorities, programs, goals and initiatives via its American Forces Network (AFN) satellite programming network, which reaches DoD service members, civilians, co-located State Department members, and their families overseas, and Sailors and Marines onboard ships. AFRTS sets policy, manages worldwide resources including manpower/fiscal standards, equipment systems/engineering/maintenance assets for AFN network/outlets.

<b>Technical Systems Maintenance</b>	All DMA technical systems, including all broadcast/acquisition/production/transmission systems maintained to ensure an operational availability of 99.9%, which is equivalent to an acceptable downtime rate of 52 minutes per year.
<b>Telecommunication Circuits</b>	All DMA telecommunication circuits including fiber optic/data/microwave/satellite maintained to ensure an operational availability of 99.9%.
<b>Expansion Capability</b>	Sufficient telecommunications bandwidth or data network capacity shall be designed to sustain DMA mission accomplishment throughout the current FYDP
<b>Redundancy</b>	All DMA systems identified as "on-air critical" have single redundancy built in/capabilities/alternative workflow methods to permit full accomplishment of mission if there is a failure of any single piece of equipment/circuit/system.



**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Overseas Radio and Television Products (continued)**

<u>American Forces Radio and Television Service</u> Performance Metrics	<u>FY</u> <u>2010(1)</u> Actual	<u>FY</u> <u>2011(1)</u> Projected	<u>FY</u> <u>2012(1)</u> Projected
Countries receiving Radio and TV programming	177	177	177
Afloat units receiving Radio and TV programming	279	279	279
Hours-Radio news, sports, info 24 hours a day(5 channels) (2)	43,800	43,800	43,800
Hours - Radio music service, 24 hours/day(7 channels) (3)	61,320	61,320	61,320
Hours - TV programming, 24 hours/day (7 channels) (4)	61,320	61,320	61,320
Hours - AFN Global High-Definition Programming, 24/7(1 channel)	6,570 (5)	8,760 (5)	8,760 (5)
Hours - Direct to Home (DTH)Regional programming-(Land Based) (Radio plus Television)	105,120	105,120	105,120
Hours - Direct to Sailor (DTS) (Afloat) Global TV programming (3 channels TV and 3 channels Radio service)	35,040	35,040	35,040
Number of Radio/TV internal info. spots produced (6)	1,293	1,293	1,293
<b>Notes:</b>			
(1) Metrics represent operating on a 24/7/365 basis			
(2) Provides Radio programming addressing American listeners(news, opinion, sports, talk, and National Public Radio (NPR))			
(3) Provides Radio programming addressing American listeners(pop, urban, rock (2), country, jazz, contemporary)			
(4) Multiple television channels of America's most popular shows, programmed to attract all audience tastes and interests:			
• AFN Xtra (targets DoD's key demographic: 18-25 male demographic with young adults)			
• AFN Sports (live sports events and sports-talk programming)			
• AFN Family (family entertainment with content parents can rely on)			
• AFN Movie (movies and Hollywood entertainment talk and behind-the-scenes shows)			
• AFN Spectrum (alternate entertainment counter-programmed with other AFN entertainment)			
• AFN Prime (mix of American network shows (3 versions targeted to different time zones, one is for OIF/OEF)			
• AFN News (24/7 delivery of top-rated national news programs)			
(5) HDTV programming hours - FY10 represents test transmission of HDTV capability (FY10 - 24 HRS per day for 8 months of the year, FY11 continue testing 24 HRS/day for 12 months). FY12 will transition from test to launch.			
(6) Spots are 10, 15, 30 and 60 seconds in length.			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Overseas Radio and Television Products (continued)**

**AFN Broadcast Center (BC)** - Provides stateside radio and television news, sports, and entertainment programming for broadcast to overseas DoD service members, civilians, co-located State Department members and their families, and sailors and Marines onboard Navy ships via the various American Forces Networks (AFN).

STRATEGIC OBJECTIVE #1: Broadcast America's top-rated radio and television programming to reach overseas military community serving their country.

OUTPUT: Provide satellite delivery of 7 distinct channels of television, 12 channels of radio, and overseas distribution of the Pentagon Channel.

OUTCOME: Deliver the highest rated stateside radio and television programming to an overseas audience of almost 1 million personnel serving overseas and aboard Navy ships at sea.

EFFICIENCY: Provides a highly efficient delivery platform for the effective distribution of DoD internal communication (IC) and military command information to the overseas military community.

QUALITY: DMC delivers the top-rated radio and television programs aired in the U.S. as determined by Nielsen Media Research, ARBITRON, Talkers Magazine and other broadcast industry rating services. Audience feedback from AFRTS worldwide scientific surveys and anecdotal audience data received by email, indicate that BC's highly targeted group of AFN programming services are preferable to the multitude of diverse channel choices available from U.S. domestic satellite and cable providers.

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Overseas Radio and Television Products (continued)**

<u>Broadcast Center Performance Metrics (Radio) (1)</u>	<u>FY 2010 (Actual)</u>	<u>FY 2011 (Projected)</u>	<u>FY 2012 (Projected)</u>
AFN Satellite Music - Channels (Land Based)	7	7	7
Current CD Music Packages (2)	192	192	192
Program CD's (3)	195	195	195
AFN News/Information Channels (Land Based)	5	5	5
Direct to Sailor-AFN Radio Channels available to afloat units (4)	3	3	3
<b>Notes:</b>			
(1) Metrics represent operating on a 24/7/365 basis			
(2) Compilation CD's(3/package) delivered to 38 land units & 26 large afloat units per week			
(3) Minus time sensitive CD's delivered to 65 smaller afloat units per week			
(4) AFN Channels providing music, news, information, entertainment and sports to afloat units			

<u>Broadcast Center Performance Metrics (Television)</u>	<u>FY 2010 (Actual)</u>	<u>FY 2011 (Projected)</u>	<u>FY 2012 (Projected)</u>
AFN Satellite TV Services - (Land Based) (1)	7	7	7
Direct to Sailor- AFN TV Channels available to afloat units (2)	3	3	3
Direct To Home (DTH) TV Services (Land based) (3)	7	7	7
High Definition Global TV Services (Land Based)	0	0	1
Tape Television Services (4)	576	576	576
Hours of Purchased Programming	6,028	6,028	6,028
<b>Notes:</b>			
(1) Channels providing Standard Definition (SD) television services to the AFN audience			
(2) AFN Channels providing music, news, information, entertainment and sports to afloat units			
(3) Channels providing service to the AFN audience			
(4) Bi-weekly sports and entertainment programming hours to afloat units (48 hours/month)			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Overseas Radio and Television Products (continued)**

**Broadcast News** - Provides DoD military/civilian workforce and families, and sailors/Marines onboard Navy ships, DoD Military Department and regional/local command/internal broadcast news/information products. These products are delivered via AFRTS. Surveys are conducted both formally and informally through Military Department online services semi-annually. Feedback is received via the Goldwater-Nichols Act surveys of commands. Results indicated there is continuous demand from combatant commands and components for these products.

<u>Performance Metrics (1)</u>	<u>FY 2010 (Actual)</u>	<u>FY 2011 (Projected)</u>	<u>FY 2012 (Projected)</u>
Regularly Scheduled Radio Broadcasts	2,672	2,672	2,672
Regularly Scheduled TV Broadcasts	4,132	4,132	4,132
Radio/TV Internal Information Spots	730	730	730
Average Number of Members Served	2,400,000	2,400,000	2,400,000
Original Daily Web and Podcasts	13	12	12
Daily New Media Products(BLOGS/VCLIPS)	7	8	8
Original Special Radio Broadcasts Produced	50	50	50
Original Special TV Broadcasts Produced	551	551	551
Regularly Scheduled Live Weekly TV Broadcasts	17	17	17
Annual Hours of Radio Broadcasts	5,460	5,460	5,460
Annual Hours of TV Broadcasts	15,163	15,163	15,163
<b>1) Overall no growth in products and services is planned</b>			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**News and Media Information Products** - The News and Media Information Product budget of \$54.612 million accounts for 21.3 percent of the overall DMA \$256.133 million FY 2012 O&M Budget.

**Non-Broadcast News**

Non-Broadcast news products include multi-media and print products and services tailored to deliver DoD and Service Leadership messages and internal command information to a worldwide DoD audience. The program encompasses consolidated major products such as the Army's "Soldier" magazine; the US Navy's "All Hands" magazine; the US Marine Corps' "Marines" magazine, the US Air Force's "Airman" magazine and DoD's American Forces Press Service (AFPS) press releases. Delivery methods include official DoD/service websites, printed/electronic magazines, e-mail, computer servers using File Transfer Protocol (FTP)/Real Simple Syndication (RSS) feeds to notify readers of new information.

<u>Performance Metrics (1)(2)</u>	FY 2010 (Actual)	FY 2011 (Projected)	FY 2012 (Projected)
Copies of Printed Periodicals	8.358	8.358	8.358
Members Served (DoD Civilian & Military (Active/Reserve/Guard))	3.841	3.841	3.841
Electronic Periodicals Downloaded (Portable Document & Flash Page Views)	3.150	3.150	3.150
Electronic News Stories Read (Page Views)	50.142	50.142	50.142
American Forces Press Service (AFPS) Articles Views (3)	3.200	3.200	3.200
Special Publications Printed (Posters, Planners, Almanacs)	2.541	2.541	2.541
Special Publications Electronically Distributed (News Service Reports, Stand To Reports, Plan Of The Day Notes)	3.927	3.927	3.927
<b>(1)No growth in products and services is planned</b> <b>(2)Data in millions</b> <b>(3) Other Articles not categorized as AFPS - 0.108 FY10 and FY11</b>			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**News and Media Information Products**

**Public Web**

Provides the public Web infrastructure including Web servers, Web applications, Content Delivery Network (CDN), Official Command public BLOGS and Web services for a consolidated Public Web program for the Air Force, Navy, Marine Corps and Office of the Secretary of Defense (OSD). The Public Web program provides Web sites for the general public, Department of Defense (DoD) service members and families, and DoD civilians access to DoD and service specific public information via the DoD, Air Force, Navy and Marine Corps public Web sites.

**STRATEGIC OBJECTIVE #1:** The DMA Public Web program provides a robust, scalable, secure, Web environment for all DoD and the general public that meets the demands of its customers. Traffic to DoD public Web sites continues to grow as people turn to the Web to view the latest up-to-the-minute news/feeds and mission related photos and videos.

**OUTCOME:** Hosting of DoD, Air Force, and Navy and Marine Corps Web sites currently serves over 114 million visitors a year with an estimated growth to 129 million by 2012.

**EFFICIENCY:** By consolidating the hosting environments the DMA Public Web program will decrease infrastructure, manpower and operating costs currently in 3 different locations.

**STRATEGIC OBJECTIVE #2:** Ensure that Web sites hosted within the DMA Public Web infrastructure are protected and secure from domestic and international cyber attacks.

**OUTCOME:** Public Web has an effective security posture to mitigate Distributed Denial of Service (DDoS) attacks.

**EFFICIENCY:** DMA's Public Web security posture is robust and meets all the DoD security requirements with functionality that protects a significant amount of bandwidth ensuring web site can continue to be efficiently operated during disruption attempts by hackers.

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**News and Media Information Products - Public Web Continued**

The DoD public web homepage (www.defense.gov) normally experiences an average number of 1.3 million page visits per week. During a recent denial of delivery/service attack, over 263 million requests were received in a one day period. During this attack the network infrastructure was able to isolate the Content Delivery Network (CDN) to protect 98 percent of bandwidth (capacity) ensuring that all Web sites continued to be served.

**STRATEGIC OBJECTIVE #3:** Provide authorized DoD content providers to the DMA Public Web with the tools to publish products to the Web and the ability to gather actionable insights and key performance metrics.

**OUTCOME:** The DMA Public Web enterprise web-based content management system (CMS) is designed to support DoD Web sites. The CMS allows authorized DoD content providers to submit information, news stories, images, and video/audio products globally.

**EFFICIENCY:** With a consolidated CMS, content providers around the world have quicker access to publish information improving performance & decreasing infrastructure/manpower operating costs.

<u>Public Web Performance Metrics</u>	<u>FY 2010</u> (Actual)	<u>FY 2011</u> (Projected)	<u>FY 2012</u> (Projected)
Annual Number of Visitors (Millions)	113.68	120.87	128.52
Average Number of Terabytes Used (1)	37.21	41.20	45.19
Annual DMA Public Web Budget (Thousands)	\$ 9,320	\$ 9,670	\$10,020
Average \$ Cost Per Visitor	\$8.2 cents	\$8.0 cents	\$8.0 cents
Average \$ Cost Per Terra Byte	\$25.0 cents	\$23.5 cents	\$23.5 cents
<b>Notes: (1) Bandwidth measurement in Terabytes (one million bytes) was chosen as a performance metric due to its relationship with the number of customers who can access the DMA Public Web and the speed which the data can be downloaded to these customers</b>			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**News and Media Information Products**

**Visual Information**

**Defense Imagery Management Operations Center (DIMOC)**

The Defense Imagery Management Operations Center (DIMOC) is the operational arm of Defense Visual Information (DVI) and executes its programs on behalf of the ASD/PA and the Director, DMA, to provide visual information (VI) support to all DMA mission areas; support to communications, operations, training and other missions of the DoD; and implements DoD policy and Federal law requirements for VI. DIMOC provides multimedia digitization and Tier II-level archival storage for DMA and DoD. DIMOC acts as the single DoD agent for imagery records management and maintains 16 hours a day/5 days a week situational awareness of worldwide DoD imagery acquisition assets. DIMOC has three distinct programs which are outlined as follows:

**1. Customer Service and Order Fulfillment**

DIMOC manages its customer service and order fulfillment programs via a comprehensive Customer Relationship Management (CRM) system. The VI Customer Service program receives, manages and distributes requests for imagery and provides customer assistance with DMA digital asset management and imagery distribution systems. The VI Order Fulfillment program delivers imagery products in numerous formats to Combatant Command, military service and DoD customers. Imagery products include still images, raw video, and produced video and multimedia products that have been created within the DMA or received from DoD imagery producers stationed around the world. Imagery products are delivered in both physical (prints, videotape, etc.) and digital formats. Imagery products are created or duplicated on-demand from the digital and physical holdings of the DMA/DIMOC.



**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**News and Media Information Products (continued)**

**Visual Information (continued)**

<b>Customer Service and Order Fulfillment Performance Metrics</b>	<b>FY 2010 (Actual)</b>	<b>FY 2011 (Projected)</b>	<b>FY 2012 (Projected)</b>
<b>Number of <u>Titles</u> of New/Initial Distribution AV Productions</b>	<b>99</b>	<b>129</b>	<b>159</b>
The number is projected to increase slightly through the out-years, as all VI and Local productions become available at defenseimagery.mil			
<b>Number of <u>Copies</u> of New/Initial Distribution AV Productions</b>	<b>47,500 (1)</b>	<b>15,500</b>	<b>10,500</b>
As the Services introduce an increase in new productions, they are dramatically reducing their initial direct distributions of hard copies and in place they are notifying the specific audiences to access these new programs via the defenseimagery.mil website. (1) Includes special distribution of 20,000 copies for FT Eustis entitled "NEW SPOUSE ORIENTATION"			
<b>Number of <u>Reorder Copies</u> of Visual Information Products (Still, Video Tapes, DVD, CD-ROM)</b>	<b>78,000</b>	<b>89,700</b>	<b>103,155</b>
The purpose of the reorders is to maximize the use of existing productions in order to increase training at a minimal cost. The number is projected to increase slightly (estimated 15%) through the out-years, as new products filter through DIMOC.			
<b>Number of <u>Customer Service Orders</u> (Order Fulfillment)</b>	<b>17,000</b>	<b>19,550</b>	<b>22,483</b>
Products include still, video, tapes, DVD, CD-ROM, etc. The number is projected to increase through the out years due to increased demand for physical copies of rich media file programs that cannot be streamed due to limited bandwidth entering DoD military installations. The transition of deployments from Iraq to Afghanistan will maintain a strong demand and continued request for the Survival Evasion Resistance and Escape (SERE) Level B VI program.			
<b>Number of <u>Customer Service Orders</u> (Other Than Order Fulfillment)</b>	<b>3,600</b>	<b>4,320</b>	<b>4,761</b>
Services other than physical products include password updates, locating imagery, imagery transmission, metadata, system access, etc. support. The number is projected to increase slightly through the out-years, as more products become available on line.			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**News and Media Information Products (continued)**

**Visual Information (continued)**

**2. Imagery Management and Digital Distribution**

The Visual Information Imagery Management and Digital Distribution program provides 16/5 receiving, processing, managing and storing classified and unclassified imagery products. Provides visual media digital distribution enabling the communication of operational missions of the OSD/Joint Chiefs of Staff /Combatant Commands/other Agencies.

<b>Imagery Management/Digital Distribution Performance Metrics</b>	<b>FY 2010 (Actual)</b>	<b>FY 2011 (Projected)</b>	<b>FY 2012 (Projected)</b>
<b>Minutes of Motion Media Archived</b>	<b>43,792</b>	<b>52,000</b>	<b>61,000</b>
The number of minutes of material available for archiving is driven by component submissions as dictated by operational tempo and world events. New technology facilitates increased motion media submissions.			
<b>Minutes of Motion Media Duplicated</b>	<b>52,412</b>	<b>47,060</b>	<b>46,560</b>
Transition from analog to digital medium has significantly reduced the number of motion minutes duplicated.			
<b>Still Images Archived</b>	<b>213,849</b>	<b>243,000</b>	<b>270,000</b>
Improved on-line access and distribution has increased interest in submitting imagery by Commands around the world. Expansion to 16/5 (with 24/7 surge capability) support will increase the amount of available imagery.			
<b>Still Images Reproduced (Printed photos)</b>	<b>4,524</b>	<b>4,525</b>	<b>4,525</b>
As the distribution architecture expands to accommodate more self-service, on-line distribution, the number of still images reproduced will level off. All printed photos are in support of OSD/PA.			
<b>Hours of Digitized Motion Media</b>	<b>450</b>	<b>5,000</b>	<b>7,000</b>
As the digitization contract comes on line and the need to increase digitization of physical holdings for preservation increase, this number of hours is expected to rise.			
<b>Registered Users-Defense Imagery Server(DIS)</b>	<b>4,992</b>	<b>5,200</b>	<b>7,000</b>
Request for new registered access accounts are expected to increase due to rotational losses.			
<b>DoD Image Gallery List Subscriber Accounts</b>	<b>7,818</b>	<b>9,200</b>	<b>11,140</b>
The number of subscriber accounts on DoD Image Gallery List is projected to increase slightly through the out-years.			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**News and Media Information Products (continued)**

**Visual Information Products (continued)**

**3. Operations and Coordination**

The Visual Information Operations and Coordination program is a 16/5 activity (with 24/7 surge capability) that has responsibility for operational mission monitoring and internal dissemination of imagery for the DoD. It provides full coordination and synchronization of strategic Visual Information planning with the DoD's operational forces in order to support Office of the Secretary of Defense (OSD), Joint Staff (JS), Combatant Commands (COCOM), Joint Task Forces (JTF), Services, Defense Media Activity (DMA) and other U.S. Government Agencies' classified and unclassified imagery requirements. It serves as DoD's central archiving point for all DoD still and motion imagery and digital distribution system.

<b>Operations and Coordination Performance Metrics</b>	<b>FY 2010 (Actual)</b>	<b>FY 2011 (Projected)</b>	<b>FY 2012 (Projected)</b>
<b>Registered Organizational Accounts on File</b>	<b>211</b>	<b>261</b>	<b>320</b>
These are registered users who submit imagery electronically			
<b>Images Accessed/Viewed on Defense Imagery Server (DIS).</b>	<b>132,574,373</b>	<b>152,460,529</b>	<b>175,329,608</b>
These numbers reflect the continued increased use of imagery through the Defense Imagery Server.			
<b>Total Images on Defense Imagery Server (DIS)</b>	<b>982,661</b>	<b>1,195,661</b>	<b>1,465,661</b>
Expansion to 16/5 (with 24/7 surge support) capability will increase amount of and access to imagery.			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Stars and Stripes**

The Independent News and Media Information products budget of \$10.999 million accounts for 4.2 percent of the overall DMA's \$256.133 million FY 2012 base O&M total operating authority.

Stars and Stripes - The Stars and Stripes media organization's mission is to provide independent and unbiased news and information of the highest quality to the U.S. military community. This information is essential to ensuring that members of the military community can exercise the responsibilities of citizenship in a competent manner, as well as for maintaining readiness, morale and quality of life. Information delivery methods include daily printed newspapers and various other printed products, electronic newspapers and other growing informational web-based products. The metrics provided are projected for FY 2012.

**STRATEGIC OBJECTIVE #1:** Ensure readers have adequate information to competently exercise their rights as U.S. citizens.

**OUTPUT:** Daily delivery (newspaper, web site, other electronic and printed products) of news and information that furnishes the military community with a source of information from all major news and wire services and from Stars and Stripes news gathering activities.

**OUTCOME:** According to a study by media research firm, MORI Research, 93 percent described Stars and Stripes as "valuable" and 91 percent rated Stars and Stripes "excellent" or "good".

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Stars and Stripes (continued)**

**EFFICIENCY:** The projected cost of gathering and providing this information is \$.02 a day per member served. (This metric reflects the estimated editorial costs - news gathering, writing and editing (\$8,220), divided by 363 days per year, and divided by the number of members served (1,065,000)). (Note: The data provided is a subset of STRATEGIC OBJECTIVE #2).

**QUALITY:** Reader comments from the MORI Research study indicate that readers spend an average of 30 minutes per day reading Stars and Stripes, and 71 percent indicate they are either likely or very likely to continue reading Stars and Stripes after their tour of duty.

**STRATEGIC OBJECTIVE #2:** Publish daily news and information to promote readiness/advance morale for readers to engage in public issues, connect with the community, and provide entertainment.

**OUTPUT:** 1,065,000 members served by various Stars and Stripes products.

**OUTCOME:** In FY 2012 web visits to Stars and Stripes web sites are projected to be 800,165 per month and visits to online reader comment pages are expected to average 59,000 per month.

**EFFICIENCY:** The daily projected cost of providing this service is less than \$.03 per day per member served (Metric: FY 2012 appropriation (\$10,999), divided by 363 days per year, divided members served (1,065,000)).

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Stars and Stripes (continued)**

**STRATEGIC OBJECTIVE #3:** Delivery of news and information in the most economical, efficient and desirable method to the military community.

**OUTPUT:** Stars and Stripes provides staff-generated stories; delivers four daily geographic editions of the newspaper in electronic format and in print (five print sites in five countries); has six active bloggers; delivers a monthly newsletter to just under 11,000 requestors; delivers a "daily headlines" email to subscribers; provides numerous print and electronic niche content products weekly, monthly, and annually; and provides content using video and audio delivery methods.

**OUTCOME:** In FY 2012, trends indicate the hosting of 25,000 daily unique visitors; the downloads of four geographic editions averaging 142,000 times per month; visits to the online reader comment pages will average 59,000 per month, and an average of 31,500 copies of various products will be printed daily.

**EFFICIENCY:** Printing each daily edition at a location close to its readers, and making each edition available electronically, assures distribution for the least cost. Using varied delivery methods has significantly improved the timeliness and value of the news and information provided to members. Consequently, Stars and Stripes receives frequent requests from other media for reuse of its material.

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Stars and Stripes (continued)**

<u>Stars and Stripes Performance Metrics</u>	<u>FY 2010</u> (Actual)	<u>FY 2011</u> (Projected)	<u>FY 2012</u> (Projected)
Average Number Daily Readers of Stars and Stripes Products	174,315	200,000	225,000
Members Served(DoD Military)Overseas	275,000	275,000	275,000
Members Served(DoD & Military)CONUS (Via Web)	790,000	790,000	790,000
Average Daily Cost (ADC) (Per Member Served) (1) (2)	\$0.03	\$0.03	\$0.03
Average Number Electronic Newspapers Downloaded Per Month	137,900	140,000	142,000
Average Number Web Visits Per Month	700,190	750,000	800,165
Average Number Daily Website Unique Visitors	19,560	22,000	25,000
Number of Daily Electronic Editions (Average Number of Pages per day)	160	128	128
Average Numbers Copies Downloaded from Website per day	4,600	4,800	5,000
Average Number Website Visits to Reader Comment Pages per Month (2)	49,000	54,000	59,000
Notes:			
(1) Metric: Appropriation divided by 363 days per year divided by number of members served.			
(2) Data relates to STRATEGIC OBJECTIVE #2			

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**DoD CIVILIAN AND MILITARY PERSONNEL JOINT EDUCATION AND TRAINING** - The DoD Civilian and Military Personnel Joint Education and Training budget of \$39.701 million represents approximately 15.5 percent of DMA \$256.133 million FY 2012 O&M Budget.

**Defense Information School (DINFOS)** - Provides entry level skills, long-term career development, and joint education/training for military/civilian personnel in public affairs, broadcasting, and visual information career fields.

	FY2010(Actual)			FY 2011 (Projected)			FY 2012 (Projected)		
	INPUT (1)	OUTPUT (1)	WORKLOAD (\$000K)	INPUT (1) (2) (3)	OUTPUT (1) (2) (4)	WORKLOAD (\$000K)	INPUT (5)	OUTPUT (5)	WORKLOAD (\$000K)
<b>Initial Training</b>									
Active	2,410	1,538	18,356	2,225	2,102	15,512	2,701	2,098	12,587
Guard	340	217	2,587	243	243	2,374	297	243	2,397
Reserve	309	197	2,351	327	327	2,191	400	327	2,218
Other/Civilian	31	20	236	48	48	463	59	48	484
Subtotal	3,090	1,972	23,530	2,843	2,720	20,540	3,457	2,716	17,686
<b>Advanced Training</b>									
Active	729	439	5,547	358	307	7,726	422	340	7,786
Guard	88	53	670	180	180	1,523	164	148	1,535
Reserve	132	80	1,004	196	196	1,784	179	162	1,798
Other/Civilian	155	93	1,179	43	43	415	39	32	418
Subtotal	1,104	665	8,400	777	726	11,448	804	682	11,537
<b>Total Training</b>	<b>4,194</b>	<b>2,637</b>	<b>31,930</b>	<b>3,620</b>	<b>3,446</b>	<b>31,988</b>	<b>4,261</b>	<b>3,398</b>	<b>29,223</b>
(1) Includes Advance-Distance Learning (ADL) students, but not Mobile Training Team (MTT) students (2) INPUT figures represent service requirements. OUTPUT figures (less than Input (Military Departments) represent allocations based on current training facility/student support resource constraints (3) FY11 Projected INPUT reflects current data in Army Training Resource and Requirement System (ATRRS) (4) FY11 Projected OUTPUT reflects the ability to meet Services enhanced training requirements. (5) All FY 12 Input / Output Active/Guard/Reserve/Civilian data is estimated as quotas have not yet been allocated.									



**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Enterprise Services**

**Facilities Sustainment, Restoration and Modernization** - provides facility sustainment, restoration and modernization, and demolition support for the 1.1M square feet of the Defense Media Activity (DMA) operational facilities located world-wide at over 65 different sites. Includes funding for repair, maintenance and construction of American Forces Radio & Television facilities, spaces to support Print and Web media functions, and Joint Public Affairs Training.

	FY 2010		FY 2011		FY 2012
	ACTUAL	SUPPLEMENTAL	ACTUAL	SUPPLEMENTAL	ESTIMATE
Sustainment	\$1,199	\$0	\$4,659	\$0	\$4,759
Restoration/Modern	\$3,054	\$0	\$4,462	\$0	\$4,490
TOTAL O&M	\$4,253	\$0	\$9,121	\$0	\$9,249
Facilities Sustainment Model Requirement	\$4,761	\$0	\$4,706	\$0	\$4,736
Component Sustainment Metric	25.2%	N/A	99%	N/A	99%
Department Sustainment Goal(1)	95%	N/A	95%	N/A	95%
Facilities Replacement Value	\$269,283	N/A	\$277,146	N/A	\$285,183
Component Recapitalization Rate (2)	88.2 Years	N/A	62.1 Years	N/A	62.1 Years
Department Recapitalization Goal	67 Years	N/A	67 Years	N/A	67 Years
Notes:					
(1) DoD Sustainment and Recapitalization Goals were obtained from "Defense Installations Strategic Plan"					
(2) Recapitalization rate calculated by dividing the replacement value of military facilities by funding used to restore/replace portion of them annually.					

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Communications and Information Management Systems**

Provides support for all Defense Media Activity communications and information systems and services. The Communications and Information Management Systems budget of \$9.586 million represents approximately 3.7 percent of DMA \$256.133 million FY 2012 O&M Budget.

**Communications Capacity**

**Metric Description:** Sufficient bandwidth to meet internal and external customer and real-time data communications requirements.

Measurement Frequency	Weekly
Method of Performance Level Calculation	Statistical snapshot sampling every hour at :00. Calculate mean & SD.
Target Value	Bandwidth is 50% greater than mean usage, 99.5% of the time.

**Standard Network Outages**

**Metric Description:** DMA Enterprise Network Operations will coordinate all Standard IT Enterprise Network Outages with all DMA directorates. Network Maintenance advance notifications will be provided to the directorates not less than five business days prior to a scheduled outage to ensure the outage will not disrupt any operational needs.

Measurement Frequency	As occurs
Method of Performance Level Calculation	Time elapsed between outage notification and start of outage.
Target Value	Five or more business days

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Communications and Information Management System (continued)**

**Access to DMA Enterprise Network**

<b>Metric Description:</b> Uptime for e-mail, VPN, Printing, Blackberry, File Service, WINS, DHCP, DNS, SMTP, and Authentication
--

Measurement Frequency	Monthly
Method of Performance Level Calculation	For each item described above, availability is determined by the following formula:  $\frac{\text{Total available minutes per month}}{\text{Total minutes during the month}} \quad \times \quad \text{percent available}$
Target Value	Availability exceeding 99.99%

<b>Metric Description:</b> Uptime for Intranet web server, database servers, application servers, and software applications essential to ended user mission requirements.
---

Measurement Frequency	Monthly
Method of Performance Level Calculation	For each item described above, availability is determined by the following formula:  $\frac{\text{Total minutes during the month} - \text{scheduled downtime} - \text{unscheduled downtime}}{\text{Total minutes during the month} - \text{scheduled downtime}}$
Target Value	Availability exceeding 99.99%

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Communications and Information Management System (continued)**

<b>Metric Description:</b> Uptime of IT Enterprise Network switches/routers (less scheduled downtime)	
Measurement Frequency	Monthly
Method of Performance Level Calculation	For each item described above, availability is determined by the following formula:  (Downtime includes that imposed by ITA): Total minutes during the month - scheduled downtime - unscheduled downtime
Target Value	Availability exceeding 99.99%

**Emergency Network Outages**

<b>Metric Description:</b> Measures the timeliness of notifying affected users of an emergency network outage.	
Measurement Frequency	As occurs, for the DMA IT Enterprise Network
Method of Performance Level Calculation	Time elapsed between the determination that an emergency outage was deemed necessary and the notification.
Target Value	≤ 15 minutes

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Communications and Information Management Systems (continued)**

**Network Security Services**

<b>Metric Description:</b> DMA CIO will ensure timely reporting and resolution of all information security incidents.	
Measurement Frequency	Each internally and externally reported incident.
Method of Performance Level Calculation	Continuous monitoring of compliance with DMA and DoD policies and procedures for incident reporting, investigation and resolution.
Target Value	100% compliance

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Communications and Information Management Systems (continued)**

**Information Assurance**

<b>Metric Description:</b> DMA CIO ensures DMA components registers AIS system assets, which then allows for the timely dissemination of critical vulnerability information, security technical implementation guidelines, communications tasking orders, and remediation.
--

Measurement Frequency	Monthly
Method of Performance Level Calculation	Continued monitoring
Target Value	Maintaining 100% compliance, as consistently as possible after newly released Information Assurance Vulnerability Alerts (IAVA), Security Technical Implementation Guides (STIG) and Communications Tasking Order (CTO).

**Certification and Accreditation**

<b>Metric Description:</b> Meet requirements by conducting continuous security control reviews and ensuring DMA-wide systems meet and maintain targeted accreditation goals
---

Measurement Frequency	Annual validation inspections and other periodic compliance visits
Method of Performance Level Calculation	DMA CIO is responsible for ensuring the security of all information and information systems within the DMA enterprise used by military and government staff and contractors of DMA. Further, DMA CIO provides, IAW DoD and FISMA guidance, regularly scheduled reviews and status updates of IT systems' in the DMA IT Portfolio Repository (DITPR).
Target Value	100% compliance

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>Change From FY 2010 to FY 2011</u>	<u>Change From FY 2011 to FY 2012</u>
<u>Active Military End Strength</u>					
(E/S) Total	996	982	941	-14	-41
Officer	57	53	53	-4	0
Enlisted	939	929	888	-10	-41
<u>Reserve Drill End Strength (E/S)</u>					
Total	42	42	42	0	0
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0
<u>Civilian End Strength (E/S)</u>					
Total	765	771	756	6	-15
U.S. Direct Hire	687	693	678	6	-15
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	720	726	711	6	-15
Foreign National Indirect Hire	45	45	45	0	0
<u>Active Military Average Strength</u>					
(A/S) Total	996	982	941	-14	-41
Officer	57	53	53	-4	0
Enlisted	939	929	888	-10	-41
<u>Reserve Drill Strength (A/S)</u>					
Total	42	42	42	0	0
Officer	10	10	10	0	0
Enlisted	32	32	32	0	0

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b><u>V. Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b><u>Change From FY 2010 to FY 2011</u></b>	<b><u>Change From FY 2011 to FY 2012</u></b>
Civilian FTEs (Total)	765	771	756	6	-15
U.S. Direct Hire	687	693	678	6	-15
Foreign National Direct Hire	33	33	33	0	0
Total Direct Hire	720	726	711	6	-15
Foreign National Indirect Hire	45	45	45	0	0
Average Annual Civilian Salary (\$000)	104.4	105.1	106.7	0.7	1.6
Contractor FTEs (Total)	413	401	380	-12	-21



**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**VI. OP 32 Line Items as Applicable (\$ in thousands)**

<u>OP 32 Line</u>	<u>Change from</u> <u>FY 2010 to FY 2011</u>			<u>Change from</u> <u>FY 2011 to FY 2012</u>			<u>FY 2012</u> <u>Estimate</u>
	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
101 Exec, Gen'l & Special Schedules	64,620	323	16,042	80,985	0	-6,994	73,991
103 Wage Board	62	0	2	64	0	0	64
104 FN Direct Hire (FNDH)	1,888	0	247	2,135	0	0	2,135
308 Total Travel	5,131	72	-2,021	3,182	48	-411	2,819
672 PRMRF Purchases	369	-82	-113	174	-18	-28	128
673 DFAS	751	3	786	1,540	272	-266	1,546
771 Commercial Transportation	412	6	948	1,366	20	1	1,387
901 FN Indirect Hires	1,570	0	205	1,775	0	0	1,775
912 Rental Payments to GSA (SLUC)	4,137	58	-804	3,391	51	-1,757	1,685
913 Purchased Utilities (Non-Fund)	1,339	19	-504	854	13	152	1,019
914 Purchased Communications (Non-Fund)	36,163	506	-7,484	29,185	438	1,135	30,758
915 Rentals (Non-GSA)	235	3	0	238	4	0	242
917 Postal Services (U.S.P.S)	478	7	-291	194	3	247	444
920 Supplies & Materials (Non-Fund)	5,271	74	3,966	9,311	140	983	10,434
921 Printing & Reproduction	2,474	35	1,318	3,827	57	0	3,884
922 Equipment Maintenance By Contract	8,337	117	-1,855	6,599	99	685	7,383
923 Facility Sustainment, Restoration, and Modernization by Contract	4,001	56	5,064	9,121	137	-9	9,249
925 Equipment Purchases (Non-Fund)	26,827	376	-5,239	21,964	329	5,983	28,276
987 Other Intra-governmental purchases	24,425	342	-11,500	13,267	199	0	13,466

**DEFENSE MEDIA ACTIVITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**VI. OP 32 Line Items as Applicable (\$ in thousands)**

<u>OP 32 Line</u>	<u>Change from</u> <u>FY 2010 to FY 2011</u>			<u>Change from</u> <u>FY 2011 to FY 2012</u>			<u>FY 2012</u> <u>Estimate</u>
	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
989 Other Contracts	66,274	928	-10,274	56,928	854	-2,133	55,649
990 IT Contract Support Svcs	10,896	153	-1,500	9,549	143	0	9,692
991 Foreign Currency Variance			229	229	3	-125	107
<b>Total</b>	<b>265,660</b>	<b>2,996</b>	<b>-12,778</b>	<b>255,878</b>	<b>2,792</b>	<b>-2,537</b>	<b>256,133</b>

\* The FY 2010 Actual column includes \$13,364 thousand of OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$14,799 thousand of requested in the FY 2011 Defense-wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$15,457 thousand of requested in the FY 2012 Defense-wide Overseas Contingency Operations Budget Request.

**Fiscal Year (FY) 2012 Budget Estimate  
Department of Defense Dependents  
Education (DoDDE)**



February 2011

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

**Budget Activity (BA) 04: Administration and Service-wide Activities**

	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
DoDDE	3,116,895	37,709	-640,067	2,514,537	22,625	231,515	2,768,677

\* The FY 2010 Actual column includes \$558,700 thousand of FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and includes \$58,000 thousand in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request (P.L. 111-212).

\* The FY 2011 Estimate column excludes \$485,769 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

\* The FY 2012 Estimate column excludes \$194,100 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**I. Description of Operations Financed:** ([www.dodea.edu](http://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). 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 Deputy Under Secretary of Defense for Military Community and Family Policy (MC&FP). 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).

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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 60,724 students in 124 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 7,829 full-time equivalent staff. The DoDDS program also provides funds for 3,640 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 4,100 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 33,779 students in 70

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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 4,596 full-time equivalent staff. The DDESS program also provides funds for 460 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 1,475 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 education 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 policy and guidance, monitoring programs and outcomes, providing technical assistance and garnering resources for the DoDEA. The Management Headquarters provides educational

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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 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 to ease the transition of military students and authorized the use of DoD funds to share experience with local educational agencies (LEAs) who educate military students. By establishing a Partnership program, DoDEA has the opportunity to enrich and expand



**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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.
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.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

7. Provides a contract with American Institutes of Research (AIR), to conduct a study that analyzes:

- Military-connected local education agencies (LEAs) 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.

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.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

**DoDEA Schools:** To ensure sustained high levels of student achievement, the DoDEA Community Strategic Plan (CSP) contain 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 plans to:

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

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

3. Infuse technology into the curriculum and assessments 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

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.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

**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.

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.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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 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.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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.

**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.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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.

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.



**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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.

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

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**I. Description of Operations Financed:**

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-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**

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>A. <u>BA Subactivities</u></b>							
<b>1. DoDEA</b>	<b>1,869,961</b>	<b>1,814,946</b>				<b>1,814,946</b>	<b>1,852,806</b>
Mgt HQ	38,577	35,668				35,668	23,643
Consolidated School Support	111,360	56,372				56,372	83,873
Educational Partnership Program	41,158	48,633				48,633	4,926
DoDDS	1,210,002	1,224,578				1,224,578	1,235,707
DDESS	468,864	449,695				449,695	504,657
<b>2. Family Assistance/Family Advocacy Programs</b>	<b>1,183,824</b>	<b>681,474</b>				<b>681,474</b>	<b>897,463</b>
Family Assistance Family Advocacy Program	993,774	590,085				590,085	681,463
Spouse Employment and Career Opportunities Program	185,050	66,000				66,000	190,000
Troops To Teachers Program	0	14,389				14,389	15,000
Exceptional Family Member Program	5,000	11,000				11,000	11,000
<b>3. Relocation Assistance Program</b>	<b>63,110</b>	<b>18,117</b>				<b>18,117</b>	<b>18,408</b>
<b>Total</b>	<b>3,116,895</b>	<b>2,514,537</b>				<b>2,514,537</b>	<b>2,768,677</b>

\* The FY 2010 Actual column includes \$558,700 thousand of FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and includes \$58,000 thousand in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request (P.L. 111-212).

\* The FY 2011 Estimate column excludes \$485,769 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

\* The FY 2012 Estimate column excludes \$194,100 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	<b>2,514,537</b>	<b>2,514,537</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Congressional Earmarks		
<b>Subtotal Appropriated Amount</b>		
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>2,514,537</b>	
Anticipated Supplemental	485,769	
Reprogrammings		
Price Changes		22,625
Functional Transfers		
Program Changes		231,515
<b>Current Estimate</b>	<b>3,000,306</b>	<b>2,768,677</b>
Less: Wartime Supplemental	-485,769	
<b>Normalized Current Estimate</b>	<b>2,514,537</b>	

DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		2,514,537
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		2,514,537
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		2,514,537
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		2,514,537
6. Price Change		22,625
7. Functional Transfers		
8. Program Increases		352,961
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) 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 (\$1,461 thousand), purchased communications (\$1,335 thousand), non-GSA rents (\$204 thousand), and postal services (\$20 thousand) (FY 2011 Base: \$35,668 thousand)	3,020	
2) Consolidated School Support:		
a) Payroll: Realignment of personnel based upon their duty responsibility between directly supporting school (CSS) functions or directly supporting headquarters (HQ) functions. Also includes the transfer and realignment of personnel and functions for Human Resources, Virtual Schools, and the Non-DoD Schools Program.	24,826	
b) Facilities Sustainment, Restoration, and Modernization (FSRM): The increase in FSRM requirements is associated with additional facility condition assessments, asbestos inspections, and large facility project design funds.	3,096	
c) Support Costs: The DoDEA transactional Human Resources (HR) functions have migrated to the Defense Logistics Agency (DLA) Customer Support Office. Reflects costs for DLA to provide transactional personnel services to DoDEA. (FY 2011 Base: \$56,372 thousand; FTE +189)	8,085	
3) Educational Partnership Program: An increase in contract services is necessary to maintain a grant Evaluation Technical Assistance Center which will 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. (FY 2011 Base: \$48,633 thousand)	3,493	

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

**Amount            Totals**

- |  |  |        |  |
|--|--|--------|--|
| 4) Department of Defense Dependents Schools:   |  |        |  |
| a) 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 (\$2,235 thousand), postal (\$5 thousand), supplies & materials (\$5,479 thousand), printing (\$355 thousand), equipment maintenance by contract (\$1,736 thousand), facility sustainment, restoration, and modernization by contract (\$3,470 thousand) equipment purchases (\$6,139 thousand) and other services (\$9,381 thousand). |  | 28,800 |  |
| b) 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.   |  | 5,041  |  |
| c) Facility, Sustainment, Restoration and Modernization (FSRM): school building assessment reports indicate that buildings continue to require an increase in repair and maintenance projects.   |  | 3,000  |  |
| d) Defense Finance & Accounting Services (DFAS): Increase associated with Defense Finance and Accounting Service Direct Billable Hours (DBH) and Defense Travel System (DTS) workload. (FY 2011 Base: \$1,224,578 thousand)  |  | 20     |  |
| 5) Domestic Dependent Elementary and Secondary Schools:  |  |        |  |

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
a) 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. Includes three new schools opening; two at Ft. Bragg and one at Camp Lejeune. Funding will support increased payroll costs (\$20,136 thousand), bus transportation (\$807 thousand), printing & reproduction (\$472 thousand), other intra-government purchases (\$2,904 thousand), custodial services (\$1,296 thousand and other contracts (\$10,730 thousand).	36,345	
b) Curriculum Buys: Increased costs associated with curriculum buys for Health/PE, Art, Music, and Foreign Language to replace old textbooks and replenish consumable workbooks (\$3,277 thousand).	3,277	
c) Facility Sustainment, Restoration and Modernization: School building assessment reports indicate that buildings continue to require an increase in repair and Maintenance projects; includes custodial increases (\$10,832 thousand).	10,832	
d) 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 (\$10,369 thousand). (FY 2011 Base: \$449,695 thousand; FTE +386)	10,369	
6) Family Assistance/Family Advocacy:		



**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
a) Family Assistance Counseling: OCO to Base increase for counseling services to support 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.	13,000	
b) Family Assistance Program: Funding supports additional requirements for equipment and other requirements for exceptional family members, technology and internet services, State legislative monitoring, and congressionally-mandated Family Readiness initiatives. Change to OP 32 Line Items produces a non-programmatic increase in Intra-Governmental Purchases line and a like non-programmatic decrease in the Other Contracts line. Funds are sent to other government agencies via Military Interdepartmental Purchase Requests, e.g. Department of the Army, Department of the Navy, Department of the Air Force, and other government organizations, who subsequently contract with private sector entities for required family assistance services such as Military and Family Life Counseling Programs, child care services, non-medical counseling services, etc. (FY 2011 Base: \$132,186 thousand)	14,710	
c) Spouse Program: Increase will support additional tuition assistance payments to schools on behalf of military spouses. (FY 2011 Base: \$66,000 thousand)	123,000	
d) Troops to Teachers: Increase supports additional education for transitioning military members in the Troops to Teachers Program. (FY2011 Base: \$14,289)	497	

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<ul style="list-style-type: none"> <li>e) Child Care Private Partnership Venture: OCO to Base increase for enhancing the ability of the Department to maintain the number of child care spaces available to Guard and Reserve Component families geographically dispersed active duty military families and active duty families who are unable to access child care programs on the installation by sustaining Private Partnerships Ventures. (FY 2011 Base: \$2,514,537 thousand)</li> </ul>	60,000	
<ul style="list-style-type: none"> <li>7) Relocation Assistance Program: Reflects costs for Service counselors to assist individual and group relocation planning, over sea's orientation, and lending services; database development and maintenance, other automation support. (FY 2011 Base: \$15,845 thousand)</li> </ul>	1,550	
9. Program Decreases		-121,446
<ul style="list-style-type: none"> <li>a. Annualization of FY 2011 Program</li> <li>b. One-Time FY 2011 Increases</li> <li>c. Program Decreases in FY 2012 <ul style="list-style-type: none"> <li>1) DoDDE: Reflects a reduction in payroll due to one less paid day in FY 2012.</li> </ul> </li> </ul>	-3,524	

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
a) Efficiencies: Reduce Grants to Local Education Agencies: DoDEA will no longer fund the grants program as a vehicle for supporting the education of military dependent students attending local educational agencies (LEAs) beginning FY 2012. In lieu of the grants program, DoDEA will share its knowledge and expertise through other vehicles including outreach, staff development and resources that reach the 1.2M students. The results of the grants that have been let to date will be used to help refine the types of programs and outreach that DoDEA will provide in the future.	-11,300	
b) Efficiencies: Reduce Travel: DoDEA will reduce travel by 40% 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 continue to meet all mission requirements.	-6,100	
c) Efficiencies: Service Support Contractors Reliance Reduction: Includes a 10% reduction for Service Support contractors.	-106	
d) Efficiencies: Teacher Transfer Program Reduction: DoDEA will operate the teacher transfer program at a reduced rate beginning FY 2012. 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. It operates annually and moves approximately 300 teachers.	-2,200	

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
e) Efficiencies: Headquarters and Above School Level Functions Reduction: DoDEA will eliminate redundancy, delayer functions and leverage technology by reducing the Headquarters above school level functions. This will reduce total civilian headcount by 113 FTEs and realize a savings.	-18,900	
f) Efficiencies: Decrease as a result of efficiencies gained from consolidation of Data Management/Quality Assurance Contracts.	-2,700	
g) Efficiencies: Elimination of duplicative functions resulting in a staffing reduction of 17 Full Time Equivalents. (FY 2011 Base: \$2,514,537 thousand; FTE -130)	-2,500	
2) Management Headquarters:		
a) Mark Center (BRAC 133) Relocation: Anticipated operational reductions related to the decrease in civilian FTEs relocated to the Mark Center (BRAC 133) will be in transportation (-\$359 thousand), utilities (-\$193 thousand), supplies (-\$105 thousand), printing (-\$15 thousand), equipment (-\$8 thousand), and other services (-\$1,455 thousand)	-2,135	
b) Payroll: Realignment of personnel based upon their duty responsibility between directly supporting school (CSS) functions or directly supporting headquarters (HQ) functions. (FY 2011 Base: \$35,668 thousand; FTE -96)	-10,770	

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
3) Consolidated School Support:		
Logistical Support and Contract Reductions: Reflects reductions to the communications, rents, supplies and equipment, Bus Security Attendant Program, world-wide administrator conference, staff development contracts, and IT-related hardware and software maintenance contracts. (FY 2011 Base: \$56,372 thousand)	-4,017	
4) Educational Partnership Program:		
Program reduction from the FY 2011 baseline. The program was a three year initiative beginning in FY 2008. In FY 2011 special funding was received to extend the initiative by one year. In FY 2012, DoDEA will replace grants to local education agencies and instead share its knowledge and expertise through other vehicles including outreach, staff development and resources that reach the 1.2M students. Reductions include payroll (-\$3,442 thousand), purchased communications (-\$10 thousand), printing and reproduction (-\$69 thousand), equipment maintenance (-\$154 thousand), equipment purchases (-\$1,300 thousand), other intra-government purchases (-\$5 thousand), and grants (-\$31,267 thousand). (FY 2011 Base: \$48,633 thousand; FTE -27)	-36,247	
5) Department of Defense Dependents Schools:		
a) Payroll: Reduction in payroll is associated with decrease in school staffing and revised staffing allocation due to the anticipation of school closings.	-9,840	

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<ul style="list-style-type: none"> <li>b) Logistical Costs due to School Closures: Reflects reduced costs associated with anticipated school closures. Expected decrease will be in commercial transportation (-\$989 thousand), rents non- GSA (-\$21 thousand), utilities (-\$1,506 thousand) communications (-\$906 thousand) and other intra-government purchases (-\$1,145 thousand).</li> <li>c) School Closure: A feasibility study in 2010 determined that it was cost effective to close Geilenkirchen ES and transfer the students to AFNORTH ES which is in close proximity. The study identified cost efficiencies in payroll, travel, transportation, utilities, communications, rents, facilities maintenance, supplies &amp; materials, and equipment. (FY 2011 Base: \$1,224,578 thousand; FTE -138)</li> </ul>	-4,567	
<ul style="list-style-type: none"> <li>6) Domestic Dependent Elementary and Secondary Schools: Logistical Support Reductions: Reflects cost associated with the realignment of the Area Service Center resulting in a decrease in square footage requirements. Expected decreases will be in: DFAS (-\$1,240 thousand), Non-GSA rents (-\$1,075 thousand), utilities (-\$593 thousand), communications (-\$157 thousand), equipment maintenance (-\$140 thousand), GSA rent (-\$23 thousand), postal service (-\$5 thousand). (FY 2011 Base: \$449,695 thousand)</li> </ul>	-3,233	
<ul style="list-style-type: none"> <li>7) Relocation Assistance Program: Reflects elimination of travel requirements and other efficiencies due to automation. Also reflects staffing adjustments due to transfer of Transition Assistance Program (TAP) to Wounded Warrior Transition Policy Care. (FY 2011 Base: \$2,261 thousand)</li> </ul>	-1,507	
<b>FY 2012 Budget Request</b>		<b>2,768,677</b>

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Enrollment and Number of Schools:**

<b><u>DoDDE Enrollment:</u></b>	<b>FY 2010 Actuals</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Estimate</b>
Special Education	1,306	1,370	1,450
Sure Start	953	983	962
Pre-Kindergarten	2,326	2,445	2,634
Kindergarten	7,806	8,235	9,210
Grades 1 through 12	72,731	75,086	80,247
Non-DoD Schools Program	3,321	3,562	4,100
Special Arrangements	<u>1,613</u>	<u>1,548</u>	<u>1,475</u>
<b>Total DoDDE</b>	<b>90,056</b>	<b>93,229</b>	<b>100,078</b>

<b><u>DoDDS Enrollment:</u></b>	<b>FY 2010 Actuals</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Estimate</b>
Special Education	762	809	774
Sure Start	953	983	962
Pre-Kindergarten	0	0	0
Kindergarten	4,585	4,816	5,337
Grades 1 through 12	49,872	51,588	53,651
Non-DoD Schools Program	2,896	3,127	3,640
Special Arrangements	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total DoDDS</b>	<b>59,068</b>	<b>61,323</b>	<b>64,364</b>

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

<b><u>DDESS Enrollment:</u></b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b>Actuals</b>	<b>Estimate</b>	<b>Estimate</b>
Special Education	544	561	676
Sure Start	0	0	0
Pre-Kindergarten	2,326	2,445	2,634
Kindergarten	3,221	3,419	3,873
Grades 1 through 12	22,859	23,498	26,596
Non-DoD Schools Program	425	435	460
Special Arrangements	<u>1,613</u>	<u>1,548</u>	<u>1,475</u>
<b>Total DDESS</b>	<b>30,988</b>	<b>31,906</b>	<b>35,714</b>

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.



**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

<u>Number of Schools:</u>	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
DoDDE	191	194	194
DoDDS	125	127	124
DDESS	66	67	70

**Department of Defense Dependents Schools:** FY 2011 reflects the opening of Camp Casey ES, Korea and Vicenza MS, Italy. FY 2012 reflects the opening of Daegu HS, Korea. FY 2012 reflects the closing of four schools in Europe Geilenkirchen ES, Mark Twain ES, Mannheim MS and Mannheim HS.

**Department of Defense Domestic Dependent Elementary and Secondary Schools:** FY 2011 reflects the opening of an elementary school at Fort Campbell, Kentucky. FY 2012 reflects the opening of an elementary school and a middle school at Fort Bragg, NC and an elementary school at Camp Lejeune, NC.

DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary

	FY 2010	FY 2011	FY 2012
<u>Funding Levels</u>	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
Sustainment	85,544	73,774	66,924
Restoration and Modernization	23,269	20,659	46,200
Demolition			
Total	108,813	94,433	113,124
DoDEA Sustainment Rate	110%	95%	90%
Department Sustainment Goal for DoDEA	90%	90%	90%

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**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 2012:** Per pupil costs across DoDEA will not increase more than 7 percent over the previous year.

**Results:** DoDEA's FY 2010 per pupil costs reflected a 5 percent increase over the previous year. Management is committed to the realignment of resources to improve student academic achievement.

**Goal 2 for FY 2012:** The average K-12 pupil to teacher ratio will not be less than 18:1 and not greater than 24:1 during FY 2010-2012.

**Results:** DoDEA's FY 2010 K-12 pupil to teacher ratio was 19.3:1. 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 2012:** 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 2012.

**Results:** In 2010, the average standardized test scores for DoDEA students increased in 27 of the 45 grade/subject area combinations (5 subject areas; reading, language arts, math, social studies, and science; tested in 9 grades). Five scores decreased and thirteen scores stayed the same. DoDEA's FY 2010 results indicate that 7-11 percent of

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

students fell below the standard, and 65-74 percent of students were at or above the standard.

**Goal 4 for FY 2012:** In FY 2010-2012, 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 2010, 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 2012:** Of DoDEA schools, 100 percent will receive and maintain accreditation through their regional accreditation agency.

**Results:** In FY 2010, 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.

**Goal 1 for FY 2012:** Customer Satisfaction Survey results will be communicated to major stakeholders and used to identify priority areas for school, district, area, and system improvement.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**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, 2004-2005, 2006-2007, and 2008-2009. 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:** Institutionalize outreach programs supporting military members and their families that provide command flexibility, adopt a community development approach and ensure that programs are cost effective, efficient, and focused on outcomes. The planned strategy is as follows: Promote technology to strengthen and expand outreach to service members and their families. Continue to shift program delivery from center-based to a community outreach approach that recognizes the needs of a geographically dispersed and internet savvy population.

**Goal for FY 2012:** Continue to work across the States to help deploying and returning units mitigate stress and allow service members and families to have access to a full spectrum of care and support.

**Results:** Support the Guard and Reserve and geographically dispersed and their families using the Joint Family Assistance Program have yielded excellent results. The support to all 50 States and 4 US territories is complete and extremely well received by governors and State Adjutant Generals.

**Performance Criterion #2:** Diminish negative effects of primary stressors and stigma associated with seeking counseling unique to military life. The planned strategy is as follows: Provide policy and guidance to promote integrated services targeting deployment,

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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 preclude the negative behaviors that are harmful to military members and their families.

**Goal for FY 2012:** 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 will continue to be strong components of the family support outreach platform.

**Results:** Counseling and outreach to military members and their families continues to be a high departmental priority. Both the Military OneSource (MOS) and the MFLC counseling efforts have grown exponentially since FY 2007. The overall number of 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, face-to-face contacts have shown approximately a 90 fold growth, contacts through briefings and presentations have shown a 15 fold growth, and Military Family Life Counselors in the field have shown a 5 fold growth. Components of the integrated counseling program is 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 active duty installations as well as at Guard and Reserve weekend drills and family reintegration special events; 2) direct services available via a 1-800 number and outreach via MOS through the MFLCs and Personal Financial Counselors (PFCs); and 3) health and wellness coaching via MOS to help service members and families gain control in areas such as smoking cessation, exercise, nutrition and diet.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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.

**Goal for FY 2012:** 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 2012:** 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 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.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Performance Criterion #5:** Increase partnership opportunities to leverage efficiencies in service delivery ensuring common standards and goals.

**Goals for FY 2012:** Leverage resources through training and technical assistance opportunities and shared information.

**Results:** Improved efficiencies 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 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 2012:** Reduce the prevalence of reported child abuse and neglect and spouse 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 FY10. High-risk parents who participate in the New Parent Support home-visiting program should not commit child abuse or neglect. Those identified as having committed domestic abuse who participate in FAP treatment should not commit additional domestic abuse.

**Performance Criterion #2:** Provide counseling and interventions to preclude additional domestic abuse by those identified as abusers: the percentage of spouses who have



**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

substantiated domestic abuse reports one year after successfully completing FAP domestic abuser treatment should not exceed 25%.

**Goal for FY 2012:** Reduce the prevalence of reported child abuse and neglect and spouse 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 FY10. High-risk parents who participate in the New Parent Support home-visiting program should not commit child abuse or neglect. Those identified as having committed domestic abuse who participate in FAP treatment should not commit additional domestic abuse.

**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 (ex Facebook) to cultivate interest.

**Goal for FY 2012:** Expand the Troops to Teachers number of registrations and participants within the confines and structure permitted by the FY 2012 legislation governing Troops to Teachers and available funding.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Result:** Support those veterans interested and eligible for the Troops to Teachers program in making decisions about choosing Teaching as a Second Career.

**Performance Criterion #2:** Commission studies that assess whether TTT is effective and contributes to the overall success of the school system and examines the effect on student achievement.

**Goal for FY 2012:** Preparation of contract to replicate Troops to Teachers (1996-1998), *Survey of Principals* in FY13.

**Results:** Award and Fund contract "*Survey of principals' perceptions of Troops' teacher quality; and obtained Troops' perceptions of their teaching.*"

**Performance Criterion #3:** 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 2012:** 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.

The Relocation Assistance Program is to promote economic well-being of Service Members and their families. With approximately 750,000 moves every year, the economic stability of military families is challenged frequently. By providing state-of-the-art tools, information, and assistance, the Relocation Assistance program will continue to ensure

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

military members and their families are better able to manage their permanent change of station moves in a fiscally responsible manner, reducing the impact of economic issues on their overall quality of life.

**Performance Criterion #1:** Maximize the use of resources and state-of-the-art technology to provide smooth relocation for military families. The strategies include:

- Identify tools and resources to support efficient and effective delivery systems.
- Leverage resources through joint training opportunities and distance learning modules.

**Goal for FY 2012:** Use continuous process improvement to improve service delivery to service members and their families.

- Train over 350 relocation managers during joint training conference.
- Train 5,000 sponsors using the eSponsorship application that provides training and resources to support sponsors and moving military members.

**Results:** All relocation managers will be trained in using all web-based tools. Relocation managers will be trained to assist military members and their families to better sponsor a military member and/or family arriving at a new duty station.

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Civilian End Strength (Total)</u>	14,661	14,683	14,861	22	178
U.S. Direct Hire	14,363	14,376	14,568	13	192
Foreign National Direct Hire	85	82	83	-3	1
Total Direct Hire	14,448	14,458	14,651	10	193
Foreign National Indirect Hire	213	225	210	12	-15
Civilian FTEs (Total)	12,737	12,702	12,886	-35	184
U.S. Direct Hire	12,452	12,408	12,605	-44	197
Foreign National Direct Hire	85	82	83	-3	1
Total Direct Hire	12,537	12,490	12,688	-47	198
Foreign National Indirect Hire	200	212	198	12	-14
Average Annual Civilian Salary	\$94,411	\$97,268	\$95,854		
<u>Contractor FTEs (Total)</u>	154	154	154		

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	Change <u>FY 2010/FY 2011</u>				Change <u>FY 2011/FY 2012</u>				
	Foreign Currency	Price	Program	FY 2011	Foreign Currency	Price	Program	FY 2012	
	<u>FY 2010</u> <u>Actuals</u>	<u>Rate</u> <u>Diff.</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Rate</u> <u>Diff.</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	1,172,192	3,365	5,837	23,089	1,204,483	3,499	0	(7,741)	1,200,241
103 Wage Board	14,414	0	72	(1,177)	13,309	0	0	(369)	12,940
104 FN Direct Hire (FNDH)	3,442	14	3	(118)	3,341	0	0	195	3,536
106 Benefit to Fmr Employees	320	0	0	131	451	0	0	503	954
107 Voluntary Sep Incentives	911	0	1	(631)	281	0	0	64	345
111 Disability Compensation	2,661	0	5	(10)	2,656	0	0	91	2,747
121 Perm Change of Station	0	0	0	0	0	0	0	5,448	5,448
<b>199 Total Civ Compensation</b>	<b>1,193,940</b>	<b>3,379</b>	<b>5,918</b>	<b>21,284</b>	<b>1,224,521</b>	<b>3,499</b>	<b>0</b>	<b>(1,809)</b>	<b>1,226,211</b>
308 Travel of Persons	112,878	436	1,580	(5,206)	109,688	508	1,645	904	112,745
<b>399 Total Travel</b>	<b>112,878</b>	<b>436</b>	<b>1,580</b>	<b>(5,206)</b>	<b>109,688</b>	<b>508</b>	<b>1,645</b>	<b>904</b>	<b>112,745</b>
673 Def Fin & Accounting Svc	8,665	0	34	2,107	10,806	0	(1,912)	2,054	10,948
<b>699 Total DWCF Purchases</b>	<b>8,665</b>	<b>0</b>	<b>34</b>	<b>2,107</b>	<b>10,806</b>	<b>0</b>	<b>(1,912)</b>	<b>2,054</b>	<b>10,948</b>
771 Commercial Transport	23,722	41	332	5,241	29,336	53	440	(5,303)	24,526
<b>799 Total Transportation</b>	<b>23,722</b>	<b>41</b>	<b>332</b>	<b>5,241</b>	<b>29,336</b>	<b>53</b>	<b>440</b>	<b>(5,303)</b>	<b>24,526</b>
901 FN Indirect Hires	8,578	40	0	1,724	10,342	51	0	(1,423)	8,970
902 Separation Liab (FNIH)	0	0	0	633	633	0	0	(633)	0
912 GSA Leases (SLUC)	4,270	0	60	114	4,444	0	67	1,438	5,949
913 Purch Util (non fund)	24,723	316	346	4,418	29,803	310	447	(3,185)	27,375
914 Purch Com (non fund)	10,984	158	154	2,892	14,188	173	213	(785)	13,789
915 Rents, Leases (non GSA)	7,813	37	109	789	8,748	48	131	(1,031)	7,896
917 Postal Svc (USPS)	313	0	4	(60)	257	0	4	68	329
920 Supplies/Matl (non fund)	39,070	246	547	(17,521)	22,342	216	335	8,415	31,308
921 Print & Reproduction	901	0	13	(763)	151	0	2	762	915
922 Eqt Maint Contract	17,903	0	251	(6,736)	11,418	0	171	(2,360)	9,229
923 Facilities Maint by Contr	130,502	0	1,827	342	132,671	0	1,990	20,398	155,059

**DEPARTMENT OF DEFENSE DEPENDENTS EDUCATION**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	Change <u>FY 2010/FY 2011</u>					Change <u>FY 2011/FY 2012</u>			
	Foreign Currency	Price	Program	FY 2011	Foreign Currency	Price	Program	FY 2012	
	<u>FY 2010</u> <u>Actuals</u>	<u>Rate</u> <u>Diff.</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Rate</u> <u>Diff.</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
925 Eqt Purch (non fund)	77,371	124	1,083	(39,932)	38,646	114	580	21,225	60,565
960 Interest and Dividends	0	0	0	0	0	0	0	0	0
987 Other IntraGovt Purch	272,925	42	3,821	(44,621)	232,167	55	3,483	673,859	909,564
988 Grants	79,190	0	1,109	(24,072)	56,227	0	843	(42,070)	15,000
989 Other Services	1,103,147	258	15,444	(540,700)	578,149	487	8,672	(439,009)	148,299
990 IT Contract Support Ser	0	0	0	0	0	0	0	0	0
991 Foreign Currency Variance	0	0	0	0	0	0	0	0	0
<b>999 Total Other Purchases</b>	<b>1,777,690</b>	<b>1,221</b>	<b>24,768</b>	<b>(663,493)</b>	<b>1,140,186</b>	<b>1,454</b>	<b>16,938</b>	<b>235,669</b>	<b>1,394,247</b>
<b>Total</b>	<b>3,116,895</b>	<b>5,077</b>	<b>32,632</b>	<b>(640,067)</b>	<b>2,514,537</b>	<b>5,514</b>	<b>17,111</b>	<b>231,515</b>	<b>2,768,677</b>

\* The FY 2010 Actual column includes \$558,700 thousand of FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and includes \$58,000 thousand in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request (P.L. 111-212).

\* The FY 2011 Estimate column excludes \$485,769 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2012 Estimate column excludes \$194,100 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**Fiscal Year (FY) 2012 President's Budget**

**DEFENSE PRISONER OF WAR /  
MISSING PERSONNEL OFFICE (DPMO)**



**February 2011**

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget**

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

	<u>FY 2010 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2011 Estimate</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2012 Estimate</u>
<b>DPMO</b>	20,748	285	3,122	24,155	123	-1,906	22,372

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

**1) Description of Operations Financed:**

The Defense Prisoner of War / Missing Personnel Office (DPMO) provides policy, control, and oversight of the entire Department of Defense (DoD) process for 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,

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

the Korean War, and the Persian Gulf War. The amendment also 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 Action (POW/MIA) accounting community has sufficient resources to account for at least 200 missing persons annually. Currently, the POW/MIA community of operations account for an average of 85 missing persons each year. Finally, the FY 2010 amendment requires that beginning in fiscal year 2015, the Secretary of Defense provide the Department, the Armed Forces, and the commanders of the combatant commands, such funds, personnel, and resources to achieve this increased capacity to account for missing persons.

The DPMO Field Activity has a staff of 46 military and 87 civilians, that provides policy and oversight for, and conducts, DoD personnel accounting activities; provides policy and oversight for DoD personnel recovery activities; and conducts family and public outreach on the Department's efforts to recover missing persons from past conflicts or, if deceased, their remains.

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. The DPMO works with the intelligence community to support the personnel accounting and personnel recovery missions. Additionally, the DPMO oversees the policies, processes, and programs of DoD

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget**

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 U.S.-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 USG's ability to operate in coalitions and cooperate on common security challenges.

**Following is a description of DPMO's activities to be completed in fiscal year 2012:**

**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

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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 2012, 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 space based 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.
- Lead the Department's Non-conventional Assisted Recovery (NAR) program, validating, prioritizing and funding COCOM NAR requirements and ensuring compliance with congressional reporting requirements.
- Address policy gaps pertaining to strategic communication, personnel recovery training, reintegration, and non-conventional assisted recovery.
- Lead the Departments effort to increase Military Service's Survival, Evasion, and Resistance and Escape training capacity for Military personnel and DoD civilians.

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

- Pursue, in partnership with NASA, an affordable DoD-only emergency beacon targeting general purpose forces to ensure the Department has a dedicated system to respond to isolating events.
- 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

**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 1991 Gulf War, 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

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

histories related to unaccounted-for personnel and deploying investigation teams; and supporting the U.S.-Russia Joint Commission on POW/MIA affairs.

In FY 2012, in support of Vietnam War recoveries, DPMO will:

- Continue the multi-year process to enable Lao 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.
- 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 - As of September 2010, 8,024 Americans are still unaccounted for from the Korean War. In FY 2012, the DPMO will:

- Continue research and analysis to support case investigation, remains identification, preparation of case summaries for the families, and briefings for the families.
- Continue working with 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.

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

- Continue to search for and analyze Korean War information from other foreign archives, including in South Korea, Russia, and the other former Soviet countries.
- Re-start investigations and remains recovery operations in North Korea if access to that country is regained.

Cold War - As of September 2010, 125 Americans are still unaccounted for from Cold War losses. In FY 2012 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 on missing personnel

World War II - As of September 3, 2010, over 74,000 Americans are unaccounted for from World War II. In FY 2012, the DPMO will:

- Continue to populate an existing WWII database with loss information and loss coordinates by scanning 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.

**DEFENSE PRISONER OF WAR / MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

- Deploy investigation teams to Serbia, Poland, Czech Republic, Romania, and Tunisia.
- Augment JPAC investigation teams as requested by PACOM.

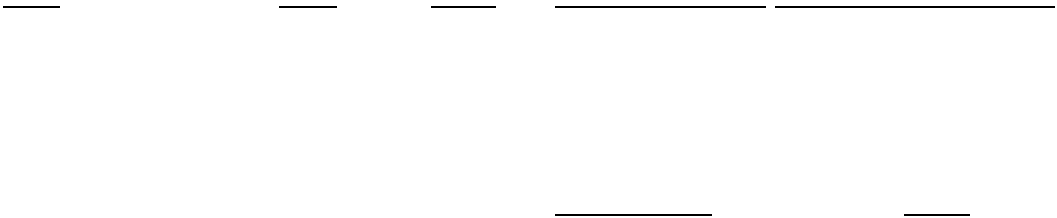
**Outreach**

The DPMO is responsible 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 2012, the DPMO will:

- Host eight family meetings in major cities across the United States (see US map below) to target approximately 1,200 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 two annual government meetings in the Washington metro area for the families of the missing from the Cold War, the Korean, and the Vietnam War. Targeted outreach to approximately 700 family members at these annual meetings.
- 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 public affairs program including news releases and internal and external television coverage.
- Publish ***The Torch*** newsletter 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.



### DPMO FY 2012 PROP



DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

			FY 2011			Current Estimate	FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action				
A. <u>BA Subactivities</u>			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
4. Administrative and Service-Wide Activities	20,748	24,155				24,155	22,372

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

<b>B. <u>Reconciliation Summary</u></b>	<u>Change</u> <u>FY 2010/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	24,155	24,155
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>24,155</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>24,155</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		123
Functional Transfers		
Program Changes		-1,906
<b>Current Estimate</b>	<b>24,155</b>	<b>22,372</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>24,155</b>	

DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>24,155</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments - Sec 8097 Economic Assumptions		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks - Sec 8037 Mitigation of Environmental Impact		
<b>FY 2011 Appropriated Amount</b>		<b>24,155</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>24,155</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>24,155</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		<b>24,155</b>
6. Price Change		123
7. Functional Transfers		
8. Program Increases		0
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
9. Program Decreases		-1,906
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) Defense Efficiency - Civilian Staffing Reduction. As part of the DoD reform agenda, the pay reduction also includes adjustments to maintain FY 2010 pay levels and further reductions associated with six less FTEs.	-1,821	
2) One less paid day	-46	
3) Economic Assumptions Adjustment	-14	
4) Defense Efficiency - Contractor Reductions	-25	
<b>FY 2012 Budget Request</b>		<b>22,372</b>

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget**

IV. Performance Criteria and Evaluation Summary

Overall Assessment

The DPMO continues to enjoy favorable support from the community it serves from the personnel it trains to survive, evade, resist, and escape; and the families, congress, veterans' service organizations, and the general public that are concerned about missing personnel. The DPMO has made progress within its means to begin to implement 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 1991 Gulf War. 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.

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>	46	46	46	0	0
(Total)					
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
<u>Civilian End Strength (Total)</u>	85	87	87	2	0
U.S. Direct Hire	85	87	87	2	0
<u>Active Military Average Strength (A/S)</u>	46	46	46	0	0
(Total)					
Officer	31	31	31	0	0
Enlisted	15	15	15	0	0
Civilian FTEs (Total)	85	85	81	0	-4
U.S. Direct Hire	85	85	81	0	-4
Average Annual Civilian Salary (\$ in thousands)	125.6	158.0	147.0	32.4	-11.0
Contractor FTEs (Total)	19	2	0	-17	-2

**DEFENSE PRISONER OF WAR MISSING PERSONNEL OFFICE (DPMO)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget**

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

<u>OP 32 Line</u>	FY 2010	Change		FY 2011	Change		FY 2012
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	10,377	157	2,035	12,569	0	-33	12,536
107 Voluntary Sep Incentives	50	1	100	151	2	24	177
308 Travel of Persons	812	11	6	829	4	-150	683
912 GSA Leases	1,406	17	244	1,667	0	-40	1,627
914 Purchased Communications	6,217	74	-6,103	188	3	-9	182
920 Supplies/Matl (non fund)	20	2	118	140	2	-142	0
921 Print & Reproduction	53	1	-16	38	0	-3	35
933 Studies, Analysis & Eval	0	0	36	36	0	-36	0
987 Other Intra-Govt Purch	1,054	10	6,732	7,796	102	-1,389	6,509
989 Other Services	758	12	-30	740	10	-128	622
998 Interest & Dividends	<u>1</u>	0	<u>0</u>	1	0	<u>0</u>	<u>1</u>
<b>999 Total</b>	20,748	285	3,122	24,155	123	-1,906	22,372

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.



**Fiscal Year 2012 Budget Estimates**  
**Defense Security Cooperation Agency**  
**(DSCA)**



February 2011

DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

**Budget Activity (BA) 04: Administrative & Service-wide Activities**

	FY 2010	Price	Program	FY 2011	Price	Program	FY 2012
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
<b>DSCA</b>	2,674,219	37,621	-2,027,987	683,853	10,094	-11,116	682,831

\* The FY 2010 Actual column includes \$1,970,000, thousand (\$1,570,000 - Coalition Support Fund, \$350,800 - Lift & Sustain) of FY 2010 Overseas Contingency Operations (OCO) Appropriation Act funding (P.L. 111-118).

\* The FY 2011 Estimate column excludes \$2,000,000 thousand (\$1,600,000 - Coalition Support Fund, \$400,000 - Lift & Sustain) requested in the FY 2011 Defense-Wide OCO Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2012 Defense-Wide OCO Budget Request.

**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, Security and Stabilization Assistance, Defense Institution Reform Initiative, Increasing Partner Capacity Building in Rule of Law Context, Coalition Support Funds, and Global 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 the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient.

**Changes from FY 2011 to FY 2012:** Price changes, including Foreign Currency Fluctuations, are \$+10,094 thousand. After considering the effects of inflation, the net program change is a decrease of \$-11,116 thousand which includes efficiencies identified as a

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

result of the Secretary of Defense Business Process Improvements and Efficiencies Initiative.

Net funding decrease totaled \$-24,481 thousand and is attributed to the reduction in contracting and operational support costs. The size and scope of the following security cooperation programs managed by DSCA decreased: Regional Centers, \$-10,068 thousand; Stability Operations Fellowship Program, \$-5,052 thousand; Combating Terrorism Fellowship Program, \$-4,578 thousand; DSCA Headquarters, \$-2,663 thousand; Defense Institute of Security Assistance Management (DISAM), \$-1,108 thousand; Security Cooperation Assessment Office, \$-639 thousand; one less paid day, \$-298 thousand; Increasing Partner Capacity Building in Rule of Law Context, \$-46 thousand; and Regional International Outreach (RIO), \$-29 thousand.

Program net increases totaled \$+13,365 thousand. The programs contributing to the increase are Defense Institution Reform Initiative (DIRI) \$5,431 thousand; Warsaw Initiative Fund-Partnership for Peace (WIF/PfP), \$+4,785 thousand; and Global Train and Equip, \$+3,149 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. The Regional Centers support the Department's Security Cooperation objectives and are assigned three 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

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

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.
- 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.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 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.

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; 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.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Combating Terrorism Fellowship Program (CTFP): 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.

CTFP is a key tool for Geographic Combatant Commands to foster regional and global cooperation in the war against terrorism. 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 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 manage the DoD-funded security cooperation programs noted above, along with the Humanitarian Assistance, Foreign Disaster Relief,

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

and Mine Action program management costs. In addition, this program funds costs for DFAS accounting support and IT support.

Regional International Outreach (RIO): The RIO program supports the Quadrennial Defense Review (QDR) guidance and is an OSD(Policy) 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, 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. 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.

Security Cooperation Training and Support: 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 our international programs to protect



**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

sensitive and classified technology and military capabilities. This 5-day 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.

The Defense Institute of Security Assistance Management (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. 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.

Defense Institution Reform Initiative (DIRI): DIRI was a new program in FY10, designed to redress what Secretary of Defense Gates, the Guidance for Employment of the Force (GEF), and the Quadrennial Defense Review (QDR) have identified as DoD's imbalanced approach to building partnership capacity: the tendency to focus on training and equipping troops

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

without paying enough attention to the systems and processes that guide defense establishments, particularly ministries of defense.

DIRI is designed to help partners 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.

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 process 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.

OSD(P) and the DIRI PM Team, in consultation with the regional policy offices, COCOMs and Joint Staff, select and prioritize countries for program implementation. Once a country is identified, the DIRI process consists of five distinct phases:

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Phase Zero - Country Coordination: Scope the objectives of DIRI engagement with the country teams, the combatant commanders, the OSD regional offices and partner nation defense personnel. Based on this guidance, and partner nation to 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 focus areas the partner nation's Ministry of Defense selects.
- Phase Two - Program Development: The Working Group develops a "roadmap document" (implementation plan) based on the Requirements Determination findings. This adaptable plan establishes intermediate objectives and a series of activities to achieve desired goals.
- Phase Three - Program Implementation and Execution: Partner nation personnel execute the implementation plan based on their own initiative and available U.S. assistance. DIRI provides tailored programs as needed and accompanies the partner nation in the implementation/ capacity building process.
- Phase Four - Program Assessment: Every 12-18 months, the Working Groups assesses progress towards stated goals and updates the implementation plan as necessary. Progress and engagement objectives are also reviewed by country teams, the combatant commanders, and the OSD regional offices.

Increasing Partner Capacity Building in Rule of Law Context: Effective security cooperation or related defense institution building within Security Sector Reform and Rule of Law programming requires sustained engagement with strategically important

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

international partners. The Defense Institute of International Legal Studies (DIILS), under the functional direction of the Defense Security Cooperation Agency, is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally.

O&M, DW is essential for DIILS to continue its development of an effective long-term global strategy for rule of law security cooperation that supports broad strategic and operational priorities in the Guidance on Employment of the Force (GEF) and other national strategy directives. DIILS' ability to develop long-range plans is critical to the success of global stability objectives that rely on the cumulative impact of U.S. engagement. DIILS direct-funded programs complement the reimbursable programs conducted at the request of individual country teams, where cumulative impact may not be a strategic consideration.

Funding in FY 2010 provided for the development and implementation of Rule of Law-based programs within each combatant command fulfilling the need for sustained engagement with regional and international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. With this funding DIILS also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.

DIILS is currently a reimbursable organization funded under a number of broader programs. Funding also provides support for Department programs without the assessment of surcharges for infrastructure cost.

Global Train and Equip (Section 1206): 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

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 Secretary Gates has said, "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."

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 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. 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

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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; small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and HMMWVs.

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. Global Train and Equip authority can respond to urgent and emergent threats or opportunities in six months or less. For example, early successes included:

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- o 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.
- o 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.
- o 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 Under Secretary of Defense for Policy, 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.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 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 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. DoD and the Department of State coordinate on all security cooperation 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.

Global Train and Equip represents an enduring military requirement to avoid large-scale military conflicts and reduce stress on US forces. DoD will continue to build on the success of this program in several ways. Metrics are under development to measure operational and strategic effects. 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.

**II. Force Structure Summary: N/A**



**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2010 Actuals	Budget Request	FY 2011 Congressional Action			Current Estimate	FY 2012 Estimate
			Amount	Percent	Appropriated		
<b>A. BA Subactivities</b>							
1. Regional Centers	95,190	94,752				94,752	85,847
2. Warsaw Initiative Fund/Partnership for Peace	29,243	29,849				29,849	35,259
3. Combating-Terrorism Fellowship	34,472	33,323				33,323	29,372
4. DSCA Administrative Expense	12,025	14,446				14,446	11,964
5. Regional International Outreach	1,289	1,923				1,923	1,814
6. Security Cooperation Training and Support	1,634	4,756				4,756	3,612
7. Defense Institution reform Initiative	5,779	5,712				5,712	11,203
8. Increasing Partner Capacity Building in Rule of Law context	1,514	1,620				1,620	1,472
9. Global Train and Equipment (1206)	324,355	489,507				489,507	500,000
10. Security cooperation Assessment Office (SCAO)	0	2,988				2,988	2,288
11. Stability Ops Fellowship	0	4,977				4,977	0
12. Coalition Support Funds (X-year)	1,807,918	0				0	0
13. FY10 OCO Lift and Sustain	360,800	0				0	0
<b>Total</b>	<b>2,674,219</b>	<b>683,853</b>				<b>683,853</b>	<b>682,831</b>

\* The FY 2010 Actual column includes \$1,970,000, thousand (\$1,570,000 - Coalition Support Fund, \$350,800 - Lift & Sustain) of FY 2010 Overseas Contingency Operations (OCO) Appropriation Act funding (P.L. 111-118).

\* The FY 2011 Estimate column excludes \$2,000,000 thousand (\$1,600,000 - Coalition Support Fund, \$400,000 - Lift & Sustain) requested in the FY 2011 Defense-Wide OCO Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2012 Defense-Wide OCO Budget Request.

DEFENSE SECURITY COOPERATION AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<b>B. <u>Reconciliation Summary</u></b>	<u>Change</u> <u>FY 2011/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	683,853	683,853
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>683,853</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>683,853</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		10,094
Functional Transfers		
Program Changes		-11,116
<b>Current Estimate</b>		<b>682,831</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>683,853</b>	

DEFENSE SECURITY COOPERATION AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		
1. Congressional Adjustments		683,853
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks - Indian Lands Environmental Impact		
<b>FY 2011 Appropriated Amount</b>		<b>683,853</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>683,853</b>
4. Reprogrammings (requiring 1415 Actions)		
a. Increases		
b. Decreases		
<b>Revised FY 2011 Estimate</b>		<b>683,853</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		
6. Price Change		10,094
7. Functional Transfers		
8. Program Increases		13,365
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		

**DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

**Amount      Totals**

- |  |       |
|--|-------|
| 1) <u>Defense Institution Reform Initiative</u> : DIRI demand has grown at the request of SECDEF and Under Secretary of Defense (Policy). Increased funding will sustain ongoing projects and meet increased demand for program growth in key strategic countries such as Russia, Afghanistan, Jordan, Yemen, Mexico and a critical non-nation approach in South Sudan where DoD will lead defense sector reform efforts. These funds will lead to more coordinated, better resourced defense institution building activities as directed in the Quadrennial Defense Review (QDR). (FY2011 baseline: \$5,712K)   | 5,431 |
| 2) <u>Warsaw Initiative Fund (WIF)</u> : This program is executed primarily through the Combatant Commands in accordance with regional and country-specific priorities established by the Under Secretary of Defense for Policy and the Unified Combatant Commands. The increase is a reflection of ever changing priorities. DSCA will continue to focus on integrating the countries of South-Eastern Europe and Eurasia with the Euro-Atlantic community and pursue interoperability with the Central Asian states. In addition the WIF program will continue to take over the Cooperative Threat Reduction Defense and Military Contact program. (FY 2011 base: \$29,849K) | 4,785 |
| 3) <u>Global Train and Equip (Section 1206)</u> : The program increase is to bring the appropriated total to the requested amount to meet the significant global requirement for the activities funded by this authority. (FY 2011 base: \$489,507)  | 3,149 |

9. Program Decreases

a. Annualization of FY 2011 Program Decreases

b. One-Time FY 2011 Increases

c. Program Decreases in FY 2012

- 1) One less paid day

-24,481  
-298  
DSCA 440

**DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

	<b>Amount</b>	<b>Totals</b>
<p>2) <u>Regional Centers: Efficiencies:</u> The Regional Centers payroll reduction is attributed to the pay freeze (-213K). The Regional Centers will make targeted adjustments to course content, locations and durations of programs that will properly address FY12 Policy goals and priorities. A significant effort to increase efficiencies and achieve cost savings includes completing the installation of a standardized student management and reporting system. Some programs under consideration for elimination or reduction in scope pending policy guidance are: Caribbean Defense and Security; Strategy &amp; Defense Policy; Pacific Rim Conference; Advance Policymaking Seminar; Senior Executive Dialogue; Senior Leader Seminar; National Security Planning Workshop; Next Generation of African Military Leaders; Economic Community Of West African States Workshop; Topical Outreach Symposiums; Advanced Security Cooperation; Comprehensive Crisis Management; Asia-Pacific Orientation; Security, Stability, Transition and Reconstruction course; Seminar on Trans-Atlantic Civil Security course; Senior Executive Seminar. Support functions that may be reduced in scope or eliminated include: forward annexes, translation and interpretation, contractor support staff, language courses, research, alumni portal support, general supplies, travel, information management and phased infrastructure maintenance. (FY 2011 baseline: \$94,752K)</p>	-10,068	
<p>3) <u>Stability Operations Fellowship:</u> Efficiency - Baseline Review: New program to begin in FY 2011 was cancelled by Office of the Under Secretary of Defense (Policy) due to overlap in mission with Department of State (DoS).(FY 2011 baseline: \$4,977K)</p>	-5,052	

**DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
4) <u>Combating Terrorism Fellowship Program: Efficiencies:</u> Reduction will be achieved by reducing the number of students enrolled in various programs or by cancelling programs. The specific reductions would be; Navy Postgraduate CT program (\$-400K)(3 students); Africa Center for Strategic Studies (\$-560K)(one event); Center for Hemispheric Defense Studies (\$-320K) (one event); State Department/Counter-Terrorism (\$-560K) (one event) In addition, more mobile education team events will be conducted, rather than resident courses, to reduce travel costs for students (\$-2,738K). (FY 2011 baseline: \$33,323K)	-4,578	
5) <u>DSCA Administrative Operations: Efficiency of Civilian Staffing Reduction and Contractor Staff Support:</u> The decrease in payroll funding is attributed to the reduction of 5 FTEs (-532K) due to the manpower freeze. Contract reduction is attributed reduced contractor staff support (-500K). In addition DSCA will reduce travel and training (-1,631K). (FY 2011 baseline: \$14,446; -12W/Y, -12E/S)	-2,663	
6) <u>Security Cooperation Training and Support: Efficiency Baseline Review:</u> The decrease in funding will reduce course development for training of Security Cooperation Officers (\$581K). Although on-line training will still be available, the number of on-site students would be reduced thus reducing travel costs for students (\$527K). (FY 2011 baseline: \$4,756K;+5W/Y,+5E/S)	-1,108	
6) <u>Security Cooperation Assessment Office: Efficiency - Contractor Staff Support:</u> The decrease to this program is a reduction in supplies and contract cost. (FY 2011 baseline: \$2,988K; -5W/Y, -5E/S)	-639	
7) <u>Increasing Partner Capacity Building in Rule of Law Context: Efficiencies:</u> The decrease to this program is a reduction in contract cost. (FY 2011 baseline: \$1,620K)	-46	

DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
8) <u>Regional International Outreach (RIO)</u> : Efficiencies: The decrease to this program is a reduction in contract cost. (FY 2011 baseline: \$1,923K)	-29	
<b>FY 2012 Budget Request</b>		682,831

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

The Defense Security Cooperation Agency (DSCA) provides program management and program implementation support for the Regional Centers for Security Studies, Warsaw Initiative Fund/Partnership for Peace (WIF/PfP) program, Combating-Terrorism Fellowship Program (CTFP), Defense Institute of Security Assistance Management (DISAM), Defense Institution Reform Initiative (DIRI), Defense Institute of International Legal Studies (DIILS) and the Regional International Outreach program.

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 serve as one of the Department's primary assets for regional partner capacity building efforts among U.S. and foreign military, civilian and non-governmental leaders. They are key tools for DoD strategic communication (including strategic listening) and partner institutional capacity-building efforts by enhancing the skills, knowledge and attitudes of current and future leaders to address regional and global security challenges. The Regional Centers (RC) tailor their programs and activities to the guidance and priorities of their COCOM and Regional DASDs, including providing a core of resident programs, in-region engagement programs, and outreach programs designed to maintain engagement with former participants, as well as an increasing permanent in-region presence. In FY10, thousands of participants attended the Regional Centers' programs, accounting for 98,388 participant days. The Centers are leaders within DOD for



**DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

championing efforts to maintain contact and active engagement with a network of tens of thousands of current and future security-sector influencers through a secure web-based portal, monthly e-mail messages and targeted e-mailings, mentoring of alumni chapters, including publishing alumni association news and conducting regionally focused surveys.

REGIONAL CENTER ESTIMATED PARTICIPANT DAYS			
	FY10	FY11	FY12
<b>Africa Center for Strategic Studies (ACSS)</b>	5,757	TBD	TBD
<b>Asia Pacific Center for Security Studies (APCSS)</b>	18,356	TBD	TBD
<b>Center for Hemispheric Defense Studies (CHDS)</b>	12,556	TBD	TBD
<b>George C. Marshall European Center for Security Studies (GCMC)</b>	52,402	TBD	TBD
<b>Near East South Asia Center for (NESAs)</b>	9,317	TBD	TBD
<b>TOTALS</b>	<b>98,388</b>	TBD	TBD
Note: FY12- Budget reductions in FY12 will require a new baseline to be established. Forthcoming policy guidance will update program priorities and goals impacting the number of participant days in both FY11 & FY12.			

**FY10 Accomplishments**

RC programs emphasized OSD and COCOM strategic priorities, focusing on regional specific issues and global transnational threats, such as terrorism and capacity-building for security, stability, transition and reconstruction. Some of the accomplishments for each of the centers include:

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Africa Center:** ACSS conducts the majority of resident programs in-region to maximize exposure and nurture relationships required to gain the trust and confidence necessary to build partner capabilities. The ACSS Maritime Safety and Security Seminar was the catalyst for Tanzanian President Kikwete's approval of new counter-piracy legislation. The Counter Narcotics Trafficking workshop resulted in regional and multi-lateral counternarcotics legislation to be enforced via the Economic Community of West African States Anti-Narcotics Unit. The Counter-Terrorism Finance workshop confirmed regional recommendations to create instruments against terrorist financing. During the Community Leadership Conference alumni renewed their commitment to regional cooperation and plan to collaborate on maritime/island specific challenges.

Participant desire to remain engaged with ACSS resulted in the establishment of an International Alumni Chapter in Ethiopia. ACSS now has an alumni-based network of over 5,200 current and future leaders belonging to 25 country and international chapters who are positive examples of increased human capacity and their impact on institutional regional security policies.

During FY10, ACSS will have generated 34 research products, published monthly "Africa Security Briefs", and composed a "200+ must read" section covering 37 contemporary regional security topics for the ACSS website. The alumni website, [Africacenter.org](http://Africacenter.org), continues to grow and now has 3,147 subscribers and an average of 6,500 visitors per month, 53% of which are new.

**Asia Pacific Center:** During FY10, APCSS will have educated, empowered, and connected 1,004 graduates and participants over 18,356 participant days. APCSS further expands its reach by engaging with over 4,500 regional security professionals through various outreach vehicles, such as faculty travel in the region, engagements at other

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

organizations, and Center visits and roundtables. An indicator of the APCSS role in shaping the region's security dialogue is its ever-growing virtual presence through a public website, two portals (alumni & non-alumni security practitioners), FaceBook, Twitter and YouTube. Through this presence APCSS reaches out to future and current Fellows, alumni, other security practitioners and subject matter experts, U.S. embassies, media, students, and the general public with media releases, newsletters, a public web page, and online research publications (to include a new edited volume that surveys regional security priorities and preparations to deal with transnational security challenges). During a Maldives outreach event in May 2010, key comments from presenters were posted to Twitter so that alumni could "virtually" attend the workshop. APCSS averages 85,000 web page hits per month, with over 20,000 visitors, 4,000 average publication downloads, and a growing social media following, growing at the rate of 10% per month.

During FY10, APCSS added five alumni associations (Timor Leste, Tanzania, New Zealand, Kazakhstan and China) to its previous 43 organizations, for a total of 48. Alumni continue to forge new initiatives to advance security cooperation and build capacity. For example, the alumni in the Philippines conducted a Southeast Asia Regional Security Forum in June 2010, in Manila. The forum gathered security officials from 17 countries, namely the 10 ASEAN member-countries, China, Japan, South Korea, India, Australia, New Zealand and the United States, to openly exchange insights on regional security issues and enhance confidence-building among ASEAN-member countries and regional players. In Nepal and Mongolia, the alumni have played a capacity-building role by developing the security sector architecture and by shaping the national security strategy. An alumnus working for the UN in Timor Leste helped the government shape its National Security Policy by leveraging the APCSS network and the support of APCSS faculty.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

APCSS continually reviews and revises its program offerings based on DoD and USPACOM guidance and priorities, in partnership with DIRI, CTFP, and other programs. During FY10, APCSS initiated and conducted two five-day, annually recurring, multinational workshops entitled "Security Sector Development: National Priorities and Regional Approaches." These programs resulted in interagency cohort teams from eight nations developing and presenting their recommended national action plans for significant security sector reforms, leading to ministerial-level commitment and plans to reform respective security sectors. APCSS conducted two multi-lateral collaborative events with other Regional Center partners—George C. Marshall Center and the Center for Hemispheric Defense Studies—that linked the Asia-Pacific security practitioners with those from Europe/Eurasia and North/South America to collaborate on critical regional security issues that have global implications.

The National Security and Civil-Military Relations workshop in Bangladesh in November 2009, created a "core group" to help move forward a series of recommendations that have resulted in the establishment of an intelligence mechanism and concrete legislative and policy solutions to strengthen good governance through rule of law, party reform, civil administration changes, and greater parliamentary oversight. To meet growing regional demands within the USPACOM AOR and ASD/APSA guidance, APCSS held a "mini-course" in the Maldives to address specific topical issues and reinforce connections among alumni, while catalyzing networks for more effective collaboration. This course involved counter-terrorism professionals from seven South Asian countries who shared experiences in addressing terrorism threats and in multinational collaboration. To address a specific request by ASD/APSA, a U.S.-Japan-ROK Tri-Lateral Collaboration workshop was conducted. This greatly enabled the next Track I Defense Tri-Lateral Talks (DTT) to move forward. A bilateral workshop with approximately 30 Chinese academics served as a confidence-building measure and the first of a series of Track II events between APCSS and various

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Chinese academic institutions. The workshop demonstrated APCSS' value in consistent engagement with the PRC during a period of minimal mil-to-mil contact.

**Center for Hemispheric Defense Studies:** CHDS introduced and expanded several important initiatives in FY10, which included graduate level, regional security focused programs that were accredited by the National Defense University.

In line with COCOM and Regional DASD guidance, the second iteration of the Security and Defense Seminar for Pacific Rim Nations was held in collaboration with APCSS the Freeman-Spigoli Center at Stanford University. Thirty five senior regional leaders discussed a variety of Regional defense and security issues, increasing understanding and laying the foundation for separate, follow-on meetings.

CHDS conducted a National Security Planning Workshop (NSPW) in El Salvador for members of the president's cabinet. This NSPW was particularly notable in that it was at the request of the new President of El Salvador, Mauricio Funes, who belongs to a leftist political party, the Farabundo Martí National Liberation Front (FMLN). In this case, the government of El Salvador chose CHDS to provide training over offers of assistance from other Latin American governments, recognizing CHDS leadership and competency. CHDS and the Ministry of Defense of El Salvador co-hosted a Sub-Regional Conference on Non-traditional defense challenges in Mesoamerica. The Minister of Defense, David Munguía Payes, opened the conference and subsequently submitted his remarks publication on the Armed Forces' Support to Public Security in El Salvador. This appeared in the September edition of the Security and Defense Studies Review.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

In response to Regional DASD and COCOM guidance, CHDS hosted two conferences with the Brookings Institute. The first conference focused on the Strategic Implications of China's Emerging Relationship with Latin America. Over 200 attendees were present to hear debates and discussions from high-level panelists and presenters, including the Chinese Ambassador to the United States. The second conference focused on the Arms Race in Latin America.

In response to a DOD initiative, CHDS also sponsored a conference held in collaboration with the White House Office of National Drug Control Program (ONDCP) on Illicit Trafficking in the Americas. Speakers for this event included the ONDCP Director, Gil Kerlikowske. Director Kerlikowski was so pleased with the academic program that he has requested CHDS to organize another similar event to be held in FY11.

CHDS conducted a pair of follow-ons to a National Security Planning Workshop (NSPW) at the specific request of the Director of the Guatemalan National Security Council. President Alvaro Colom has communicated to the American Ambassador that he believes that CHDS assistance to his senior cabinet members in formulating a national security strategy to be vitally important. A direct outcome of the favorable remarks by the President of Guatemala, the U.S. Ambassador in neighboring Honduras has asked that CHDS conduct an NSPW from September 10-12 for the new Honduran government to support their efforts to return to democratic rule.

**George C. Marshall Center:** There were 2,282 participants in GCMC's resident and outreach programs in FY10, equating to 52,402 contact days. GCMC's defense and security education programs have directly impacted 39 of 45 countries contributing to ISAF missions in Afghanistan. In FY10 alone, thousands of participants from countries directly supporting ISAF have benefited from GCMC resident, in region and outreach programs. In fact, troops

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

from countries immediately deploying to Afghanistan sought GCMC expertise in stability operations and English language interoperability curriculum. ISAF contributors preparing to deploy as Provincial Reconstruction Team leaders routinely attend GCMC Stability, Security, Transition, and Reconstruction (SSTaR) prior to deployment. Social media and e-access continue to be well received: GCMC has 7922 accounts on the knowledge portal, and receives over 21,000 visitors per month to the public web site. GCMC's outreach events numbered more than 100 in over 40 countries in Europe/Eurasia, and continue to be highly sought after tools to address regional security issues amongst all regional partners.

Significant Outcomes in FY10

GCMC was sought by Central Asian governments and CENTCOM to provide conferences and seminars on critical themes such as Border Security, Defense Transformation, and the security impact of disaster management. Each was lauded by country team's participants and will continue into the coming years.

A GCMC Team traveled to Georgia to present a stability operations seminar, including the current political and strategic picture of Afghanistan to assist military and civilian leadership as they prepare to deploy in support of coalition operations.

GCMC continued efforts to assist Georgia's National Security Task Force by hosting a workshop to assist Georgian defense and security officials in a National Security Review as part of that country's Individual Partnership Action Plan. GCMC provided expertise to Georgians who serve on an interagency, ministerial-level commission appointed by the President. Georgian participants recognized the need to consider national security from a

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

"whole-of government" perspective and the value of developing a national security strategy with an interagency approach to security issues.

GCMC conduct a three-day tailored seminar which featured 11 senior-level participants designed to support capacity-building initiatives for the newly elected Bulgarian parliament. The seminar had a meaningful, constructive role in national security policy and strategy development.

The Partnership Language Training Center Europe (PLTCE) provided Mission Related English training for 72 troops preparing to deploy to Afghanistan. In addition to this training, PLTCE offered Language and Cultural training for over 350 US and NATO troops preparing to deploy with Operation Enduring Freedom and ISAF.

The first-ever Serbian Community Police Advisor was seconded to a position at the Organization for Security and Co-operation in Europe (OSCE) - as a result of his association with GCMC. Networking opportunities afforded by GCMC resident programs proved the catalyst as a Spanish alumnus recognized a Serbian alumnus's expertise and recommended him to be not only the first Serbian Alumni member to hold an international OSCE post, but also the second Serbian police officer ever to be seconded to OSCE.

**Near East South Asia Center:** In FY10 NESAC produced 100 more alumni, and progressively increased participants days over accomplishments of FY09.

In support of OSD/CENTCOM's top priorities, NESAC conducted Pakistani Military Officer Seminars, Afghanistan-Pakistan Confidence Building Workshops, Lebanese Armed Forces Workshops, seminars for the Senior National Representatives assigned to support Operation Enduring Freedom, an Interagency Senior Seminar for the Government of Yemen, and the



**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Washington Embassy Orientation Workshop focusing on Washington's newly assigned diplomatic community. NESAs also continued supporting DOD - Congressional engagement initiatives like the NESAs/House Democracy Assistance Commission (HDAC) Afghan Parliamentarian program and the NESAs/HDAC Pakistani Parliamentarian program. NESAs also initiated new workshops to support specific USG regional efforts, including a National Military Strategy Engagement series with both Yemen and Lebanon which continues to enhance our reputation as one of the USG's preeminent strategic engagement platforms.

Outcomes of strategic importance included: (1) Workshops that produced a first ever Lebanese national military strategy document that was adopted by the Lebanese Armed Forces and the government of Lebanon; (2) Workshops that moved the Lebanese Armed Forces Staff College to a new instructional program that refocused the Lebanese military curriculum to support a evolving national security/defense strategies and new strategic outlooks with respect to its neighbors; (3) Bilateral seminars with the Government of Yemen that enhanced its ability to conduct national security strategy planning at the interagency level. These were precedent setting activities bringing senior Yemeni government officials together for the first time.

Following the major Yemeni seminar, the "group of 40" Yemenis continued to meet monthly, improving government coordination and counter terrorism efforts within Yemen; (4) Multilateral engagement with India and Pakistan resulted in the first published statement by senior academics and former national leaders urging their national leaders to begin direct, bilateral talks on nuclear deterrence issues; (5) A series of Pakistani military seminars which dispelled significant misperceptions on both sides and led directly to increased engagement and bi-lateral cooperation on the Afghan-Pakistan border. These seminars also had a direct, positive impact on U.S.-Pakistani military coordination and

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

aided in the execution of U.S. humanitarian assistance support during the Pakistani floods of the summer of 2010.

Significant results from academic programs included a series of regional initiatives ranging from water resources and Tibet's watershed dilemma, to a ground breaking proposal from Pakistan to form a regional police force for the South Asian Association for Regional Cooperation to combat terrorism, and development of regional reconciliation and reintegration concepts applicable to Afghanistan, Sri Lanka, Turkey, Lebanon and Iraq.

NESA continues to work with Congress and other stakeholders to shape national strategy changes in Afghanistan, resulting directly in the implementation of a new command/control structure for Commander ISAF, an enhanced election strategy for the 2010 Afghan Parliamentary elections, and improvements in the Afghan Higher Staff and Command College and the Iraqi National Defense University curriculum. NESA also sponsored a senior executive panel designed to review and provide suggestions for improved implementation of the President's Muslim outreach initiatives - a particularly crucial connection to the region. During this seminar NESA inaugurated a distinguished alumni award that recognized a senior alumnus' contributions to regional security. The first recipient of this recognition was a general officer, female member of the Jordanian royal family, HRH Brigadier General Princess Aisha Bint Al-Hussein.

NESA programs that focused on Pakistan and Afghanistan directly impact US operations along the Afghan-Pakistan border. A US battalion commander noted that his Pakistani counterpart, a recent NESA alumnus was "extremely cooperative and supportive" on a series of tactical problems - a sea change in general attitudes in that region.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 10 Challenges

Several challenges were identified during the RC efforts to implement programs that execute OSD and COCOM regional priorities to build, sustain and create new partnerships and alliances this fiscal year. The lack of a permanent authority to fund non-government and international organizations participants has the potential to decrease the sphere of influence of U.S. foreign policy and deny access to a strategic audience. These organizations are direct contributors to security and stability; their involvement in RC programs is critical in executing policy guidance.

Although recent recruiting lead times show improvement, they are still excessive and when combined with the rate of civilian personnel turnover the result is a significant hiring lag. The requirement to continue to execute programs and support COCOM and OSD priorities for the region mandated that some centers be augmented with temporary contractor employees while recruitment actions are submitted for vacant billets. The centers are reviewing their civilian personnel recruitment processes to identify process improvements and reduce the recruitment cycle time. The centers are working with DSCA on standardizing their human capital strategy as much as possible to mitigate human resource challenges. APCSS is in the final stages of a human capital management assessment which will recommend strategies to operate the organization with the right talent, in the right position, conducting the right tasks. This will be shared across the enterprise.

One of the most significant challenges in FY10 was being able to meet the growing demand of stakeholders for the Regional Centers services while remaining within their current budget. Additionally, because the annual increase for inflation does not offset the inflationary costs of transportation, personnel, and facilities there is additional pressure on the budget.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 2011 Plans and Objectives

The Regional Centers' budget reductions go into effect in FY12. Preparations to absorb such a significant reduction responsibly must begin immediately and continue into and through FY11. As a result of the reductions, timely and specific policy guidance is anticipated to be issued by OSD Policy which will determine program priorities and goals. To meet these goals and insure that the FY12 program plans properly address policy priorities, the Regional Centers will need to make targeted adjustments to course content, locations and durations of programs. The majority of the work to make these adjustments will take place in FY11 after new policy guidance is provided and promises to take a considerable effort.

The Regional Centers have been proactive in pursuing cost reduction and identifying efficiencies across the enterprise. These efforts will continue through FY11 and beyond. Specifically, this includes reviewing the business models and processes of the Regional Centers, reviewing the human resource practices and analyzing program execution to reduce program costs. One of the more significant efforts to increase efficiencies and achieve cost savings includes completing the installation of a standardized student management and reporting system.

The Regional Centers, through core courses, seminars, workshops, research and outreach, will continue to build human and institutional partner capacity consistent with U.S. policy goals in FY11. Sustaining these existing relationships specifically supports current alliances and the creation of new partnerships - both of which are central elements of the U.S. security strategy as stated in the 2010 Quadrennial Defense Review Report. To accomplish this:

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

The APCSS will be conducting a one-week symposium for regional officials and security practitioners on maritime security in conjunction with the Maritime University in Vladivostok at the request of the U.S. Embassy Moscow. This is the first time APCSS has been invited to conduct a workshop in Russia. APCSS expects that this will encourage future Russian participation in APCSS and other U.S.-Russian engagement. APCSS will also be addressing the interface of science, technology, and security in a workshop to identify and assess the most significant current and emerging scientific and technological developments/phenomena, their impacts on international security, and recommended priority actions and further preparations based on Asia-Pacific perspectives. APCSS will continue security discussions with the PRC as part of a workshop series in China. APCSS is also developing relationships with Indian security institutes for collaboration on future security workshops.

CHDS plans to conduct several initiatives, including: recently accredited advanced courses; expansion of the Nation Lab program; three iterations of a tailored program featuring international collaboration that would enhance capacity in partner nations that was requested by OSD. CHDS will increase publishing materials such as reports, brochures and books to document and share the useful information generated by CHDS-sponsored academic activities. CHDS intends to increase its presence in the region by conducting short, cost-effective seminars and workshops, especially with alumni associations, universities and war colleges.

The GCMC will be offering for the first time a Seminar on Regional Security (SRS). This course is designed to investigate in-depth specific conflicts and other security concerns within their area of responsibility and come up with relevant policy recommendations for stakeholders. The GCMC will use innovative and recent case studies as a method of

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

engaging the participants in SRS so that students are fully involved in the resulting product at the end of the course. The Marshall Center and Bundeswehr University München recently signed a Memorandum of Understanding establishing areas of academic cooperation. A more detailed agreement will be established in FY11 which will focus on joint efforts in teaching courses that will be recognized by the University's post graduate Masters Program.

NESA's foundational program offerings will remain stable in FY11, while the Center will increase its emphasis on Outreach and Engagement events, smaller workshops and COCOM and OSD supported events. NESA will continue to develop the quality of and synergy among the institutions of its Regional Network of Strategic Studies centers. NESA will continue faculty restructuring to provide world-class expertise while simultaneously holding down costs. It will continue to develop its Regional office in Manama to provide a forward presence to better coordinate activities in the Gulf region.

The expanse of Africa and the light U.S. footprint there highlight the importance of en route infrastructure to support defense sector transformation in theater. ACSS will advance security cooperation and build partner capacity by focusing programs on Security Sector Reform, Civil-Military Relations, and Transnational Threats in ways that increase stability and improve security through whole-of-government approaches. ACSS will work with CHDS to conduct a joint program on Trans-Atlantic narcotics trafficking and plans to host an African Executive's Seminar for ministerial challenges to national security. ACSS will continue working with partners to enhance defense posture by improving our relationships, access, and effective strategic planning among security forces.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 2012 Plans and Objectives

The Regional Centers will continue to build human and institutional partner capacity consistent with U.S. policy goals by sustaining engagement through core courses, seminars, workshops, research, and outreach events.

The Regional Centers will continue to be proactive in identifying efficiencies and achieving cost savings by sharing the smartest operating strategies and eliminating redundancies where possible. This will require a continuous review of business processes, human resource practices, and program execution to reduce program costs while achieving DoD's goals.

Budget reductions have required the centers to adjust course content, locations and durations of programs.

Warsaw Initiative Fund (WIF)/Partnership for Peace (PfP) Program

The Warsaw Initiative Fund (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 Office of the Under Secretary of Defense for Policy and the Unified Combatant Commands.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 2010 Assessments

In FY 2010, the WIF program conducted over 275 separate events in sixteen PfP member countries in Europe, Central Asia, and the South Caucasus. The U.S. Army's Civil-Military Emergency Preparedness program conducted multi-lateral and bilateral events that improved the capabilities of partner countries to plan, prepare, and respond to natural and man-made disasters. The program also supported efforts by the PfP Consortium of Defense Academies to implement professional military education enhancement projects in Kazakhstan, Azerbaijan, and Georgia. The George C. Marshall Center conducted a number of outreach programs in PfP countries, including seminars to promote democratic values in the armed forces, and workshops to familiarize participants with U.S. and NATO operational concepts and doctrine. The U.S. Navy continued to support the PfP Information Management System, a system that is widely used by PfP countries to share information and lessons learned.

The WIF program also supported partner country participation in over 15 multi-national Partnership for Peace exercises executed by the U.S. European Command, U.S. Central Command, and U.S. Joint Forces Command, as well as the U.S. Army's Civil-Military Emergency Preparedness program. Included among these exercises was Combined Endeavor 10, which improved the interoperability of participating countries during Crisis Response Operations, and LOGEX 10, which improved the ability of participating countries to conduct logistical support operations in a combined operating environment. Other exercises funded by the program included Sea Breeze 10, which improved the maritime security capabilities of Black Sea nations and supported the interoperability of the Ukrainian Joint Rapid Reaction Force with U.S. and NATO forces, and MEDCEUR 10, which provided a training venue for approximately 20 participating countries to train together



**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

and share emergency medical techniques and procedures in a disaster response medical scenario.

Defense reform and institution building in partner countries remained a central focus of the WIF program in FY 2010. A significant accomplishment during the year was the creation of a management entity at the Naval Postgraduate School's Center for Civil-Military Relations to oversee the planning, coordination, and implementation of all defense reform and institution building activities. The program conducted numerous seminars, conferences, and workshops in partner countries that focused on defense reforms at the ministerial level. In some countries, the program conducted assessments to better understand the requirements of partner countries, and assisted the Ministries of Defense in planning and executing Strategic Defense Reviews, a process fundamental to the establishment of a framework for defense reform. Building on the NATO PfP Action Plan on Defense Institution Building, the program focused its activities in FY 2010 in six defense reform areas: defense policy and strategy; human resource management; defense planning, budgeting, and resource management; logistics and infrastructure; professional defense and military education; and civil-military relations and interagency coordination.

**FY 2010 Challenges**

The main challenge to the WIF program in FY 2010 was unforeseen political events in Central Asia and Eastern Europe that caused some planned activities to be postponed or cancelled. One such event was the Regional Cooperation Exercise, which is a multi-national exercise that aims to improve cooperation and training between the U.S. and Central Asian countries, and promote the establishment of a Regional Coordination Center to enhance to enhance the ability of Central Asia states to prepare, respond, mitigate,

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

and recover from the crisis situation. Because of unexpected events in the region, the exercise had to be reduced in size and scope. In addition, the election of a new government in Ukraine caused some defense reform and institution building events to be postponed.

FY 2011 Plans and Objectives

In FY 2011, the WIF program will continue to conduct activities and exercises to encourage and support partner countries in building and restructuring their defense institutions, engaging in comprehensive defense reform, integrating with NATO, and operating effectively alongside U.S. and NATO forces in a coalition environment. The program will expand its activities in Central Asia and the South Caucasus, and continue to assist PfP countries in building partnership capacity and meeting U.S. priority NATO partnership goals identified in the NATO Membership Action Plans and Individual Partnership Action Plans. In addition, the WIF program will increase its bilateral activities in selected countries of the former Soviet Union. These activities will be designed to promote demilitarization and defense reform, as well as endorse regional stability and cooperation. Additionally, the program will continue to encourage and support partner nations in building effective and democratically-responsible defense institutions that are capable of operating in a manner consistent with Western norms.

FY 2012 Plans and Objectives

In FY 2012, the program will continue to assist partner countries in restructuring and reforming their defense establishments, integrating with NATO, and improving their interoperability with U.S. and NATO forces. The program will continue to enhance and expand its defense reform and institution building activities with countries in Europe,

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

the South Caucasus, and Central Asia. The program will conduct seminars, workshops, and conferences to promote defense reform, build capacity, and improve the capabilities of partner nations. Additionally, the program will support partner country participation in multi-national exercises executed by U.S. European Command and U.S. Central Command, and will continue to conduct activities that promote demilitarization and defense reform, as well as regional stability and cooperation, in selected countries of the former Soviet Union.

**Combating-Terrorism Fellowship Program**

The Combating Terrorism Fellowship Program (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 \$25M to \$35M. 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 2010 Accomplishments**

In FY 2010, CTFP continued to be a valuable DoD partnership strategy tool that continued to fill a crucial void in U.S. efforts to provide targeted international combating terrorism education to our partners. Combating terrorism education and training programs have proven to be an effective strategic tool in the struggle against violent extremism

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

that supplements the efforts of Geographic Combatant Commanders in accomplishing their missions. The 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 2010, CTFP was utilized to engage approximately 3,200 foreign military officers and security officials through attending CTFP-funded programs which provided approximately 500 educational programs to include ~ 50 events in ~35 foreign countries in all six Regional Combatant Commands. This included CbT education and training support to emerging regional and sub-regional organizations and alliances. Additionally, the program has made a successful initial entry into the world of virtual education and outreach effectively putting DoD on par with civilian educational institutions.

**FY 2011 Plans and Objectives**

In FY 2011, CTFP will be an even more 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 extremism. The programs plans for FY 2011 will be to 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 2011, it is anticipated the \$33,323,000 should support the approximately 2,800 to 3,000 foreign military and security officials to attend CTFP-funded programs and provide approximately 500 educational programs to include ~50 events in ~35 foreign countries in all six Regional Combatant Commands and the continued war on terror engagement efforts by US Special Operations Command. This should continue to include CbT education and training support to emerging regional and sub-regional organizations and alliances.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 2012 Plans and Objectives

In FY 2012, CTFP will continue to be 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 extremism. The programs plans for FY 2012 will be to maintain the initiatives of previous years and expand and operationalize the global network of CbT professionals. In FY 2012, it is anticipated that there will be a decrease in the numbers of foreign military and security officials to attend CTFP-funded programs (~2,700 to ~2,900) because of fixed program funding and increased operating costs. This may be offset with the continued expansion and utilization of virtual education opportunities and programs. It should still provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 foreign countries in all six Regional Combatant Commands. This 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 manage 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 DFAS accounting support and IT support.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Regional International Outreach (RIO)

FY10 Accomplishments

The following systems operations and maintenance items were accomplished on the 10 RIO Collaboration Suite Instances to support the Regional Centers and other DoD Educational institutions:

- Provided software changes in response to change requests regularly generated by end users (e.g., version 3.0 theming, 3.0 library database, 3.0 user interface/functionality)
- Provided site configuration 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 operations, administration and preventative and corrective maintenance

Six on-site personnel were provided to support the Africa Center for Strategic Studies, Asia-Pacific Center for Security Studies, Center for Hemispheric Defense Studies, George C. Marshall European Center for Security Studies, Defense Institute for International Legal Studies, and the Naval Postgraduate School(NPS) School of International Graduate Studies. They also support the other four organizations(Near East South Asia Center for Strategic Studies, Global Center for Security Cooperation, College of International Security Affairs, and the Defense Language Institute - English Language Center), as well

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

as seminar and outreach events in region. The on-site personnel provide day-to-day assistance and coordination on RIO usage and training at their respective organization, and assist organizations in the implementation of the system.

FY 2011 Plans and Objectives

Continue to provide the systems operations and maintenance support as detailed below on the existing 10 sites and two new RIO Collaboration Suite sites that will be stood up in FY11.

- Migrate the system from Stuttgart, Germany to a commercial hosting facility in Ashburn, Virginia
- Complete the Department of Defense Information Assurance Certification (DIACAP) package for RIO
- Provide software changes in response to change requests regularly generated by end users (e.g., theming, user interface/functionality)
- Provide configuration support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Develop work-arounds and patches for critical problems
- Perform system operations, administration, and preventative and corrective maintenance
- Provide five personnel to work with Regional Centers and other institutions during courses, seminars, and outreach events

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 2012 Plans and Objectives

Continue to provide the systems operations and maintenance support as detailed below on the existing 10 sites and two new RIO Collaboration Suite sites stood up in FY11, as well as two or more new sites that will be stand up in FY12.

- Update the Department of Defense Information Assurance Certification (DIACAP) package for RIO
- Provide software changes in response to change requests regularly generated by end users (e.g., theming, user interface/functionality)
- Provide configuration support
- Provide software fixes; deliver patches
- Review application exception logs and user trouble reports
- Perform troubleshooting
- Develop work-arounds and patches for critical problems
- Perform system operations, administration, and preventative and corrective maintenance
- Provide a minimum of two support personnel to work with Regional Centers and other institutions during courses, seminars, and outreach events

Security Cooperation Training and Support

This program, formally called International Programs Security Requirements Course, provides courses of instruction in security requirements for international programs for DoD and defense contractor personnel that have direct responsibility for these programs. 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



**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

understand security arrangements, laws, policies, and procedures that govern foreign involvement in our international programs to protect sensitive and classified technology and military capabilities. This 5-day 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.

FY 2011 and FY 2012 Plans and Objectives

An initiative was established to create an on-line continuing learning application. DISAM is modifying its curriculum to incorporate training courses that are not only traditionally Security Assistance (SA) but incorporate broader Security Cooperation (SC) topics. The Geographic Combatant Commands 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.

The curriculum will be developed and taught in residence and by mobile training teams beginning in FY11.

Defense Institution Reform Initiative (DIRI)

DIRI's 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

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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.

**FY 10 Assessments**

The Continuing Resolution in FY10 meant that funds did not arrive for program execution until the end of January and were not effectively available for in-country engagement until the end of February. Despite this timeline, DIRI was able to carry out 45 plus engagements with partner nation personnel during those 7 months, including:

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

- Capacity-building engagements with 8 countries -- Bangladesh, Brazil, Colombia, Democratic Republic of Congo (DRC), Liberia, Pakistan, Peru, Romania. These engagements include assessing capacity gaps, devising plans to address the gaps, and beginning implementing the plans.
  
- Planning engagements with USG stakeholders and partner nations in 4 countries (Cambodia, Chile, Mongolia, Maldives)

In addition, DIRI began the USG-only phase of planning for a Strategic Defense Review with Jordan.

The following sections discuss DIRI accomplishments and challenges in these engagements. Solutions to the ongoing challenges are identified in the FY11 Plans and Objectives section.

**FY 2010 Accomplishments**

1) DIRI is working in the "right" countries and the "right" focus areas: Close coordination with OSD regional offices, the Joint Staff, Combatant Commands, and country teams has helped ensure that DIRI programs serve OSD's strategic and policy objectives, the GCC's theater campaign plans, and the Embassy's mission strategic plans. DIRI is operating in countries prioritized by USG stakeholders and has negotiated work in focus areas of shared priority concern for the USG and partner nations.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

For Example:

- In Pakistan and Jordan, DIRI has supported, or is supporting, USG efforts to rationalize defense sector priorities and FMF requests.
- In Colombia, DIRI is supporting the Embassy's post-Plan Colombia emphasis on the need for defense sector institutionalization as a primary means to sustain security gains and past US investments in this area.
- DIRI countries in the Western Hemisphere reflect SECDEF priorities for engagement, with a focus on strategic partners in Brazil, Colombia, Chile and Peru.

2) DIRI has fostered partner country commitment and ownership of DIRI projects:

In all DIRI countries, partner nation personnel have formed the working groups necessary for success. In a number of countries, senior leadership are personally involved in overseeing DIRI projects or in lending their support. For example:

- In Colombia, the newly elected President has declared that the first of his three priorities for the defense sector is the sector's modernization, especially the reform of its education, training, and doctrine and lessons learned systems (the area in which DIRI is working to build capacity). In addition, the DIRI team routinely meets with the Vice Minister of Defense (VMoD) and Chief of Defense (CHoD) and its plan has received the endorsement of the Vice-Chiefs of all the Services.
- In DRC, a dedicated Working Group has been formed and both the CHoD and MoD's chief of staff have been actively engaged. This was a key accomplishment,

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

considering lack of concrete, material assistance offered by DIRI (its Title 10 funds cannot pay for products or services) and challenges affecting the security cooperation relationship between the US and the DRC.

- The Minister of Defense in Liberia routinely holds two-hour meetings with the US-Liberian DIRI team at the end of each engagement.

3) DIRI has helped build partner capacity and advanced key institution building efforts in countries where the DIRI program has been engaged.

- In Liberia, the drafting of a National Defense Strategy (NDS) was the top priority for the DIRI/MoD working group and is near completion after three working sessions. A key feature of the process has been widespread consultation with key governmental and civil society stakeholders on the key elements of the NDS.

- In Colombia, the Ministry of Defense (MOD) requested DIRI support with a comprehensive reform of its education, training and doctrine and lessons learned systems that had begun two and a half years earlier. Billed as a "revolution in education," the reforms were intended to turn the Colombian Armed Forces and the Police (which is subordinate to the MoD) into "learning organizations" capable of confronting changing security environments. When DIRI began its engagement, the reforms had stalled. DIRI has been able to reinvigorate the reform effort:

- Colombian services have reengaged with the Ministry in agreeing to DIRI-recommended changes that follow shared strategic guidelines.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

- The US-Colombian DIRI team has been able to identify plans for reform of the training and doctrine and lessons learned systems, which were underdeveloped in the original effort. They are beginning to implement the plans now.
- The US-Colombian DIRI team stressed the importance of changes in the manpower management system for the education and training reforms to have any effect. More broadly, the MILGP has long stressed the importance of this for Colombian readiness and force structure efforts - and now the Colombians have begun an effort to build their institutional capacity in this key area, with DIRI help.

4) DIRI has helped contribute to a more holistic approach to security cooperation by providing the missing capacity building element at the strategic and institutional level and by specifically coordinating with ongoing "train and equip" efforts (as well as with educational and outreach capacity building efforts by the Regional Centers):

- In Romania, DIRI complemented Department of State's field-level munitions disposal program in Romania by launching a process to address MOD-level management of defense infrastructure.
- In Maldives, DIRI worked on a National Security Strategy and Intelligence Board is being coordinated with and provides the strategic piece to an intensive PACOM J-2 effort on the island.
- In Bangladesh, DIRI is helping coordinate a PACOM APRI-funded initiative to bolster the Ministry of Defense and think-tank involvement in the security sector.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

- In Bangladesh and the Maldives, DIRI has worked very closely with Asia-Pacific Center for Security Studies (APCSS), providing follow-up engagement to workshops the Regional Center has conducted on civil-military relations and security sector development.
- In Colombia, the MILGP CDR has ordered that ALL security cooperation efforts related to education, training, doctrine and lessons learned, and human resource management be consistent with DIRI plans for those sectors. To date, DIRI has worked closely with the Joint Staff, SOUTHCOM J-7, the Component Commanders (e.g., Army South, Navy South) and other entities (IAAFA, JFCOM, CALL) in coordinating security cooperation activities in country.
- In Liberia, DIRI's work with the Ministry of Defense is one of the three integrated defense sector reform efforts. Initial work supporting the Ministry's development of the National Defense Strategy has not provided the opportunity for as close coordination with the other USG reform efforts as would be desirable. A key goal for FY11 will be improving coordination of DIRI support to the Ministry of Defense with Operation Onward Liberty support to the Armed Forces of Liberia.
- Supporting whole-of-government security sector reform in Democratic Republic of Congo by helping assess defense ministry capacity gaps and developing plans to address them. DIRI has also coordinated with UN and EU organizations in these efforts.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

5) DIRI has also answered short-fuse requests to provide support to strategic-level engagement efforts led by other USG entities. For example:

- At USDP request, DIRI developed a framework for Jordan's pending CENTCOM-led strategic defense review.
- DIRI contributed to the framework and provided an expert for a high-level U.S.-Pakistan defense planning exchange involved three DASDs.

FY 2010 Challenges

The major challenge for FY10 was created by the Continuing Resolution. The DIRI pilot project in FY09 allowed work to begin with Colombia and initial consultations to take place with a range of other countries. These efforts, however, had to be delayed until FY10 funds became available in February. In order to maintain momentum and meet partner nation expectations, a very quick resumption of engagement was necessary as soon as funds were available. The DIRI program management team and country project managers needed to be assembled and quickly deployed to the field within a few weeks of receiving funding. The goal was met (45 successful engagements in 7 months), but other long-term goals related to enhancing DIRI and broader US capacity to engage in Defense Institution Building (DIB) were not addressed as systematically as the DIRI PM team would have preferred.

These broader projects for building DoD ability to engage in partner capacity building, especially defense institution building, are discussed in more detail in the next section on FY11 Plans and Objectives. They are necessary not only to ensure DIRI capacity to



**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

respond effectively to increased engagements, but also for DIRI objectives to serve as a force multiplier for capacity building by other key security cooperation actors.

FY 2011 Plans and Objectives

DIRI expects to be engaged in 15-19 countries in FY 11. To ensure that existing DIRI programs and newly selected countries continue to serve OSD, Joint Staff, and Combatant Command goals, DIRI must initiate a new round of consultations with these stakeholders.

Additionally, in order to engage in an increasing number of countries, DIRI must increase 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.

DIRI will meet these objectives through participation in a DIB Baseline effort and by increasing its engagement with the Combatant Commands, especially their theater security cooperation planning activities.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

In FY10, DIRI worked closely with all the GCCs on capacity building efforts in individual DIRI countries. In FY11, it will 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 in October and the annual SCO workshop in November (where coordination with WHINSEC and CHDS will take place). In PACOM, DIRI will participate in the Joint Planning Groups and continue to support PACOM desk officers in designing and executing security cooperation initiatives (ex. APRI exchange visits) 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 OSD to transition DIRI activities to funding from traditional security cooperation programs as appropriate in the outyears. Despite this transition to other funding streams, DIRI will continue to provide oversight for institution building activities and help tailor programs as necessary.

**FY 2012 Plans and Objectives**

DIRI plans and objectives will continue those set in FY 11. DIRI will continue efforts to build USG capacity to engage in defense institution building.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Increasing Partner Capacity Building in Rule of Law Context

The Defense Institute of International Legal Studies (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 2010 Assessments

O&M, DW funding was allocated for DIILS to begin development and implementation of an effective multi-year, phased rule of law engagement program in support of operational priorities in the Guidance on Employment of the Force (GEF), Geographic Combatant Commanders' (GCC) campaign plans, and in accordance with other national strategy directives. DIILS has established or initiated planning programs in all six GCC areas of focus, including: Afghanistan, Iraq, Southern Sudan, Mexico, Liberia, Ukraine, Guatemala, and the Philippines. DIILS conducted rule of law engagements in Security Sector Reform, Maritime Law, Human Rights, Military Justice and Post Conflict Institution Building.

FY 2010 Challenges

Two major challenges were encountered in FY10. Rapidly evolving political conditions on the ground complicated DIILS program execution in the EUCOM, AFRICOM and PACOM AORs. As a new start in FY10, DIILS Increasing Partner Capacity Build had no funding until the Continuing Resolution Authority ended in the second quarter. This delayed the hiring of five billets (training specialists, curriculum writers, and an information technology specialist) and made planning and programming difficult early in the fiscal year.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

FY 2011 Plans and Objectives

DIILS plans to continue programmatic efforts in the aforementioned priority countries, and is ready to implement the results of several country surveys in FY11. DIILS' unique strength is that the modest O&M, DW investment will produce strategically agile, programmatically flexible, timely, and 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.

FY 2012 Plans and Objectives

FY12 funding provides for continued development and global implementation of DIILS rule of law-based programs, with a principal focus on department priorities in CENTCOM, AFRICOM and NORTHCOM, fulfilling the need for sustained engagement with international partners that is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. It also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing responsive and effective rule of law-based partnerships in support of U.S. national interest and goals.

Global Train and Equip (Section 1206): 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.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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 Secretary Gates has said, "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."

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 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. 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

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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; small/large caliber ammunition; radios; computers; night vision devices; riverine assault and combat support craft; and HMMWVs.

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. Global Train and Equip authority can respond to urgent

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

and emergent threats or opportunities in six months or less. For example, early successes included:

- o 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.
- 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.
- Provided valuable and timely capability to Yemen to address emergent terrorism challenges thus creating an air support capacity that did not previously exist.
- 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 Under Secretary of Defense for Policy, and numerous State Department components, with review by both regional and functional experts. Both DoD and State must agree before programs go forward.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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 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. DoD and the Department of State coordinate on all security cooperation 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.

Global Train and Equip represents an enduring military requirement to avoid large-scale military conflicts and reduce stress on US forces. DoD will continue to build on the success of this program in several ways. Metrics are under development to measure operational and strategic effects. DoD has asked the Inspector General to



**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

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.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Active Military End Strength (E/S)</u> (Total)	112	127	125	15	-2
Officer	91	102	100	11	-2
Enlisted	21	25	25	4	0
<u>Civilian End Strength (Total)</u>	421	483	483	62	0
U.S. Direct Hire	390	458	458	68	0
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	390	458	458	68	0
Foreign National Indirect Hire	31	25	25	-6	0
Memo: Reimbursable Civilians Included	11	14	14	3	0
<u>Civilian FTEs (Total)</u>	423	483	483	60	0
U.S. Direct Hire	393	458	458	65	0
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	393	458	458	65	0
Foreign National Indirect Hire	30	25	25	-5	0
Memo: Reimbursable Civilians Included	12	14	14	2	0
<u>Contractor FTEs (Total)</u>	159	149	149	-10	0

**DEFENSE SECURITY COOPERATION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b><u>FY 2010/FY 2011</u></b>			<b><u>FY 2011/FY 2012</u></b>		
	<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
101 Exec, Gen'l & Spec Scheds	48,675	243	509	49,427	0	-771	48,656
308 Travel of Persons	29,148	444	43	29,635	529	-7,679	22,485
673 Def Fin & Accounting Svc	983	4	77	1,064	188	-462	790
771 Commercial Transport	604	9	-153	460	20	-130	350
901 FN Indirect Hires	3,650	305	-707	3,248	114	-41	3,321
912 GSA Leases	2,218	31	369	2,618	39	-429	2,228
914 Purch Communications	526	7	-65	468	10	64	542
915 Rents, Leases (non GSA)	1,695	24	-55	1,664	25	40	1,729
920 Supplies/Matl (non fund)	3,699	79	-1,242	2,536	38	180	2,754
921 Print & Reproduction	132	2	62	196	3	-25	174
923 Facilities Maint Contr	891	13	-172	732	23	-428	327
925 Eqt Purch (non fund)	1,694	24	-21	1,697	55	-1,006	746
932 Mgt Prof Support Svcs	14,633	204	-1,298	13,539	234	3,111	16,884
960 Other Costs	136	2	-138	0	0	0	0
987 Other IntraGovt Purch	2,529,544	35,408	-2,029,590	535,362	8,024	6,372	549,758
989 Other Services	35,991	822	4,394	41,207	792	-9,912	32,087
<b>Total</b>	<b>2,674,219</b>	<b>37,621</b>	<b>-2,027,987</b>	<b>683,853</b>	<b>10,094</b>	<b>-11,116</b>	<b>682,831</b>

\* The FY 2010 Actual column includes \$1,970,000, thousand (\$1,570,000 - Coalition Support Fund, \$350,800 - Lift & Sustain) of FY 2010 Overseas Contingency Operations (OCO) Appropriation Act funding (P.L. 111-118).  
\* The FY 2011 Estimate column excludes \$2,000,000 thousand (\$1,600,000 - Coalition Support Fund, \$400,000 - Lift & Sustain) requested in the FY 2011 Defense-Wide OCO Budget Request.  
\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.  
\* The FY 2012 Estimate column excludes \$2,200,000 thousand (\$1,750,000 - Coalition Support Fund, \$450,000 - Lift & Sustain) requested in the FY 2012 Defense-Wide OCO Budget Request.

**DEFENSE SECURITY COOPERATION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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# **Fiscal Year 2012 Budget Estimates Defense Security Services (DSS)**



February 2011

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**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
DSS	479,268	5,853	33,662	518,743	5,581	-18,958	505,366

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

**I. Description of Operations Financed:** The Defense Security Service (DSS) supports national security and the warfighters by securing the nation's technological base and overseeing the protection of U.S. and foreign classified information entrusted to our industry partners. The DSS works in partnership with industry to establish and maintain threat-appropriate security countermeasures through recurring inspections, monitoring, oversight and counterintelligence services, training, advice, consultations, site visits and assistance.

The DSS ensures that cleared contractors maintain effective security systems that protect classified information and technologies and counter the threat posed by traditional and non-traditional adversaries who target the classified material in the hands of cleared contractors. The DSS provides counterintelligence support to recognize and report potential espionage threats; accredits information systems in industry to process classified information; manages the personnel security clearance process for industry personnel; manages Foreign Ownership, Control or Influence (FOCI) in cleared U.S. companies and provides security education, training, advice and assistance to cleared industry and other federal government agencies.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The FY 2012 budget estimates supports the DSS operational mission areas and command enabling support areas to enhance and expand the National Industrial Support Program (NISP), 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:

1. National Industrial Security Program (NISP)
2. Personnel Security Investigations for Industry (PSI-I)
3. Security Education, Training and Awareness (SETA)
4. Counterintelligence (CI)

Command Enabling Support Areas:

1. Management Headquarters Activity
2. Office of the Chief Information Officer

**1. National Industrial Security Program (NISP):**

The DSS administers and implements the NISP on behalf of the Department of Defense and 23 other non-DoD federal agencies, pursuant to Executive Order 12829, by providing oversight and assistance to over 13,000 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



**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

and overseeing approximately 600 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 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 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 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; and
- Providing proactive training and support for DSS field personnel, industry, government agencies
- Liaison with government Special Access Program (SAP) customers, and increase/improve analysis of SAP security issues.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**a. Industrial Security Field Operations (ISFO):**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$77,568	\$101,670	\$107,108

The Industrial Security Field Operations (ISFO) inspects and provides oversight to cleared defense contractors on behalf of the Department of Defense (DoD) and 23 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 task list is to:

- Serves as "first responder" to Industry for industrial security matters;
- Ensure security of cleared Industry's Information Systems processing classified information;
- Enhances security awareness among external and internal customers;
- Assesses security posture of cleared Industry;
- Monitors Foreign Ownership, Control or Influence FOCI mitigation instruments;
- Supports the personnel security clearance process.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**b. Industrial Policy and Programs (IP):**

<u>Dollars in Thousands</u>		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$26,234	\$21,971	\$18,812

The Industrial Policy and Programs Directorate (IP) supports the National Industrial Security Program (NISP). The mission of the IP Directorate includes interpreting policy and providing guidance for the NISP (23 members to include the Department of State, the Department of Justice and the Department of Homeland Security); mitigating foreign ownership, control, and influence (FOCI) for U.S. companies with classified contracts; managing the security oversight functions of DSS' direct and indirect support to the Special Access Program community; developing a Cyber Strategy for cleared defense contractors; supporting cyber threat sharing by the Defense Industrial Base (DIB) Cyber Security Task Force and the DIBNet communication system; ensuring secure international transfers of classified commercial sales. IP also exercises authority and responsibility for industry personnel security investigation (PSI) workload projections, tracks program performance for Industry and DoD components, monitors PSI funding, and provides financial analysis and operations research support to DSS and other DoD offices.

**2. Personnel Security Investigations for Industry (PSI-I):**

<u>Dollars in Thousands</u>		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$218,015	\$234,109	\$237,193

The DSS identifies requirements and manages the costs for personnel security investigations for all industry personnel in support of DoD components and 23 other federal agencies under the National Industrial Security Program (NISP). Contractor

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

personnel are employed on projects in support of multiple Executive Branch agencies requiring a centrally financed program to provide economy of scale and dramatically reduce overhead costs associated with the management of these requirements across the federal government. The demand of Office of Personnel Management (OPM) personnel security clearance investigations has increased which is attributed in part to Overseas Contingency Operation (OCO) workload to meet critical needs, the President's Management Agenda (PMA), and intelligence reforms mandated by the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004.

**3. Security Education Training and Awareness Program (SETA):**

<u>Dollars in Thousands</u>		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$21,449	\$32,262	\$28,316

The Defense Security Service (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 (NISP).

By the end of FY 2010 third quarter, SETA recorded 94,935 course completions representing an increase of more than 27 percent over FY 2009, and more than 32 percent over FY 2008. 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

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

quality, relevance, and cost effectiveness of the professional development deliverables and support that it provides to DoD's security and intelligence communities.

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 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, ENROL.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

Security Professionalization Division: is responsible for the implementation and maintenance of 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 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 the 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).

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**4. Counterintelligence Program (CI):**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$16,916	\$25,087	\$24,429

The DSS provides CI support to the National Industrial Security Program (NISIP). The DSS CI Mission is to, "identify unlawful penetrators of the cleared Defense Industrial Base." That means providing support to 13,300+ cleared facilities that support 1.2 million workers. The DSS CI mission must work with a full range of U.S. Government Departments, Services, and Agencies. The DSS CI Directorate is organized into two divisions: Operations and Intelligence.

The value added by the Operations Division is in identifying known and suspected collectors engaged in illegal or suspicious acts related to defense technology. The Operations Division refers information to federal action agencies for exploiting.

The value added by the Intelligence Division is in informing the cleared DIB and U.S. Government agencies and officials of threats posed to them and the U.S. DoD technology in their charge. To inform its customers, the Intelligence Division publishes the following products: Annual Trends; Quarterly Trends; Company Assessments; Technology Assessments; Target Country Assessments; Intelligence Information Reports; and analysis associated with Operations Division referrals.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

In addition to the DIB, the DSS CI service supports the following: federal law enforcement agencies targeting intelligence operators, terrorists and criminals attempting to steal U.S. Defense technology; the Defense Intelligence Agency's "Campaign" and "Castle" programs; the U.S. Intelligence Community; the FBI DOMAIN program; the Annual Report to Congress on Economic Collection and Industrial Espionage; the DoD Personnel Clearance Adjudication Facilities; and Joint Task Force-Global Network Operations.

**Operational Support Activities**

**1. Management HQ Activities:**

<u>Dollars in Thousands</u>		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$45,295	\$48,753	\$42,898

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>		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
\$73,791	\$54,891	\$46,610

The OCIO supports Automated Information Systems (AIS) and communications infrastructure for the following Defense Security Service (DSS) and its programs:



**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- National Industrial Security Program (NISP)
- Counterintelligence (CI) activities
- Security Education and Awareness Training (SETA)
- All support elements

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 the activities associated with the Enterprise Security System (ESS). This includes the ongoing support and maintenance of the legacy systems (i.e., Industrial Security Facilities Database (ISFD), and Electronic Network Registration and On-Line Learning (ENROL) that are integrated components of ESS. OCIO supports the enhancement of the DSS Industrial Security mission including installation of additional network segments, support to additional field operations staff, and capacity enhancements to support the growing mission areas. ESS also maintains a customized Commercial-off-the-Shelf (COTS) Learning Management System (LMS) and Learning Content Management System (LCMS) which facilitates DSS security education. These automated capabilities will require operations and maintenance funding to support the DSS mission.

**II. Force Structure Summary: N/A**

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action			Current Estimate	
			Amount	Percent	Appropriated		
<b>A. <u>BA Subactivities</u></b>							
*National Industrial Security Program	103,802	123,641				123,641	125,920
PSI for Industry	218,015	234,109				234,109	237,193
Security Education Training Awareness	21,449	32,262				32,262	28,316
Counterintelligence Program	16,916	25,087				25,087	24,429
Management HQ Activities	45,295	48,753				48,753	42,898
**Office of Chief Information Officer	73,791	54,891				54,891	46,610
<b>Total</b>	<b>479,268</b>	<b>518,743</b>				<b>518,743</b>	<b>505,366</b>

Note: The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

\* National Industrial Security Program includes budget estimates for Industrial Security Field Operation (ISFO) and Industrial Policy and Programs (IP).

\*\* Budget estimates include funding for the Enterprise Security System.

\*\*\* The funding change in the above summary by listed program does not directly correspond with specific program increases and decreases by object class as reflected on the OP-32 due to internal initiatives to achieve efficiency.

DEFENSE SECURITY SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands):

B. Reconciliation Summary

	Change FY 2011/FY 2011	Change FY 2011/FY 2012
<b>Baseline Funding</b>	518,743	518,743
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>518,743</b>	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	<b>518,743</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		5,581
Functional Transfers		-1,758
Program Changes		-17,200
<b>Current Estimate</b>	<b>518,743</b>	<b>505,366</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>518,743</b>	

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>518,743</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>518,743</b>
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
3. Fact-of-Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>518,743</b>
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>518,743</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>518,743</b>
6. Price Change		5,581
7. Functional Transfers		-1,758
a. Transfers In		
b. Transfers Out		
1) Procurement Realignment	-974	
Transfers funds from Operations and Maintenance to Procurement to properly resource major Information Technology (IT) investments and infrastructure.		
2) PSI-I Oversight	-784	
Transfer of five Civilian Full Time Equivalents for Personnel Security Investigations-Industry to the USD (I)		
8. Program Increases		18,603

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) National Industrial Security	9,537	
Increase provides funding for more thorough risk based facility inspections to include in depth facility and threat analysis; conducting classified system accreditation and issuing interim authority to operate within 45 days; reconstituting a robust overseas security and counterintelligence presence; providing continued support in the areas of industrial and personnel security policy, as well as providing adjudication of foreign ownership, control, and influence (FOCI). (FY 2011 Base: \$123,641, +19 FTEs)		
2) PSI for Industry (PSI-I)	2,950	
Increase provides for personnel security investigations and periodic re-investigations for all industry personnel in support of DoD components and federal agencies under NISP. (FY 2011 Base: \$234,109)		
3) Counterintelligence Programs	2,489	
Increase allows CI to uncover additional known/suspected collectors stealing U.S. Defense Technology, and to better inform DIB and U.S. Government officials of the threat to best defend the DIB. It also provides increased security awareness briefs to industry, joint team inspections at cleared facilities, and ability to respond to suspicious contact reports from industry; implements an initiative to provide CI countermeasures to foreign visit vulnerabilities; provides analytical support for coordination of		

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
countermeasures to assist in the detection and deterrence of Foreign Intelligence Services' directed espionage operations and terrorist activities targeting our critical national assets; increases the level of support and coordination with the FBI Domain Program and DC3 efforts to counter the cyber war; and provides analytical support to the Overseas Contingency Operation, Campaign Programs, Foreign Ownership Control Influence, and the Insider Threat. (FY 2011 Base: \$25,087, +15 FTEs)		
4) Security Education Training and Awareness (SETA) Increase expands development of new security training courseware to include state-of-the art technologies that will significantly increase training capabilities that will reach the larger security community audience. (FY 2011 Base: \$32,262, +11 FTEs)	2,428	
5) Management Headquarters Activities Increase supports additional personnel in support of core mission requirements(FY 2011 Base: \$48,753, + 5 FTEs)	1,199	
9. Program Decreases		-35,803
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
1) One day Adjustment for decrease is for one less compensable workday in FY 2012.	-605	
c. Program Decreases in FY 2012		
1) Efficiency Baseline Review: The civilian hiring freeze is part of the DoD reform agenda to maintain with limited exceptions (noted above)the FY 2010 FTE level (FY 2011 Base: \$136,104).	-26,268	

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
2) Efficiency Baseline Review: The reduced travel initiative promotes alternative modes of communication instead of the costly physical transportation of DoD personnel. (FY 2011 Base: \$8,454)	-4,786	
3) Efficiency Baseline Review: A reduction in the dependency on contractor support staff promotes the revitalization of the current DoD workforce by increasing skill sets among personnel. (FY 2011 Base: \$45,220)	-3,744	
4) Efficiency Baseline Review: The baseline review emphasized the need to emphasize critical priorities and eliminate lower priority functions and redundancies. (FY 2011 Base: \$4,492)	-400	
<b>FY 2012 Budget Request</b>		<b>505,366</b>

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

During FY 2010 the DSS developed and deployed an array of performance measures to gauge mission performance and transformation efforts. Formulated to satisfy both the OMB Circular A-11 and the DoD Balanced Scorecard requirements, the DSS identified and published complete descriptions of its twenty-six key measures in the DSS Performance Measures Catalog.

Efforts continue to focus on methods for the DSS to collect and manage supporting data in order to establish performance baselines. The DSS will continue to evolve and refine its performance measures to ensure senior leaders have the tools necessary to make sound decisions in the areas of risk and resource management.

The following performance measures were established and data collection begun to assess the performance of the DSS core mission.

**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 the 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



**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

quantitative risk management factor 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 FIL was published July 1, 2009. The DSS will continue to update the FIL quarterly to reflect the latest threat information. The Fiscal Year 2010 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 10 Inspection Data By FIL	FY	Facilities	Facilities Not	Total	% Facilities	GOAL	BELOW
	Inspections Completed	Overdue Inspections	Overdue Inspection	Amount of Facilities	Not Overdue		GOAL
FIL1	847	0	840	840	100%	100%	0%
FIL2	2886	0	2912	2912	100%	100%	0%
FIL3	5248	2842	6710	9552	70%	90%	30%
<b>Total</b>	<b>8981</b>	<b>2842</b>	<b>10462</b>	<b>13304</b>	<b>79%</b>	<b>----</b>	<b>----</b>

**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.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

Average Information System Accreditation (days)	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-09	Jun-10	Jul-10	Aug-10	Sep-10
Actual Average	31	22	28	21	30	21	17	18	21	18	27	24
YTD Average	31	27	27	26	26	26	24	24	23	23	23	23
# Over 45 days	56	49	72	49	66	81	40	55	99	60	77	65
Monthly Target	30	30	30	30	30	30	30	20	20	20	20	20

**NISP Performance Measure #3:** Percent of Initial Adjudications completed within an average 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-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-09	Jun-10	Jul-10	Aug-10	Sep-10
Target	20	20	20	20	20	20	20	20	20	20	20	20
Actual	24	13	6	10	15	18	20	22	30	33.6	33.6	31.3
# Completed for 20 Day Average	8,735	11,616	9,391	7,146	6,007	8,507	8,021	7,424	8,092	6,005	9,741	10,294
Total # Completed	9,706	12,907	10,435	7,941	6,675	9,453	8,913	8,249	8,992	6,672	10,823	11,438

**NISP Performance Measure #4:** Percent of Reinvestigation Adjudications completed within an average 30 days.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**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 in	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-09	Jun-10	Jul-10	Aug-10	Sep-10
Target	30	30	30	30	30	30	30	30	30	30	30	30
Actual	6	8	4	7	16	18	20	23	31	40.8	49.6	69.6
# Completed for 30 Day Average	1,566	1,088	1,114	855	927	1,405	1,000	900	1,125	785	504	887
Total # Completed	1,741	1,209	1,238	950	1,031	1,562	1,112	1,001	1,251	872	560	986

**2. Security Education Training and Awareness Program (SETA)**

**SETA Performance Measure #1:** Requested FY 2010 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 the DSS available resources to support. The SETA program is taking action to increase its capacity to accommodate the needs of the security community.

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

Requested FY10 Course Iterations Scheduled	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-09	Jun-10	Jul-10	Aug-10	Sep-10
Cum Monthly Schedule	7	16	25	32	42	52	63	70	79	85	94	103
Requested Total for FY 10	157	157	157	157	157	157	157	157	157	157	157	157

**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. The DSS established an FY 2010 goal of increasing inventory to 75% of the requirement. The DSS will apply future resources provided by the Department for the DSS Transformation Plan and Future Options Study to increase capacity to accommodate the needs of the security community.

Required Active Course Inventory FY10	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-09	Jun-10	Jul-10	Aug-10	Sep-10
Total Actual Active Course Inventory	53	53	54	57	58	61	62	63	63	64	66	71
FY10 Total Course Inventory Requirement	76	76	76	76	76	76	76	76	76	76	76	76

**3. Counterintelligence (CI): CI Performance Measure #1: Annual Rate of Identification (efficiency/output).\*** The DSS CI's FY2010 goal was to identify 1.5 known or suspected collectors within the cleared DIB per CI resource; the FY2011 goal was raised to 2.0 known or suspected collectors per CI resource.

**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

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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. DSS CI's FY2010 goal was to identify 1.5 known or suspected collectors within the cleared DIB per CI resource; the FY2011 goal was raised to 2.0 known or suspected collectors per CI resource.

	FY 2010				FY 2011		
	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11
<b>Rate of ID per Ave Available CI Resource*</b>	.91	1.22	1.51	2.0	2.3		
Number of k/s Identified (most recent 12-months)	62	95	136	202	259		
Number of k/s identified FYTD	24	70	125	202	81		
Average Available (FTE/CTR) CI Resources	68	78	90	98	113		

\* 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.

DEFENSE SECURITY SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>Change FY 2010/ FY 2011</u>	<u>Change FY 2011/ FY 2012</u>
<u>Civilian End Strength (Total)</u>	<u>772</u>	<u>862</u>	<u>907</u>	<u>90</u>	<u>45</u>
U.S. Direct Hire	772	862	907	90	45
Total Direct Hire	772	862	907	90	45
<u>Civilian FTEs (Total)</u>	<u>772</u>	<u>862</u>	<u>907</u>	<u>90</u>	<u>45</u>
U.S. Direct Hire	772	862	907	90	45
Total Direct Hire	772	862	907	90	45
Average Annual Civilian Salary (\$ in thousands)	122.3	132.2	132.2	9.9	0
<u>Contractor FTEs (Total)</u>	<u>138</u>	<u>124</u>	<u>110</u>	<u>-14</u>	<u>-14</u>

**DEFENSE SECURITY SERVICE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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

<u>OP 32 Line</u>	<u>FY 2010</u>	<u>Change</u>		<u>FY 2011</u>	<u>Change</u>		<u>FY 2012</u>
		<u>FY 2010/FY 2011</u>			<u>FY 2011/FY 2012</u>		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	94,451	472	41,181	136,104	0	-16,056	120,048
<b>199 Total Civ Compensation</b>	<b>94,451</b>	<b>472</b>	<b>41,181</b>	<b>136,104</b>	<b>0</b>	<b>-16,056</b>	<b>120,048</b>
308 Travel of Persons	6,310	88	2,056	8,454	127	-2,364	6,217
<b>399 Total Travel</b>	<b>6,310</b>	<b>88</b>	<b>2,056</b>	<b>8,454</b>	<b>127</b>	<b>-2,364</b>	<b>6,217</b>
673 Def Fin & Accounting Svc	685	3	144	832	-147	159	844
<b>699 Total DDCF Purchases</b>	<b>685</b>	<b>3</b>	<b>144</b>	<b>832</b>	<b>-147</b>	<b>159</b>	<b>844</b>
771 Commercial Transport	896	13	-600	309	5	687	1,001
<b>799 Total Transportation</b>	<b>896</b>	<b>13</b>	<b>-600</b>	<b>309</b>	<b>5</b>	<b>687</b>	<b>1,001</b>
912 GSA Leases (SLUC)	4,761	67	801	5,629	84	1,674	7,387
914 Purch Com (non fund)	18,914	265	-12,225	6,954	104	10,320	17,378
915 Rents, Leases (non GSA)	4,755	67	3,384	8,206	123	-297	8,032
917 Postal Svc (USPS)	162	2	47	211	3	72	286
920 Supplies/Matl (non fund)	7,509	105	12,438	20,052	301	-9,505	10,848
921 Print & Reproduction	210	3	139	352	5	85	442
922 Eq't Maint Contract	5,344	75	-1,230	4,189	63	3,278	7,530
923 Facilities Maint by Contr	4,169	58	-638	3,589	54	4,241	7,884
925 Eq't Purch (Non-Fund)	6,307	88	-283	6,112	92	2,045	8,249
930 Other Depot Maint non fund	0	0	0	0	0	0	0
931 Contract Consultants	5,197	73	-84	5,186	78	-2,426	2,838
932 Mgt Prof Support Svcs	5,828	82	4,258	10,168	153	-7,119	3,202
934 Engineering & Tech Svcs	33,309	466	-3,909	29,866	448	-11,487	18,827
987 Other IntraGovt Purch	236,382	3,309	-2,845	236,846	3,553	16,583	256,982
989 Other Services	44,079	617	-9,012	35,684	535	-8,848	27,371

DEFENSE SECURITY SERVICE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

	FY 2010	Change		FY 2011	Change		FY 2012
		<u>FY 2010/FY 2011</u>			<u>FY 2011/FY 2012</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	376,926	5,277	-9,159	373,044	5,596	-1,384	377,256
Total	479,268	5,853	33,622	518,743	5,581	-18,958	505,366

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.



# **Fiscal Year 2012 Budget Estimates Defense Threat Reduction Agency (DTRA)**



February 2011

DEFENSE THREAT REDUCTION AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
DTRA	383,814	4,269	75,439	463,522	3,467	-34,856	432,133

\* The FY 2010 Actual Column includes \$2,018 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$0 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate Column excludes \$1,218 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate Column reflects the FY 2011 President's Budget request.

**I. Description of Operations Financed:** The mission of the Defense Threat Reduction Agency (DTRA) is to safeguard the United States and its allies from Weapons of Mass Destruction (WMD) (Chemical, Biological, Radiological, Nuclear, and High Yield Explosives) by providing capabilities to reduce, eliminate, and counter the threat and mitigate its effects.

The threat to the Nation's security presented by weapons of mass destruction (WMD) is immediate, persistent, growing, and evolving. The recently updated National Security Strategy (NSS) underscores this by stating "... there is no greater threat to the American people than weapons of mass destruction, particularly the danger posed by the pursuit of nuclear weapons by violent extremists and their proliferation to additional states." Accordingly, the Quadrennial Defense Review Report (QDR), February 2010, identifies numerous initiatives in support of the Department's priorities and key mission areas to provide a layered defense across the spectrum of the counter-WMD mission in order to provide the American people the most effective and efficient barriers to WMD.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The DTRA is the Department of Defense's (DoD) combat support agency for the WMD mission. The DTRA executes national missions related to countering WMD while working as an interagency and international team builder to stop WMD threats at their sources; interdict weapons and WMD materials at borders and in transit; as well as mitigate WMD effects. Additionally, the Director, DTRA, heads the United States Strategic Command Center for Combating WMD (SCC-WMD) in a dual-hatted role. The SCC-WMD supports the development and advocacy of DoD doctrine, organization, training, material, leadership and education, personnel, and facilities (DOTMLPF) for countering WMD capabilities. In addition, the SCC-WMD synchronizes DoD component countering WMD-related planning efforts. The DTRA budget request represents the Department's investment in securing the Nation from the threat of WMD.

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:**

The FY 2012 budget request reflects an overall decrease of -\$31.4M when compared to the FY 2011 current estimate. This net adjustment includes a price adjustment of +\$3.5M; -\$3.0M functional transfer of the National Technical Nuclear Forensics program to the Army; and program increases of +\$7.4M and program decreases of -\$39.3M.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>\$ in thousands</u>		
<b>A. <u>Nonproliferation Activities*</u>:</b>			
*(Retitled in FY 2012 from Arms Control Inspection)			
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
New Strategic Arms Reduction Treaty (NST) Missions	7,464	13,310	8,265
Conventional Armed Forces in Europe (CFE) Missions	5,955	6,459	7,637
Chemical Weapons Convention (CWC) Missions	6,081	6,952	5,434
Open Skies (OS) Missions	4,164	3,448	4,456
International Counterproliferation (ICP) Program	12,211	14,286	11,269
Secretary of Defense Support	4,008	3,519	2,648
Defense Treaty Inspection Readiness Program	1,136	1,305	1,144
Nunn-Lugar Global Cooperation Program	0	0	887
Civilian Personnel Payroll	21,804	27,177	29,991
<b>Total</b>	<b>62,823</b>	<b>76,456</b>	<b>71,731</b>

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.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The U.S. seeks to reduce the threat from weapons of mass destruction in a number of ways, particularly through treaty and non-treaty efforts to control, safeguard, and eliminate existing weapons. As 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, and Balkans). 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

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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.

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, or 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, and the latest assumptions for inspection and compliance requirements. These assumptions are tied to Presidential policy and strategy.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b><u>TREATY/PROGRAM</u></b>	<b><u>BUDGET TREATY ASSUMPTIONS</u></b>
	<b><u>ENTRY-INTO-FORCE</u></b>
Strategic Arms Reduction Treaty (START)	EIF 5 Dec 1994; Expired 4 Dec 2009
New START Treaty (NST)	EIF TBD
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
CFE Adapted	EIF 1st Qtr FY 2012
Plutonium Production Reactor Agreement (PPRA)	EIF 23 Sept 1997

**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 START Treaty expired in December 2009. The NST was signed in April 2010 and has recently been ratified. The DoD has directed the DTRA to begin preparations for implementation and anticipates entry into force (EIF) in the near future.

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.



**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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.

**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. is 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.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 ensure that Man-Portable Air Defense Systems (MANPADS), other SALW, and related ordnance, are properly secured and 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.

This 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 escort activity of continuous monitoring at Tooele, Utah; Anniston, Alabama; Umatilla, Oregon; and Pine Bluff, Arkansas. Additional CWC escort missions include inspections of DoD

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

storage facilities, short-duration inspections of destruction of recovered chemical weapons and 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:**

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 of the Former

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

Soviet Union, the Baltics, the Balkans, and Eastern Europe have agreed to work with the U.S. to stem the proliferation of weapons of mass destruction.

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. The FY 2011 funding permits the ICP Program to engage countries that have made the long-term 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 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). FY 2012 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

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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) Nunn-Lugar Global Cooperation Program:**

The goal of the DTRA Nunn-Lugar Global Cooperation (NLGC) Program is to confront WMD threats at their source and as far from American borders as possible. Under the NLGC umbrella and as part of the DTRA Global Counter-Trafficking Initiative, the Regional Counter-proliferation Engagement (RCE) Program will execute training events, seminars and information exchanges among regional partner nations to combat WMD proliferation by improving regional cooperation and information sharing. The ultimate goal of the RCE Program is to increase the capacity of regional partners to employ and enhance counter-proliferation strategies and capacity and to fully integrate these partners into the global counter-proliferation community.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>I. <u>Description of Operations Financed (continued):</u></b>	<b><u>\$ in thousands</u></b>		
	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>
	<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
<b>B. <u>WMD Combat Support and Operations:</u></b>	127,187	163,419	147,113

The DTRA provides combat and warfighter support to the Joint Chiefs of Staff (JCS), the 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.

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 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

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 National Nuclear Security Administration (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 can rapidly and globally deploy 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 (SMEs)), technical, and operational support to COCOM designated, search forces and, if necessary, can augment their personnel. 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 SMEs).

The DTRA provides pre-incident site characteristics packages to COCOMs to aid in a crisis situation to recapture the site, or for consequence management planning. The Chairman, Joint Chiefs of Staff (JCS) Contingency Plan (classified) directs this program. By conducting these surveys, the DTRA monitors requirements, tracks suspenses, and receives feedback from the customer by way of exercise or tabletop reviews to improve the product. The DTRA standard is to provide timely and accurate survey analysis and products tailored to the customer needs within 90 days of collecting survey data. These surveys are detailed tactical planning tools, which include: 3-D modeling; in-depth narrative

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

descriptions; imagery; architectural blueprints and mission specific infiltration and exfiltration (air and ground); critical routes; positions for site exploitation; and breaching data. In FY 2010, 8 Site Surveys were completed; and 10 Site Surveys will be completed each year in FY 2011 and FY 2012.

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 manages the CWMD-Terrorism (CWMD-T) Support Program and sustains a CWMD-T Support Cell to integrate and federate all-source intelligence products and information to support the Joint Intelligence Preparation of the Operational Environment process to anticipate plausible terrorist WMD threats.



**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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.

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 (RFW), 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

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 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

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 and suggestions for both procedural and technical options to mitigate those vulnerabilities. Support also 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 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.

Regional Combating WMD Program (RCP): The RCP develops COCOM and regional capability to build and sustain long-term defenses against WMD. The RCP accomplishes this mission by promoting regional cooperation for key states and organizations, supporting regional activities, communicating strategic messages, and leveraging U.S. and international efforts to combat WMD. Decisive abilities in RCP are to identify and leverage functional

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

and regional expertise, and support COCOM requirements in combating WMD and related fields.

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.

\$ in thousands

<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>

**C. U.S. Strategic Command (USSTRATCOM) Center for Combating Weapons of Mass Destruction**

	27,960	31,836	25,253
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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.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The DTRA supports the SCC mission by developing tools; providing strategic and contingency planning, policy and analytical support; developing interagency 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. 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 subject matter experts (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.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

\$ in thousands

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>

**D. Core Mission Sustainment:**

	152,801	181,140	177,943
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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 friends from WMD by reducing the present threat and preparing for the future threat. 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; and provide the safety, security, and efficiency necessary for mission success. Activities funded in this budget subactivity group also provide for the essential management, planning, and administration of management headquarters functions, operational, and administrative 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.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

\$ in thousands

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
	<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
<b>E. <u>Defense Threat Reduction University:</u></b>	13,043	10,671	10,093

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) and the Defense Threat Reduction Information Analysis Center (DTRIAC). 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.

**II. Force Structure Summary: Not Applicable**

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011					
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>		Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent Appropriated</u>		
<b>A. <u>BA Subactivities</u></b>						
1. Nonproliferation Activities**	62,823	76,456			76,456	71,731
2. Weapons of Mass Destruction Combat Support & Operations	127,187	163,419			163,419	147,113
3. USSTRATCOM Center for Combating WMD	27,960	31,836			31,836	25,253
4. Core Mission Sustainment	152,801	181,140			181,140	177,943
5. Defense Threat Reduction University	13,043	10,671			10,671	10,093
<b>Total</b>	<b>383,814</b>	<b>463,522</b>			<b>463,522</b>	<b>432,133</b>

\* The FY 2010 Actual Column includes \$2,018 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$0 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate Column excludes \$1,218 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate Column reflects the FY 2011 President's Budget request.

\*\* (Retitled in FY 2012 from Arms Control Inspection to Nonproliferation Activities. Includes civilian payroll costs (\$6,966 thousand) for the Cooperative Threat Reduction Program, that were previously included in the Core Mission Sustainment subactivity group, and are now more appropriately aligned under the Nonproliferation Activities subactivity group.)



DEFENSE THREAT REDUCTION AGENCY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands):

B. Reconciliation Summary

	Change FY 2011/FY 2011	Change FY 2011/FY 2012
<b>Baseline Funding</b>	<b>463,522</b>	<b>463,522</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>463,522</b>	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	<b>463,522</b>	
Anticipated Supplemental	1,218	
Reprogrammings		
Price Changes		3,467
Functional Transfers		-3,000
Program Changes		-31,856
<b>Current Estimate</b>	<b>464,740</b>	<b>432,133</b>
Less: Wartime Supplemental	-1,218	
<b>Normalized Current Estimate</b>	<b>463,522</b>	

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>463,522</b>
1. Price Change		3,467
2. Functional Transfers		-3,000
a. Transfers In		
b. Transfers Out		
1) National Technical Nuclear Forensics (NTNF) to Army	-3,000	
The NTNF program provides reliable and timely technical conclusions in the aftermath of a radiological attack to make informed decisions on attribution. In response to JSPD-17, DoD Directive S-2060.04 assigned the DTRA responsibility for interim ground collection capabilities. This funding adjustment reflects transfer of the NTNF Ground Sampling program to the Army. (FY 2011 Base: \$3,000 thousand)		
3. Program Increases		7,377
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Near Real Time Reachback	3,080	
This enhancement will provide far more rapid and comprehensive Countering WMD (CWMD) information sharing and decision making across DoD and with the Department's interagency and international partners; essential secure and reliable connectivity; and information assurance requirement compliant software and hardware (at INFOCON 3) for DTRA's unique global mission. This program increase provides equipment maintenance and contractual support.		

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
(FY 2011 Base: \$5,284 thousand)		
2) Balanced Survivability Assessments (BSA) Team Expansion This enhancement will expand the DoD Red Team capacity to support five full-time programs in FY 2012. This enhancement expands support to customer security needs providing greater analytical capability and emulation strategies of an adaptive, networked adversary by increasing the number of intelligence analysts; improve data sharing and contingency planning across Combatant Commands; and ensures DoD partner organizations and Commands can provide dedicated and comprehensive support to Red Team assessments with minimal risk to their other global mission requirements. DTRA's ability to fuse data across multiple agencies and commands in a seamless manner is critical to mission success. (FY 2011 Base: \$15,368 thousand)	2,600	
3) Nunn-Lugar Global Cooperation (NLGC) Program This increase supports the DTRA's highest priority of implementing the NLGC Program. This increase provides contractual support and travel funding for the planning, preparation, and execution of the Regional Counterproliferation Engagement Program in building ally and partner collaboration to combat WMD. (FY 2011 Base: \$0 thousand)	887	
4) Open Skies (OS) Missions The OS Treaty is 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	810	

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>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. The number of planned missions is a postulation based on annual quotas, agreed to, and distributed by the Open Skies Consultative Commission, and direct communications between the U.S. and the Russian Federation Representatives. This program increase reflects 7 additional missions comprised of five active missions, and two passive missions. Additionally, the increase in missions over the U.S. (passive) when the Russian Federation begins using its new aircraft for OS missions, requires certification of the new Russian aircraft be accomplished prior to the aircraft being used. The increase in missions results in an increase of travel and fuel costs. (FY 2011 Base: \$3,448)</p>		
4. Program Decreases		-39,233
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
1) Civilian Personnel Compensation (1 less day)	-655	
This decrease reflects 1 less day of compensation for civilian employees. (FY 2011 Base: \$161,984)		
c. Program Decreases in FY 2012		
1) Efficiency Baseline Review - Civilian Staffing Reduction	-15,883	
As part of the Department of Defense reform agenda, eliminates civilian full-time equivalent positions to		

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
maintain, with limited exceptions, civilian staffing at the FY 2010 level. (FY 2011 Base: \$161,984; -83 FTE)		
2) Efficiency Baseline Review - Contractors Staff Support As part of the Department of Defense reform agenda, reduces funds below the aggregate level reported in FY 2010 for contracts that augment staff functions. (FY 2011 Base: \$165,991)	-9,438	
3) Efficiency Baseline Review - Reports, Studies, Boards & Commissions As part of the Department of Defense reform agenda, reflects a reduction in the number and cost of reports, studies, DoD Boards and DoD Commissions below the aggregate level reported in FY 2010. (FY 2011 Base: \$44,534)	-5,670	
4) Efficiency Baseline Review- DTRA-Wide Travel Reduction As part of the Department of Defense reform agenda, this adjustment reduces travel and transportation funds below the aggregate level reported in FY 2010 for travel and conferences that augment staff functions. (FY 2011 Base: \$17,658)	-4,322	
5) Efficiency Baseline Review As part of the Department of Defense reform agenda, implements a zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. Program reductions include Advanced Systems and Concepts Office (ASCO) study mission; closure of the DTRA's facility at Dugway Proving Grounds; and Arms Control logistics and maintenance functions.	-2,377	

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
(FY 2011 Base: \$463,522)		
6) Building Partnership Capacity for CWMD This programmed reduction represents a realignment of DTRA resources from COCOM/DTRA emerging requirements/workshops and conferences for FY 2012. (FY 2011 Base: \$767)	-767	
7) Counterintelligence Reduction This adjustment reflects a reduction in Counterintelligence support. This program is classified. (FY 2011 Base: \$5,533)	-121	
<b>FY 2012 Budget Request</b>		<b>432,133</b>

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**A. Nonproliferation Activities\*:**

\*(Retitled in FY 2012 from Arms Control Inspection)

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Strategic Arms Reduction Treaty			
Inspection Activity	13	0	0
Escort Activity	7	0	0
Mock Missions	0	0	0
New Strategic Arms Reduction Treaty			
Inspection Activity	0	19	18
Escort Activity	0	20	19
Mock Missions	7	10	4
Plutonium Production Reactor Agreement			
Inspection Activity	6	6	6
Escort Activity	2	2	2
Mock Missions	0	0	0
Conventional Armed Forces In Europe Treaty			
Inspection Activity	30	49	49
Escort Activity	18	48	48
Mock Missions	15	17	17
Chemical Weapons Convention			
Inspection Activity	0	0	0
Escort Activity	69	62	62
Mock Missions	5	6	5
Open Skies Treaty			
Inspection Activity	17	17	22
Escort Activity	8	6	8
Mock Missions	5	5	5

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

\*(Retitled in FY 2012 from Arms Control Inspection)

<u>Type of Mission</u>	<u>Number of Missions</u>		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
International Counterproliferation Program	45	55	74
International Atomic Energy Additional Protocol (IAEA/AP)	0	12	12
Small Arms and Light Weapons Program	36	70	72

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 2010 workload represents the actual level of activity which is lower than planned due to the continuing Russian moratorium. FY 2011 and FY 2012 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) International Counterproliferation Program - The DTRA is awaiting approval of a delegation of authority from the SECDEF to expand the area of operations for the ICP Program from its original mandate of the Former Soviet Union, Eastern Europe, and the Baltics to a global operational capacity. FY 2011 increase in workload anticipates receipt of this authority and the conduct of initial contact and training courses in new regions. FY 2012 anticipates the continuation of this expansion.

B. WMD Combat Support and Operations:

	<u>Number of Missions</u>		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
1) Inspection of Nuclear-Capable Units	17	17	17



**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

Provide OSD and Joint Staff with independent assessments of nuclear weapon capable units and assurances that missions are conducted safely, securely and reliably. Provide assurance that Personnel Reliability Programs are properly managed at the nuclear-capable COCOMs.

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 COCOMs and Services worldwide. This includes monitoring the status of weapons, weapon issues, and components; providing experts in the area of maintenance, safety, Joint Nuclear Weapon Publications (JNWPS), and logistics; and developing, maintaining, fielding and 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. 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 JNWPS for DoD and DOE which provides both technical and policy guidance for all nuclear weapons, weapon systems, and is developing a system for units to account for, track and inventory Nuclear Weapons Related Materiel (NWRM).

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

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 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 (NUWAIX '09) or an Outside the Continental United States (OCONUS) FTX could involve up to 2,500 participants). The DTRA assists Federal,

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

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 dependent (e.g., 2009's VCJCS FCM Tabletop Exercise requires approximately 75 participants compared to large exercises such as A Kelle/OCONUS FTX with it's 1,500 participants). 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.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

6) The measurable criteria of planned exercises are:

	FY 2010	FY 2011	FY 2012
a) Number of Nuclear Weapons Accident/Incident Exercises:			
1. Field Training Exercises (FTX)	2	2	2
2. Command Post Exercises (CPX)	3	3	3
3. Table Top Exercise (TTX)	14	16	16
4. Leadership Orientation Seminars (SEM)	9	9	10
b) Number of Consequence Management Exercises:			
1. Field Training Exercise (FTX)	2	2	2
2. Command Post Exercises (CPX)	3	3	3
3. Table Top Exercise (TTX)	16	16	15
4. Leadership Orientation Seminars (SEM)	7	7	9
c) Number of Terrorist Incident Exercises:			
1. Field Training Exercise (FTX)	4	3	3
2. Foreign, Service, and Agency Exercises	2	3	3

7) 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

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>JSIVA Sites Visited</u>			
EUCOM	7	6	12
NORTHCOM	35	42	43
PACOM	5	6	12
CENTCOM	16	8	10
SOUTHCOM	2	1	2
JFCOM	0	0	0
TRANSCOM	0	0	0
STRATCOM	0	0	0
AFRICOM	<u>1</u>	<u>0</u>	<u>1</u>
Total Visits Conducted	<u>66</u>	<u>63</u>	<u>80</u>
COCOM AT Program Reviews	1	3	3
Mobile Training Team	8	8	9

The 66 assessments in FY 2010 equated to 71 assessment weeks. This is due to the size of some installations that necessitate a multiple week assessment. For example, the Victory Base Complex in Iraq is actually five installations combined under one command for Force Protection purposes. The JSIVA duration was extended to accommodate the increase in scope. The planning for FY 2011 includes 63 assessments and the FY 2012 JSIVA schedule

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

includes 80 assessments, however, the number of weeks involved will not be determined until the COCOMs have finalized their nominations.

8) 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. With current resources, the BSA teams are capable of performing 14 assessments per year. BSAs are typically two weeks in length, but can vary depending on the size and complexity of the system being assessed. In FY 2010, 14 BSAs were conducted. In FY 2011 and FY 2012, 14 BSAs will be conducted each year.

In FY 2010, the DoD Red Team performed two major assessments and began coordination efforts for a third assessment. In FY 2011 and FY 2012, two major DoD Red Team assessments will be performed each year.

9) Regional Combating WMD Program (RCP) Missions:

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
RCP Missions	30	34	34

10) The workload for the Nuclear Test Personnel Review (NTPR) Program involves:

1. Researching participation and establishing a register of DoD participants,

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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,
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 490,000 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 2010 (138).

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The primary performance criteria are:

1. Case processing time of less than 6 months (FY 2010 average: 48 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).

**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, COCOMs 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,



**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- (3) Working with the interagency on the CWMD gaps, plans, and implementation to better leverage DoD efforts,
- (4) Providing situational awareness, finished intelligence information and technical support, and
- (5) Providing 24/7 command, control capability and technical reach back support should any issue need near real time response.

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.

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 supports DoD Components and the SCC-WMD by providing CWMD planning expertise to the COCOMs, Joint Staff (JS), OSD, and Interagency to support formulation and execution of CWMD policy, doctrine, global, functional, and contingency planning efforts. The Agency assists USSTRATCOM and the SCC-WMD in execution of its CWMD planning synchronizing responsibilities. Specifically, the DTRA provides continuous and deployment capable planning support to:

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- USSTRATCOM for development/refinement of DoD Global CWMD Concept Plan
- COCOMs in writing:
  - Theater Strategies and Theater Campaign Plans
  - Theaterwide regional CWMD and other Global functional campaign plans
  - CWMD portions of SECDEF and CJCS directed contingency plans
- Develop and coordinate SECDEF directed DTRA Campaign Support Plans
- OSD and the JS in policy and doctrine development
- OSD and the JS by developing DTRA and 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

The DTRA's more tailored planning support includes:

- Continuous planning support to all COCOMs and other DoD Component HQs under the Adaptive Planning and Execution System as required
- Planning support during contingency operations with three world-wide deployable CWMD Plans teams
- Support to USSTRATCOM and the Joint Staff in conducting and reviewing the CWMD portion of the Chairman's annual Comprehensive Joint Assessment and updates to the Universal Joint Task List for CWMD
- Support to USSTRATCOM in execution of its semi-annual Global Synchronization Conference and its focus group for Strategy, Plans, Policy, and Doctrine

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- Support to USSOCOM in its semi-annual Global Synchronization Conference, its focus group for Countering WMD Terrorism, and additional Joint Planning Groups, as requested
- Two "Introduction to Combating WMD" and two "Advanced Combating WMD" courses per year to instruct COCOM, OSD, Interagency, and Service component staff personnel in CWMD strategy, doctrine, and planning

Capability Based Assessments: The DTRA supports SCC-WMD and the COCOMs by providing operational assessments and identifying capability needs via the Joint Capabilities Integration and Development System (JCIDS). The JCIDS identifies, prioritizes, and advocates for warfighting capabilities and technologies in the CWMD mission area. The FY 2012 products include:

- Developing joint operating, integrating, and other concepts
- Developing Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities Change Recommendations (DCRs)
- Developing Initial Capabilities Documents (ICDs)
- Coordinating materiel and non-materiel solutions to CWMD capability gaps

Interagency Coordination and Collaboration: The DTRA supports SCC-WMD in its efforts with other DoD and U.S. Government agencies to support the USSTRATCOM CWMD UCP mission. These are CWMD and CWMD-Terrorism mission areas which DoD may not have the lead on, or engage or coordinate with the Interagency. They include, but are not limited to, WMD Counterproliferation interdiction planning activities, Proliferation Security Initiative

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

(PSI) exercises and activities and maritime and air domain awareness/threat response planning activities. Types of support include:

- Supporting USG interagency processes for WMD interdiction in the air, land and sea;
- Supporting CWMD synchronization conferences;
- Developing and supporting CWMD plans, strategies, operations, exercises and activities;
- Developing and operating software tools such as the Interagency Database of Combating WMD Responsibilities, Authorities, and Capabilities (INDRAC) System.

**24/7 CWMD Command and Control, Situational Awareness, and Technical Support Area:**

The DTRA supports SCC-WMD and other COCOMs through a 24/7 Command and Control capability, which includes situational awareness/technical intelligence information and a technical support center for reach back and operations. The technical support center is staffed with subject matter experts in the fields of meteorology, epidemiology, chemical engineering, nuclear physics, biology, clinical nursing, veterinary science, computational fluid dynamics, microbiology, medicine, and mechanical engineering. The DTRA is not an intelligence collector, but 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. Products include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- Continuous situational awareness of priority CWMD items
- Daily Executive Intelligence Summaries
- Situational Reports (provided near real time as events occur)
- State program assessments
- Emerging CWMD Threat Assessments
- Providing CBRNE decision support capability for planning, operations, and post-event analysis, including near real time operational analysis and access to specialized 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 2011 and FY 2012, Net-centric capabilities utilizing High Performance Computers will continue to allow Technical Reachback to provide decision support for pandemic influenza scenarios for DoD customers

The table below captures the number of technical support requests expected through FY 2012 for the support described above.

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
EUCOM	43	47	52
NORTHCOM	82	90	99
PACOM	393	432	476
CENTCOM	47	52	57
SOUTHCOM	3	3	4
JFCOM	56	62	68
TRANSCOM	2	2	2

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

STRATCOM	177	195	214
SOCOM	16	18	19
AFRICOM	2	2	2
Intelligence Community	3	3	4
National Guard	178	196	215
DHS	7	8	8
Joint Staff	3	3	4
OSD	55	61	67
HHS	24	26	29
Air Force	33	36	40
Navy	46	51	56
Marines	9	10	11
Army	32	35	39
Others	<u>192</u>	<u>211</u>	<u>232</u>
Total	<b>1,403</b>	<b>1,543</b>	<b>1,698</b>

**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:

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- 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 \$3.2 billion per fiscal year from five Defense-wide appropriations, using \$1.6 billion of the DTRA obligation authority and \$1.6 billion from the DoD Chemical-Biological Defense Program funding;
- 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 operating the telecommunications center to provide secure and non-secure communications worldwide;
- Environmental, 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,

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

- 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.

**E. Defense Threat Reduction University:**

The Defense Threat Reduction University (DTRU) aligns the DTRA weapons of mass destruction (WMD) training and knowledge management efforts. The DTRU is composed of the Defense Nuclear Weapons School (DNWS) and the Defense Threat Reduction Information Analysis Center (DTRIAC).

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



**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

(DoD), and other federal, state, and local agencies. In FY 2011 and FY 2012, the DNWS will teach approximately 124 in-resident courses, 15 Outreach courses and other presentations, and 12 Distance Learning (DL) courses and 8 Mobile Training Teams (MTT) visits. The DNWS will also host 6 courses conducted by outside agencies and provide Nuclear Weapons Instructional Museum (NWIM) tours both classified and unclassified. Class totals will consist of approximately 114 in-resident classes, 100 Outreach modules, 1,000 DL classes, 13 MTTs, and 175 NWIM tours. The DNWS converted 3 courses to web-based training in FY 2010 to complement the 9 that were already in the school catalog. This brings the total to 12 Distance Learning courses. The DNWS is partnered with the Joint Knowledge Development and Distribution Capability (JKDDC), who currently hosts six DNWS courses on the Joint Knowledge Online (JKO) website. During FY 2011 and FY 2012, the DNWS will continue 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 in support of 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 2011 and FY 2012, 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.

The DTRIAC is the key DoD source of information and analysis on DTRA-related topics. The DTRIAC maintains a specialized nuclear knowledge library which serves as the core of the knowledge management piece of the DTRU. 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

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

historical, technical, scientific, and other information collected throughout the world and pertinent 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 1941 to present. A major DTRIAC initiative is the preservation and digitization of its collection. In addition to digitizing 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 the majority of 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, cellulose triacetate decomposition. If not preserved, this important and irreplaceable asset will be lost. To preserve the films in accordance with U.S. National Archives and Records Administration standards, the films need to be transferred to polyester-based film stock. In order to provide access to users, the films must be digitized to computer media. In FY 2011 and FY 2012, the DTRIAC expects to preserve and digitize over 250,000 feet of film. In FY 2011 and FY 2012, the DTRIAC expects to conduct over 12,000 on-line inquires, respond to over 70 FOIAs, 600 telephonic and email inquiries, and tours of the document and film areas to visitors.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<u>Student Projections</u>	<u>Combatant Commands</u>			<u>Non-Combatant Commands</u>		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
USA Active	335	347	359	13	13	13
USA Reserve	17	18	19	0	0	0
USA Guard	85	88	91	0	0	0
USAF Active	607	628	650	16	17	18
USAF Reserve	21	22	23	0	0	0
USAF Guard	51	53	55	0	0	0
USN Active	202	210	217	3	3	3
USN Reserve	0	0	0	0	0	0
USMR Active	260	269	278	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	35	36	37	383	396	410
Non-DoD	<u>58</u>	<u>60</u>	<u>62</u>	<u>362</u>	<u>375</u>	<u>375</u>
Total	1,671	1,731	1,791	777	804	819
GRAND TOTAL by Year	2,448	2,535	2,610			

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Student Projection by Number of Contact Hours

	Combatant Commands			Non-Combatant Commands		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
USA Active	10,652	11,025	11,411	141	146	146
USA Reserve	557	577	597	0	0	0
USA Guard	3,175	3,286	3,401	0	0	0
USAF Active	18,199	18,920	19,582	271	271	271
USAF Reserve	184	191	198	0	0	0
USAF Guard	2,074	2,146	2,221	0	0	0
USN Active	6,736	6,972	7,216	60	62	62
USN Reserve	0	0	0	0	0	0
USMR Active	8,458	8,754	9,060	0	0	0
USMC Reserve	0	0	0	0	0	0
Other DoD	176	181	187	1,925	1,991	1,991
Non-DoD	<u>1,296</u>	<u>1,341</u>	<u>1,388</u>	<u>8,091</u>	<u>8,381</u>	<u>8,381</u>
Total	51,507	53,393	55,261	10,488	10,851	10,851
GRAND TOTAL by Year	61,995	64,244	66,112			

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary:</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>	<u>644</u>	<u>770</u>	<u>767</u>	<u>126</u>	<u>-3</u>
(Total)					
Officer	408	479	476	71	-3
Enlisted	236	291	291	55	0
<u>Reserve Drill 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>1,310</u>	<u>1,369</u>	<u>1,277</u>	<u>59</u>	<u>-92</u>
U.S. Direct Hire	1,310	1,369	1,277	59	-92
Total Direct Hire	1,310	1,369	1,277	59	-92
Memo: Reimbursable Civilians Included	-115	-143	-134	-28	9
<u>Active Military Average Strength (A/S)</u>	<u>644</u>	<u>651</u>	<u>649</u>	<u>7</u>	<u>-2</u>
(Total)					
Officer	408	413	411	5	-2
Enlisted	236	238	238	2	0
<u>Reserve Drill Strength (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>Reservists on Full Time Active Duty (A/S)</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>
(Total)					
Officer	1	1	1	0	0
Civilian FTEs (Total)	1,197	1,342	1,250	145	-92
U.S. Direct Hire	1,197	1,342	1,250	145	-92
Total Direct Hire	1,197	1,342	1,250	145	-92

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary:</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
Memo: Reimbursable Civilians Included	-115	-136	-127	-21	9
Average Annual Civilian Salary (\$ in thousands)	137.0	137.0	138.0	0	1.0
Contractor FTEs (Total)	590	590	325	0	-265

**Personnel Summary Explanation:**

The net reduction between FY 2011 and FY 2012 of 92 Full-Time Equivalent (FTE) positions of which 83 are direct funded and 9 are reimbursable funded, is being implemented as part of the Department of Defense reform agenda, which eliminates civilian FTE positions to maintain, with limited exceptions, civilian staffing at the FY 2010 level.

The Military adjustments include a decrease of -3 ES resulting from Secretary of Defense Efficiencies, which affect support to critical skills sets primarily in the areas of WMD Threat Reduction activities and nuclear detection.

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>	Change FY 2011/FY 2012		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	144,965	725	16,294	161,984	0	-10,869	151,115
107 Voluntary Sep Incentives	75	0	-75	0	0	0	0
111 Disability Compensation	437	2	-439	0	0	0	0
121 Perm Change of Station	168	1	-169	0	0	0	0
<b>199 Total Civ Compensation</b>	<b>145,645</b>	<b>728</b>	<b>15,611</b>	<b>161,984</b>	<b>0</b>	<b>-10,869</b>	<b>151,115</b>
308 Travel of Persons	15,822	222	1,614	17,658	265	-2,772	15,151
<b>399 Total Travel</b>	<b>15,822</b>	<b>222</b>	<b>1,614</b>	<b>17,658</b>	<b>265</b>	<b>-2,772</b>	<b>15,151</b>
671 DISA Telecomm Services	391	2	2,356	2,749	-222	268	2,795
673 Def Fin & Accounting Svc	2,097	8	1,159	3,264	-577	-1,062	1,625
<b>699 Total DDCF Purchases</b>	<b>2,488</b>	<b>10</b>	<b>3,515</b>	<b>6,013</b>	<b>-799</b>	<b>-794</b>	<b>4,420</b>
702 AMC SAAM (fund)	2,165	260	1,073	3,498	-115	723	4,106
771 Commercial Transport	502	7	-6	503	8	175	686
<b>799 Total Transportation</b>	<b>2,667</b>	<b>267</b>	<b>1,067</b>	<b>4,001</b>	<b>-107</b>	<b>898</b>	<b>4,792</b>
912 GSA Leases (SLUC)	360	5	499	864	13	3,219	4,096
913 Purch Util (non fund)	133	2	697	832	12	332	1,176
914 Purch Com (non fund)	2,908	41	-1,713	1,236	19	102	1,357
915 Rents, Leases (non GSA)	11,726	164	6,568	18,458	277	-3,307	15,428
917 Postal Svc (USPS)	90	1	32	123	2	129	254
920 Supplies/Matl (non fund)	3,165	44	-535	2,674	40	645	3,359
921 Print & Reproduction	0	0	163	163	2	354	519
922 Eqt Maint Contract	3,840	54	5,271	9,165	137	2,464	11,766
923 Facilities Maint by Contr	799	11	-810	0	0	0	0
924 Pharmaceutical Drugs	20	1	-13	8	0	6	14
925 Eqt Purch (Non-Fund)	15,712	220	107	16,039	241	-725	15,555

**DEFENSE THREAT REDUCTION AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

	FY 2010	Change		FY 2011	Change		FY 2012
		FY 2010/FY 2011			FY 2011/FY 2012		
<b>OP 32 Line</b>	<b>Actuals</b>	<b>Price</b>	<b>Program</b>	<b>Estimate</b>	<b>Price</b>	<b>Program</b>	<b>Estimate</b>
932 Mgt Prof Support Svcs	9,621	135	-7,838	1,918	29	-544	1,403
933 Studies, Analysis & Eval	23,044	323	19,249	42,616	639	-14,801	28,454
934 Engineering & Tech Svcs	1,533	21	-1,554	0	0	0	0
937 Local Purch Fuel (nonfund)	624	9	22	655	10	606	1,271
940 Defense Security Service	736	10	298	1,044	16	-303	757
957 Lands and Structures	6	0	-6	0	0	0	0
960 Interest and Dividends	32	0	0	32	0	66	98
986 Medical Care Contracts	47	2	-49	0	0	0	0
987 Other IntraGovt Purch	17,442	244	-5,638	12,048	181	1,319	13,548
989 Other Services	103,512	1,449	61,030	165,991	2,490	-10,881	157,600
990 IT Contract Support Ser	21,842	306	-22,148	0	0	0	0
<b>999 Total Other Purchases</b>	<b>217,192</b>	<b>3,042</b>	<b>53,632</b>	<b>273,866</b>	<b>4,108</b>	<b>-21,319</b>	<b>256,655</b>
<b>Total</b>	<b>383,814</b>	<b>4,269</b>	<b>75,439</b>	<b>463,522</b>	<b>3,467</b>	<b>-34,856</b>	<b>432,133</b>

\* The FY 2010 Actual Column includes \$2,018 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$0 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate Column excludes \$1,218 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate Column reflects the FY 2011 President's Budget request.



**Fiscal Year (FY) 2012 Budget Estimates**  
**DEFENSE TECHNOLOGY SECURITY**  
**ADMINISTRATION**



February 2011

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission

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**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
<b>DTSA</b>	34,674	169	2,781	37,624	122	-3,898	33,848

\* FY 2011 Estimate column represents the FY 2011 President's Budget request.

**I. Description of Operations Financed:** The Defense Technology Security Administration (DTSA), <http://www.dtta.mil>, 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 principal 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 can be used to develop legitimate commercial products or can also be used to improve 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:

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

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

- 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.

**Policy Directorate:**

<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
5,631	5,507	4,949

The Policy Directorate (PD) focuses on regional issues, negotiations and liaison, capabilities and systems, and intelligence assessments. Directorate personnel support, lead, and develop DoD and United States Government (USG) technology security policies for assigned activities. These activities ensure that technology security concerns are integrated into DoD policy decisions and reflect broader national security policies and decisions. The PD is responsible for conveying interagency technology security arguments to the policy community and policy considerations to DTSA technical staffs. Examples of these activities are:

- The Wassenaar Arrangement (WA) - The DTSA is the DoD lead for the development and implementation of policy positions relating to the WA. Representatives from PD 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

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

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

strategy and export control. 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.

- 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 controlled include technology, goods, services and munitions contained on the U.S. Munitions List (USML) and Commerce Control List (CCL). The PD maintains the policy guidance and chairs a Working Group to review policies, monitors implementation, and addresses and resolves any issues.
- Sanctions on Foreign Governments - The PD is the DoD lead for coordinating export control-related activities with regard to sanctions on foreign governments or entities.
- Committee on Foreign Investment in the United States (CFIUS) - The CFIUS is the DoD's lead in determining the risks of a transaction and the required risk mitigation measures. The DTSA must consider potential effects on the sale of military goods, equipment, or technology to countries that supports terrorism, proliferates missile technology, and chemical or biological weapons. The DTSA must consider the potential effects of these transactions on U.S. technological leadership 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.
- United Nations Register of Conventional Arms - The PD serves as the OUSD(Policy) point of contact to this international arms transparency effort that supports

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission**

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

openness in the import and export of conventional weapons. This function will transfer to the Office of under Secretary of Defense (Acquisition, Technology and Logistics) at the beginning of FY 2012 to better align to its industrial policy mission.

- Bilateral Outreach - The PD 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 DTSA/PD's program of education and interaction increases partner understanding of technology security requirements as well as partner willingness to properly protect the technology they acquire.
- Other duties - The PD 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 PD also drafts specific control or technology security policies for specific technologies and commodities.

<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
8,381	9,294	8,304

**Technology Directorate:**

The Technology Directorate (TD) is the primary source of advice on technical matters pertaining to international transfers of defense-related commodities and technologies. The TD's primary responsibility is defining the point at which technology becomes critical from a national security perspective, and assuring that international transfers

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

of military technology, defense articles, and/or dual-use commodities meet partnership needs. The TD staff engineers and scientists provide the knowledge and defense-related technical expertise foundation to shape technology security policy development and implementation. The TD staff provides technical evaluations and recommendations of international technology transfers consistent with U.S. national security interests and DoD technology security objectives. The TD 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 2010 the TD provided technical evaluations and recommendations for international transfers of defense-related commodities and technologies as follows:
  - 17,639 export license applications
  - 1,117 public release security reviews
  - 73 Committee on Foreign Investment in the U.S. filings
  - 94 Exception to National Disclosure Policy requests
  - 110 international agreement reviews
  
- This international technology transfer evaluation includes identifying all militarily critical technologies, validating the viability of the stated end use, and identifying relevant foreign availability. All this while ensuring 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 TD 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

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission**

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

a technical negotiating strategy that advances DoD technology security interests in both the USG interagency and international negotiations. They ensure 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 TD 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.
- The TD 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.

<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
5,451	7,102	6,306

**License Directorate:**

The Licensing Directorate (LD) is the DoD entry and exit point for all actions related to the DoD's review of direct commercial sales export licenses involving controlled goods and technology. The LD is the principle source of advice on licensing and regulatory issues pertaining to international transfers of defense-related commodities and technologies. The LD's critical role is identifying the national security concerns related to exports; developing and adjudicating DoD positions that effectively address these concerns; and assuring exports of military technology, defense articles, and/or dual-use commodities align with partnership needs.



**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

- The LD coordinates, develops and adjudicates the DoD position on licenses, rules, and regulations. The LD reviews on disclosures from the Departments of Commerce (DOC) and State (DOS) to obtain DoD recommendations on whether to support technology security policies, address warfighter protection, prevent the diversion of sensitive technology and the proliferation of Weapon of Mass Destruction capabilities to programs or entities of national security concern. The LD is responsible for providing coordinated DoD responses to requests with regard to national security and DoD export control policies.
- The DTSA is currently working with the National Security Staff and the rest of the interagency on the Presidential initiative to reform the nation's current Export Control system. This systematic review will analyze the current control requirements and identify the appropriate technology that requires license authorization from USG based on the impact its release would have on U.S. national security. It is anticipated that, upon completion of this reform effort, the result will be less licensing requirements under both the DOS's and DOC licensing systems. Current DoD license review requirements are anticipated to remain steady in the near future although the fruition of current export control reform efforts would lead to probable drops in these requirements.
- The LD's two divisions analyze either DOS Munitions licenses or DOC Dual-Use export cases.
  - Munitions - The Munitions Division reviewed and adjudicated approximately 39,000 export license applications and commodity jurisdiction requests received from the DOS last year. This was a 1 percent increase in the number of cases from 2009. Over the past 10 years, the number of export licenses from DOS has

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 President's Budget Submission**

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

increased from 14,000 in 1999 to 38,907 in 2010. Additionally, DTSA supports DOS law enforcement officials in identifying Defense articles and determining the impact of violations of the Arms Export Control Act (AECA) on U.S. National Security. 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. License decisions developed by DTSA/LD support vital DoD weapons programs (e.g., Joint Strike Fighter and Missile Defense).

- Dual-Use - The Dual-Use Division adjudicates the national security review of over 19,000 export license requests received from the DOC. Since 1999, the number of DOC licenses reviewed by the DoD has steadily increased by 1 percent per year. Exports requiring the review of pertinent DoD services and support agencies are staffed for the appropriate technical evaluation, as well as policy and intelligence analysis, in order to identify any concerns raised by the transaction. The final recommended position must be staffed, reviewed, and analyzed within the 30 day timeline of 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) implemented by the DOC Bureau of Industry and Security (DoC/BIS) via the EAR and EO 12981. 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.

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission**

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

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
<b>International Security Directorate:</b>	1,550	1,847	1,597

The International Security Directorate (ISD) 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 ISD is responsible for providing U.S. participation at NATO in the formulation of NATO security policies and procedures. The ISD 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.

- ISD is the OSD staff element responsible to the USD (P) for the formulation, implementation and oversight of the security aspects of all international bilateral and multilateral cooperative programs.
- ISD 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

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

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

information and material to foreign governments and international organizations (National Disclosure Policy (NDP-1)).

- ISD 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.
- ISD 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.
- ISD prepares and initiates negotiations for General Security Agreements (GSAs) and Industrial Security Agreements per Presidential and National Security Council directive.
- ISD 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.
- ISD establishes security requirements for all bilateral and multilateral cooperative programs with foreign governments to assure that U.S. security interests are protected.

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission**

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

- ISD serves as the DoD Designated Security Authority for international cooperative programs.
- ISD 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.
- ISD 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.
- ISD represents the United States on the Multinational Industrial Security Working Group (MISWG).
- ISD develops and provides policy oversight of international security training programs for the DoD and Defense industry.

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
<b>Space Directorate:</b>	1,669	2,500	2,388

The Space Directorate (SD) is responsible for providing monitoring services to industry in accordance with DOS licenses and the International Traffic in Arms Regulations. The SD 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 SD is a reimbursable program per Public Law 105-261 for all technical data reviews and defense

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission**

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

service monitoring associated with the launching of US commercial communication satellites aboard foreign non-NATO or non-major ally launch vehicles.

<b>Management Directorate</b>	<b><u>FY 2010</u> <u>Actuals</u></b>	<b><u>FY 2011</u> <u>Estimate</u></b>	<b><u>FY 2012</u> <u>Estimate</u></b>
	7,193	6,860	7,469

The Management Directorate (MD) 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 MD 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 Protection, information security; information technology and network operations mission system; facilities management; government-owned vehicle management; property accountability; internal management control programs; and strategic planning.

<b>Security Policy Automation Network (SPAN)</b>	<b><u>FY 2010</u> <u>Actuals</u></b>	<b><u>FY 2011</u> <u>Estimate</u></b>	<b><u>FY 2012</u> <u>Estimate</u></b>
	6,498	7,014	5,223

The SPAN is a group of systems and applications that automates many of the technology security actions. The six SPAN systems maintained by DTSA include the following:

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

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

- 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.
- Export Licensing Information System Advisor (ELISA) - Provides an electronic mechanism for industry to obtain the current status on dual-use and munitions license applications.
  
- 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 design, development, deployment, 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

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

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

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, it has been determined that USXPORTS has the greatest potential to evolve into a single interagency export licensing system. Efforts to modernize and homogenize interagency automation have begun with the DOS and DOC. USXPORTS is undergoing additional design and development to support DOS export licensing processes by January 2011. The DOC is currently evaluating USXPORTS to support their export licensing functions, and requirements definition and design. It is expected this effort will take through the third quarter of FY 2011.

**II. Force Structure Summary: Not Applicable.**



DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

A. <u>BA Subactivities</u>	<u>FY 2010 Actuals</u>	<u>Budget Request</u>	FY 2011			<u>Current Estimate</u>	<u>FY 2012 Estimate</u>
			Congressional Action				
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
Operations	34,674	37,624	0	0	37,624	37,624	33,848

\* FY 2011 Estimate column represents the FY 2011 President's Budget request.

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	<u>Change</u> <u>FY 2011/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	<b>37,624</b>	<b>37,624</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>37,624</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>37,624</b>	
Anticipated Supplemental		
Reprogramming		
Price Changes		122
Functional Transfers		-525
Program Changes		-3,373
<b>Current Estimate</b>		<b>33,848</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>37,624</b>	

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission

III. Financial Summary (\$ in thousands)

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>37,624</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		<b>37,624</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
a. Functional Transfers		
b. Technical Adjustments		
c. Emergent Requirements		
1) Program Increases		
a) One-Time Costs		
i) Increase for lump sum BRAC leave payments to civilian employees in accordance with Title 5, United States Code, Section 5551(c). (FY 2010 Baseline: \$0)	800	
b) Program Growth		
i) <u>Compensation and Benefits</u> : Increase results from fully funding compensation and benefits for 136 personnel including two Senior Executive Service positions. This also includes 0.005% civilian pay adjustments between FY 2010 and FY 2011(FY 2010 Baseline: \$22,149 thousand)	1,522	

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
ii) <u>Operational Cost</u> : Increase in travel of persons, purchased communication, supplies and material. (FY 2010 Baseline: \$8,154 thousand)	490	
2) Program Reductions		
a) One-Time Costs		
b) Program Decreases		
i) Reflects less Rental payments and transportation of things. (FY 2010 Baseline: \$1,194 thousand)	-96	
ii) Reflects less accounting and finance services, equipment maintenance, management and professional support service, and other intra- governmental purchases (FY 2010 Baseline: \$3,177 thousand)	-2,716	
<b>FY 2011 Baseline Funding</b>		<b>37,624</b>
4. Reprogrammings (requiring 1415 Actions)		
a. Increases		
b. Decreases		
<b>Revised FY 2011 Estimate</b>		<b>37,624</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>37,624</b>
6. Price Change		122
7. Functional Transfers		-525
a. Transfers In		
b. Transfers Out	-525	

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) Efficiency Initiative: Transfers 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. (FY 2011 Baseline: \$700 thousand)		
8. Program Increases		950
a. Annualization of New FY 2011 Program		
b. One-time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Results in higher leased space costs as a result of moving to the Mark Center. The cost per square foot is higher than our current lease. (FY 2011 Baseline: \$1,264 thousand)	917	
2) Higher maintenance costs for copier and fax machines. (FY 2011 Baseline: \$9 thousand)	12	
3) Increase to support telework requirements as result of moving to Mark Center. (FY 2011 Baseline: \$0)	21	
9. Program Decreases		-4,323
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
1) Reflects one-time decrease resulting from lump sum BRAC leave payments to civilian employees in FY 2011 who were affected by BRAC in accordance with Title 5, United States Code, Section 5551(c). (FY 2011 Baseline: \$800 thousand)	-800	
c. Program Decreases in FY 2012		
1) Reflects less travel based on higher VTC usage. (FY 2011 Baseline: \$760 thousand)	-144	

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget Submission**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
2) Efficiency Initiative: Reflects lower overhead and administrative costs based on streamlining defense business processes and operations and change in civilian grade mix. (FY 2011 Baseline: \$25,494 thousand)	-450	
3) Efficiency Initiative: Reduce Enterprise Services and information technology support contractors resulting in 14 fewer contractors. (FY 2011 Baseline: 7,687 thousand)	-1,521	
4) Results in less intra-governmental purchases and purchased communications because of these costs will now be part of leased space invoice. (FY 2011 Baseline: \$1,603).	-993	
5) Efficiencies Initiative: Reflects one less civilian full time equivalent that was supporting CFIUS mission and one less enterprise security position. (FY 2011 Baseline: \$1,100 thousand)	-325	
6) Reduction of one paid day between FY 2011 and FY 2012. (FY 2011 Baseline: \$25,494 thousand)	-90	
<b>FY 2012 Budget Request</b>		<b>33,848</b>

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

**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. The composite number of 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.

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
License Reviews	56,000	56,799	58,000
End User Assessments	30,000	31,500	35,000
Patent Application Reviews	18,310	18,585	12,000
TD Opinions on Licenses	17,639	17,851	18,080
PD Opinions on Licenses	7,618	7,770	7,800
MTEC/SNEC/Shield	4,068	4,117	4,100
TD Security Reviews	1,117	1,139	1,167
Exemption Certifications	195	198	200
CFIUS Transactions	75	100	133
Bilateral/Multilateral Actions	152	154	160
Outreach	110	112	115
Exceptions to National Disclosure	94	95	100
International Agreements/DOPs	110	112	115
Foreign Military Sales Actions	67	68	70
Regulation Reviews	32	32	34
CFIUS Mitigation Agreements	15	15	15
Undercover	8	8	8
TOTAL	<u>135,610</u>	<u>138,655</u>	<u>137,097</u>

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 President's Budget Submission**

<b>V. Personnel Summary</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S) (Total)</u>	<u>13</u>	<u>9</u>	<u>9</u>	<u>-4</u>	<u>-</u>
Officer	10	9	9	-1	-
Enlisted	3	-	-	-3	-
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>-</u>	<u>-</u>
Officer	20	20	20	-	-
Enlisted	7	7	7	-	-
<u>Civilian End Strength (Total)</u>	<u>174</u>	<u>174</u>	<u>138</u>	<u>-</u>	<u>-36</u>
U.S. Direct Hire	136	136	131	-	-5
Total Direct Hire	136	136	131	-	-5
Memo: Reimbursable Civilians Included	38	38	7	0	-31
<u>Active Military Average Strength (A/S) (Total)</u>	<u>13</u>	<u>9</u>	<u>9</u>	<u>-4</u>	<u>-</u>
Officer	10	9	9	-1	-
Enlisted	3	-	-	-3	-
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>-</u>	<u>-</u>
Officer	20	20	20	-	-
Enlisted	7	7	7	-	-
Civilian FTEs (Total)	174	174	138	-	-36
U.S. Direct Hire	136	136	131	-	-5
Total Direct Hire	136	136	131	-	-5
Memo: Reimbursable Civilians Included	38	38	7	0	-31
Average Annual Civilian Salary (\$ in thousands)	165	175	179	10	4
<u>Contractor FTEs (Total)</u>	<u>63</u>	<u>52</u>	<u>48</u>	<u>-11</u>	<u>-4</u>



**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	<u>FY 2010</u>	<u>Change</u>		<u>FY 2011</u>	<u>Change</u>		<u>FY 2012</u>
		<u>Actuals</u>	<u>FY 2010/FY 2011</u>		<u>Program</u>	<u>FY 2011/FY 2012</u>	
101 Executive, General & Special Schedules	22,149	31	3,314	25,494	0	-2,089	23,405
<b>199 Total Civ Pers. Comp.</b>	<b>22,149</b>	<b>31</b>	<b>3,314</b>	<b>25,494</b>	<b>0</b>	<b>-2,089</b>	<b>23,405</b>
308 Travel of Persons	764	8	-12	760	11	-144	627
<b>399 Total Travel</b>	<b>764</b>	<b>8</b>	<b>-12</b>	<b>760</b>	<b>11</b>	<b>-144</b>	<b>627</b>
673 Defense Financing and Accounting Services	0	0	254	254	-45	5	214
<b>699 Total Purchases</b>	<b>0</b>	<b>0</b>	<b>254</b>	<b>254</b>	<b>-45</b>	<b>5</b>	<b>214</b>
912 Rental Payments to GSA Leases (SLUC)	1,194	13	57	1,264	18	917	2,199
914 Purchased Communications (Non-Fund)	741	8	-5	744	11	-539	216
917 Postal Services (U.S.P.S.)	1	0	0	1	0	0	1
920 Supplies & Materials (Non-Fund)	429	5	-55	379	5	21	405
921 Printing and Reproduction	0	0	1	1	0	0	1
922 Equipment Maintenance - Contract	0	0	9	9	0	12	21
932 Management & Professional Spt Svc	245	3	-80	168	2	-11	159
959 Insurance Claims and Indemnities	0	0	1	1	0	0	1
960 Interest and Dividends	0	0	1	1	0	0	1
987 Other Intra-governmental Purchases	884	10	-35	859	12	-501	370
989 Other Contracts	2,311	25	-1,221	1,115	15	-170	960
990 IT Contract Support Services	5,956	66	552	6,574	93	-1,399	5,268
<b>999 Total Other Purchases</b>	<b>11,761</b>	<b>130</b>	<b>-775</b>	<b>11,116</b>	<b>156</b>	<b>-1,670</b>	<b>9,602</b>
<b>Total</b>	<b>34,674</b>	<b>169</b>	<b>2,781</b>	<b>37,624</b>	<b>122</b>	<b>-3,898</b>	<b>33,848</b>

\* FY 2011 Estimate column represents the FY 2011 President's Budget request.

**DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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# **Fiscal Year (FY) 2012 Budget Estimate Missile Defense Agency**



February 2011

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**Budget Activity (BA) 1: Operating Forces**

**Subactivity Group 11A**

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
MDA	0	0	0	0	0	202,758	202,758

**I. Description of Operations Financed:**

A. Terminal High Altitude Area Defense (THAAD). THAAD is an element of the Terminal Defense Segment (TDS) of the Ballistic Missile Defense System (BMDS). The THAAD element is composed of five major components (Interceptors, Launchers, Army Navy/Transportable Radar Surveillance - Model 2 (AN/TPY-2) (THAAD Mode), THAAD Fire Control and Communications (TFCC), and Peculiar Support Equipment) which are integrated into the THAAD element and BMDS. The THAAD element provides the THAAD Interceptor Engage on AN/TPY-2 engagement sequence of the BMDS. THAAD enhances the TDS by deepening, complementing, and extending the BMDS battlespace and capability to engage ballistic targets in the late mid-course and terminal phases of their trajectory. THAAD will also be a surveillance sensor, providing sensor data to cue other elements of the BMDS.

THAAD, in conjunction with the fielded PATRIOT System, provides the TDS and supports the MDA objective of enhancing the BMDS capability. In FY 2011, THAAD batteries transfer to the Army, which will fund non-BMDS sustainment such as base operations support. THAAD O&M funds a wide range of support including field and sustainment level maintenance for all THAAD deployed equipment, spares, repair parts, and maintenance capability at the location of the deployed THAAD batteries, The contractor transportation, packaging and handling of Line Replaceable Units (LRUs) is also funded for spares and repair parts.

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

THAAD O&M also funds subject matter experts (SME) engineering support for the THAAD peculiar equipment and THAAD radar.

B. Ballistic Missile Defense System (BMDS) Radars. This funding provides for the Software Sustainment unique to the Missile Defense mission of Upgraded Early Warning Radars and the Cobra Dane radar. FY12 funding also provides for the daily operations and sustainment of seven AN/TPY-2 radars: four forward-based radars (OCONUS), two THAAD battery radars (1 US, 1 OCONUS), and one test asset radar (PMRF/Wake Island).

**II. Force Structure Summary:**

A. Terminal High Altitude Area Defense (THAAD). Army force structure for THAAD is currently set at nine batteries with three 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 (radar is continuously active) and seventy-five days of 17-hour/day combat operations (radar is in a standby mode seven hours a day). The latter operational tempo can be increased with appropriate attachments and support. The battery requires support from the Army for communications, security, common supplies, and common services. THAAD peculiar supplies are routed through a contracted logistics supply and specialized maintenance chain that is not provided by the theater. This specialized non-theater chain ends in a twelve-person contractor support team that deploys with the THAAD Battery and brings its own complement of equipment. The contractor team is 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 allocated by commanders in accordance with the mission and threat. Batteries will receive an additional three launchers (total of six), upgraded Army battlefield

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

communications, and reduction to manning to ninety-five soldiers in the next several years. 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 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. FY12 funding also provides for the daily operation and sustainment of seven AN/TPY-2 radars: four forward-based radars (OCONUS), two THAAD battery radars (1 US, 1 OCONUS), and one test asset radar (PMRF/Wake Island). These services are furnished through Centralized Contractor Logistics Support (CLS) contracts. The force structure and operational tempo are documented in the AN/TPY-2 CARD dated October 2010.

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2011</u>					<u>FY 2012</u> <u>Estimate</u>
	<u>FY 2010</u> <u>Actuals</u>	<u>Budget</u> <u>Request</u>	<u>Congressional Action</u>		<u>Current</u> <u>Estimate</u>	
			<u>Amount</u>	<u>Percent Appropriated</u>		
<b>A. <u>BA Subactivities</u></b>						
<b>2. <u>Operational Support</u></b>	0	0			0	<b>202,758</b>
Operational Support	0	0			0	202,758
<b>Total</b>	0	0			0	<b>202,758</b>



**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**B. Reconciliation Summary**

	<b>Change</b>	<b>Change</b>
	<b>FY 2011/FY 2011</b>	<b>FY 2011/FY 2012</b>
<b>Baseline Funding</b>		
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>		
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>		
Anticipated Supplemental		
Reprogrammings		
Price Changes		
Functional Transfers		202,758
Program Changes		
<b>Current Estimate</b>		<b>202,758</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>		

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
<b>FY 2011 Baseline Funding</b>		
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		
6. Price Change		
7. Functional Transfers		202,758
a. Transfers In		
1) Transfer in from RDT&E Funding	202,758	
b. Transfers Out		
8. Program Increases		
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
9. Program Decreases		
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
c. Program Decreases in FY 2012		
<b>FY 2012 Budget Request</b>		<b>202,758</b>

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 units. The THAAD sustainment estimate is based on the current THAAD production/deployment schedule with two batteries deployed OCONUS in support of OCONUS deployment in a peacetime OPTEMPO. All other THAAD batteries are stationed at Fort Bliss in a peace time OPTEMPO.

Tactical Unit MTOE Systems	QTY	FY10*	QTY	FY11*	QTY	FY12
Combat Supporting Pacing Teams						
THAAD Battery 1	1	*	1	*	1	25,411
THAAD Battery 2	1	*	1	*	1	25,411
Ground OPTEMPO Measures						
Number of Vehicles	100		100		100	
Average miles per vehicle budgeted	5,000		5,000		5,000	
Average operational hours budgeted	2,900		2,900		2,900	

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 Ao, defined as:

$$Ao = \frac{\text{Total Time} - \text{Non Mission Capable Time}}{\text{Total Time}}$$

"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-defined conditions that are outside the control of the Contractor and are exceptions to Ao downtime. For AN/TPY-2 radars, performance incentives are calculated as follows:

Target Ao = 90%	
Ao > 90%	100% of Performance Incentive Pool
Ao ≥70%, <90%	Actual Ao % achieved times pool amount
Ao < 70%	Performance Fee = 0%

MISSILE DEFENSE AGENCY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
V. <u>Personnel Summary</u>					
N/A					

**MISSILE DEFENSE AGENCY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b><u>OP 32 Line</u></b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
	<b><u>Actuals</u></b>	<b><u>FY 2010/FY 2011</u></b>		<b><u>Estimate</u></b>	<b><u>FY 2011/FY 2012</u></b>		<b><u>Estimate</u></b>
		<b><u>Price</u></b>	<b><u>Program</u></b>		<b><u>Price</u></b>	<b><u>Program</u></b>	
922 Eqt Maint Contract	0	0	0	0	0	136,368	136,368
989 Other Services	0	0	0	0	0	66,390	66,390
<b>999 Total Other Purchases</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>202,758</b>	<b>202,758</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>202,758</b>	<b>202,758</b>

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# **Fiscal Year (FY) 2012 Budget Estimates National Defense University (NDU)**



February 2011

NATIONAL DEFENSE UNIVERSITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)**  
**Budget Activity (BA) 3: Training and Recruiting**

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
NDU	102,699	917	-5,983	97,633	577	-4,862	93,348

\* The FY 2011 Estimate column reflects the FY 2011 President's budget request.

**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.

The NDU colleges and institutions, located at Ft. McNair, Washington, DC, and Norfolk, VA, are:

- CAPSTONE / PINNACLE / KEYSTONE
- Center for Complex Operations
- Center for Joint and Strategic Logistics Excellence (CJSLE)
- Industrial College of the Armed Forces (ICollege)
- Information Resources Management College
- Institute for National Security Ethics and Leadership (INSEL)

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- Institute for National Strategic Studies
- Joint Forces Staff College
- National War College

The NDU is under the direction of the Chairman of the Joint Chiefs of Staff. The Chairman defines the objectives and policies for Professional Military Education (PME) for the United States Armed Forces through the Military Education Division of the Joint Staff. Specific objectives and policies for PME appear in Chairman of the Joint Chief of Staff Instruction 1800.01D, "Officer Professional Military Education Policy", dated July 15, 2009, and for NDU in the Chairman of the Joint Chief of Staff Instruction (JSCI) 1801.01, dated November 22, 2010, "National Defense University Education Policy".

The Department is continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. The National Defense University in-sourced six (6) contracted positions in line with the Secretary of Defense's decision to create manpower efficiencies in FY 2010, earlier than originally planned.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**National War College**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
7,023	7,157	7,200

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) 2010 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), 13 Defense Senior Leader Development Program (DSLDP) students, 11 DOD civilians, 33 non-DOD, and 34 international officers. The number of students for AY 2011 is 221 and consists of 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 student projection remains at the same level as AY 2010. The NWC maintains the current student-faculty ratio of 3.5:1 through a combination of authorized civilian and military faculty positions and a limited number of interagency and military services' faculty chairs.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Industrial College of the Armed Forces**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
9,302	9,522	9,485

The Industrial College of the Armed Forces (ICAF) 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 2010, ICAF graduated 320 students (including 182 U.S. military, 1 international civilian and 22 International officers, 66 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 42 students from non-DOD agencies and as authorized in Section 526 of the National Defense Authorization Act for FY 2010, 7 private sector students. The 182 military consisted of 57 Army, 2 Army National Guard, 1 Army Reservist, 56 Air Force, 3 Air National Guard, 3 Air Force Reservists, 43 Navy, 14 USMC, 1 USMC Reservist and 2 USCG. The student population for AY 2011 is 321 with authority to grow to 330 by adding 10 Industry Private Sector Fellows for AY 2012. The AY 2011 student body is composed of 185 U.S. military, 2 international civilian and 28 International officers, 53 students from DOD agencies and the Defense Senior Leader Development Program (DSLDP), 44 students from non-DOD agencies and as authorized in

**NATIONAL DEFENSE UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

Section 526 of the National Defense Authorization Act for FY 2010, 10 private sector students. The 185 military consists of 58 Army, 1 Army National Guard, 2 Army Reservists, 55 Air Force, 3 Air National Guard, 3 Air Force Reservists, 42 Navy, 16 USMC, 2 USMC Reservist and 3 USCG. Interagency representation is projected to remain constant for AY 2011 and 2012. The ICAF maintains the current student-faculty ratio of 3.5:1 through a combination of authorized civilian and military faculty positions and a limited number of interagency and military services' faculty chairs.

**Icollege**

**(Formerly known as Information Resources Management College)**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
10,636	10,350	10,390

The Information Resources Management College (Icollege) prepares leaders to direct the information component of national power by leveraging data and information technology for strategic advantage. 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 ICollege 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, and information operations. The college offers the following programs:

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Chief Information Officer (CIO) Certificate Program; Chief Financial Officer (CFO) Certificate Program; Advanced Management Certificate Program (AMP); Information Assurance (IA) Certificate Programs; Enterprise Architecture (EA) Certificate Programs; Government Strategic Leader (GSL) Certificate Program; and the Information Technology Project Management (ITPM) Certificate Program. The Committee on National Security Systems provides the college national recognition for its curriculum in information systems security. NSA certified the college as Center of Academic Excellence in Information Assurance Education. The College 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 2010 the college filled over 3,200 class seats and plans to fill a slight increase in the level of seats for FYs 2011 and FY 2012. 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 CFO Leadership Certificate program. In FY 2010 the CFO Academy expanded its student load by 60 new students and will increase student load by another 90 in FY 2011; and maintain that level in FY 2012.



**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Joint Forces Staff College**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
22,762	21,491	21,738

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 OPMEP CJCSI 1800.01D established three schools: 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.

The Joint Forces Staff College has a fourth school sponsored by the Joint Staff: the Joint Command, Control, and Information Operations School (JC2IOS). In Academic Year (AY) 2010, JFSC graduated 1,346 students from its Joint Professional Military Education (JPME) programs, including 40 JAWS graduates who were awarded Master of Science degrees in Joint Campaign Planning and Strategy; 1,016 JCWS graduates; and 290 JCDES graduates from the Advanced Joint Professional Military Education (AJPME) course. These totals include 904 active duty officers, 318 reserve component graduates, 99 International officers, and 25 civilians. Also, JFSC's other programs (JC2IOS, JIMPC, and HLSPC) produced 698 additional graduates. The JC2IOS produced 335 graduates and continues to expand its

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

mobile training capabilities. The high-demand, one-week Joint, Interagency, and Multinational Planners Course (224 graduates) and the Homeland Security Planners Course (139 graduates) are both offered three to five times a year at JFSC and periodically at remote locations. In AY 2010, over 7,555 students completed the Senior Enlisted Joint Professional Military Education (SEJPME) web-based course, administered by the JCDES, an increase of over 50 percent from the prior academic year. For AY 2011 and AY 2012, the JFSC has programmed for an estimated 1,350 JPME graduates.

**CAPSTONE / Pinnacle / Keystone**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
3,525	3,199	3,116

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 six-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 and in conjunction with the students last week of the course, CAPSTONE offers an Executive Development Course for spouses of the Fellows. The

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. Although the general and flag officers' spouses are only provided funding for their travel, 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 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 2010. A similar composition and total number of students is planned for FY 2011 and FY 2012.

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 very special relationship between the Command Senior

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 2011 and FY 2012.

**Institute for National Strategic Studies**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
8,502	8,991	11,564

Commencing in FY 2012, NDU plans to reorganize its research centers to best leverage university research assets in light of increased demands from combatant commanders and other DOD agencies. INSS will become 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), Center for Complex Operations (CCO), and Center for Strategic Conferencing (CSC). The mission of the research and applied learning components is to conduct strategic studies and synthesize the resultant research, publication, and applied learning activities in support of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the combatant commanders. They also provide educational support to the national strategic components of the academic programs at NDU and provide outreach to other U.S. Government Agencies and to the broader national security community.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

The CSR provides advice to the SECDEF, CJCS, JS, and CoCOMs through strategic studies, reports, and briefings; conducts directed research and analysis in the areas of strategic and regional studies; and engages in independent and leading-edge research and analysis in related areas. 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. The CCO provides for effective coordination in the preparation of DOD and other U.S. Government personnel for complex operations; fosters unity of effort among the Departments and Agencies of the U.S. Government, foreign governments and militaries, international organizations, and nongovernmental organizations; conducts research; collects, analyzes, and distributes lessons learned; and compiles best practices in matters relating to complex operations.

The CSC develops a program of symposia, workshops, and seminars in which NDU (in concert with SECDEF, CJCS, and JS) explores alternatives and issues pertaining to national security strategy, defense policy, and national military strategy; provides a venue for NDU researchers to engage with their national security community counterparts and test strategic concepts and security policies at hosted and co-sponsored events; and conducts conferences with select foreign counterpart institutions to foster better understanding and further U.S. national interests. The CASL enhances the decision-making capabilities of military and civilian leaders from the U.S. and other countries through strategic-level experiential learning opportunities that address the complex, evolving, and interlinked international, national, and local security environments. NDU Press is the University's cross-component, professional military and academic publishing house with the mission of advancing Joint Professional Military Education, national security policy,

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

and international security issues for the Chairman of the Joint Chiefs of Staff in the form of accessible, balanced, and thoroughly researched professional publications. 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. All products are also available on-line. INSS research plans are refreshed annually to ensure relevance and strategic focus and coordinated through the Joint Staff and OSD. INSS nominated 65 research projects in its current plan, inclusive of 14 topics which are independent of immediate stakeholder requirements, but approved as appropriate additional research. The resulting product lines are customer oriented and serve to inform the debate and influence policy formulation and execution. Additionally, strategic-level applied learning exercises are developed and facilitated for participants of the supported organizations allowing them to think collaboratively and strategically about critical national security issues. INSS is revitalizing its interaction with relevant Joint Staff and OSD offices to further shape research and policy analyses to emergent world events.

Product lines include: *Joint Force Quarterly*, *PRISM*, books, monographs, policy briefs, strategic perspectives, case studies, and occasional papers.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Center for Joint and Strategic Logistics (CJSL)**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
1,127	1,166	1,113

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. The Center was created in response to the need identified by 2008 Defense Business Board study and acted upon by USTRANSCOM, Office of the Undersecretary of Defense for Acquisition, Technology, and Logistics, and Defense Logistics Agency for a single organization responsible for the educational requirements of this logistical community. 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 vision is to build an organization that will be the 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 and commensurately, to improve the enterprise outcomes logisticians are accountable to deliver.

During FY 2012, the efforts of the CJSL 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

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Defense agencies and industry partners. The CJSL 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 2012 CJSL will build a "body of knowledge" which will drive the development of enterprise logisticians to allow logisticians access to useable and useful information within the logistics community. CJSL will continue work on an OPMEP-based framework and case studies focused on critical joint logistics learning outcomes, conduct a faculty development education seminar, as well as develop electives for "Defense Resource Decisions and National Security and Life Cycle Systems Management." CJSL will continue to focus on refining a Combatant Command Joint Logistic preparatory course designed to help prepare incoming Combatant Command Joint Logistic Directors, and continue developing a methodology to design exercises focused on relationships and enterprise outcomes. CJSL will serve as the senior mentor 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.

During FY 2012 CJSL will conduct seminars with interagency, commercial, non-governmental, and other private organizations share information and discuss solutions to better network and optimize organizations that have different processes and procedures, reporting chains, funding streams and languages.



**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Center for Complex Operations**

<u>Dollars in Thousands</u>		
<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
2,700	2,470	0

The Center for Complex Operations (CCO) is a DoD-led collaboration with the State Department and the United States Agency for International Development (USAID) created to improve U.S. Government approaches to complex operations through improvements in education and training, and development of a "community of practice" among practitioners, trainers, educators, and thought leaders. The purposes of the Center are to 1) provide for effective coordination within the Interagency for complex operations, 2) to foster unity of effort during complex operations within the USG, with foreign government and militaries, and with international and nongovernmental organizations, 3) to conduct research; collect, analyze, and distribute lessons learned; and compile best practices in matters relating to complex operations, and 4) to identify gaps in the education and training of DoD personnel, and other relevant USG personnel relating to complex operations and to facilitate efforts to fill such gaps. The CCO transferred to NDU in FY 2010 from the Defense Security Cooperation Agency (DSCA).

The CCO supports continued development of Irregular Warfare (IW), Counterinsurgency (COIN), and Stability Operations education and training capabilities throughout the USG. The CCO has been designated as the location for an interagency hub for reconstruction and

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

stabilization lessons learned by the Reconstruction and Stabilization Integrated Policy Committee. The hub will serve as the central and institutionalized proponent to coordinate, facilitate, and support the implementation of lessons learned across the whole-of-government reconstruction and stabilization partners. Recognizing efficiencies in combining mission related research centers, beginning in FY 2012, CCO falls under the direction of the Institute for National Strategic Studies.

**NDU Operations**

Dollars in Thousands

<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
37,112	33,287	28,742

In addition to the educational instruction offered by the major schools and colleges, NDU is composed of several special components that offer specialized short-term instruction to a wide range of students, including active and reserve military members. The Joint Reserve Affairs Center (JRAC) mission is to conduct the Reserve Components National Security Course (RCNSC). RCNSC is a two-week seminar offered to senior officers and non-commissioned officers in the U.S. Reserve Components, allied officers and selected civilians working in national security arenas. It is the only National Security course offered to Reservists and graduates receive two Joint Professional Qualification points in the Joint Qualification process. In FY 2010, JRAC hosted three RCNSCs, and 341 students attended the courses. In FY 2011 and FY 2012, JRAC is planning to conduct 4 RCNSCs for more than 400 students annually.

NATIONAL DEFENSE UNIVERSITY  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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 are selected each year to receive their military senior service college credit by training with sponsoring institutions, i.e., corporations, companies, commercial enterprises, etc., who have earned a reputation for insightful long-range planning, organizational and management innovation, and implementation of new information and other technologies. SDCFP Fellows form a cadre of future leaders knowledgeable in the organizational and operational opportunities made possible by their training throughout the year.

The National Defense University Information Technology Directorate (ITD), Operations, Human Resources, Resource Management, Library, and Health Fitness Directorates provide general support to the Joint Staff and NDU components. Specifically the support proffered by these directorates, in the functional areas of facilities engineering, logistics, security, multimedia services, printing and publications, personnel, acquisition and resource management, research services, and health and wellness programs enable the University to optimize its educational, research, and outreach missions.

**II. Force Structure Summary:** N/A

NATIONAL DEFENSE UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2011					FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action		Current Estimate	
			Amount	Percent Appropriated		
<b>A. BA Subactivities</b>						
<b>3. Training</b>	<b>102,699</b>	<b>97,633</b>			<b>97,633</b>	<b>93,348</b>
CAPSTONE/PINNACLE/KEYSTONE	3,525	3,199			3,199	3,116
Center for Complex Operations	2,700	2,470			2,470	0
Center for Joint Strategic Logistics	1,127	1,166			1,166	1,113
Industrial College of the Armed Forces	9,302	9,522			9,522	9,485
Information Resources	10,636	10,350			10,350	10,390
Management College (ICollege)						
Institute for National Strategic Studies	8,502	8,991			8,991	11,564
Joint Forces Staff College	22,762	21,491			21,491	21,738
National War College	7,023	7,157			7,157	7,200
NDU Operations	37,122	33,287			33,287	28,742
<b>Total</b>	<b>102,699</b>	<b>97,633</b>			<b>97,633</b>	<b>93,348</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's budget request.

NATIONAL DEFENSE UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2011/FY 2011	Change FY 2011/FY 2012
<b>Baseline Funding</b>	<b>97,633</b>	<b>97,633</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>97,633</b>	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	<b>97,633</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		577
Functional Transfers		
Program Changes		-4,862
<b>Current Estimate</b>	<b>97,633</b>	<b>93,348</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>97,633</b>	

NATIONAL DEFENSE UNIVERSITY  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>97,633</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>97,633</b>
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
3. Fact-of-Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>97,633</b>
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>97,633</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>97,633</b>
6. Price Change		577
7. Functional Transfers		
8. Program Increases		1,726
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Information Assurance and Technology improvements:	1,632	
Funds Defense Information Systems Agency mandated information assurance hardware, software and services to protect NDU's enterprise network and prevent intrusion into the DoD network. Lands and Structures (\$8) (FY 2011		

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Baseline \$1,219); Equipment Purchases (\$737) (FY 2011		
Baseline \$6,348); Equipment Maintenance (\$201) (FY 2011		
Baseline \$204); Intra governmental Purchases (\$517) (FY 2011		
Baseline \$1,277); GSA Managed Equipment (\$91) (FY 2011		
Baseline \$1,475); Purchase Communications (\$21) (FY 2011		
Baseline \$3,338); Other Services (\$43) (FY 2011 Baseline		
\$444); and other miscellaneous expenses (\$14)		
2) Civilian Pay Adjustment:	94	
Includes an increase in civilian pay for wage grade		
employees attributable to a requirement for greater skills		
to keep pace with technology changes. (FY 2011 Baseline		
\$59,146)		
9. Program Decreases		-6,588
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Civilian Pay Adjustment:	-2,548	
Reflects the elimination of the federal civilian pay raise		
per the direction of the President and Congress (-\$2,322)		
and a decrease of one workday in the workyear (-\$226)		
(FY 2011 Baseline \$59,146)		
2) Defense Efficiency - Civilian Staffing Reduction:	-2,284	
As part of the Department of Defense reform agenda,		
eliminates civilian full-time equivalent positions to		
maintain, with limited exceptions, civilian staffing at the		
FY 2010 level. (FY 2011 Baseline \$59,146, -35 FTEs)		
3) Defense Efficiency:	-1,357	

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Reflects the civilian pay NDU decision to consolidate Equal Employment Opportunity functions with Ft. Myer facilities (-\$91)(FY 2011 Baseline \$59,146, -1 FTE); decreases the number of days of JPME (ICAF and NWC) and CAPSTONE conus and oconus travel and implements a NDU-wide organizational travel reduction (-\$1,143) (FY 2011 Baseline \$8,177); decreases non-IT equipment purchases (-\$58) (FY 2011 Baseline \$6,348); limits equipment contracts for non-critical hardware (-\$52) (FY 2011 Baseline \$3,477); and creates efficiencies in other areas (-\$13)		
4) Civilian to Military Conversion: Reflects NDU's agreement with the Army to convert two civilian positions to military authorizations in NDU Operation' s human resource and health fitness organziations (FY 2011 Baseline \$59,146, -2 FTEs)	-256	
5) Defense Efficiency - Contractor Staff Support: As part of the Department of Defense reform agenda, reduces funds below the aggregate level reported in FY 2010 for contracts that augment staff functions (FY 2011 Baseline \$3,789)	-143	
<b>FY 2012 Budget Request</b>		<b>93,348</b>



**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The National Defense University (NDU) has made significant efforts to achieve the strategic goal of promoting unity of effort across and beyond the U.S. Government through national security education programs, research, activities, and organizations that anticipate and address complex security challenges. Over the past several years, the footprint of NDU has expanded to meet increasing demands stemming from threats to our Nation's security and well being. Our focus remains steadfast - to provide Joint Professional Military Education (JPME) to our leaders of tomorrow; to outreach to our former students; to build capacity among our interagency, international, and domestic partners; and continue to conduct cutting edge research that supports NDU's mission and advances U.S. National Security Strategy.

The NDU's operating budget supports ten colleges and institutions. A key performance measurement is total student load. Student load represents the typical ten month academic year. The table below represents a subset by fiscal year (FY) of student load trained at NDU and includes the three JPME colleges. The number of students includes only resident courses and does not include web-base classes.

NDU's three JPME colleges respond to both external and internal drivers of change with a revamped curriculum at the National War College (NWC), expanded Industry Studies at the Industrial College of the Armed Forces (ICAF) and increasing reserve component and international participation in the courses at the Joint Forces Staff College (JFSC). In academic year 2010, 57 students from 51 countries participated in the International Fellows program at ICAF and NWC.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

In addition to the 10 month JPME course at JFSC, an additional 425 students successfully completed a highly demanded one-week Joint-Interagency, the Multinational Planners course and the Homeland Security Planners Course, taught at JFSC and remote locations. While the numbers of students participating in these short term classes are significant, they are difficult to measure in the same terms as JPME. Additionally, over 9,450 students completed a web-based Senior Enlisted Joint Professional Military Education course - an increase of over 85 percent from the prior fiscal year.

BA 3 Training and Recruitment (\$ in thousands)  
Average Cost per Student

	<u>Dollars in Thousands</u>		
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
NWC	76,629	78,500	79,508
ICAF	81,352	83,000	83,687
JFSC	29,079	27,532	28,600

Average Cost per student is based on resident courses.

Average cost per student has been adjusted for standard pay and non pay inflation rates.

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b><u>V. Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>	<u>193</u>	<u>200</u>	<u>190</u>	<u>7</u>	<u>-10</u>
(Total)					
Officer	170	181	171	11	-10
Enlisted	23	19	19	-4	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>9</u>	<u>9</u>	<u>11</u>	<u>0</u>	<u>2</u>
Officer	9	9	11	0	2
<u>Civilian End Strength (Total)</u>	<u>490</u>	<u>515</u>	<u>490</u>	<u>25</u>	<u>-25</u>
U.S. Direct Hire	490	515	490	25	-25
Total Direct Hire	490	515	490	25	-25
<u>Active Military Average Strength (A/S)</u>	<u>200</u>	<u>200</u>	<u>190</u>	<u>0</u>	<u>-10</u>
(Total)					
Officer	181	181	171	0	-10
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>9</u>	<u>9</u>	<u>11</u>	<u>0</u>	<u>2</u>
(Total)					
Officer	9	9	11	0	2
<u>Civilian FTEs (Total)</u>	<u>463</u>	<u>505</u>	<u>467</u>	<u>42</u>	<u>-38</u>
U.S. Direct Hire	463	505	467	42	-38
Total Direct Hire	463	505	467	42	-38
Memo: Reimbursable Civilians Included	89	88	87	-1	-1
Average Annual Civilian Salary (\$ in thousands)	124.9	117.1	115.8	-7.8	-1.3
 <u>Contractor FTEs (Total)</u>	 <u>70</u>	 <u>69</u>	 <u>69</u>	 <u>-1</u>	 <u>0</u>

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b><u>FY 2010/FY 2011</u></b>			<b><u>FY 2011/FY 2012</u></b>		
	<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
101 Exec, Gen'l & Spec Schedules	57,037	285	1,233	58,555	0	-5,179	53,376
103 Wage Board	776	4	-189	591	0	94	685
<b>199 Total Civ Compensation</b>	<b>57,813</b>	<b>289</b>	<b>1,044</b>	<b>59,146</b>	<b>0</b>	<b>-5,085</b>	<b>54,061</b>
308 Travel of Persons	7,432	104	641	8,177	123	-1,143	7,157
<b>399 Total Travel</b>	<b>7,432</b>	<b>104</b>	<b>641</b>	<b>8,177</b>	<b>123</b>	<b>-1,143</b>	<b>7,157</b>
416 GSA Supplies & Materials	537	8	-100	445	7	1	453
<b>499 Total Supplies &amp; Materials</b>	<b>537</b>	<b>8</b>	<b>-100</b>	<b>445</b>	<b>7</b>	<b>1</b>	<b>453</b>
507 GSA Managed Equipment	150	2	1,323	1,475	22	91	1,588
<b>599 Total Equipment Purchases</b>	<b>150</b>	<b>2</b>	<b>1,323</b>	<b>1,475</b>	<b>22</b>	<b>91</b>	<b>1,588</b>
771 Commercial Transport	0	0	87	87	1	2	90
<b>799 Total Transportation</b>	<b>0</b>	<b>0</b>	<b>87</b>	<b>87</b>	<b>1</b>	<b>2</b>	<b>90</b>
914 Purch Com (non fund)	3,025	42	271	3,338	50	21	3,409
917 Postal Svc (USPS)	1	0	42	43	1	-1	43
920 Supplies/Matl (non fund)	315	4	4,156	4,475	67	-6	4,536
921 Print & Reproduction	1,536	22	-22	1,536	23	11	1,570
922 Eqt Maint Contract	2,000	28	-1,824	204	3	201	408
923 Facilities Maint by Contr	3,615	51	-1,517	2,149	32	-6	2,175
925 Eqt Purch (Non-Fund)	5,857	82	409	6,348	95	679	7,122
932 Mgt Prof Support Svcs	5,072	71	-1,354	3,789	57	-143	3,703
937 Local Purch Fuel (nonfund)	1	0	0	1	0	0	1
957 Lands and Structures	7,590	106	-6,477	1,219	18	8	1,245
984 Equipment Contracts	4,028	56	-607	3,477	52	-52	3,477

**NATIONAL DEFENSE UNIVERSITY**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b>FY 2010/FY 2011</b>			<b>FY 2011/FY 2012</b>		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
987 Other IntraGovt Purch	3,287	46	-2,056	1,277	19	517	1,813
989 Other Services	437	6	1	444	7	43	494
998 Other Costs (SOCOM Only)	3	0	0	3	0	0	3
<b>999 Total Other Purchases</b>	<b>36,767</b>	<b>514</b>	<b>-8,978</b>	<b>28,303</b>	<b>424</b>	<b>1,272</b>	<b>29,999</b>
<b>Total</b>	<b>102,699</b>	<b>917</b>	<b>-5,983</b>	<b>97,633</b>	<b>577</b>	<b>-4,862</b>	<b>93,348</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's budget request.

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# **Fiscal Year 2012 Budget Estimates Office of Economic Adjustment (OEA)**



February 2011

OFFICE OF ECONOMIC ADJUSTMENT  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**OFFICE OF ECONOMIC ADJUSTMENT  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
<b>OEA</b>	124,654	1,694	-75,537	50,811	623	30,320	81,754

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

**I. Description of Operations Financed:**

The Office of Economic Adjustment (OEA), [www.oea.gov](http://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. OEA's Director testified under oath before the BRAC Commission 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 BRAC actions in support of the DoD mission. This assistance must be comprehensive enough to address the community impacts caused by Global Defense Posture Review, Grow the Army, Grow the Force 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 under Executive Order 12788, as amended. Economic adjustment assistance 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:

**OFFICE OF ECONOMIC ADJUSTMENT**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 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, 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 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 Realignments."

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. Most installations affected by BRAC 2005 will not be closed or realigned until 2011, and 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 will continue through the next several fiscal years. Likewise, mission growth from BRAC 2005, Global Defense Posture Review, Grow the Army, Grow the Force, Guam military buildup and other transformation initiatives will continue to have significant impact upon states and communities into the future.

Also, OEA is the DoD first responder for the multiple communities, businesses and workers adversely affected by DoD decisions to cancel or curtail Defense acquisition programs,

**OFFICE OF ECONOMIC ADJUSTMENT**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

with OEA program activity designed to plan and coordinate a local, state and Federal-wide economic adjustment effort.

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 a new phase of adjustment to meet the Department's future sustainability goals.

Based upon field work to date in all project areas with affected jurisdictions in addition to 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 100 grants per year to impacted state and local governments. In addition to technical and financial economic adjustment assistance, OEA will provide for Community and staff information technology and training, as well as host regional and national conferences for affected jurisdictions. The OEA funding will continue to assist earlier BRAC communities that require OEA funding to undertake specialized plans that facilitate the redevelopment of a former base. These numbers may increase depending on additional Congressional requirements and responsibilities that OEA may be directed to assume.

The Fiscal Year 2012 President's Budget requests \$33 million of Department of Defense (DoD) funding and transfer authority for Guam 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 social services, including educational, medical and artifact preservation 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.

**OFFICE OF ECONOMIC ADJUSTMENT**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 \$33 million in FY 2012, of which:

- \$10.070 million is requested for transfer to the Department of the Interior (DOI) for vehicles and supplies for civilian student transportation. The civilian school system must support all civilian student growth resulting from the permanent contractor support population growth, and the current under-capacity school bus fleet cannot accommodate this increased demand.
- \$22.930 million is requested for transfer to the U.S. Department of Housing and Urban Development (HUD) for:
  - Construction of Archeological Preservation Act Artifact Repository to ensure the Department can meet its requirement for preservation and repository of artifacts unearthed during military construction; and
  - A portion of the construction of a Guam Mental Health and Substance Abuse Facility 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 permanent Federal injunction to address existing deficiency issues. The military build-up will exacerbate a fragile service delivery system that is already over-capacity.

DOD is requesting authority to transfer the socioeconomic project funds to the DoI-Office of Insular Affairs and HUD to implement the projects. These agencies, who have successfully worked with the Government of Guam on similar projects in the past, will be responsible for managing the projects, reporting to DOD how the funds are executed, and training Government of Guam personnel in the management, operation, and maintenance of these facilities to ensure that these facilities will be properly sustained over time.

**II. Force Structure Summary:** Not Applicable.

OFFICE OF ECONOMIC ADJUSTMENT  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

			FY 2011			Current Estimate	FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action				
A. <u>BA(4) Subactivities</u>			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
1. Operations	11,273	13,311				13,311	44,441
2. Community Assistance Grants	31,809	37,500				37,500	37,313
3. Congressionally Directed Projects	81,572						
<b>Total</b>	<b>124,654</b>	<b>50,811</b>				<b>50,811</b>	<b>81,754</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

OFFICE OF ECONOMIC ADJUSTMENT  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<b>B. <u>Reconciliation Summary</u></b>	<u>Change</u> <u>FY 2011/FY 2011</u>	<u>Change</u> <u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	50,811	50,811
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>50,811</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>50,811</b>	
Anticipated Supplemental		
Reprogrammings		
Price Changes		623
Functional Transfers		
Program Changes		30,320
<b>Current Estimate</b>	<b>50,811</b>	<b>81,754</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>50,811</b>	

OFFICE OF ECONOMIC ADJUSTMENT  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>50,811</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks - Indian Lands Environmental Impact		
<b>FY 2011 Appropriated Amount</b>		<b>50,811</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>50,811</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>50,811</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>50,811</b>
6. Price Change		623
7. Functional Transfers		
8. Program Increases		36,425
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Rental Payments to GSA - OEA will relocate at the close of FY 2011. The property owners plan to demolish the building. Current GSA rates and estimates at available buildings in the area are approximately 5% higher than OEA's FY 2011 rent. (FY 2011 baseline \$678)		

**OFFICE OF ECONOMIC ADJUSTMENT  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
2) Object Class Realignment - This represents a realignment from Other Services (Object Class 25.2) to Intra-Governmental Purchases (Object Class 25.3), Equipment Maintenance (Object Class 25.7) and Support of Persons (Object Class 25.8) based on OMB and Defense guidance. (FY 2011 baseline \$961)	3,387	
3) Defense Finance and Accounting Service - To reflect more accurate estimates based on Defense Finance and Accounting projections. (FY 2011 baseline \$318)	9	
4) Facility Sustainment, Restoration and Modernization - Increase supports GUAM socioeconomic infrastructure costs related to the military build-up as identified through a Federal interagency process and resulting Economic Adjustment Committee Socioeconomic Needs Assessment. (FY 2011 baseline \$0)	33,000	
9. Program Decreases		-6,105
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Efficiency Initiative: Purchased Communications, Utilities & Miscellaneous - OEA will forgo updates to rented and leased information technology equipment, including hardware and software updates, unless essential to operations. OEA will analyze wireless communication services to eliminate unnecessary use, overcharges and purchase the most efficient service plans. (FY 2011 baseline \$125)	-21	



**OFFICE OF ECONOMIC ADJUSTMENT**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
2) Efficiency Initiative: Printing and Reproduction - OEA will reduce printing and reproduction services from external sources and use electronic production and courier methods fully. For documents that require external printing services, OEA will heavily scrub these before production to focus on design formats that minimize document length, eliminate redundant and repetitive information and focus on streamlined documents. (FY 2011 baseline \$125)	-23	
3) Efficiency Initiative: Equipment - OEA will reevaluate and streamline its operating plan for purchasing equipment including to forgo purchases and leases of new equipment, such as updated computers and communications equipment. (FY 2011 baseline \$104)	-106	
4) Efficiency Initiative: Grants - OEA will reduce Community Grant assistance by \$750. Based upon field work to date in all project areas with affected jurisdictions in addition to project need assessments of Federal and state funding requirements for communities impacted by downsizing and mission growth, OEA estimates the target reduction to Community Grants represents approximately 2.5 grants. FY 2011 baseline \$37,500)	-750	
5) Efficiency Initiative: Civilian Compensation - This adjusts funding to reflect a reduction in staff by 3 full-time equivalents. (FY 2011 baseline \$5,200)	-324	
6) Efficiency Initiative: Other Services - This represents a reduced reliance on service support contracts. (FY 2011 baseline \$4,556)	-158	
7) Civilian Compensation - This reflects a decrease in compensable days to 260 in FY 2012 and adjusts funding to reflect no civilian pay raises. (FY 2011 baseline \$5,200)	-171	
8) Travel - (This recognizes more cost -effective management of travel resources. FY 2011 baseline \$877)	-86	

**OFFICE OF ECONOMIC ADJUSTMENT**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

9) Other Services - This represents object class realignments and a decrease in operations. The object class realignments are from Other Services (Object Class 25.2) to Intra-Governmental Purchases (Object Class 25.3), Equipment Maintenance (Object Class 25.7) and Support of Persons (Object Class 25.8) based on OMB and Defense guidance. (FY 2011 baseline \$4,556)

**Amount Totals**

-4,466

**FY 2012 Budget Request**

81,754

**OFFICE OF ECONOMIC ADJUSTMENT**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 housing purchases.

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 an expansion action 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.

OFFICE OF ECONOMIC ADJUSTMENT  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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 reporting requirements in a timely manner.

OFFICE OF ECONOMIC ADJUSTMENT  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Active Military End Strength (E/S)</u> (Total)					
Officer	3	3	3	-	-
Enlisted					
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	41	41	38	-	-3
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
 Civilian FTEs (Total)					
U.S. Direct Hire	41	41	38	-	-3
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$ in thousands)	105	100	99	-5	-1
 Contractor FTEs (Total)	-	-	-	-	-

**OFFICE OF ECONOMIC ADJUSTMENT**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	<u>FY 2010</u> <u>Actuals</u>	<u>Change</u> <u>FY 2010/FY 2011</u>		<u>FY 2011</u> <u>Estimate</u>	<u>Change</u> <u>FY 2011/FY 2012</u>		<u>FY 2012</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	5,468	27	-295	5,200	0	-495	4,705
<b>199 Total Civ Compensation</b>	<b>5,468</b>	<b>27</b>	<b>-295</b>	<b>5,200</b>	<b>0</b>	<b>-495</b>	<b>4,705</b>
308 Travel of Persons	1,096	15	-234	877	13	-86	804
<b>399 Total Travel</b>	<b>1,096</b>	<b>15</b>	<b>-234</b>	<b>877</b>	<b>13</b>	<b>-86</b>	<b>804</b>
673 Def Fin & Accounting Svc	0	0	318	318	-56	9	271
<b>699 Total DWCF Purchases</b>	<b>0</b>	<b>0</b>	<b>318</b>	<b>318</b>	<b>-56</b>	<b>9</b>	<b>271</b>
912 GSA Leases (SLUC)	577	8	93	678	10	29	717
914 Purch Com (non fund)	159	2	-36	125	2	-21	106
920 Supplies/Matl (non fund)	394	6	-34	366	5	0	371
921 Print & Reproduction	100	1	24	125	2	-23	104
922 Eqt Maint Contract	3,083	43	-3,126	0	0	3,163	3,163
923 Facilities Maint by Contr	0	0	0	0	0	33,000	33,000
925 Equipment Purch (non fund)	0	0	104	104	2	-106	0
960 Interest and Dividends	2	0	-1	1	0	0	1
964 Sub/Support of Persons	9	0	-9	0	0	9	9
987 Other IntraGovt Purch	385	5	571	961	14	215	1,190
988 Grants	113,381	1,587	-77,468	37,500	563	-750	37,313
989 Other Services	0	0	4,556	4,556	68	-4,624	0
<b>999 Total Other Purchases</b>	<b>118,090</b>	<b>1,652</b>	<b>-75,326</b>	<b>44,416</b>	<b>666</b>	<b>30,892</b>	<b>75,974</b>
<b>Total</b>	<b>124,654</b>	<b>1,694</b>	<b>-75,537</b>	<b>50,811</b>	<b>623</b>	<b>30,320</b>	<b>81,754</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

# **Fiscal Year 2012 Budget Estimates**

## **Office of the Secretary of Defense (OSD)**



February 2011

OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
OSD	2,155,878	41,109	48,313	2,245,300	56,764	-100,100	2,201,964

FY 2010 includes \$128,496 thousand OCO funding from DoD Appropriations Act, 2010 (PL 111-118) and Supplemental Appropriations Act, 2010 (PL 111-212).

FY 2011 excludes \$188,099 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

FY 2012 excludes \$143,870 thousand requested in the FY 2012 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 the 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 Assistant Secretary of Defense (Networks and Information Integration)/DoD Chief Information Officer (ASD(NII)/CIO), the Director, Cost Assessment and Program Evaluation (CAPE) (formerly Program Analysis and Evaluation

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

(PA&E)), 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 Oversight), the Office of the Director, Net Assessment, and the Director of Administration and Management (DA&M).

**Narrative Explanation of Changes from FY 2011 to FY 2012:**

The OSD Operation and Maintenance (O&M) FY 2012 budget reflects the Secretary of Defense's priorities for significantly improving the effectiveness and efficiency of the Department's business operations. OSD conducted a detailed review of its accounts to reduce overhead; flatten and streamline hierarchy; and combine or eliminate repetitive and overlapping functions in order to realign savings from efficiencies into operational units, force structure, readiness, and future military capabilities.

When compared to the FY 2011 President's Budget levels, the FY 2012 OSD O&M fiscal guidance reflects an overall decrease of \$43.3 million, after factoring in the following:

A \$-168.7 million decrease for savings from efficiencies gained from improved business operations, reduction of contract studies and service support contracts. An additional reduction of \$-98.5 million is attributable to a decrease in civilian manpower by 197 Full-time Equivalents (FTEs); implementation of a Civilian Personnel Pay Freeze; decrease in transportation cost resulting from influx in inflation, and other program reductions and eliminations, for a total reduction of \$-267.2 million.

Growth of \$125.7 million for programmatic increases in support of mission enhancements for Funds Synchronization Pre-deployment and Operational Tracker - Enterprise Suite (SPOT-ES); Cyber Security/Information Assurance; Identity Management Capabilities; Supply Chain Risk Management; Cyber Identity, Monitoring and Enforcement; expansion of the Ministry of Defense Advisor (MoDA) Program; access, management, and analyses of e-

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

Guardian data (the FBI's Threat Reporting System); Readiness and Environmental Protection Initiatives; an increase of \$41.4 million from functional transfers for new missions assumed as a result of the disestablishment of the Business Transformation Agency (BTA) and a transfer-in of the Joint Interoperability Division from Army Forces Command. An additional increase of \$56.8 million is attributable to inflation, for a total increase of \$223.9 million.

	<u>\$ in Thousands</u>		
	<u>FY 2010 Actuals</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Estimate</u>
<b>A. <u>Core Operating Program:</u></b>	327,962	1/ 418,085	356,790

1/Reflects \$76K decrease for Fact-of-Life Change described in Section III, Financial Summary

The OSD Core Operating Program provides the necessary resources to support the operations of the Office of the Secretary of Defense and the centrally funded support services within OSD. Funding in this subactivity group includes all personnel compensation, benefits, Mass Transit, and Permanent Change of Station (PCS) costs. In FY 2011, the budget estimate in this subactivity includes personnel compensation and benefits - \$411,932K, Mass Transit & FECA - \$1,627K, Permanent Change of Station (PCS) - \$50K, OSD Training Program - \$1,822K, and Official Representation Fund - \$2,729K. In FY 2012, all non-pay and non-benefits programs were realigned from Core Operating Program to Other DoD Programs and Initiatives.

OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

\$ in Thousands

	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
<b><u>Estimated Civilian Pay and Benefits for Major</u></b>			
<b><u>OSD Principal Staff Assistants (PSAs):</u></b>			
ASD(NII)	26,938	36,871	29,486
Director, CAPE	21,944	32,634	22,275
OUSD(AT&L)	70,117	104,967	78,927
OUSD(C)	26,567	33,680	28,213
OUSD(I)	32,516	38,406	32,891
OUSD(P)	65,278	69,044	72,577
OUSD(P&R)	23,688	35,457	24,816
Other DoD Offices	<u>60,914</u>	<u>60,873</u>	<u>67,557</u>
<b>Total Estimated Civilian Pay and Benefits</b>	<b>327,962</b>	<b>411,932</b>	<b>356,742</b>

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

\$ in Thousands

	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
<b>B. <u>Other DoD Programs and Initiatives:</u></b>	<u>1/</u> 337,329	<u>2/</u> 228,403	<u>3/</u> 262,835
<u>1/</u> Includes \$110,640K from congressional grants			
<u>2/</u> Reflects \$-5,008K reduction for Fact-of-Life Changes described in Section III, Financial Summary, and \$7,253K increase from realignment of ASD (Public Affairs) which was reflected as a "stand-alone" sub-activity in the past			
<u>3/</u> Reflects realignments of OSD Training Program and Official Representation Fund from Core Operating Program to Other DoD Programs and Initiatives described in Section III, Reconciliation of Increases and Decreases			
Assistant Secretary of Defense, Legislative Affairs (ASD(LA))		789	495
Assistant Secretary of Defense, Public Affairs (ASD(PA))		7,253	7,079
Boards, Commissions and Task Forces (BCTF)		17,260	24,338
Capital Security Cost Sharing (CSCS)(State Department Bill)		155,057	157,365
Deputy Chief Management Officer (DCMO)		4,932	35,017
Test Resource Management Center (TRMC)		5,487	5,348
<u>4/</u> Director of Administration and Management (DA&M)		6,519	5,351
Office of the Director Net Assessment (ODNA)		19,589	13,395
Office of General Counsel (OGC)		895	777
Assistant to the Secretary of Defense(Intelligence Oversight)		1,540	1,087
Other DoD Offices, Programs, and Initiatives		<u>9,082</u>	<u>12,583</u>
<b>Total Other DoD Programs and Initiatives</b>		<b>228,403</b>	<b>262,835</b>

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

4/Supports Civil Liberties Office, Def Privacy Office, Def Reform, Historian, &  
Directorate for Organizational and Management Planning

**a. ASD ((Legislative Affairs))** serves as the 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. Public Affairs** is the principal staff advisor and assistant to the SECDEF and Deputy Secretary of Defense 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 web site 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 the DoD FACA Program (i.e., the Freedom of Information Act, the Privacy Act, and the American Disability Act. 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.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 1999. Department of State determines the cost share for each tenant agency.

**e. Deputy Chief Management Officer (DCMO)** was established under the National Defense Authorization Act (NDAA) 2008, Section 904. This office recommends methods to improve integration and coordination of the Department's business operations. DCMO advises DEPSECDEF, SECDEF and also assists OSD officials and heads of DoD components in ensuring plans, performance goals, and measures are aligned with DoD strategic goals.

**f. Test Resource Management Center (TRMC)** develops and maintains a strategic plan of the SECDEF needs for Test and Evaluation (T&E) facilities and resources.

**g. 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, and Defense leased facilities in the National Capital Region (NCR), providing administrative, logistical, facilities, and technological support at those facilities; and lastly to secure and protect the people, facilities, and infrastructure of the Pentagon Reservation and DoD leased facilities. DA&M oversees the DoD Committee Management, DoD Headquarters Management, and Office of the Secretary of Defense Historical Program, DoD Freedom of Information Act Program, the DoD Privacy Program, the DoD Civil Liberties Program, the OSD Internal Management Control Program, and the OSD Networks/CIO. ODA&M performs management and oversight of the Pentagon Force Protection Agency, and the Washington Headquarters Services, a DoD Field Activity which provides financial, personnel, and other administrative support to the NCR organizations.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**h. Office of the Director Net Assessment (ODNA)** supports projects of broad importance to the Secretary and the Deputy Secretary of Defense and for research in support of the Net Assessment mission. These projects address near- and long-term problems and opportunities for U.S. military forces and policies, as seen from the perspective of the SECDEF. They draw on sources of expertise not available within DoD and that cannot be developed within DoD. This research differs in character and focus from other DoD research programs which are concerned with issues of current or near future policy.

**i. 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.

**j. 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.



OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

	<u>\$ in Thousands</u>		
	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
<b>C. <u>Acquisition, Technology, and Logistics:</u></b>	244,803	231,825	290,898
	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
<b>Congressional Mandate</b>	<b>21,139</b>	<b>11,374</b>	<b>10,870</b>
CFO Act Compliance	1,021	1,581	1,577
E-Business COE	1,898	2,526	2,525
Legacy Resource Management Program	6,057	7,033	6,532
Native American Land Remediation	12,163	234	236
<b>Improve Acquisition &amp; Logistics Processes</b>	<b>107,266</b>	<b>135,023</b>	<b>172,564</b>
Acquisition Programs Support Systems	8,362	8,683	8,357
Contingency Contracting	-	3,295	3,400
Corrosion Prevention Program	7,100	7,159	7,324
Def Mgt Initiatives (ex-Def Reform for Competition)	4,995	2,276	2,120
Defense Industrial Base Cyber Security	1,492	2,212	2,636
Defense Installation Spatial Data Infra (DISDI)	167	848	1,000
Defense Procurement & Acquisition Policy (DPAP)	2,539	2,544	17,769
Developmental Test and Engineering (DT&E)	-	1,850	2,137

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
Operational Energy Plans & Programs	1,020	10,882	10,252
Emerging Contaminants	971	1,186	1,194
Environmental, Safety, & Occupational Health in Acquisition	1,315	796	878
Facilities Program Requirements	402	729	717
Human Capital Initiative (HCI)	1,438	775	734
Industrial Policy Program Support	221	547	2,595
Integrated Acquisition Environment (GSA Bill)	27,552	27,354	26,081
Joint Purchase Card Program Office	10,100	7,948	7,666
Logistics Systems Modernization (LSM) Support	18,846	25,366	24,714
Mission Capabilities/Systems Engineering	6,557	5,764	5,945
Performance Assessment & Root Cause Analysis (PARCA)	4,750	11,450	11,190
Research, Development, Test & Evaluation (RDT&E) Oversight	2,080	2,997	5,731
Small Business Program Support	537	746	794
Space and Intelligence MDAP Oversight	4,340	7,501	8,433
Strategic Sourcing	2,482	2,115	1,897
Synchronization Pre-deployment and Operational Tracker Enterprise Suite (SPOT-ES)	-	-	19,000
<b>OSD Decision Support</b>	<b>13,394</b>	<b>13,087</b>	<b>12,916</b>
OSD Studies Program	13,394	13,087	12,916

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
<b>Regulatory Requirement</b>	<b>47,637</b>	<b>41,937</b>	<b>67,650</b>
Acquisition Workforce Demonstration	438	485	3,869
Environmental Security Cooperation	1,283	1,374	8,365
International Cooperation Program			
Support	-	-	928
Low Observable/Counter Low Observable			
(LO/CLO)Export Process	277	310	316
Readiness & Environmental Protection			
Initiative (REPI)	45,639	39,768	54,172
<b>Promulgate Policy</b>	<b>22,745</b>	<b>26,129</b>	<b>22,235</b>
AT&L Knowledge Sharing Systems	5,505	4,377	3,901
Defense Acquisition Mgt Info Retrieval			
System (DAMIRS)	15,676	20,170	17,475
Transform Procurement Regulations	1,564	1,582	859
<b>Other</b>	<b>13,579</b>	<b>4,275</b>	<b>4,663</b>
National Security and Space Office	6,880	-	-
Travel	6,699	4,275	4,663
<b>OCO</b>	<b>19,043</b>	<b>-</b>	<b>-</b>
<b>Total OUSD (AT&amp;L) Programs</b>	<b>244,803</b>	<b>231,825</b>	<b>290,898</b>

The OUSD(AT&L) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for all matters relating to the DoD Acquisition System; OUSD(AT&L) supervises the 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 funding increases will provide for establishment of the offices of Performance Assessment and Root Cause Analysis (PARCA), the Director of

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Developmental Test & Evaluation (DT&E), and the Director of Systems Engineering (DSE). The resources also allow for establishment of the 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) 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 the DoD.

**2) 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.

**3) 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.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**4) 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 American Indians, Alaska Natives, and Native Hawaiians.

**b. Improve Acquisition & Logistics Processes:**

**1) Acquisition Programs Support Systems:** This program improves the flow of mission-essential information and 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, and managing contracted support in forward areas. This account funds improvements to contracting in support of deployed forces, humanitarian or peacekeeping operations, and disaster relief through policy, guidance, and oversight. Funding 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.

**3) Corrosion Prevention Program:** This program focuses on prevention and mitigation of corrosion of military equipment and infrastructure.

**4) Defense Management Initiative:** This program improves defense installations' services and facilities management (including housing). The initiative evaluates

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. Defense networks present high value targets for advanced persistent threats (ATPs) (APT?) due to increased utilization for information sharing and logistics purposes. ATPs can evade commercial security tools and defeat generic security best practices; presenting a considerable need for more robust security planning and execution. The President's Cyber Initiative has moved to counter these threats and mitigate the risks. The proposed Acquisition Cyber Security Initiative links high level policies and great thoughts 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 (CPI), better understand and mitigate supply chain risks, improve program protection planning, and improve and streamline program protection engineering.

**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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

and contingency contracting policy and regulations; the development and maintenance of the Defense Acquisition Guidebook; the review and management of major acquisitions of services; and 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.

**8) Developmental Test and Engineering (DT&E):** Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) legislated a Director, Developmental Test and Evaluation (DT&E) and 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 the OSD DT&E Oversight List, and shall monitor and review the developmental test and evaluation activities of MDAPs. The funding provides the support and operation of the office and execution of its mission.

**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 the DoD and the Army, Navy, Air Force, and Marine Corps; (2) establishing 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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 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 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):** This program assesses the current AT&L workforce and identifies competency gaps to improve the future AT&L workforce.



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**13) Industrial Policy Program Support:** 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 (DOD 5000.52 and DODI 5000.66); update and implementation of the Defense Acquisition Strategic Workforce Plan; the Acquisition Demonstration Program, Defense Agency Career Management; and the Defense Acquisition Workforce Development Fund, and all supporting workforce initiatives.

**14) Integrated Acquisition Environment (IAE) (GSA Bill):** This funding pays the Department's share of mandatory GSA e-Government initiative costs.

**15) 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).

**16) 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 the DoD) and is the principal logistics official within the senior management of the 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 growth is required 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.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**17) Mission Capabilities (MC)/Systems Engineering (SE):** Public Law 111-23, "Weapons System Acquisition Reform Act of 2009" (WSARA) legislated 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 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 coalition environment.

**18) 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). The funding provides the support and operation of the PARCA office and execution of its mission.

**19) Research, Development, Test and Evaluation (RDT&E) Oversight:** Funds management and administrative expenses of RDT&E program oversight.

**20) 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 the 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 Defense: small business, veteran-owned small business, service-disabled veteran-owned small business, Historically Underutilized Business Zone small business,

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

**21) Space & Intelligence Major Defense Acquisition Program (MDAP) Oversight:** The office works closely with the DNI(Acquisition), OUSD (I); ASD (NII); 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.

**22) 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.

**23) 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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

by ensuring timely, properly executed and transparent contracts to help reduce fraud, waste and abuse.

**24) National Security Space Office (NSSO):** The NSSO provides an integrated national security space architecture planning function that informs strategic, senior-level decision-making within the Department of Defense with timely and cogent space system architecture alternatives. The FY 2010 Defense Appropriations Act transferred the management and tasking of the NSSO to the OUSD (AT&L), Space and Intelligence Office (SIO).

**c. 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.

**1) OSD Studies Program:** This program supports requirements for analytic support within the OUSD(AT&L) and conducts joint studies with other components of the 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.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**d. Regulatory Requirement:**

**1) Acquisition Workforce Demonstration:** The Acquisition Demonstration Project Office manages the effort to enhance the quality, professionalism, and management of the acquisition workforce. The Acquisition Demonstration Project focuses on the achievement of three broad objectives: improved Management of the Acquisition, Technology & Logistics Workforce; improved Human Resources Management Systems; and improved Mission Accomplishment. The statute authorizing the National Security Personnel System was repealed and employees must be returned to their prior pay system. This funding reestablishes the Acquisition Workforce Development Fund, and all supporting workforce initiatives.

**2) Environmental Security 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.

**3) International Cooperation Program:** This program is a new O&M Congressional Mandate program. It supports 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).

**5) Readiness and Environmental Protection Initiative (REPI):** The Military Departments identify expanding development and urban growth as an increasing challenge to

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. The DoD promotes such partnerships through its Sustainable Ranges Initiative.

**e. 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, and to online collaborative knowledge communities. Funds will assist the office to: operate and support the AKSS, the DAG, the web enabled Integrated Framework Chart (IFC), ACC system and the Acquire search and discovery system. Funds will also be used to convert the AKSS to 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; 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 the DoD procurement regulatory process and rule making capability. This initiative will move the development, implementation, publication, and communication of hundreds of policies, laws, and changes in the FAR and DFARS to a web-based capability.

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**3) Defense Acquisition Management Information Retrieval (DAMIR):** 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 the DoD acquisition programs. The FY 2012 increase funds the Acquisition Visibility (AV) SOA project to improve transparency of Defense acquisition decision-making information.

	<u>\$ in Thousands</u>		
	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
<b>D. <u>Under Secretary of Defense (Policy):</u></b>	140,441	93,392	55,074

The Office of the Under Secretary of Defense for Policy (OUSD(P)) oversees matters relating to international security policy and political-military affairs. Serve as 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 represent 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, that are described below.

**a) Policy Planning and Integration:** OUSD(P) coordinates activities to aid in formulating strategies for DoD programs at national and international levels. This

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. 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. Funding allows 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 to aid in preventing the expansion of terrorist cells. Utilizes table top exercises to enable Members of Congress, Administration Officials, and DoD personnel to form strategies in addressing catastrophic security events. Active research and involvement in the ever-changing cyber environment to protect security assets and prevent sophisticated threats in cyberspace from adversaries domestic and foreign.

**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, maintains regional expertise to support DoD leadership in forming and implementing strategies and contributes to coordinating holistic government engagement in programs and policies. Regional expertise provides the ability to: monitor and solve security cooperation issues, effectively execute coalition management, monitor



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. 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-combative manner. Provides funds to pay rewards for information to disrupt international terrorist activities and enhance US security capabilities.

**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 of Western Hemisphere nations. It supervises intra-departmental and inter-agency coordination of the above issues. 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, which provides defense-related products and services that are

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

essential to equip; mobilize; deploy and sustain military operations, enabling the Warfighter to minimize risk. Ensures the resiliency of networked infrastructure assets, whether owned or operated by the 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 information to disrupt international terrorist activities.

**h) US Mission to NATO:** Funding 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 include NATO involvement, weapons of mass destruction bilateral measures, and support of overseas facilities.

**i) Travel:** This funding supports travel in support of the OUSD(P) mission.

The following comparison tables reflect a "before-and-after" snapshot of the OUSD (Policy) program structure. The revised structure accurately reflects the support functions to the Secretary of Defense. The former program structure did not appropriately reflect the priorities and focus of OUSD(P) missions. This re-designation will allow for more accurate reporting and definition of OUSD(P) support.

OUSD(P) has redefined its programs in order to more accurately reflect the support it provides to the Secretary of Defense. Comparison tables, below, provide a cross-walk from PB 2011 to PB 2012. The former program structure, while not inaccurate, was outdated and did not appropriately reflect the priorities and focus of OUSD(P) missions.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>PB 2011 Program Structure</b>	<b>FY 2009 Actuals</b>	<b>FY 2010 Appropriated</b>	<b>FY 2011 Estimate</b>
Defense Critical Infrastructure Protection	16,834	19,481	17,475
ASD Homeland Defense (HD)	22,047	18,491	16,587
Disaster Response Program	0	8,215	7,369
Irregular Warfare	0	1,590	1,426
Latin America Strategic Initiative	0	3,527	3,164
Policy Integration	0	1,786	1,602
Rewards Program	6,829	5,328	4,779
Strategic Integration	0	1,921	1,723
Strategic Policy Forum	0	1,000	897
Support to OSCE	105	608	545
Travel	5,994	5,504	5,710
US Mission to NATO	4,898	4,952	6,615
OUSD (Policy) Operation	32,089	20,028	25,500
<b>Total</b>	<b>88,796</b>	<b>92,431</b>	<b>93,392</b>

<b>PB 2012 Program Structure</b>	<b>*FY 2010 Actuals</b>	<b>FY 2011 Estimate</b>	<b>FY 2012 Estimate</b>
Defense Critical Infrastructure Protection	18,253	17,475	9,032
Global Threat Management	11,397	10,731	3,636
Homeland Defense Support Activities	11,276	13,534	10,705
Policy Planning and Integration	18,473	17,818	5,553
Regional Security Affairs	9,716	9,257	4,691
Rewards Program	5,077	4,779	7,117
Travel	7,338	5,710	4,755
US Mission to NATO	6,415	6,615	3,319

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

PB 2012 Program Structure	*FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
Warfighting Support Activities	8,253	7,473	6,266
<b>Total</b>	<b>96,198</b>	<b>93,392</b>	<b>55,074</b>

\*FY10 excludes OCO to provide a better comparison

\$ in Thousands

	<u>FY 2010 Actuals</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Estimate</u>
<b>E. <u>Comptroller and Chief Financial Officer:</u></b>	27,048	48,652	30,535

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 six main areas of operations financed include the following:

**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.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

2) Support Department-wide business transformation efforts by improving financial management processes, systems, and financial reporting.

3) Maintain tools designed to display and track budgetary data and performance metrics such as the Exhibits Automation System, the American Recovery and Reinvestment Act (ARRA), the Comptroller's Executive dashboard, and the Overseas Contingency Operations support tool.

4) Improve the financial workforce management (FWM) capabilities including identification of best practices, development of professional and analytical skills and abilities, implementing innovative approaches to increase the professional development of the Financial Management workforce to ensure the workforce can meet the changing business needs of the Department.

**b. Future Years Defense Program (FYDP) Improvement:**

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 SECDEF and senior leadership.

**c. Administrative Support:** Funds services including general office support, data administration, records management, workflow and correspondence tracking, and other administrative tasks.

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**d. Capabilities Portfolio Management (CPM):** Funds OSD and Joint programs used to advise senior leadership and support strategic decision making to optimize investments and minimize risks in providing capabilities to the Warfighter. CPM includes programs such as Command & Control, Joint Logistics, Net Centric Operations, Corporate Management Support, and Battlespace Awareness.

**e. Next Generation Resource Management System (NGRMS):** Maintain IT system used to formulate, justify, present, and defend the DoD budget; includes equipment maintenance support, software upgrades, and software licenses.

**f. Enterprise Funds Distribution System Support (EFDSS):** Maintain IT system used for controlling and distributing funds through apportionment, reprogramming, rescissions, continuing resolution, etc.; includes equipment maintenance support, software upgrades, and software licenses. More detailed information on the mission and functions of the OUSD(C) can be found at the following website: <http://www.defenselink.mil/comptroller/>.

	<u>\$ in Thousands</u>		
	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
<b>F. <u>Personnel and Readiness (P&amp;R):</u></b>	801,747	1/ 911,942	909,221

1/Includes \$3,459K for technical adjustments described under Fact-of-Life Changes in Section III, Financial Summary

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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

policies, plans, and programs for Total Force personnel. This includes the allocation among the 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 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 along with oversight of military training and its enablers; and quality of life for our military and their families. The strategy for achieving efficiencies totaling \$48.4M will be a through various analysis organization wide resulting in better use of shared services thorough out the organization, realignment, reorganization, and elimination of duplicity in organizational functions and requirements.

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 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 the 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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 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 arise related to the National Guard and Reserve components (RC). These efforts provide mandated reports, data and recommendations as potential solutions or courses of action to the 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 National Guard 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. Base Allowance for Housing (BAH):** Supports the BAH program administration, including nationwide data collection of housing costs. Funding for this small program was functionally transferred to the Defense Human Resources Activity (DHRA) as part of a P&R re-alignment (\$422) in FY 2011.



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**f. 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 second priority to strengthen joint war-fighting capabilities. This account funds the following efforts:

**g.**

**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 providing 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 Development and Distribution Capability (JKDDC) provides joint operational art 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 USJFCOM Joint Warfighting Center supplies the Unified Command Plan-directed support to COCOMs by providing joint and multinational training exercises and certification exercise venues along with training exercise feedback. The JWFC 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 delivers individual functional user training on a variety of Command and Control applications on the Global Command and Control

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

5) Combatant Command Headquarters support provides the COCOMs 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 COCOMs 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 COCOMs 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 COCOMs. The program supports policy, procedure, action and milestone development required to conduct COCOM individual and staff joint training programs.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

10) Irregular Warfare (IW) training program provides training to General Purpose Forces for conduct of civil affairs, psychological operations and IW through leveraging of existing capabilities of special operations training and including counter-insurgency and IW tasks in Joint Exercises.

11) To track the progress and impact of the CE2T2 program, the Joint Assessment and Enabling Capability (JAEC) measures the degree to which joint training improves joint readiness and where improvements should be made.

12) 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.

**h. Defense Safety Oversight Council (DSOC):** Supports safety initiatives to reduce and prevent injuries to meet the SECDEF's 75 percent accident reduction goal. It includes funding for the Voluntary Protection Program.

**i. Defense Readiness Reporting System (DRRS):** 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.

**j. Lost Work Days System:** Lost Work Days aims to increase operational readiness by providing data and analysis to eliminate preventable mishaps.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**k. 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 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 processed per year.

**l. Military Spouse Intern 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.

**m. 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.

**n. Training Transformation:** Provides oversight of the Department's Joint training effort, including DoD training ranges.

**o. Wounded Warrior Care and Transition Policy [Formerly Transition Policy and Wounded Warrior Care]:** Funds WWCTP operations that provide OSD-level oversight of the development and implementation of comprehensive disability, non-medical care and case management, and transition programs, policies and standards across the Services and

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

Agencies. Funds the Recovery Coordination Program for Recovering Service Members and a Recovery Care Plan system to track medical progress, services, and resources and assistance provided to recovering service members. Funds publication of the Compensation and Benefits Handbook and DoD's contribution to the National Resource Directory effort between the DoD, the Department of Veterans Affairs, and the Department of Labor. FY 2012 funding will expand the integrated Disability Evaluation System (IDES) across the globe and enhance IDES patient tracking and accountability technology. FY 2012 funding for the DoD Transition Assistance Program (TAP) reflects a modest increase over FY 2011 estimates, largely due to one of the most detailed requirements review of the overall program undertaken by the Department in over a decade, and includes an initiative to deliver virtual, on-demand Pre-separation Counseling (X USC, § 1142) and transition services to all members of the Armed Forces, with a priority on the Reserve Components. Funding in this request also pays for a Warrior Athletic Reconditioning Program and an Education and Employment Advocacy pilot program to engage Wounded Warriors early in their recovery. This request also funds a strategic outreach campaign to inform our Nation's community of wounded, ill, and injured Service members, their families, and caregivers of programs, benefits, and services available to them.

\$ in Thousands

	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>
	<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
<b>G. <u>Under Secretary of Defense</u></b>			
<b><u>(Intelligence)</u></b>	134,925	173,645	162,939

The OUSD(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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 OUSD (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.** Four Deputy Under Secretaries (DUSD) and four direct report offices support the intelligence mission:

**1) 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 Information Operations (IO). Develops DoD policy/doctrine, coordinates Joint doctrine, and oversees DoD Intelligence transformational efforts.

**i. Information Operations and Strategic Studies Directorate:** Advisor for DoD Cyber, IO integration and IO-enabling strategic activities, such as Interagency Special Access Program coordination; mission coordination among Combatant Commands (COCOM), Services and Agencies (C/S/A); intelligence integration strategies/assessments; and Strategic Communication-IO synchronization. Provides expertise that enables development of an integrated C/S/A DoD IO Technology Architecture to accelerate deployment of kinetic/non-kinetic capabilities. Reviews sensitive capability employment packages for Overseas Contingency Operations (OCO). Responsible for the development/oversight of DoD IO programs, plans, and activities, to include: DoD IO investment strategy; OUSD(I)

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

security administrative support for offensive IO and enabling activities; budgetary assessments of DoD IO programs; and oversight of DoD IO capability development.

**ii. Warfighter Requirements and Evaluation Directorate:** Provides guidance and oversight to sustain the Intelligence Planning process to synchronize and integrate national and Defense Intelligence Enterprise efforts in support of selected combatant command top priority contingency and campaign plans. Leads transformation efforts and develops/coordinates policy on all Intelligence disciplines/Joint Intelligence Operations Centers. Provides guidance and oversight to sustain the Intel Planning effort to synchronize and integrate national and Defense Intelligence (DI) efforts in support of designated COCOM top priority plans. Representative to Joint Improvised Explosive Device (IED) Defeat Organization (JIEDDO) and provides advice for all Counter-IED programs. Provides oversight of Reserve intelligence, Joint Reserve Intelligence Program and the Reserve Military Intelligence General Officer Steering Committee. Responsible for policy/operational aspects of the Sensitive Reconnaissance Operations (SRO) program - all airborne/maritime surveillance and reconnaissance operations requiring SECDEF or President of the United States approval in support of national and Warfighter requirements.

**iii. Policy, Strategy, and Doctrine (PSD) Directorate:** Provides oversight, development, and management of Defense Intelligence, Counterintelligence, security and intelligence-related policy, strategy, and doctrine, and establishes priorities to ensure conformance with SECDEF and Office of the Director of National Intelligence (ODNI) guidance.

**iv. Information Sharing and Partner Engagement (ISPE) Directorate:** Coordinates all intelligence information sharing and related Warfighter intelligence support issues for OUSD(I). Establishes enterprise management and governance for Defense Intelligence

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Information Enterprise framework 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 coalition partners, other federal government entities, state/local/tribal entities, international organizations, and the private sector. Oversees development of international intelligence information sharing architectures. Manages 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 representative to the DNI's IC CIO council, the IC Information Sharing Steering Committee, and the IC Information Sharing Executive.

**v. Intelligence, Surveillance and Reconnaissance (ISR) Task Force (TF)**

**Directorate:** Responsible for operationalizing SECDEF-approved ISR initiatives. Provides ISR capability with supporting infrastructure for collection, communications and processing, exploitation and dissemination in support of commands engaged in combat operations. The TF assesses unmet ISR demand, develops options to drive the integration of ISR and Strike to achieve Warfighting effectiveness. Leverages the DOD and the DI to assess unmet ISR demands and develop options to meet gaps and shortfalls within the CENTCOM Area of Operations. Works to coordinate approved ISR initiatives input into the DoD Planning, Programming, Budgeting and Execution system.

**2) The DUSD Technical Collection and Analysis (TC&A):** Provides direction and oversight of all DoD intelligence analytical and technical collection functions. The office establishes policy, standards of performance, quality assurance and integration; drives the development and implementation of advanced concepts, responsive strategies and cutting-edge analytical and collection capabilities for the Department. This office also



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

addresses critical intelligence needs, operational shortfalls, and interagency requirements.

**i. Analytic Concepts and Strategies Directorate:** Stimulates, develops and implements advanced concepts, responsive strategies, and cutting-edge analytic tradecraft methodologies, techniques and procedures that focus on improving the full spectrum of analysis and maximizing the integration and collaboration between technical analysis and all-source analysis. Establishes policy and provides oversight of open-source intelligence activities within the Department. Establishes and evaluates the effectiveness of defense analysis and production within the Defense Agencies, the Services, and the COCOMs. Enhances current analytic capabilities by fostering collaboration and driving policy and guidance that shape an integrated and collaborative analytic enterprise, while shaping future DoD and Intelligence Community analytic architectures, processes, and transformation.

**ii. Collection Concepts and Strategies Directorate:** Stimulates, develops and implements advanced concepts, responsive strategies, and cutting-edge integration methodologies, techniques and procedures. With the Defense Agencies, the Services and the COCOMS, it provides direction and oversight for GEOINT, SIGINT, MASINT and multi-INT integration and evaluates the effectiveness of these functional capabilities. Evaluates the potential of near-term technologies and emerging algorithms and concepts to enhance DoD space, airborne, surface, and subsurface collection strategies, operational solutions and capabilities. Ensures synchronization, interoperability, and collaboration between DoD and Intelligence Community (IC) technical collection and exploitation capabilities and activities through proactive engagement with ODNI and IC elements. It assesses and evaluates commercial, coalition and international capabilities in order to determine implications to DoD space, non-space ISR and technical collection activities.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**iii. Special Capabilities Directorate:** Develops, oversees, and manages special activities addressing critical intelligence needs, operational shortfalls, and interagency requirements. Focuses on operational requirements, processes, and technology support to the Warfighter in the areas of Special Technology, Foreign Materiel and Intelligence Engagement, and other activities that involve the broad integration of intelligence capabilities to specific DoD missions. Identifies, assesses, and oversees development of new concepts and manages for the rapid application of new solutions to identified intelligence and operational shortfalls. Conducts research, analysis, and coordination of initiatives among Service and Defense Agencies to minimize overlapping programs, maximize cross-functional applications, and leverage existing investments. Specific initiatives include support to the COCOMs, Special Operations Forces, law enforcement agencies, and the Counter Threat and Special Communications Communities.

**3) The DUSD Portfolio, Programs and Resources (PP&R):** Develops DoD's investment strategy for Intelligence, Surveillance, and Reconnaissance (ISR) and Environmental system capabilities. The office executes this investment strategy through management of the Military Intelligence Program (MIP) as well as the Battlespace Awareness Portfolio, balancing investment and risk over specific capability focus areas. It also provides oversight support to OUSD(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.

**i. Battlespace Awareness (BA) Portfolio Directorate:** Serves as the principal staff advisor and functional manager for the Department's BA Portfolio, one of nine 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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

of the portfolio's balanced resource recommendation to OSD/Cost Assessment and Program Evaluation (CAPE), and the annual Defense Intelligence Guidance/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, DoD Space Executive Committee, 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 National Intelligence Program.

**ii. 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 approved by PP&R principal staff and OUSD (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 OUSD(I) implementation direction and analytical-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 OUSD (I). Identifies, manages, and coordinates ISR program and system requirements through the OSD and DNI process.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**iii. 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 OUSD (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 OUSD (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, OUSD(C), the Components, and Joint Staff for resource matters and Congressional appeals.

**4) The DUSD HUMINT, Counterintelligence and Security (HCI&S):** Is responsible for developing policy and exercise planning, and strategic oversight for the Department of Defense in the areas of HUMINT, Counterintelligence (CI), security and sensitive activities. HCI&S also oversees the activities of the Defense Security Service and coordinates closely with the Defense CI & HUMINT Center at DIA. Counterparts are the ODNI's National CI Executive and Security Offices. 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.

**i. Counterintelligence (CI) Directorate:** 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 OUSD(I) and OSD at IC, national, international and DoD CI and CA fora; and conducts an outreach program to DoD Components with organic CI

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

**ii. HUMINT Directorate:** Staff advisor for DoD HUMINT. Oversees the full spectrum of DoD HUMINT plans, programs, and operations, to include Identity Intelligence biometrics. 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, and DoD and National security decision-makers.

**iii. Security Directorate:** Staff advisor for DoD security policy, planning, and oversight, and Executive Agent for the U.S. National Industrial Security Program. 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 research and technology protection. Develops overarching policy for the security of installations and resources. 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. 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 Interagency Policy Committees, National Disclosure Policy Committee, Committee on Foreign Investment in the United States,

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Weapons of Mass Destruction Commission, National Industrial Security Program Policy Advisory Committee, and the State, Local, Tribal, and Private Sector Policy Advisory Committee.

**iv. Sensitive Activities Directorate:** Staff office concerning DoD Sensitive Activities (SA), National programs, Defense Sensitive Support and sensitive Special Operations. This directorate maintains global visibility of SA to facilitate senior-level decision-making. Conducts cross integration of SA. Provides defense cover approvals and coordinates Special Operations SA. It is responsible for developing policies, strategies, technologies and programs to facilitate agility, speed, effectiveness and persistence supporting operational forces. Provides support to COCOMs to include planning and review of sensitive Execution Orders (EXORD) and Deployment Orders (DEPOD). In addition, manages National programs providing support to the National Security Council and provides oversight of the Defense Sensitive Support program, SA and Congressionally-directed reporting. Obtains support for critical sensitive operations within DoD and to other government agencies. Establishes and maintains agreements related to DoD and inter-agency SA. SA provides functional oversight of compartmented and special-access programs and ensures coordination and deconfliction of activities among stakeholders.

**v. Direct Report Offices (DRO):** The Chief of Staff Office serves as the focal point for coordination of organization-wide management and administrative matters. The Congressional Activities Office supports the OUSD(I) and the ASD (Legislative Affairs) 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

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Department. In addition, HCMO develops and advocates policy, strategies, and programs for meeting Defense Intelligence Enterprise needs for foreign language skills and country knowledge capabilities. The Special Programs Office is responsible for supporting security, management, administration, and oversight of OUSD(I) compartmented activities and Special Access Programs (SAP).

**b. International Intelligence Technology.** This effort within J&CWS/IPSE develops, coordinates, oversees, and manages OUSD(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 US Army Distributed Common Ground System - Army (DCGS-A) and the Defense Intelligence Information Enterprise (DI2E). Provides program management for Battlefield Information Collection and Exploitation System (BICES) in support of U.S. and coalition forces.

**c. Defense Civilian Intelligence Personnel System (DCIPS).** DCIPS implementation enables DoD Intelligence Components to more effectively establish positions and appoint, pay, develop, retain, and motivate a world-class workforce committed to providing effective intelligence support to the Warfighter and the national policymaker. The OUSD(I) DCIPS effort will implement policy recommendations and modifications to human resources information technology applications, and revise or develop appropriate training for the workforce following the recommendations of the Government Accountability Office and the National Academy of Public Administration independent review of DCIPS.

*More detailed information on the mission and functions of the OUSD (I) can be found at the following website: <https://usdi.dtic.mil/>.*

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

\$ in Thousands

	<u>FY 2010 Actuals</u>	<u>FY 2011 Estimate</u>	<u>FY 2012 Estimate</u>
<b>H. <u>Assistant Secretary of Defense (Networks and Information Integration):</u></b>	114,383	<u>1/</u> 97,402	99,280

1/Includes \$1,625K for Fact-of-Life Change described in Section III, Financial Summary

One of the Secretary of Defense's efficiency initiatives includes standing up a refashioned and strengthened DoD Chief Information Officer (CIO), which is currently ongoing. As announced in January 2011, the Office of the Assistant Secretary of Defense for Networks and Information Integration is in the process of being disestablished. At the time this document went to print final decisions were still pending.

**a. 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 specific ground, air, and land mobile platforms. These funds also support the oversight and preparation of the OMB and Congressional justification materials for the DoD Information Technology budget.



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**b. 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.

**c. 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 information integration activities required to determine the validity of service acquisition strategies, analyses of alternatives, systems design and economic analysis.

**d. 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.

**e. Information Systems Security Program (ISSP):** Supports policy development, program oversight and integration of all DoD Information Assurance (IA) efforts such as Computer

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

**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

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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 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 ASD (NII)/DoD CIO) can be found at the following website: <http://www.defenselink.mil/cio-nii>.*

\$ in Thousands

	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>
	<b><u>Actuals</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
<b>I. <u>Director, Cost Assessment and Program Evaluation (CAPE):</u></b>	27,240	41,954	34,392

The Director, CAPE provides critical analyses of DoD programs and independent advice to the SECDEF. The CAPE develops and analyzes program alternatives, manages the FYDP and validates the costing and funding of programs.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**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 (SC4ISRP)
- 3) Irregular Warfare Analysis
- 4) Conventional Forces Analytical Support
- 5) Defense Program Projection Support (DPP)
- 6) Force Structure, Weapons Systems, and Warfighting Analysis
- 7) Mobility Capability Analysis
- 8) Scenario Analysis and Simulation and Analysis Center (SAC)
- 9) Defense Contract and Resource Center (DCARC)

The program increases from FY 2011 to FY 2012 are for the support of new and expanded mission requirements as outlined in the Weapons Systems Acquisition Reform Act of 2009. Specifically, the number of required cost estimates will increase considerably (60 Acquisition Category (CAT) ID Major Defense Acquisition Program (MDAPs), 35 Major Acquisition Information System (MAIS)(ACAT IAM) and Pre-MAIS programs, 30 Pre-MDAPs, and Nunn-McCurdy certifications). In addition, increased manpower will be needed to review service cost estimates. Instead of performing episodic reviews of acquisition programs, CAPE will continuously monitor these programs. There will also be a significant increase in the amount of analysis of alternatives work performed. In total, these new requirements equate to roughly 80 man-years of additional work. The new funding will provide for additional staff, training and travel needs, and contract/technical support.

**b. Defense Resource Management Study Program (DRMS):** This program provides support toward the reform of defense resource management processes of foreign countries that are

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

establishing democratic control in the areas of defense and national security. The program increases over the FY 2011 level will enable CAPE to support four countries simultaneously (previously, it was three). This program has proven effective for building foreign partnership capability.

**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.

*More detailed information on the mission and functions of CAPE can be found at the following website: <https://www.cape.osd.mil>.*

**II. Force Structure Summary: N/A**

OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2010 Actuals	Budget Request	FY 2011		Current Estimate	FY 2012 Estimate
			Congressional Action			
			Amount	Percent Appropriated		
<b>A. BA Subactivities</b>						
<b>1. Core Operating Program</b>	<b>327,962</b>	<b>418,085</b>			<b>418,085</b>	<b>356,790</b>
Core Operating Program	327,962	418,085			418,085	356,790
<b>2. Other DOD Programs and Initiatives</b>	<b>337,329</b>	<b>228,403</b>			<b>228,403</b>	<b>262,835</b>
Other DoD Programs and Initiatives	337,329	228,403			228,403	262,835
<b>3. OUSD (AT&amp;L)</b>	<b>244,803</b>	<b>231,825</b>			<b>231,825</b>	<b>290,898</b>
Congressional Mandate	21,139	11,374			11,374	10,870
Improve Acquisition and Logistics Processes	107,266	135,023			135,023	172,564
OCO OUSD(AT&L)	19,043	0			0	0
OSD Decision Support	13,394	13,087			13,087	12,916
OUSD(AT&L)Other	13,579	4,275			4,275	4,663
Promulgate Policy	22,745	26,129			26,129	22,235
Regulatory Requirement	47,637	41,937			41,937	67,650
<b>4. OUSD(Policy)</b>	<b>140,441</b>	<b>93,392</b>			<b>93,392</b>	<b>55,074</b>
Defense Critical Infrastructure Protection	18,253	17,475			17,475	9,032
Global Threat Management	11,397	10,731			10,731	3,636
Homeland Defense Support Activities	11,276	13,534			13,534	10,705
OCO OUSD (Policy)	44,243	0			0	0
OUSD(P) Travel	7,338	5,710			5,710	4,755

OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2010 Actuals	Budget Request	FY 2011		Current Estimate	FY 2012 Estimate
			Congressional Action			
			Amount	Percent Appropriated		
<b>A. BA Subactivities</b>						
Policy Planning and Integration	18,473	17,818			17,818	5,553
Regional Security Affairs	9,716	9,257			9,257	4,691
Rewards Program	5,077	4,779			4,779	7,117
US Mission to NATO	6,415	6,615			6,615	3,319
Warfighting Support Activities	8,253	7,473			7,473	6,266
<b>5.OUSD(Comptroller)</b>	<b>27,048</b>	<b>48,652</b>			<b>48,652</b>	<b>30,535</b>
Capability Portfolio Management	4,495	20,000			20,000	0
Comptroller Initiatives/DCFO	17,467	23,403			23,403	18,554
Enterprise Funds Distribution	0	0			0	2,992
System Support						
Next Generation Resource Management System	0	0			0	3,991
OUSD(C) Admin/CASS	1,420	1,283			1,283	1,164
OUSD(C) FYDP Improvement	3,408	3,510			3,510	3,562
OUSD(C) Travel	258	456			456	272
OUSD(C)OCO	0	0			0	0
<b>6.OUSD(P&amp;R)</b>	<b>801,747</b>	<b>911,942</b>			<b>911,942</b>	<b>909,221</b>
Administrative Support	1,000	1,007			1,007	995
Advancing Diversity & EO	8,500	8,925			8,925	9,667
ASD (Reserve Affairs)	2,364	2,691			2,691	2,018
ASD(Health Affairs)	2,219	2,393			2,393	1,131
Commander's Exercise Engagement	688,632	760,837			760,837	766,450

OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2010 Actuals	Budget Request	FY 2011		Current Estimate	FY 2012 Estimate
			Congressional Action			
			Amount	Percent Appropriated		
<b>A. BA Subactivities</b>						
& Training Transformation (CE2T2)						
Defense Readiness Reporting System (DRRS)	13,354	6,900			6,900	3,882
Defense Safety Oversight Council	10,692	12,615			12,615	12,550
Lost Work Day System	3,230	3,060			3,060	3,032
Military Naturalization Support	5,799	6,345			6,345	6,463
Military Spouse Intern Program	0	17,500			17,500	16,689
OCO OUSD(P&R)	2,064	0			0	0
OUSD(P&R) Travel	1,338	1,402			1,402	817
Studies Program/CASS	0	2,820			2,820	2,792
Training Transformation	6,563	6,035			6,035	5,112
Wounded Warrior Care	43,664	79,412			79,412	77,623
Yellow Ribbon	12,328	0			0	0
<b>7.OUSD(Intel)</b>	<b>134,925</b>	<b>173,645</b>			<b>173,645</b>	<b>162,939</b>
Counter Threat Financial Global (CTFG)	1,600	0			0	0
Defense Civilian Intelligence Personnel System	4,198	2,392			2,392	2,047
Intelligence Mission	55,461	85,796			85,796	74,315
International Intelligence Technology Assessment, Advancement & Integration	11,519	80,643			80,643	80,548



OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2010 Actuals	Budget Request	FY 2011		Current Estimate	FY 2012 Estimate
			Congressional Action			
			Amount	Percent Appropriated		
<b>A. BA Subactivities</b>						
Joint Military Deception Initiative	2,840	3,064			3,064	4,458
OCO OUSD (Intel)	57,849	0			0	0
OUSD(I) Travel	1,458	1,750			1,750	1,571
<b>8. Director, CAPE</b>	<b>27,240</b>	<b>41,954</b>			<b>41,954</b>	<b>34,392</b>
CAPE Travel	629	648			648	386
Defense Resource Management Study DRMS	3,680	4,375			4,375	1,094
Industrial Base Studies	0	3,000			3,000	2,995
Long-Range Planning	22,931	33,931			33,931	29,917
OCO CAPE	0	0			0	0
<b>9. ASD(NII) Programs</b>	<b>114,383</b>	<b>97,402</b>			<b>97,402</b>	<b>99,280</b>
ASD(NII) Travel	975	1,813			1,813	1,078
Chief Information Officer (CIO) Mission	14,821	14,144			14,144	12,586
Command Information Superiority Architecture (CISA)	4,288	4,142			4,142	3,522
e-Gov Initiatives and Government-wide Councils	22,824	22,119			22,119	18,804
Information Superiority Integration Support (ISIS)	8,867	8,577			8,577	7,292
Information Systems Security Program (ISSP)	15,476	15,038			15,038	13,985
NII Cyber Security, Defense Industrial Base	2,582	2,651			2,651	3,212

OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2011						
	FY 2010	Budget	Congressional Action			Current	FY 2012
			Actuals	Request	Amount		
<b>A. BA Subactivities</b>							
NII Cyber Security	16,725	3,671				3,671	17,355
NII Mission & Analysis Fund	27,825	25,247				25,247	21,446
OCO ASD (NII)	0	0				0	0
<b>Total</b>	<b>2,155,878</b>	<b>2,245,300</b>				<b>2,245,300</b>	<b>2,201,964</b>

FY 2010 includes \$128,496 thousand OCO funding from DoD Appropriations Act, 2010 (PL 111-118) and Supplemental Appropriations Act, 2010 (PL 111-212).

FY 2011 excludes \$188,099 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

FY 2012 excludes \$143,870 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

OFFICE OF THE SECRETARY OF DEFENSE  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	Change FY 2011/FY 2011	Change FY 2011/FY 2012
<b>Baseline Funding</b>	2,245,300	2,245,300
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	2,245,300	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	2,245,300	
Anticipated Supplemental	188,099	
Reprogrammings		
Price Changes		56,764
Functional Transfers		41,356
Program Changes		-141,456
<b>Current Estimate</b>	2,433,399	2,201,964
Less: Wartime Supplemental	-188,099	
<b>Normalized Current Estimate</b>	2,245,300	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>2,245,300</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>2,245,300</b>
2. War-Related and Disaster Supplemental Appropriations		188,099
a. OCO Supplemental Funding		
1) Anticipated OCO Supplemental Funding	188,099	
3. Fact-of-Life Changes		
a. Functional Transfers		
b. Technical Adjustments		
1) Increases		
a) P&R - Realignment of ASD (Reserve Affairs)	2,691	
Realigns ASD (Reserve Affairs) from Other DoD Programs to USD(P&R), to align function and responsibilities in accordance with the US Code of Regulations -Title 32 - National Defense. (FY 2011 Baseline: \$2,392K)		
b) P&R - Realignment of ASD (Health Affairs)	2,393	
Realigns ASD (Health Affairs) from Other DoD Programs to USD(P&R), to align function and responsibilities in accordance with the US Code of Regulations -Title 32 - National Defense. (FY 2011 Baseline: \$2,393K)		
c) NII - Mission and Analysis Fund	1,625	
Correction of administrative oversight; returns funds to NII from P&R Transition Policy and Care Coordination. (FY 2011 Revised Baseline: \$25,247K)		
d) Other DoD Programs and Initiatives - VSIP Funding	76	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Technical correction realigns VSIP funding from ASD (Public Affairs) to Other DoD Programs and Initiatives. (FY 2011 Baseline: \$7,253K)		
2) Decreases		
a) Other DoD Programs and Initiatives - Realignment of ASD (Reserve Affairs)	-2,691	
Realigns ASD (Reserve Affairs) from Other DoD Programs to USD(P&R), to align function and responsibilities in accordance with the US Code of Regulations -Title 32 - National Defense. (FY 2011 Baseline: \$2,691K)		
b) Other DoD and Initiatives - Realignment of ASD (Health Affairs)	-2,393	
Realigns ASD (Health Affairs) from Other DoD Programs to USD(P&R), to align function and responsibilities in accordance with the US Code of Regulations -Title 32 - National Defense. (FY 2011 Baseline: \$2,393K)		
c) P&R - Wounded Warrior Care and Transition Policy	-1,625	
Correction of administrative oversight; returns funds to NII from P&R Wounded Warrior Care and Transition Policy. (FY 2011 Baseline: \$81,037K)		
d) Core Operating Program - VSIP Funding	-76	
Technical correction realigns VSIP funding from ASD (Public Affairs) to Other DoD Programs and Initiatives. (FY 2011 Baseline: \$411,932K)		
<b>FY 2011 Baseline Funding</b>		<b>2,433,399</b>
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>2,433,399</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-188,099

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<b>FY 2011 Normalized Current Estimate</b>		<b>2,245,300</b>
6. Price Change		56,764
7. Functional Transfers		41,356
a. Transfers In		
1) Other DoD Programs and Initiatives - Office of the Deputy Chief Management Officer (DCMO)	30,011	
Transfers resources from Business Transformation Agency (BTA) to O,DCMO based on SECDEF decision to disestablish BTA. Funding increase will support the integration and coordination of the Department's business operations, to ensure performance plans, goals, and measures are aligned with DoD strategic goals. Program amount is based on initial transfer of \$35,200K, applied reductions for SECDEF efficiencies, price and inflation adjustments, and transfers funding to Core Operating Program of \$2,951K for Civilian Pay, netting to new base transferred \$30,366K. (FY 2011 Baseline: \$4,932K)		
2) P&R - Commander's Exercise Engagement and Training Transformation (CE2T2) Program - Joint Interoperability Division	6,950	
Joint Interoperability Division function transferred from Army Forces Command to Joint Forces Command in 2009 to improve joint oversight and enhance training capabilities. This transfer aligns funding with program responsibility. (FY 2011 Baseline: \$760,837K)		
3) Core Operating Program - Transfer of Civilian Full-Time Equivalents (FTEs)	4,620	
Increase of \$2,951 supports the transfer of 21 FTEs from the Business Transformation Agency (BTA) to Office of the Deputy		

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Chief Management Officer (O,DCMO). This increase also covers the transfers of functions and 3 FTEs for Committee on Foreign Investments U.S. from Defense Technology Security Agency to OUSD (AT&L) \$525K, Federal Advisory Committee Act (FACA) function from Washington Headquarters Service (WHS) to Office Secretary of Defense, Director, and Management (O,DAM), 2 FTEs and \$360K, and Personnel Security from Defense Security Service (DSS) to OUSD (Intel), 5 FTEs and \$784K. (FY 2011 Baseline: \$411,932K + 26 FTEs)		
4) Policy - Warfighting Support Activities - OSD Information Operations Governance Transfer	702	
Based on a Memorandum of Agreement between OUSD (Intel) and OUSD (Policy), transfers OSD Information Operations Governance function to OUSD (Policy) Warfighting Support Activities Program in support of the OSD Information Operations Governance mission. (FY 2011 Baseline: \$6,617K)		
b. Transfers Out		
1) Intel - Intelligence Mission - OSD Information Operations Governance Transfer	-702	
Based on a Memorandum of Agreement between OUSD (Intel) and OUSD (Policy), transfers OSD Information Operations Governance function to OUSD (Policy) Warfighting Support Activities Program in support of the OSD Information Operations Governance mission. (FY 2011 Baseline: \$85,796K)		
2) Core Operating Program - OSD Science and Technology FTE Transfer	-225	
Transfer of one FTE from OUSD(AT&L) to the Army in support of the High Performance Computing Modernization Program. (FY 2011 Baseline: \$411,932K, -1 FTE)		

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
8. Program Increases		125,731
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) AT&L - Improve Acquisitions and Logistics Processes Funds Synchronization Pre-deployment and Operational Tracker - Enterprise Suite (SPOT-ES). Funding supports the Enduring Business People, Tools, Efficiencies Contingency Business (new start) Program. The SPOT-ES Program will provide an increase of support to expand the use of contingency contracting and financial management business tool. This is to ensure timely and properly executed contracts for transparency and to help reduce fraud, waste, and abuse. (FY 2011 Baseline: \$0K)	19,000	
2) AT&L - Regulatory Requirement: Readiness and Environmental Protection Initiative (REPI) Funds acquisition of conservation easements and protection of habitat on lands bordering military bases to mitigate risk that encroachment-induced restrictions will inhibit operations, training, and testing (military airfield use impaired by the urban sprawl that narrows landing and takeoff corridors, noise complaints that force training restrictions. The REPI Program funding increases in FY 2012 to ensure the program is funded to an adequate operational level. (FY 2011 Baseline: \$39,768K)	15,000	
3) Core Operating Program - Contract Services Insourcing Initiatives D,OTE positions will be in-sourced as a result of an audit by the Inspector General that found there could be the	12,592	



**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
potential for an organizational conflict of interest if the functions that had been performed by service support contractors were not transitioned to government civilian personnel. The in-sourcing action was approved for 33 full-time equivalents, \$5,771K. OUSD(Policy) will in-source 39 full-time equivalent at \$6,821K as a result of determination that in-sourcing will cost less than contractor efforts. (FY 2011 Baseline: \$411,932K, +72 FTEs)		
4) AT&L - Improve Acquisitions and Logistics Processes: Defense Procurement & Acquisition Policy (DPAP) Contingency Business Tools - Defense Procurement & Acquisition Policy (DPAP) supports the Enduring Business People, Tools, Efficiencies Contingency Business Program. The Contingency Business Tools (new start) program under DPAP will provide support to expand the use of contingency contracting and financial management business tools. This is to ensure timely and properly executed contracts for transparency and the reduction of fraud, waste and abuse. (FY 2011 Baseline: \$2,544K)	12,300	
5) NII - Cyber Security Initiative Funds Supply Chain Risk Management (SCRM) pilots with Defense Agencies and Military Departments for assessment of decentralized and centralized SCRM approaches. (FY 2011 Baseline: \$3,671K)	8,000	
6) AT&L - Regulatory Requirement: Environmental Security Cooperation Program Reprioritization of departmental resources to fund the Defense Environmental International Cooperation Initiative, an increased investment directed by SECDEF in support of the	6,970	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>Quadrennial Defense Review and the FY 2011-2016 Defense Planning and Programming Guidance. (FY 2011 Baseline: \$1,374K)</p> <p>7) Other DoD Programs and Initiatives - Boards, Commissions and Task Forces</p> <p style="padding-left: 20px;">Boards, Commissions and Task Forces - 50th Anniversary Vietnam Commemoration: Funds will be used to accomplish DoD responsibilities for the 50th anniversary commemoration of the Vietnam War, as authorized in Section 598, Public Law 110-181. (FY 2011 Baseline: \$17,260K)</p> <p>8) NII - Cyber Security</p> <p style="padding-left: 20px;">Transfer of funding from O&amp;M, Defense Wide (NSA), to execute support of the Department of Defense (DoD) Public Key Infrastructure (PKI) Program, a fundamental component of the DoD's net-centric vision that is essential to providing enhanced information assurance (IA) and identity management capabilities, and the Comprehensive National Cyber Security Initiative (CNCI) Best Practices activities respectively. This is not a transfer of function or manpower. (FY 2011 Baseline: \$3,671K)</p> <p>9) Policy - Warfighting Support Activities</p> <p style="padding-left: 20px;">Funding supports expansion of the Ministry of Defense Advisor (MoDA) Program from 34 to 100 advisors, an increase of 66 advisors across DoD. MoDA is a new program that was initiated in response to the requirement to build institutional capacity for the security ministries in Afghanistan. The funding will reimburse home station for training and overseas deployment expenses. (FY 2011 Baseline: \$7,473K)</p>	<p></p> <p>6,819</p> <p>6,100</p> <p>5,500</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
10) Comptroller - Next Generation Resource Management System Funds the maintenance of the Next Generation Resource Management System, an information technology system that replaced multiple antiquated legacy systems and processes used to formulate, justify, present and defend the Department of Defense Budget. (FY 2011 Baseline: \$0K)	3,991	
11) Core Operating Program - Voluntary Separation Incentive Program (VSIP) Provides funding for participation in the VSIP Program as result of Secretary of Defense 4th Estate Baseline Review to reduce overhead. This funding will enable reduction of approximately 194 FTEs. (FY 2011 Baseline: \$500K, -194 FTEs)	3,750	
12) P&R - Commander's Exercise Engagement and Training Transformation (CE2T2) Program - Vigilant Guard Exercise Transfers funding for Vigilant Guard exercise from the Air Force to the Department's centralized Joint Training Program (CE2T2). Vigilant Guard creates a realistic environment in which both civilian and military responders work together orchestrating a plan of attack, guiding search and rescue/recovery efforts. This is not a transfer of mission or manpower. (FY 2011 Baseline: \$760,837K)	3,600	
13) AT&L - Regulatory Requirement: Acquisition Workforce Demonstration Funds reactivation for the Acquisition Demonstration Program Office. Funding is necessary to provide training, guidance, and coordination across participating Component organizations in order to transition NSPS employees into Acquisition Demonstration. (FY 2011 Baseline: \$485K)	3,379	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
14) Comptroller - Enterprise Funds Distribution System Support (EFDSS) Funds the maintenance of EFDSS, a comprehensive system utilized for automated pre-planning, apportionment, reprogramming, rescission, continuing resolution, congressional tracking, and reporting of appropriated resources distributed throughout the DoD. (FY 2011 Baseline: \$0K)	2,992	
15) Policy - Homeland Defense Support Activities Fort Hood Follow-on Review - provides resources to access, manage, and analyze e-Guardian data, the FBI's Threat Reporting System. (FY 2011 Baseline: \$13,534K)	2,935	
16) Other DoD Programs and Initiatives - Realignment of Official Representation Fund (ORF) Transfer within the appropriation, moves funding for Official Representation Funds from Core Operating Program to Other DoD Programs and Initiatives to streamline visibility of civilian compensation costs. (FY 2011 Baseline: \$2,515K)	2,515	
17) Policy - Rewards Program Provides consistent allocation of rewards funding to publicize the program and pay rewards for information to disrupt international terrorist activities. (FY 2011 Baseline: \$4,779K)	2,266	
18) Other DoD Programs and Initiatives - Realignment of Training Program Transfer within the appropriation, moves funding for the Training Program from Core Operating Program to Other DoD Programs and Initiatives to streamline visibility of civilian compensation costs. (FY 2011 Baseline: \$2,054K)	2,054	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
19) Intel - Joint Military Deception Initiative Funding increase for operational augmentation, education and training, intelligence integration support, and technical analysis. This is in support of next-generation tools and technologies to meet Combatant Commander (COCOM) and Joint Task Force Commander requirements. (FY 2011 Baseline: \$3,064K)	1,348	
20) NII - Information Systems Security Program Transfer of funding from O&M, DW (NSA) in support of Cyber Identity, Monitoring, and Enforcement. This is not a transfer of function or manpower. (FY 2011 Baseline: \$15,038K)	1,200	
21) NII - Defense Industrial Base (DIB) Cyber Security/Information Assurance (CS/IA) Program Transfer of funding from RDT&E, Defense Wide, in support of Defense Industrial Base (DIB) Cyber Security/Information Assurance (CS/IA) Program. Increase will support expansion to a broader group of companies and will support the objectives of the Opt-In Pilot which leverages DoD Cyber Crime Center (DC3) intrusion forensic capability to analyze threat data and provide threat reporting to the DIB companies. This is not a transfer of function or manpower. (FY 2011 Baseline: \$2,651K)	1,000	
22) AT&L - Regulatory Requirement: International Cooperation Program Supports a new O&M congressional mandate program in support of IC organization with administrative and analytical tasks implemented by the President and the Secretary of Defense; cooperation across the life cycles of acquisition programs -	928	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
including concept development, research, procurement efforts, and follow-on support. (FY 2011 Baseline: \$0K)		
23) P&R - Advancing Diversity and Equal Opportunity The Growing Diversity in the Senior Ranks Program growth relates to the increased number and quality of potential recruits (civilian and military) in the area of the Science Technology Engineering and Math (STEM) Initiative (for example) and internship programs in order to improve diversity in key occupational pipelines. (FY 2011 Baseline: \$8,925K)	608	
24) NII - Chief Information Officer (CIO) Mission Transfer of funding from O&M, Defense Wide (Joint Staff), in support of the development of enterprise services architecture. This is not a transfer of function or manpower. (FY 2011 Baseline: \$14,144K)	560	
25) AT&L - Travel Program Increased travel for new mission requirements from FY2009 NDAA Weapons Systems Acquisition Reform Act (WSARA) and the Director for Operation, Energy Plans and Programs (DOEPP) initiative. (FY 2011 Baseline: \$4,275)	324	
9. Program Decreases		-267,187
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Core Operating Program - Civilian Staffing Reduction As part of the Department of Defense reform agenda, eliminates civilian full-time equivalent positions to maintain, with limited exceptions, civilian staffing at the	-63,072	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
FY 2010 budgeted level of 1,954 full-time equivalents. (FY 2011 Baseline: \$411,932K, -194 FTEs)		
2) P&R - Commander's Exercise Engagement and Training Transformation (CE2T2) Program	-36,831	
CE2T2 will meet its efficiencies by increasing the use of web-based training which will reduce the number of service members deploying for training purposes. Additional decreases are associated with the following: delay in adding new tactics/techniques/procedures to operational and tactical joint training; termination of the Joint Training Systems Specialist and Joint Training Certification programs; decrease the Joint Exercise Program (and associated Service support) by 25 percent; reduction of US Joint Forces Command (JFCOM) Joint National Training Capability & Joint Warfighting Center by 10%; and delayed development of Joint Knowledge on-line training scenarios. As result program reductions in support of SECDEF Efficiency Guidelines to improve business operations of (\$-17,863K) and reducing contract support services of (\$-18,968K), total (\$-36,831K) in efficiency reductions. (FY 2011 Baseline: \$760,837)		
3) Comptroller - Capability Portfolio Management Program	-20,300	
The programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Decrease eliminates funding support for this mission. (FY 2011 Baseline: \$20,000K)		
4) Core Operating Program - Civilian Personnel Pay Freeze	-13,152	
Presidential Directive established pay freeze on all federal government employees to resolve national deficits and		

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
promote economic recovery. (FY 2011 Baseline: \$411,932K)		
5) Policy - Policy Planning and Integration	-12,532	
Programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Savings are realized from reduction to estimated funding for studies on the implementation of the Quadrennial Defense Review (QDR). (FY 2011 Baseline: \$17,818K)		
6) Intel - Intelligence Mission	-9,025	
Decreases derived from savings initiatives in the areas of administrative and support functions and efficiencies achieved through study recommendations, consolidation, and realignment of current force structure as well as project reduction/elimination. Contracts are being converted from time-and-materials to firm-fixed-price, reducing overall costs and risk to the Government. A baseline review resulted in consolidation of missions, responsibilities, and resources of the Deputy Under Secretary of Defense (DUSD) Technical Collections and Analysis and DUSD HUMINT, Counterintelligence, and Security Offices into a newly created DUSD Intelligence and Security which will be the single functional lead for HUMINT, counter-intelligence, security, sensitive activities, biometrics, open-source, social cultural awareness, and science and technology. Efficiencies are also being realized from merging the Special Programs Office with the Chief of Staff Office, thereby leveraging Sensitive Compartmented Information Facility (SCIF) certification expertise. Consistent with the Secretary of Defense decision, the Information		



**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Operations Principal Staff Assistant responsibility will be transferred from OUSD (Intel) to OUSD (Policy). (FY 2011 Baseline: \$85,796K)		
7) Policy - Defense Critical Infrastructure Program Programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Efficiencies are gained from focusing resources on engineering & technical services that provide the greatest value to the Department in the most cost-effective way. (FY 2011 Baseline: \$17,475K)	-8,705	
8) Policy - Homeland Defense Support Activities Programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Efficiencies are gained from focusing resources on advisory studies and replacing priority service support contracts with insourced positions. (FY 2011 Baseline: \$13,534K)	-7,967	
9) Policy - Warfighting Support Activities Programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Efficiencies are gained from focusing resources on engineering & technical services that provide the greatest value to the Department in the most cost-effective way. (FY 2011 Baseline: \$17,473K)	-7,522	
10) Other DoD Programs and Initiatives - Defense Net Assessment Reductions resulting from SECDEF Efficiency Guidelines to reduce contracts by achieving saving through consolidation of similar services and more important prudent oversight of travel to fund Department higher priorities. (FY 2011	-6,488	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Baseline: \$19,589)		
11) Comptroller - Comptroller Initiatives	-5,339	
The programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs and includes a reduction in accordance with SECDEF direction to reduce Service Support Contractors, savings resulting from consolidating the financial management professional certification fee reimbursement program under the Comptroller's Financial Workforce Management (FWM) initiative, projected savings from insourcing of contract work, and efficiencies resulting from consolidating the Overseas Contingency Operations (OCO) cost estimating tool under the Program Resource Collection Process (PRCP) system. (FY 2011 Baseline: \$23,403K)		
12) Policy - Global Threat Management	-5,256	
Reduction to estimated funding for studies that will be realized through collaboration with the National Defense University on priority study requirements to avoid duplication of efforts and capitalize on efficiencies of scale. (FY 2011 Baseline: \$10,731K)		
13) Policy - Regional Security Affairs	-4,705	
Programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Efficiencies will be gained by coordinating with the Regional Centers to define priority areas of collaboration for studies. (FY 2011 Baseline: \$9,257K)		
14) AT&L - Improve Acquisition and Logistics Processes	-4,592	
This reduction is based on the SECDEF initiative to achieve		

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
efficiencies across the department. Efficiencies will be realized by reducing contractor support to the Department Improve Acquisition and Logistics Processes programs. Contract services support across AT&L were reduced to adequately address workforce reductions. (FY 2011 Baseline: \$135,023K)		
15) CAPE - Long Range Planning Program Studies Reduction is taken in support of the SECDEF decision to reduce Support Service Contracts and Studies, Analysis, and Evaluation activities. To achieve the prescribed savings, previous studies that were planned for completion in FY 2012 will be concluded and new studies will be minimized. (FY 2011 Baseline: \$33,931K)	-4,522	
16) AT&L - Promulgate Policy This reduction is based on the SECDEF direction to achieve efficiencies across the department. Efficiencies will be realized by reducing contractor support to the Department's Promulgate Policy Programs. (FY 2011 Baseline: \$26,129K)	-4,286	
17) Intel - International Intelligence Technology Funding for this program decreased from the FY 2011 funding level. Decrease is a result of adjustments for inflation and efficiencies gained from streamlining service support contracts for reach-back technical support for the in-theater network operations. (FY 2011 Baseline: \$80,643K)	-4,266	
18) NII - Mission and Analysis Fund 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)	-4,180	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
and commercial wireless policy documents, domestic and international spectrum policy support, and C2 core data standards. (FY 2011 Baseline: \$23,622K)		
19) Other DoD Programs and Initiatives - Efficiencies Decreases funding for travel, contract support and other operating costs (other than personnel compensation) for Office of Public Affairs, Office of Legislative Affairs, Assistant Secretary of Defense (Intelligence Oversight), Office of the Director, Administration and Management, TRMC, D,OT&E and the Immediate Office of the Secretary of Defense. Reductions resulting from SECDEF Efficiency Guidelines to reduce contracts by achieving savings through consolidation of similar services and more important prudent oversight of travel to fund Department higher priorities. (FY 2011 Baseline: \$179,369K)	-3,905	
20) NII - e-Gov Initiatives and Government-wide Councils This reduction is based on the Secretaries direction to achieve efficiencies across the department. Efficiencies will be realized by reducing 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 2011 Baseline: \$22,119K)	-3,647	
21) Policy - US Mission to NATO Programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of	-3,395	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
higher priority programs. Savings are realized from reduction of service support contracts by pooling resources for high level NATO events. (FY 2011 Baseline: \$6,615K)		
22) CAPE - Defense Resource Management Study Program Conclusion In accordance with SECDEF direction, this program will come to conclusion by the end of FY 2012. DRMS is not part of CAPE's core mission, thus, funding is not required in CAPE's budget after current initiatives are completed. (FY 2011 Baseline: \$4,375K)	-3,347	
23) P&R - Defense Readiness Reporting System (DRRS) Programmatic decrease reflects in the requirement to maintain Status of Resources and Training (SORTS) Legacy System to be replaced by DRRS. (FY 2011 Baseline: \$6,900K)	-3,122	
24) P&R - Wounded Warrior Care and Transition Policy P&R - Wounded Warrior Care and Transition Policy - Wounded Warrior Care and Transition Policy - Program decrease supports senior leadership strategic vision and the intent of 10 USC § 1142, Pre-Separation Counseling, under the Transition Assistance Program to support the procurement of scanning equipment for the DoD to reduce manual entry errors associated with Service member's Verification of Military Training and DD Form 214 pending implementation of electronic data interchange capability. This action does not change the purpose for which the funds were originally appropriated, nor does it generate additional requirements. This action brings the Department into compliance with 10 USC § 1142. (FY 2011 Baseline: \$79,412K)	-2,980	
25) Core Operating Program - Realignment of ORF Transfer within the appropriation, moves funding for	-2,515	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Official Representation Funds from Core Operating Program to Other DoD Programs and Initiatives to streamline visibility of civilian compensation costs. (FY 2011 Baseline: \$2,515K)		
26) NII - Information Systems Security Program (ISSP) 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 Computer Network Defense (CND) and the restoration of information systems. (FY 2011 Baseline: \$15,038K)	-2,479	
27) NII - Chief Information Officer (CIO) Mission Decrease is based on SecDef direction to achieve 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. (FY 2011 Baseline: \$14,144K)	-2,330	
28) Core Operating Program - Realignment of Training Program Transfer within the appropriation, moves funding for Training from Core Operating Program to Other DoD Programs and Initiatives to streamline visibility of civilian compensation costs. (FY 2011 Baseline: \$2,054K)	-2,054	
29) NII - Information Superiority Integration Support (ISIS) This reduction is based on SECDEF direction to achieve	-1,414	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>efficiencies across the department. Efficiencies will be realized by reducing contractor support to Military Satellite Communication (MILSATCOM) systems, space protection/access to include launch ranges, satellite operations, C2 capability architecture technical development analyses, evaluations, architecture development, system engineering and information integration activities. (FY 2011 Baseline: \$8,577K)</p>		
<p>30) Core Operating Program - Civilian Personnel Compensation (One Less Day)</p> <p>This decrease reflects one less day of compensation for civilian employees. (FY 2011 Baseline: \$411,932K)</p>	-1,303	
<p>31) P&amp;R - ASD (Health Affairs)</p> <p>Reductions resulting from SECDEF Efficiency Guidelines to reduce contracts by achieving savings through consolidation of similar services and and more prudent oversight of travel to fund higher prioritites within the Department. (FY 2011 Baseline: \$2,393K)</p>	-1,298	
<p>32) AT&amp;L - Regulatory Requirement: Readiness and Environmental Protection Initiative (REPI)</p> <p>Readiness and Environmental Protection Initiative (REPI) - Decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Efficiencies are realized from shifting Financial Improvement and Audit Readiness (FIAR) priority to focus more on mission critical asset information and less on asset valuation. Efficiencies will also be achieved by re-compteting contacts from time and materials-type contracts to firm fixed price contracts. (FY 2011 Baseline: \$39,768K)</p>	-1,193	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
33) P&R - Various Support Programs	-1,116	
<p>Program decrease is the result of comprehensive efforts to reduce contract cost through consolidation of similar services and reduced contracting activity fees by eliminating duplicative studies in the areas of Advancing Diversity and Equal Opportunity throughout the Services and centralizing them within P&amp;R thereby resulting in cost savings; implementation of Government Accountability Office recommendations to staff the Defense Readiness Reporting System program office on the basis of human capital strategy that is grounded in an assessment of core competencies; implementation of the Defense Safety Oversight Council's mandate to use of the e-Voluntary Protection Program (VPP) Tool resulting in increased efficiency through the installation's use of automated VPP applications and tracking of VPP progress, resulting in contract labor reductions; standardization of the Minimum Data Elements processed and reported through the data warehouse of the Lost Work Day system (Services reporting of standardized data elements will reduce the number of contract labor hours required to manipulate data prior to input into the data warehouse). (FY 2011 Baseline: \$28,538K)</p>		
34) P&R - Military Spouse Intern Program	-1,074	
<p>Program decrease due to slower than expected ramp-up in Federal agency placements, however additional placements are expected as a result of marketing campaigns and a website devoted to military spouse employment. (FY 2011 Baseline: \$17,500K)</p>		
35) Policy - Travel Program	-1,041	



**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>he programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Estimated reductions resulting from changes in the purchasing of commercial ticketing rules to provide greater flexibility in funding CONUS travel by the use of lowest cost alternative over standard negotiated GSA rates for commercial ticketing. Savings will also be realized in international travel from decreased support of international relationship and coalition building. (FY 2011 Baseline: \$5,710K)</p>		
<p>36) P&amp;R - Training Transformation Program decrease supports SECDEF Efficiencies for improving business operations by reducing contract support services to fund higher priorities within the Department. (FY 2011 Baseline: \$6,035K)</p>	-1,014	
<p>37) NII - Travel Program Reduction of travel is based on SecDef direction to achieve efficiencies across the Department. Efficiencies are gained from more efficient use of Video Teleconferencing (VTC) in lieu of travel and, where possible, consolidation of mission travel requirements into fewer trips. (FY 2011 Baseline: \$1,813K)</p>	-762	
<p>38) NII - Command Information Superiority Architecture (CISA) This reduction is based on SECDEF direction to achieve efficiencies across the Department. Efficiencies will be realized by reducing contractor support to the DoD Architecture Framework and the DoD Information Enterprise Architecture. (FY 2011 Baseline: \$4,142K)</p>	-682	
<p>39) AT&amp;L - Congressional Mandates</p>	-675	

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>Programmatic decreases within Legacy Resource Management Program (\$-606K), E-Business COE (\$-39K), CFO Act Compliance (\$-28K), and Native American Land Remediation (\$-2K) reflect the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Efficiencies are gained from streamlining service support contracts and re-competing contracts from time and materials to firm fixed price contract achieves these savings. (FY 2011 Baseline: \$11,374K)</p>		
40) P&R - Travel Program Decrease	-606	
<p>Program decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Estimated reductions resulting from changes in the purchasing of commercial ticketing rules to provide greater flexibility in funding CONUS travel by the use of lowest cost alternative over standard negotiated GSA rates for commercial ticketing. Savings will also be realized from the use of less costly alternatives to meeting in person. (FY 2011 Baseline: \$1,402K)</p>		
41) NII - Defense Industrial Base, Cyber Security Efficiencies	-479	
<p>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 2011 Baseline: \$2,651K)</p>		
42) NII - Cyber Security Initiative	-470	
<p>Decrease reflects efficiencies gained by reducing contractor support to the Supply Chain Risk Management (SCRM) threat assessment capability. (FY 2011 Baseline: \$3,885K)</p>		

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
43) Intel - Defense Civilian Intelligence Personnel System This decrease in the OUSDI DCIPS funding profile reflects the plan for DCIPS Components to accept greater responsibility for implementation and oversight as policies, strategies and procedures are more fully developed. (FY 2011 Baseline: \$2,392K)	-461	
44) AT&L - OSD Decision Support This reduction is based on the Secretary's direction to achieve efficiencies across the department. Efficiencies will be realized by reducing contractor support to the OSD Studies Fund Program by conducting projects jointly to leverage resources and address broad strategic objectives. (FY 2011 Baseline: \$13,087K)	-367	
45) CAPE - Travel Program Reduction The programmatic decrease reflects the Department's efforts to maintain costs and improve efficiencies and funding of higher priority programs. Estimated reductions resulting from changes in the purchasing of commercial ticketing rules to provide greater flexibility in funding CONUS travel by the use of lowest cost alternative over standard negotiated GSA rates for commercial ticketing. Savings will also be realized from the use of less costly alternatives to meeting in person, such as video teleconferencing and other technologies. (FY 2011 Baseline: \$648K)	-272	
46) Intel - Travel Program Decrease resulting from changes in the purchasing of commercial ticketing rules to provide greater flexibility in funding CONUS travel by the use of lowest cost alternative over standard negotiated GSA rates for commercial ticketing.	-205	

OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
(FY 2011 Baseline: \$1,750K)		
47) Comptroller - Travel Program Change in estimated funding is a result of changes in the purchasing of commercial ticketing rules to provide greater flexibility in funding CONUS travel by use of lowest cost alternative over standard negotiated GSA rates for commercial ticketing. (FY 2011 Baseline: \$456K)	-191	
48) CAPE - Industrial Base Studies Efficiencies Decrease reflects efficiencies gained from reduced analyses without decrease in support for assessment of industrial base health and tools to continually monitor program and contractor performance. (FY 2011 Baseline: \$3,000K)	-50	
<b>FY 2012 Budget Request</b>		<b>2,201,964</b>

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The SECDEF submits an unclassified Annual Report to the President and Congress, commonly referred to as the Annual Defense Report containing the DoD goals.

**A. Under Secretary of Defense, Acquisition, Technology, and Logistics (OUSD(AT&L)):**

OSD AT&L - has detailed performance measures in the five categories identified below:

- a. Congressional Mandate
- b. Improve Acquisition and Logistics Processes
- c. Regulatory Requirement
- d. Promulgate Policy
- e. OSD Analysis and Support

**1. FY 2010 ASSESSMENT:**

- 1) Developed methodologies for logistics resource analysis including analytic frameworks for O&M sustainment costs and DWCF analysis.
- 2) Implemented key aspects of the Operational Contract Support (OCS) strategic framework and established the Joint Contingency Acquisition Support Office (JCASO).
- 3) Re-write and re-issuance of DoD Acquisition Policy [DoDI 5000.02].
- 4) Re-write and re-issuance of a revised/web-enabled Defense Acquisition Guidebook
- 5) Produced the 2nd Edition of the Joint Contingency Contracting Handbook, distributed over 8,100 copies contracting agencies world-wide and produced a web-enabled version to ensure broad access to any contingency contracting officer with web access.
- 6) The Defense Installation Spatial Data Infrastructure (DISDI) program completed the reengineering of an enterprise data standard for spatial data. This new standard links DoD real property assets to their physical location in a uniform manner.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 7) Expansion of Item Unique Identification (IUID) population above 7 million items and continued acceleration of the rate of increase in the IUID population.
- 8) Expanded Best Practice Clearinghouse (BPCh) and started development of Multimedia Library and integration with BPCh.
- 9) Designed, developed and deployed a pilot production capability to provide timely, governed, authoritative data on MDAPS in support of oversight and decision-making. Information available in the Acquisition Visibility Service Oriented Architecture (AV SOA) portal provides users a set of critical data elements on the DoD's 103 MDAPS.
- 10) Continued the standup and full implementation of the DoD's Earned Value Management Central Repository (EVM CR).
- 11) Continued and expanded the governance activities supporting the DoD's Weapon System Lifecycle Management (WSLM) responsibilities through monthly Core Business Management Group (CBMG) and quarterly Senior Steering Group (SSG) meetings.
- 12) Primary Areas supported for the OUSD(AT&L) and joint studies with OSD in FY 2009 included installation management, environmental protection, international cooperation, and acquisition management.

**2. FY 2010 Challenges:**

- 1) Continuing efforts needed to remove supply chain management as GAO high risk area.
- 2) Ensure policy and directives are consistent with new acquisition laws and leadership guidance relevant to acquisition improvement/reform.
- 3) Despite increased demand for studies, the OSD Studies program continued to support the OUSD(AT&L) with analyses in areas of high-level DoD and congressional interest addressing installation management, environmental protection, international cooperation, and acquisition management.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**3. FY 2011 Plans and Objectives:**

- 1) Continue the Study on Future Depot Capability.
- 2) Complete Strategic Technology Insertion Plan for application in maintenance enterprise.
- 3) Respond to operational challenges of Iraq drawdown and Afghanistan buildup, including enhancing and expanding use of Synchronized Pre-deployment Operational Tracker (SPOT) to account for contracts, contractors, and selected contracted equipment on the battlefield, and integrating the JOCSP into the Joint Contingency Acquisition Support Office (JCASO).
- 4) Review and Update of DoD Acquisition Policy and Guidebook consistent with changes to statute.
- 5) Complete upgrade of DISDI Portal from IOC to FOC. Integrate this capability with Net Centric Enterprise Services provided by DISA.
- 6) Integrate IUID, Purchase Card, and SPOT capabilities (statutory requirement) into a new funding line for Joint Purchase Card Office.
- 7) AcqDemo Maintenance and Support-Sustain the AcqDemo project with adequate resources and expertise. Perform data analysis.
- 8) Continue with and expand the deployment of the Acquisition Visibility Service Oriented Architecture capability to include: SIPRNET processing; additional data elements, data sources, and business tools; addition of Major Automated Information Systems (MAIS) and special interest programs; and additional portal users.
- 9) Continue the full implementation of the DoD's Earned Value Management Central Repository (EVM CR) and expand coverage to MAIS programs.
- 10) Continue and expand the governance activities supporting the DoD's Weapon System Lifecycle Management responsibilities to include: standing up complementary governance groups for the business areas such as Testing, Logistics, and Procurement; and data compliance.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**4. FY 2012 Plans and Objectives:**

- 1) Implement the Strategic Technology Insertion Plan for maintenance throughout DoD.
- 2) Continue to refine and execute human capital strategic plan for the contracting community.
- 3) Continue to monitor the execution of defense acquisition programs' technical approach through participation in SE and T&E technical reviews, program and design reviews, Working Integrated Product Teams, and key test events.
- 4) Synchronize acquisition programs to meet joint and interagency requirements; identify efficiencies and synergies; reduce unneeded redundancies; and ensure continuity of missioncritical industrial and technological capabilities.
- 5) Continue implementation of improved Integrated Acquisition Environment capabilities and enhancements (e.g., Central Contractor Registration, Federal Procurement Data System) in department in accordance with regulation and federal requirements.
- 6) Complete fielding of Purchase Card On-Line System across the department.
- 7) Continue with and expand the deployment of the AV SOA capability to include: expanded SIPRNET processing; additional data elements, data sources, and business tools; addition of Missile Defense Agency (MDA) and Acquisition Category (ACAT II and III) programs; and additional portal users.
- 8) Continue the full implementation of the DoD's Earned Value Management Central Repository (EVM CR) and expand coverage to MDA and ACAT II and III programs.

**B. Under Secretary of Defense, Comptroller/Chief Financial Officer (OUSD(C)):**

**1. FY 2010 ASSESSMENT:**

- 1) Validated Navy assertion of audit readiness for Appropriations Received.
- 2) Validating Navy assertion of audit readiness for Civilian Pay processes, controls, and balances.



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 3) USMC Statement of Budgetary Resources audit is progressing.
- 4) Developed and published detailed guidance for achieving and sustaining audit readiness.
- 5) Automated the 1002 information with full query capability, Component Scorecard, and Expired and Canceled Appropriations analyses to the Executive Dashboard.
- 6) Added DoD budget appropriations into the Executive Dashboard; Military Construction, Military Family Housing, Military Family Housing Construction, and No Year accounts permitting a full suite of obligation and expenditure information.
- 7) Identified, assessed and advocated Warfighting capability enhancements across the Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) solution spectrum. These efforts mitigated joint capability gaps in the areas of: Joint C2, Integrated Joint Fires, Blue Force Tracking and Combat ID, Deployable C2, Data Link architectures to manage net-enabled weapon systems, and the Joint Collaborative Information Environment.
- 8) Supported OSD-directed study of Global Command and Control System (GCCS) Family of Systems funding needs to inform POM 12 deliberations.
- 9) Led efforts by Services and Agencies to identify Authoritative Data Sources and plan for FY12 implementation cost of a C2 Core standard.
- 10) In partnership with US Strategic Command and the Services, developed resource strategies to support Fiscal year 2012 deliberations for C2 capability resourcing.
- 11) In partnership with Combatant Commands, Services and Agencies (C/S/A) developed Fiscal Year 2012 resourcing strategies for an Adaptive Planning and Execution (APEX) support capability, including identification of overlapping efforts and gaps and recommendations for coordination/synchronization of APEX tools and functionality.
- 12) In partnership with the Military Services, identified and developed Joint Mission Threads (JMTs) for use in Limited Operational Assessment (LOA) events, and to exercise and refine the Joint Systems Integration/ Interoperability Laboratory (JSIIL) Concept of Operations (CONOPS).

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 13) Funded the approved FY10 Challenge Fund initiatives for promoting professional development of the FM workforce. They include the development of an online fiscal law refresher course, implementation of a knowledge management tool, presentation of FM webcasts, and development of an online course catalog of DoD FM related courses.
- 14) Initiated support for the development of an ERP virtual training program.
- 15) Increased the total FM certification rate by at least one percent from its FY09 level of 10 percent.
- 16) Published a variety of PB 2011 reports required by Congress, OMB, and GAO to include the FYDP, IT Justification Book, DoD IT Capital Asset Plan, DoD IT investment exhibits, and the Defense Employment and Purchases Projection Report.

**2. FY 2010 CHALLENGES:**

- 1) Properly and successfully implementing 12 Enterprise Resource Planning Programs (ERPs) within DoD Components, while also changing their business and financial operations, processes and strengthening internal controls.
- 2) Continuing the use of hundreds of legacy business and accounting systems that do not record transactions at the general ledger level.
- 3) Keeping up with ever growing requirements from the ARRA automation project provided programming challenges and took software development time from the financial operations development.
- 4) Given cancellation of the Net Enabled Command Capability (NECC) program, providing for the sustainment, synchronization, and modernization of the Department's legacy GCCS family of systems to ensure "no harm" to ongoing operations; joint command and control way forward for the consolidation of NECC capabilities with the GCCS family of systems.

**3. FY 2011 PLANS AND OBJECTIVES:**

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 1) Focus on improving information and processes in order to achieve an auditable Statement of Budgetary Resources.
- 2) Train DoD personnel on requirements of financial statement audits and methods for achieving auditability.
- 3) Integrate Internal Controls over Financial Reporting (ICOFR) and OMB Circular A-123, Appendix A, to sustain corrective actions and audit readiness and to provide assurance that controls are effective.
- 4) Enhance the wildcard queries, add filtering, sort and group functionality to the Executive Dashboard.
- 5) Complete security enhancements to fully integrate portal, dashboard content and query of supporting database content for the Executive Dashboard.
- 6) Interface with budget Electronic Funds Distribution (EFD) interface to incorporate Dept 97 funding to the Executive Dashboard.
- 7) Begin automation of 18 Financial Operations metric areas (out of 36 areas) to source systems involving all 34 Defense Components in the Executive Dashboard.
- 8) Increase the total FM certification and advanced academic degrees from the FY09 identified workforce levels.
- 9) Develop a strategic Human Capital Strategy Plan for the OUSD(C) workforce.
- 10) Publish PB 2013 reports required by Congress, OMB, and GAO.
- 11) Achieve Joint Integration and Interoperability Lab (JSIIL) Initial Operating Capability (IOC) to establish a persistent joint assessment and certification environment for test.
- 12) Coordinate analysis to support the establishment of an integrated C2 Triad (space, air and surface) Network, to enable tactical edge capabilities to the joint Warfighter and enhance wired and wireless cyberspace capabilities, while leveraging and creating cyberspace opportunities.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

13) Update and execute the DoD C2 Strategic Plan and C2 Implementation Plan objectives (via Capability Delivery Increments) as the management construct for pursuing current-to-future capabilities.

14) Use Mission Analysis and validated COCOM Senior Warfighter Forum (SWarF) inputs, to provide POM 13 recommendations and inform investment and trade-off recommendations for Fiscal Year 2013 resourcing deliberations.

**4. FY 2012 PLANS AND OBJECTIVES:**

1) Continue automating to source systems remaining 18 Financial Operations metric areas.

2) Develop linkage of automated Financial Operation metrics into the Component Scorecard in the Executive Dashboard.

3) Conclude work with DCMO automation office to provide "push technology" of all Comptroller Strategic Management Plan (SMP) metrics to the DCMO Dashboard.

4) Support of the Executive Dashboard operations to include briefing support and upload to DCMO/OMB metric web applications.

5) Operate and maintain the NGRMS throughout design, testing and production.

6) Operate and maintain OUSD(C) applications of the EFDSS

7) Increase total FM certifications and advanced degrees from previous fiscal year's growth.

8) Execute the Strategic Human Capital Plan for OUSD(C) workforce development.

9) Publish PB 2014 reports required by Congress, OMB, and GAO.

10) Provide DoD Components with prioritized C2 capability investment recommendations across the defense enterprise (both materiel and non-materiel) to minimize risks associated with C2 capability shortfalls:

a. Assess current and planned C2 portfolio baseline capabilities;

b. Evaluate the current mix of C2 capabilities against COCOM validated gaps and requirements, to identify the best mix of capabilities with proposed changes in

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

policies, standards and training.

c. Support implementation of senior leader decisions regarding sustainment, synchronization and modernization of the GCCS FoS and Joint C2 AoA.

d. Continue the development and operation of the JSIIL to provide a persistent joint environment for test.

e. Develop the C2 portfolio capability solutions necessary to satisfy Warfighting requirements and inform Fiscal Year 2014 resourcing deliberations.

**C. Under Secretary of Defense Intelligence (OUSD(I)):**

**1. FY 2010 Accomplishments:**

1) Increased Defense-National Intelligence Partnerships with focus on information sharing and Warfighter support.

2) Enhanced Intelligence Dominance in all Domains

3) Enhanced collection capabilities

4) Normalized new forms of intelligence

5) Strengthened sensitive activities oversight and reporting

6) Crystallized cyber structure and initiatives

7) Adapted counterintelligence to new threats

8) Continued strong emphasis on Personnel Security streamlining and transformation.

9) Improved the Intelligence Community (IC) Workforce through Human Capital Management structures and initiatives.

10) Responded to Department guidance and capability gaps by reallocating Military Intelligence Program (MIP) and Battlespace Awareness (BA) related resources and provided required justification.

11) Co-lead development and formation of the first-ever DNI-DoD NIP-MIP Integration Group: forum addresses most critical joint DoD-DNI resource issues and working for

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

the first time to document Memoranda of Agreement on key resourcing sharing decisions.

12) Lead DoD in first-ever participation in the DNI FY 2012 Strategic Program Reviews. Built OUSD(I) MIP/BA position and coordinated all Service presentations as part of DoD's aligned effort.

13) Delivered the 2010 Intelligence, Surveillance and Reconnaissance (ISR) Roadmap providing the comprehensive vision for key short and long-term DoD/IC ISR investments/capabilities.

14) Co-authored with Office of Director of National Intelligence (ODNI) the first-ever Consolidated Intelligence Guidance (CIG) transmitting collaborative programmatic guidance for national and military intelligence activities.

15) Established a Socio-Cultural Analysis program in response to documented Combatant Command (COCOM) requirements to expand their understanding of their operational environment beyond the traditional focus on foreign military forces.

16) Expanded the use of Open Source Intelligence (OSINT) within the Defense Intelligence Enterprise Analytic community. Increased use of open source (media in original language, primary sources) to enhance social cultural awareness rather than having analysts rely on material filtered through US perspectives.

17) In cooperation with OUSD(P), established a counter threat finance program to track and disrupt terrorist funding and allow for better understanding of foreign defense spending and investment. The Counter Threat Finance (CTF) program enhances collection and analysis of threat finance, establishes a training program for analysts and collectors, integrates intelligence tools and technologies to better comb the large data sets associated with threat finance, and improves our collaboration with our Allies and Coalition partners. OUSD(I)-TCA worked with the ODNI to ensure greater interagency cooperation and commitment to a "whole-of-government" approach.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 18) Successfully advocated with the ODNI and Department of Defense (DoD) for developing an Air Domain Awareness program to have better situational awareness of potential threats from the air and to compliment Maritime Domain Awareness.
- 19) Oversaw the development of new analytic tools to better comb large data sets, identify relevant intelligence, allow for better all-source analysis, and improve our ability to find and connect the dots. These tools apply automated, technical disambiguation and correlative analytic services to large data sets to improve knowledge discovery, enhance all-source analysis, dramatically accelerate the intelligence cycle, and improve the content of finished intelligence products.
- 20) Improved coordination between OUSD(I), OUSD(AT&L), and RDT&E organizations has resulted in initiatives that will help DoD better manage costs throughout the RDT&E and acquisition processes by beginning with better base line intelligence information regarding the threat environment faced by new weapons systems. The coordination will also provide a process to update threat information as required.
- 21) Revitalized and streamlined the Department's Foreign Materiel Program that acquires and assesses foreign weapons systems that represent a significant threat to Blue Forces, especially in the Afghan and Iraqi Theater of Operations.
- 22) Established new policy directives to Services to codify new structure, processes and procedures within the Foreign Materiel Acquisition and Exploitation Program. Initiated a joint technical working group among Science and Technology centers to focus on the program of highly complex electronic chip devices.
- 23) Established the DoD Security Oversight and Assessment Program, the Department's first cohesive security oversight program to encompass all security disciplines.
- 24) Established the Defense Information Security Advisory Board, a discussion and policy forum for senior information security policy representatives.
- 25) Revised the Security Classification Guide to support the evolving DoD Cover Program.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 26) Deployed an electronic delivery system for submission of security investigations and paperless workflow processing.
- 27) Developed and piloted an online assessment tool to capture metrics on the quality of investigations received from the Office of Personnel Management (OPM).
- 28) Implemented Adjudication to automate and standardize security clearance determinations.
- 29) Developed and implemented adjudication documentation standards to support reciprocity and consistency.
- 30) Implemented the DoD Personnel Security Adjudicator Certification Program to standardize skills and training for security professionals across the Department.
- 31) Updated policy guidance to Government activities on their responsibilities with regard to Foreign Ownership, Control or Influence (FOCI) and policies within the National Industrial Security Program.
- 32) Established the Personnel Security Program Performance Assessment Division.
- 33) Established interim minimum standards for physical access to DoD installations/facilities.
- 34) Participated in force protection and information sharing working groups formed as a result of the Fort Hood Task Force Report. As part of that effort, developed DoD interim guidance for governing privately owned firearms on DoD installations, which was approved by the SECDEF and disseminated to all DoD activities.
- 35) Expanded development of the Operations Security Collaboration Architecture (OSCAR), an automated tool to assist OPSEC and security professionals and information operations planners.
- 36) Facilitated the standup of the DoD Joint Referral Center, an adjunct to the President approved National Declassification Center, where all DoD components can collaboratively conduct declassification activities.
- 37) Provided clear and current guidance to the Defense Counterintelligence and Human



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Intelligence Center and Defense HUMINT Enterprise (DHE) through DoD policy development and implementation oversight.

38) Enhanced DoD HUMINT through various funding venues to address DoD Component capability gaps, productivity, and technology allowing the DHE to operate more effectively, efficiently, and securely in a global information environment.

39) Expanded interagency and coalition engagement, information sharing, operational collaboration and training.

40) Championed Evolutionary Acquisition of Space Efficiency (EASE) closer to completion; and developed a path forward for United States Nuclear Detonation Detection System (USNDS). Defense Intelligence Information Enterprise (DI2E) Framework - Defined the framework for building the objective DI2E. The initial demonstration of this capability occurred as part of the JIOC IT demo and proved the key concepts. Coalition Partnerships - Completed major steps towards building partnerships with Australia, the U.K., and Canada. Strong testament to the success of this effort is that the U.K. and Australia committed funds to enable the physical connectivity and we trained their analysts to be federated partners in DCGS throughout the year.

41) Enterprise Metrics Testing - For the first time ever, the department conducted enterprise-wide testing during Empire Challenge 10. This testing represents a fundamental change in the way we view the ISR Enterprise. Co-led the FY2013 DNI Mission Communications Major Study and the Special Communications sub-group; first-ever all-inclusive evaluation of DoD/IC SATCOM assets for potential cost-sharing of resources and overall IC efficiencies.

42) Led teams that identified potential mission degradation in the Integrated Broadcast Service (IBS) capability that would negatively impact the Warfighter and took appropriate actions to acquire funding to purchase solutions.

43) Developed Joint Common Data Link (CDL) Vision; led group of Service and COCOM

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

representatives to a joint future vision of the use of wideband data links which will drive future investments.

44) Championed upgrades to the Real Time-Regional Gateway (RT-RG) that led to RT-RG on SIPRNET.

45) ELINT Mod approved to Milestone C (MSC); first program to reach this plateau under the new acquisition process put into place after NSA lost their acquisition authorities.

46) Produced a new Defense Intelligence Strategy establishing strategic direction for the next 3-5 years.

47) Major intelligence, counterintelligence and security policies signed in FY 2010 include:

(a) DoDD 5100.20, National Security Agency charter, (b) DoDD 5105.42, Defense Security Service charter, (c) DoDD 5105.61, DoD Cover and Cover Support Activities, (d) DoDD 3115.13, DoD High Value Interrogation Group, (e) DoDI 5100.93, Defense CI and HUMINT Center, (f) DoDI 3115.12, Open Source Intelligence, and (g) DoDI 5210.93, Polygraph and Credibility Assessment Procedures. Additionally, OUSD(I) invested major efforts to support the ATSD(IO) revision of DoD 5240.01-R, Procedures Governing the Conduct of DoD Intelligence Activities.

48) Expanded US BICES capabilities to Afghanistan/Pakistan Task Force, NATO Special Operations Forces, and US CENTCOM / SOCOM, Task Force 535 in support of Afghanistan ISAF operations.

**2. FY 2011 Plans and Objectives:**

1) Focus on Information Sharing to support operations with Allies and Warfighting Partners.

2) Standardize management of DoD Information Operations Intelligence Integration.

3) Develop an Integrated Open Source Action Plan for the Defense Intelligence Enterprise.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 4) Respond to Department guidance and capability gaps by reallocating Military Intelligence Program (MIP) and Battlespace Awareness (BA) related resources.
- 5) Ensure that appropriate linkages and dependencies are accounted for between the MIP and the National Intelligence Program (NIP) by working closely with ODNI
- 6) Work with ODNI to develop organizing principles and guidelines to provide consistent, rational basis to enable MIP and NIP as a collective investment
- 7) As part of the ongoing Joint Capability Area effort, assess the complete BA Portfolio and recommend to DEPSECDEF programs/capabilities that should be added or deleted from the Portfolio.
- 8) Refine the yearly Consolidated Intelligence Guidance (CIG) and include planning guidance to complement the collaborative programmatic guidance for national and military intelligence activities.
- 9) Submit a comprehensive and balanced BA issue paper to CAPE that optimizes ISR capabilities for the operational Warfighter, acquisition community and senior policy makers.
- 10) Enhance Intelligence Dominance in all Domains.
- 11) Improve the IC Workforce through Human Capital Management and Enhancement.
- 12) Transform Security to Streamline Processes and Protect information.
- 13) Respond to Combatant Commanders Capability Gaps Related to Battlespace Awareness Portfolio.
- 14) Establish a mutually supportive relationship between counterintelligence, security, and information assurance to respond to the DoD counterintelligence insider threat.
- 15) Further integrate counterintelligence activities into DoD research, development, and acquisition efforts to achieve and maintain technological supremacy.
- 16) Focus counterintelligence analysis on the foreign intelligence threat to the DoD Supply Chain Risk Management process.
- 17) Continue strong emphasis on personnel security streamlining and transformation.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 18) Continue to effectively and efficiently develop and enhance DoD HUMINT operating and enabling capabilities that support DoD Components and the Defense HUMINT Enterprise in a global information environment.
- 19) Establish strategy and policy framework to execute HUMINT activities in the global cyber domain.
- 20) Champion Evolutionary Acquisition of Space Efficiency (EASE) to completion.
- 21) Integrate the initial DI2E framework (of JIOC IT) into CENTCOM, and expand it to include SECRET REL capabilities; and include funding accordingly to build the DI2E framework for the Department.
- 22) Actively work to connect coalition partners to the DCGS Enterprise as we build out the objective global ISR enterprise capability.
- 23) Transition the ISR Enterprise from a series of point to point connections, to the envisioned globally- connected, multi-domain, multi-INT enterprise, capable of providing intelligence support to all echelons for all missions.
- 24) Expand the Socio-Cultural Analysis program in response to documented Combatant Command (COCOM) requirements to enhance their understanding of their operational environment beyond the traditional focus on foreign military forces.
- 25) Continue oversight of the development of new analytic tools to better comb large data sets, identify relevant intelligence, allow for better all-source analysis, and improve our ability to find and connect the dots. These tools apply automated, technical disambiguation and correlative analytic services to large data sets to improve knowledge discovery, enhance all-source analysis, dramatically accelerate the intelligence cycle, and improve the content of finished intelligence products.
- 26) Increase interagency and coalition engagement, information sharing, operational collaboration and training.
- 27) Complete US BICES expansion into Kabul, Regional Commands North, South, and West in Afghanistan, US CENTCOM Headquarters, USPACOM, USSOCOM, and the Pentagon to support counter terrorism operations globally.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 28) Expand US BICES capabilities to all US large and medium deck ships in support of US and NATO Maritime Operations.
- 29) Establish US BICES video telecommunications capability in support of Task Force 535 requirements to coordinate operational missions within the Afghanistan theater.
- 30) Expand and downsize NATO SOF BICES capabilities in support of the NATO SOF Headquarters deployment mission requirement.
- 31) Increase US BICES/NATO SOF BICES bandwidth to incorporate full motion video, imagery transfer, geospatial products, and video teleconferencing.
- 32) Establish a SIPRNET to BICES browse down capability utilizing the Multiple Domain Dissemination System (MDDS) capability.
- 33) Establish a SIPRNET to BICES mail guard and chat guard for collaboration on operational missions.
- 34) Establish an operational cross domain solution utilizing the Coalition Enterprise Automated User Repository (CENTAUR) to interoperate with the federated Distributed Common Ground Systems and the US BICES network supporting NATO.
- 35) Establish a UnityNet unclassified network to address the white and green information within the Afghanistan theater of operations in conjunction with the State Department.
- 36) Develop and establish the Data Discovery Metadata structure to support the Afghanistan Mission Network and NATO information sharing requirements across DoD.
- 37) Establish enhanced and improved Foreign Disclosure Officer processes and personnel in support of Combatant Command requirements.
- 38) Field JIOC-IT demonstration capabilities to CENTCOM to provide enhanced data sharing and discovery architectures.
- 39) Review and assess enterprise governance processes.
- 40) Develop an enterprise-wide plan to ensure provision of releasable intelligence information to coalition networks, leveraging lessons-learned from support to ISAF operations, Consolidated Dissemination Centers, improvements to tear line reporting

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

processes, and collaborative reporting. Continued expansion of the US/UK Project Diamond DCGS interoperability concept demonstration capability leading to a UK decision to integrate into the US DCGS network.

41) Develop an enterprise-wide plan to ensure provision of appropriate Cross domain solutions to support dissemination of intelligence information and collaborative processes.

42) Addresses the lack of a single, theater-wide approach to identification, access, dissemination, use and sharing of data in Afghanistan.

43) Provide the integration, interoperability, and standardization of the processes, architectures, systems, applications, and networks in CJOA-A.

44) Establish a common enterprise-wide data strategy to include: identification of authoritative data sources; development of data architecture; data source de-confliction, alignment and consolidation; and server federation; taking into consideration communications and network limitations.

45) Provide the ability to rapidly transfer intelligence data to U.S. and coalition partners in Afghanistan. These capabilities include:(1)Bidirectional transfers between Afghanistan Mission Network (AMN) and UNCLASSIFIED networks in support of ANSF, ANP, NGOs, PRTs, etc. using security-enhanced open source technology and optical diodes - \$3M (\$2.5M Procurement, \$0.5M Operation &

Maintenance)(2)Bidirectional transfers of tear line, message traffic, and finished intelligence products between JWICS, SIPRNet and AMN using Share Point portals with an integrated cross domain solution at the six Regional Commands (RCs), and - \$4.5M (\$4M Proc, \$0.5M O&M)(3)Implementation of an email file transfer capability between SIPRNet and AMN to include Microsoft Office file inspection and sanitization.

46) Incorporate releasable data sources on AMN into a common data access mechanism which will facilitate information discovery and management for AFPAC intelligence and mission data.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 47) Provide for data ingestion as well as computation and storage of common search indices as that data is ingested.
- 48) Allow for normalization of common data elements between data sources in conjunction common metadata tags as defined by US and NATO standards.
- 49) Provide an interconnected, integrated data storage system ensuring that data is efficiently discoverable and accessible Focus on Information Sharing to support operations with Allies and Warfighting Partners.
- 50) Adapt the Defense Intelligence Enterprise to better enable conduct of irregular warfare.
- 51) Standardize management of DoD Information Operations Intelligence Integration.
- 52) Develop an Integrated Open Source Action Plan for the Defense Intelligence Enterprise.
- 53) Enhance Intelligence Dominance in all Domains.
- 54) Improve the IC Workforce through Human Capital Management and Enhancement.
- 55) Transform Security to Streamline Processes and Protect information.
- 56) Respond to Combatant Commanders Capability Gaps Related to Battlespace Awareness Portfolio.
- 57) Establish a mutually supportive relationship between counterintelligence, security, and information assurance to respond to the DoD counterintelligence insider threat.
- 58) Further integrate counterintelligence capabilities into critical DoD research, development, and acquisition efforts to achieve technological supremacy.
- 59) Focus counterintelligence analysis on the foreign intelligence threat to the DoD Supply Chain Risk Management process.

**3. FY 2012 Plans and Objectives:**

- 1) Assess unmet ISR demands and develop options to meet gaps and shortfalls.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 2) Develop investment strategies that address Warfighter ISR capability requirements.
- 3) Shape the Department's Military Intelligence Program (MIP) and Battlespace Awareness (BA) Portfolio throughout the Planning, Programming, Budgeting, and Execution (PPBE) process.
- 4) Submit a comprehensive and balanced BA issue to CAPE that optimizes ISR capabilities for the operational Warfighter, acquisition community and senior policy makers.
- 5) Ensure that appropriate linkages and dependencies are accounted for between the MIP and the NIP by working closely with ODNI.
- 6) Continue to refine and improve the MIP Congressional Justification Books and accounting for MIP in appropriate DoD financial databases.
- 7) Continue improvement of Information Sharing and ISR integration with allies and Warfighting partners.
- 8) Respond to Department guidance and capability gaps by reallocating MIP and BA related resources and provide required justification.
- 9) Enhance collaboration between OUSD(AT&L), OUSD(P) and OUSD(I) to ensure that Foreign Materiel Acquisitions and Exploitations continue to be relevant to identified threats and enhance blue systems / Warfighter lethality and survivability.
- 10) Improve and assist in the fielding of analytic tools for analysis of large, non-traditional data sets to improve knowledge discovery, enhance all-source analysis, and dramatically accelerate the intelligence cycle.
- 11) Focus on maturing recent efforts with regards to Socio-Cultural and Threat Finance programs to ensure emerging research and development efforts and intelligence policy / oversight provide timely, relevant support to the Warfighter and that Service training and doctrine development incorporate cutting edge capabilities.



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 12) Establish counterintelligence capabilities to increase exchanges of classified CI information with the cleared Defense Industrial Base via a designated information technology system.
- 13) Develop capability and establish policy to identify and neutralize the counterintelligence insider threat by implementing counterintelligence insider threat activities.
- 14) Enhance DoD counterintelligence effectiveness, efficiencies, and productivity through counterintelligence policy oversight assessments of DoD components.
- 15) Guide the Defense HUMINT Enterprise (DHE) through clear and current DoD policy and oversight.
- 16) Sustain and expand interagency and multinational engagement, information sharing, operational collaboration and training
- 17) Enable the DHE to operate more effectively and securely in a global information environment.
- 18) Efficiently leverage technology to enable HUMINT activities.
- 19) Establish a performance-based management system to better synchronize DoD HUMINT strategies with the DoD PPBE System.
- 20) Establish strategy and policy framework to execute HUMINT activities in the global cyber domain.
- 21) Improve DHE Collection Requirements/Operations Management and situational awareness to more efficiently and effectively integrate, synchronize, coordinate and de-conflict DoD HUMINT operations.
- 22) Strengthen and operationalize security within the Department and the cleared industrial base.
- 23) Overhaul and improve security investigation processes and streamline security clearance adjudication.
- 24) Integrate industrial security with other security and intelligence programs to reduce risk to the cleared defense industrial base.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 25) Modernize physical security programs using state-of-the-art technologies.
- 26) Implement security reforms for classified information, to include declassification of archived records.
- 27) Update and reinforce national-level policy on the National OPSEC program.
- 28) Continue strong emphasis on personnel security streamlining and transformation.
- 29) Continue the expansion of US BICES capabilities to the Combatant Commands, CSA's, Armed Services, Intelligence Community, and the SOF community in support of the DNI's Intelligence Guidance FY11-15.
- 30) Develop and establish coalition architecture approach to incorporate the US JIOC-IT and DIIE constructs to include implementation of basic cloud components and processing.
- 31) Establish a draft strategy on expansion of the PED architecture into the allied and coalition environments.
- 32) Oversee and manage the implementation of the US DIIE allied and coalition intelligence information sharing architecture to incorporate the US Distributed Common Ground Systems.
- 33) Oversee and manage the Distributed Common Ground Systems Coalition Focus Team to ensure consolidation and coherency in implementation strategies across the multi-national community.
- 34) Expand US BICES capabilities in support of the global SOF mission in support of counter terrorism.
- 35) Continue to fund expeditionary enterprise engineers forward in Afghanistan and at CENTCOM HQs in Tampa to provide the single, theater-wide approach to identification, access, dissemination, use and sharing of data in Afghanistan.
- 36) Continue to identify and fix gaps and disconnects in data, products and systems integration, interoperability, and standardization of the processes, architectures, applications, and networks in CJOA-A.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

37) Maintain and update enterprise-wide data strategy as new sources and sensors come online from FY 11 investments. Maintain knowledge of authoritative data sources; impacts to data architecture; work through data duplication and de-confliction, alignment and consolidation and cloud federation/distribution.

38) Continue to maintain and improve enterprise solutions for rapid transfer intelligence data to U.S. and coalition partners in Afghanistan and retire point to point/manual processes and human assisted devices where feasible.

**D. Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R)):**

OUSD(P&R) is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for Total Force Management as it relates to readiness; National Guard and Reserve component affairs; health affairs; training; civilian and military personnel requirements and management, wounded warrior, including equal opportunity, morale, welfare, recreation, and quality of life matters. As such, the OUSD(P&R) has a broad reaching oversight responsibility within the Department of Defense and is required to track and report various performance criteria to assess readiness, training, health care quality and availability, and the policies and quality of life programs which assists DoD in retaining the all-volunteer force. The Office of the Under Secretary of Defense(Comptroller) collects and reports this information for the Department which is submitted annually in conjunction with the President's Budget Request. Information regarding OUSD(P&R)'s performance criteria may be found in the annual report located at: [http://comptroller.defense.gov/defbudget/fy2011/FY2011\\_Budget\\_Request\\_Overview\\_Book.pdf](http://comptroller.defense.gov/defbudget/fy2011/FY2011_Budget_Request_Overview_Book.pdf) (Please refer to Section 7, Pages 7-19 to 7-37, Exhibit A - DoD Enterprise-level Performance Goals/Targets by Strategic Goal and Strategic Objective). Additionally, the Office of Management and Budget (OMB) maintains the ExpectMore.gov website which houses information from the Program Assessment Rating Tool (PART). PART was developed to assess and improve program performance so that the Federal government can achieve better results. A PART review helps identify a program's strengths and weaknesses to inform

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

funding and management decisions aimed at making a program more effective. Information on how various agencies within the Federal Government, such as DoD, are performing may be found at <http://www.whitehouse.gov/omb/expectmore>.

**D. Assistant Secretary of Defense (networks and Information Integration)/DoD Chief Information Officer (ASD(NII/CIO)):**

**1. FY 2010 ACCOMPLISHMENTS:**

**a. NII Mission:**

- 1) Delivered draft Wideband SATCOM architecture Roadmap and Joint IP Modem deployment strategy.
- 2) Completed Unmanned Aircraft System (UAS) spectrum requirements and interference analysis.
- 3) Prepared C2 Capability and Investment Analyses to achieve C2, adaptive planning & Warfighting goals.
- 4) Stood up a Nuclear C2 Crypto Support Integrated Product Team.
- 5) Chaired effort to develop network enabled C2 Maturity model in support of Investment Strategies, Doctrinal Development and system design.

**b. Command Information Superiority Architecture (CISA):** Developed and chartered a DoD-wide governance structure to review and approve Enterprise Architectures to align and integrate with DoD infrastructure and policies, and support/guide critical IT Investment decisions.

**c. Information Superiority Integration Support (ISIS):**

- 1) Restructured \$8B National Polar Orbiting Operational Environmental Satellite System (NPOESS) program and define technical US-UK interoperability architectures.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 2) Delivered congressionally directed bandwidth & Afghanistan architecture studies.
- 3) Build decision support model for Program Review (PR) 2012 decision makers.

**d. Chief Information Officer (CIO):**

- 1) Establish strategic partnerships with DoD Components/mission partners to pilot DoD cloud computing.
- 2) Collaborate with mission partners to develop and issue the DoD Information Enterprise Strategic Plan providing a framework to guide the Department in implementing the goals, objectives, and strategies to achieve a net-centric environment.
- 3) Collaborated with mission partners to update the Data sharing in a Net-Centric DoD Policy and the guidance for Implementing Net-Centric Data Sharing.

**e. Information Systems Security Program (ISSP):** Reduce the DoD's cyber "attack surface" by 96 percent at the DoD's Internet-NIPRNet boundary gateways through a new IA enterprise architecture and its associated implementation by DISA.

**f. E-Gov and Councils:**

- 1) Implemented the Federal strategy for information sharing by adopting interagency technical standards and solutions to include e-Guardian for Suspicious Activity Reporting and the Federal Controlled Unclassified Information Framework.
- 2) Lead the development and production of the Federal guide, "Net Generation: Preparing for Change in the Federal Information Technology Workforce", providing guidance to attract, retain, manage and shape the future IT workforce.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

3) Provided required DoD funding contribution for the various e-Gov Federal Councils, e.g., the Federal Human Capital, Chief Information Officer, Acquisition and the Comptroller's Councils.

**g. Cyber Security Initiative (CSI):** Initiate incremental implementation of Department-wide supply chain risk management (SCRM) capability, including supply chain threat assessment acquisition support. Develop legislative proposal implementing SCRM concepts into the procurement process.

**h. Defense Industrial Base - Cyber Security Initiative (DIB-CSI):**

- 1) Continue expansion of the DIB Industrial base partners.
- 2) Provide coordination of Federal Acquisition Regulation/Defense Federal Acquisition Regulation (FAR/DFAR) changes related to industrial base security.

**2. FY 2011 PLANS AND OBJECTIVES:**

**a. NII Mission:**

- 1) Support military/national health IT Task Force, provide IT architecture and technical approach for the Virtual Lifetime Electronic Record.
- 2) Develop a C2 Implementation Plan to achieve agile, flexible, adaptive C2 Capabilities.
- 3) Ensure spectrum access to meet Warfighter needs.
- 4) Develop Nuclear Command and Control crypto-logic modernization management and implementation plans.

**b. Command Information Superiority Architecture (CISA):**

- 1) Document the process for developing the Enterprise-wide Access to Networks and Collaboration Services (EANCS) Reference Architecture (RA).

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

2) Establish flexible and dynamic model IT environment in DoD. Issue a Revision to the DoD instructions for Interoperability & Supportability and the DoD Architecture Framework Meta Model Version 2.0x.

**c. Information Superiority Integration Support (ISIS):**

- 1) Development of a C2 common core as high priority pathfinder activity.
- 2) Establish a baseline set of interoperability metrics for the DoD Information Environment.
- 3) Implement a DoD Information Environment technical foundation compliance and oversight process.

**d. CIO Mission:**

- 1) Better define the Department's IT investment management practices through implementation of actions from the Report to Congress on "A New Approach for Delivering Information Capabilities in the Department of Defense", and providing policy to better support IT Portfolio Management Functions.
- 2) Develop policy for DoD Internet Services and Internet-based Capabilities.
- 3) Establish the Defense IT Infrastructure Library (ITIL). Develop, staff, and publish the Department enterprise level IT Services catalog and standard processes based on the Defense ITIL.
- 4) Conduct IT Workforce Capability Assessment; prepare and submit annual Mission Critical Occupation Workforce Report to OPM.

**e. Information Systems Security Program (ISSP):**

- 1) Develop and maintain an active DoD Information Assurance workforce improvement program, including training & certification, force structure and personnel management, and IA awareness programs.
- 2) Oversee and manage the Departments IA resources to prioritize and optimize IA investments and address gaps and shortfalls.
- 3) Develop capabilities to monitor and improve compliance with IA policies and procedures to include: implementation of continuous monitoring; facilitating

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

improved risk management processes for enterprise services and emerging technologies.

**f. E-Gov and Councils:**

- 1) Support new OMB requirements for DoD Transparency, Accountability, and Collaboration directed by the Administration's Open Government Initiative.
- 2) Develop Policy to ensure the Accessibility of Electronic Information and Technology (E&IT) procured by DoD for individuals with disabilities IAW Section 508 of the Rehabilitation Act of 1973.
- 3) Implementation of the DoD Federal Risk & Authorization Program (FEDRAMP) pilot as part of a federal-wide pilot to develop common security requirements for Specific types of systems.
- 4) Develop the DoD Cloud Computing Transition Strategy.
- 5) Refine/Publish DoD IT Dashboard Update guidance, to adhere to new OMB oversight requirements and reviews.

**g. Cyber Security Initiative:** Ensure trust in mission systems and networks through hardware and software assurance and supply chain risk management; develop risk mitigations and monitor/oversee mitigation agreements within the Committee on Foreign Investment in the U.S.

**h. Defense Industrial Base:** Improve cyber security and Information Assurance of the Defense Industrial Base (DIB) and DoD information in non-DoD systems residing on, or transiting, DIB unclassified systems and networks.



**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**3. FY 2012 PLANS AND OBJECTIVES:**

**a. NII Mission:**

- 1) Continue advancing the DoD Information Environment toward the desired end-state of domestic civil authorities being adequately supported in preparing for, preventing, and mitigation the consequences of catastrophic events (e.g., natural disasters, pandemics, WMD attacks, cyberspace disruptions or attacks).
- 2) Conduct planning focused on the ability to protect space systems and critical infrastructure, and on the use of allied space capabilities. Promote information sharing and partner selection of the United States in order to provide space situational awareness, and, positioning, navigation, and timing.
- 3) Develop in coordination with the Department of Homeland Security, secure, integrated Continuity of Government (COG) communications capabilities.

**b. Command Information Superiority Architecture (CISA):** Develop policies, processes, and procedures for implementing architectures and standards across the Department to enable an efficient, effective, and interoperable DoD Information Enterprise.

**c. Information Superiority Integration Support (ISIS):** Focus on the ability to protect space systems and critical infrastructure, and on the use of allied space capabilities. Promote information sharing and partner selection of the United States to provide space situational awareness and positioning, navigation, and timing (PNT).

**d. CIO Mission:**

- 1) Coordinate the review and update of the DoD Information Sharing Strategy and Implementation Plan; focusing on the synchronization of information sharing initiatives and investments throughout the Department.
- 2) Continue to update the DoD policies, processes, and procedures for Internet Services and Internet-Based Capabilities to keep abreast with emerging technologies.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**e. Information Systems Security Program (ISSP):** Provide planning to mitigate the loss of space and/or cyberspace services by identifying critical computer network capabilities, the physical infrastructures on which they depend, and their vulnerabilities. Plan options to counter adversary efforts to penetrate, disrupt, degrade, deny or destroy critical networks and associated military information infrastructure and command-and-control capabilities belonging to the United States. Plans will also address operating in an environment where access to space and/or cyberspace services are degraded or denied; in addition to addressing contingency actions to mitigate the impact to successful military operations as a result of the loss of such services.

**f. E-Gov/Councils:**

- 1) Provide guidance on accessing and sharing of relevant unclassified and classified information across the federal government and with members of the private sector.
- 2) Provide DoD guidance and oversee implementation of specific agreed upon DoD Federal Risk & Authorization Program (FEDRAM) common Security requirements for specific types of systems.

**g. Cyber Security Initiative:**

- 1) Implement and maintain Department-wide processes to oversee Supply Chain Risk Management implementation, delivery of enterprise-wide capabilities (e.g. SCRM training, SCRM and Test & Evaluation guidance, and Training Tactics and Procedures), and identify and prioritize mission critical systems in order to prioritize the implementation of SCRM.
- 2) Develop plans to ensure the integrity of and mitigate attacks to the Department's global cyberspace networks, voice and data, that interface with the public domain.

**h. Defense Industrial Base:** Prioritize planning for intelligence and information sharing, ensuring processes, procedures, and infrastructure are in place to enable a

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

common understanding of the threat and environment. Planning will identify information sharing requirement for both steady-state/foundational operations and contingency operations with other government agencies (federal, state, and local); non-governmental organizations (NGO); international organizations; contractors; entities comprising the Defense Industrial Base; and allied, coalition or partner nations. Planning will support information sharing on humanitarian and disaster response issues.

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>	491	400	408	-91	8
(Total)					
Officer	389	379	382	-10	3
Enlisted	102	21	26	-81	5
<u>Reserve Drill Strength (E/S) (Total)</u>	77	77	77	0	0
Officer	72	72	72	0	0
Enlisted	5	5	5	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	95	95	95	0	0
Officer	76	76	76	0	0
Enlisted	19	19	19	0	0
<u>Civilian End Strength (Total)</u>	1,925	2,374	1,910	449	-464
U.S. Direct Hire	1,925	2,374	1,910	449	-464
Total Direct Hire	1,925	2,374	1,910	449	-464
Memo: Reimbursable Civilians Included	0	10	26	10	16
<u>Active Military Average Strength (A/S)</u>	364	364	364	0	0
(Total)					
Officer	345	345	345	0	0
Enlisted	19	19	19	0	0
<u>Reserve Drill Strength (A/S) (Total)</u>	70	70	70	0	0
Officer	65	65	65	0	0
Enlisted	5	5	5	0	0
<u>Reservists on Full Time Active Duty (A/S)</u>	66	66	66	0	0
(Total)					
Officer	54	54	54	0	0
Enlisted	12	12	12	0	0

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

<b><u>V. Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Civilian FTEs (Total)</u>	1,796	2,228	2,034	432	-194
U.S. Direct Hire	1,796	2,228	2,034	432	-194
Total Direct Hire	1,796	2,228	2,034	432	-194
Memo: Reimbursable Civilians Included	0	10	26	10	16
Average Annual Civilian Salary (\$ in thousands)	182.6	185.7	177.7	3.1	-8.0
 <u>Contractor FTEs (Total)</u>	 1,425	 1,290	 1,178	 -135	 -112

**Personnel Summary Explanation:**

FY 2010 - FY 2011 CIVILIAN - Increase in FTE is due to E/S increase as follows: 83 for WSARA (35 for AT&L and 48 for D, CAPE); 21 for military/civilians and transfers; 61 for AT&L Acquisition Workforce in-sourcing; 125 for in-sourcing; and 31 E/S to document existing authorizations at TRMC. TRMC FTE's are funded in OSD guidance but TRMC civilian authorizations are not reflected in the OSD's manpower guidance.

FY 2011 - FY 2012 CIVILIAN - Decrease between FY 2011 and FY 2012 results from Secretary of Defense-imposed freeze on hiring. The FY 2010 level in the President's Budget FY 2011 serves as the start point for the civilian pay freeze. In addition, decreases were the result of Baseline Review to eliminate or downgrade positions as result of SECDEF efficiencies as part of the Department of Defense reform agenda, implement a zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. Note: Calculations do not represent the FY 2011 projected decreases as result of planned freeze on civilian hiring and FTEs at the FY

**OFFICE OF THE SECRETARY OF DEFENSE  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

2010. FY 2011 civilian personnel reflect the FY 2011 President's Budget.

FY 2010 - FY 2011: MILITARY - The decrease is due to the difference between FY 2010 actuals and those programmed for FY 2011.

FY 2011 - FY 2012: MILITARY - Net increase of 3 Officers consists of a decrease for three Active Navy Officer authorizations supporting NATO transferred from OSD to Joint Staff; directed for 1998 Defense Reform Initiative, an increase of two Officers for BTA realignment, and an increase of four Officers transferring from J6 to DoD CIO. Increase in Enlisted is due to realignment of spaces from WHS to OSD for OSD CABLES.

FY 2010 - FY 2011 / FY 2011 - FY2012: CONTRACTORS - Decrease reflects SECDEF efficiencies to reduce reliance on contract support as part of the Department of Defense reform agenda, reduces contractor FTE's below the aggregate level reported in FY 2010.

	FY 2013	FY 2014	FY 2015	FY 2016
Military End Strength Summary	408	408	408	408
Reserve Drill End Strength	77	77	77	77
Reservists on Full Time Active Duty E/S	95	95	95	95
Civilian FTEs	2,045	2,045	2,045	2,045
Contractor FTEs	1,060	1,060	1,060	1,060

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	Change			FY 2011 <u>Estimate</u>	Change		FY 2012 <u>Estimate</u>
	FY 2010 <u>Actuals</u>	FY 2010/FY 2011			FY 2011/FY 2012	Program	
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	318,215	1,591	91,626	411,432	0	-58,940	352,492
103 Wage Board	9,422	47	-9,469	0	0	0	0
107 Voluntary Sep Incentives	0	0	500	500	0	3,750	4,250
111 Disability Compensation	325	2	-327	0	0	0	0
<b>199 Total Civ Compensation</b>	<b>327,962</b>	<b>1,640</b>	<b>82,330</b>	<b>411,932</b>	<b>0</b>	<b>-55,190</b>	<b>356,742</b>
308 Travel of Persons	109,853	1,538	-7,754	103,637	1,549	3,854	109,040
<b>399 Total Travel</b>	<b>109,853</b>	<b>1,538</b>	<b>-7,754</b>	<b>103,637</b>	<b>1,549</b>	<b>3,854</b>	<b>109,040</b>
680 Building Maint Fund Purch	278	9	6,303	6,590	8,906	-8,253	7,243
<b>699 Total DDCF Purchases</b>	<b>278</b>	<b>9</b>	<b>6,303</b>	<b>6,590</b>	<b>8,906</b>	<b>-8,253</b>	<b>7,243</b>
703 JCS Exercises	262,583	31,510	-113,346	180,747	-5,965	1,826	176,608
711 MSC Cargo (fund)	20,123	3,099	4,897	28,119	7,564	-7,650	28,033
719 SDDC Cargo Ops-Port hndlg	71,314	-15,760	20,366	75,920	23,156	-23,387	75,689
771 Commercial Transport	10,125	142	-8,525	1,742	26	319	2,087
<b>799 Total Transportation</b>	<b>364,145</b>	<b>18,991</b>	<b>-96,608</b>	<b>286,528</b>	<b>24,781</b>	<b>-28,892</b>	<b>282,417</b>
912 GSA Leases (SLUC)	4,180	59	-3,021	1,218	18	4,215	5,451
913 Purch Util (non fund)	23	0	2,339	2,362	35	68	2,465
914 Purch Com (non fund)	5,268	74	-1,332	4,010	60	3,448	7,518
915 Rents, Leases (non GSA)	154,941	2,169	-1,667	155,443	2,332	162	157,937
917 Postal Svc (USPS)	1,801	25	-1,523	303	5	-6	302
920 Supplies/Matl (non fund)	5,164	72	427	5,663	85	-1,693	4,055
921 Print & Reproduction	239	3	3,239	3,481	52	-1,638	1,895
922 Eqt Maint Contract	13,792	193	3,191	17,176	258	5,798	23,232
923 Facilities Maint by Contr	256	4	1,443	1,703	26	24	1,753
925 Eqt Purch (Non-Fund)	6,742	94	-1,945	4,891	73	84	5,048
932 Mgt Prof Support Svcs	210,366	2,945	8,940	222,251	3,332	40,517	266,100

**OFFICE OF THE SECRETARY OF DEFENSE**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<u>OP 32 Line</u>	FY 2010	Change		FY 2011	Change		FY 2012
		<u>FY 2010/FY 2011</u>			<u>FY 2011/FY 2012</u>		
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
933 Studies, Analysis & Eval	151,778	2,125	-408	153,495	2,302	-62,920	92,877
934 Engineering & Tech Svcs	123,041	1,723	58,993	183,757	2,756	4,680	191,193
957 Lands and Structures	52	0	-52	0	0	0	0
960 Interest and Dividends	1,277	0	-1,277	0	0	0	0
987 Other IntraGovt Purch	100,957	1,413	114,904	217,274	3,259	8,192	228,725
988 Grants	114,534	1,603	-112,007	4,130	62	628	4,820
989 Other Services	383,989	5,376	-2,548	386,817	5,783	2,662	395,262
990 IT Contract Support Ser	75,240	1,053	-3,654	72,639	1,090	-15,840	57,889
<b>999 Total Other Purchases</b>	<b>1,353,640</b>	<b>18,931</b>	<b>64,042</b>	<b>1,436,613</b>	<b>21,528</b>	<b>-11,619</b>	<b>1,446,522</b>
<b>Total</b>	<b>2,155,878</b>	<b>41,109</b>	<b>48,313</b>	<b>2,245,300</b>	<b>56,764</b>	<b>-100,100</b>	<b>2,201,964</b>

FY 2010 includes \$128,496 thousand OCO funding from DoD Appropriations Act, 2010 (PL 111-118) and Supplemental Appropriations Act, 2010 (PL 111-212).

FY 2011 excludes \$188,099 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

FY 2011 Estimate column reflects the FY 2011 President's Budget Request.

FY 2012 excludes \$143,870 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.



Fiscal Year 2012 Budget Estimates  
UNITED STATES SPECIAL OPERATIONS  
COMMAND (USSOCOM)



February 2011

UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (Dollars in Thousands)**

**Budget Activity (BA) 01: Operating Forces**

	*FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	*FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	*FY 2012 <u>Estimate</u>
USSOCOM	6,711,933	162,037	-2,929,640	3,944,330	38,567	3,869	3,986,766

\* The FY 2010 Actuals column includes \$2,673.1 million of FY 2010 OCO Appropriations funding (PL 111-118) and \$410.4 million of Supplemental Appropriations Act (PL 111-212).

\* The FY 2011 column excludes \$3,012.0 million requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 column reflects the FY 2011 President's Budget Request.

\* The FY 2012 column excludes \$3,269.9 million requested in the FY 2012 Defense-Wide Overseas Contingency Operations 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) 2012 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

**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

defeat terrorist threats to the nation; develop and support our people and their families; and build potent forces to support overseas contingencies.

The FY 2012 O&M Budget Estimates will enable USSOCOM to strengthen core capabilities, sustain equipment, support additional fixed and rotary wing aircraft, and increase training and communication capabilities. Many of the initiatives contained in the FY 2012 O&M budget are designed to enhance USSOCOM's flexibility and effectiveness. These initiatives include additional O&M funding for: eight additional CV-22B aircraft; Combat Service Support enablers at Naval Special Warfare Command and US Army Special Operations Command; Warrior Rehabilitation program; increased intelligence, surveillance, and reconnaissance (ISR) capabilities; additional sustainment for communication systems, equipment and services; and initial and unit training at Marine Corp Forces Special Operations Command.

Funding is also requested to support the growing demand for specialized SOF training. More training capacity is required in FY 2012 to keep pace with the overall growth in SOF personnel. These increases focus on initial basic SOF training, language skills, medical skills, and advanced tactical 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 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 2012 O&M Budget Estimate 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 higher priority requirements.

**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 (1<sup>st</sup> SOW, Hurlburt Field, FL; 27<sup>th</sup> SOW, Cannon AFB, NM; and 58<sup>th</sup> 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 919<sup>th</sup> Special Operations Reserve Wing located at Duke Field, FL and the 193<sup>rd</sup> Special Operations Air National Guard Wing, Harrisburg, PA. Includes the 160<sup>th</sup> 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 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,

**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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 720<sup>th</sup> 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 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 10, 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

**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

to SOF Active Army Special Operations Support Command (SOSCOM), and the Special Operations Forces Support Agency (SOFSFA). SOSCOM is comprised of the 528<sup>th</sup> Support Brigade and the Active and Reserve Army Tactical Communications (112<sup>th</sup> 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 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

**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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.

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 geopolitical 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 primary mission is to provide specialized SOF education for USSOCOM's air component personnel and other USSOCOM members. This is a progressive education program qualifying Air Force Special Operations Forces personnel to serve in Joint Special Operations Task Forces and joint staffs. The JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing and promoting Joint Special Operations strategic and operational analysis and education. It is the Joint Special Operations center of excellence dedicated to building and maintaining a consortium of JSOU education activities focused on the education of SOF leaders as well as non-SOF decision makers at the intermediate and senior levels.



**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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.

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**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.

<b>Civilian FTEs</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Air Force	2,673	2,664	2,534
Army	2,381	2,501	2,320
Marine Corps	2	89	49
Navy	1,062	1,213	1,283
<b>Total</b>	<b>6,118</b>	<b>6,467</b>	<b>6,186</b>

<b>Military End Strength</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Air Force	12,341	13,851	14,749
Army	27,282	29,852	31,168
Marine Corps	2,699	2,526	2,530
Navy	8,740	8,778	9,050
<b>Total</b>	<b>51,062</b>	<b>55,007</b>	<b>57,497</b>

<b>Contractor FTEs</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b>Total</b>	<b>1,207</b>	<b>1,147</b>	<b>1,147</b>

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

	<b>*FY 2010 Actuals</b>	<b>*Budget Request</b>	<b>FY 2011 Congressional Action</b>		<b>*Current Estimate</b>	<b>*FY 2012 Estimate</b>
			<b><u>Amount</u></b>	<b><u>Percent</u></b>		
<b>A. <u>Sub Activity Groups</u></b>						
<b>1. Operational Forces</b>	<b>4,042,503</b>	<b>2,295,796</b>			<b>2,295,796</b>	<b>2,293,971</b>
Flight Operations	1,017,453	910,221			910,221	942,391
Ship/Boat Operations	86,055	84,526			84,526	82,050
Combat Development Activities	1,730,688	794,477			794,477	734,216
Other Operations	1,208,307	506,572			506,572	535,314
<b>2. Operational Support</b>	<b>2,204,490</b>	<b>1,308,399</b>			<b>1,308,399</b>	<b>1,344,479</b>
Force Related Training	56,981	64,325			64,325	54,571
Operational Support	63,459	43,739			43,739	38,945
Intelligence	561,394	312,097			312,097	312,439
Communications	366,646	253,171			253,171	343,569
Management/Operational Hqtrs	294,391	193,367			193,367	212,032
Maintenance	821,495	410,648			410,648	349,608
Base Support	40,124	31,052			31,052	33,315
<b>3. Training</b>	<b>313,987</b>	<b>233,914</b>			<b>233,914</b>	<b>250,040</b>
Specialized Skill Training	294,983	218,577			218,577	232,829
Professional Development	19,004	15,337			15,337	17,211
<b>4. Logistics Operations</b>	<b>150,953</b>	<b>106,221</b>			<b>106,221</b>	<b>98,276</b>
Acquisition/Program Management	150,953	106,221			106,221	98,276
<b>Total</b>	<b>6,711,933</b>	<b>3,944,330</b>			<b>3,944,330</b>	<b>3,986,766</b>

\* The FY 2010 Actuals column includes \$2,673.1 million of FY 2010 OCO Appropriations funding (PL 111-118) and \$410.4 million of Supplemental Appropriations Act (PL 111-212).

\* The FY 2011 column excludes \$3,012.0 million requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 column reflects the FY 2011 President's Budget Request.

\* The FY 2012 column excludes \$3,269.9 million requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

UNITED STATES SPECIAL OPERATIONS COMMAND  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (Dollars in Thousands):

	Change	Change
B. <u>Reconciliation Summary</u>	<u>FY 2011/FY 2011</u>	<u>FY 2011/FY 2012</u>
<b>Baseline Funding</b>	<b>3,944,330</b>	<b>3,944,330</b>
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>3,944,330</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>3,944,330</b>	<b>3,944,330</b>
Anticipated Supplemental	3,012,026	
Reprogrammings		
Price Changes		38,567
Functional Transfers		
Program Changes		3,869
<b>Current Estimate</b>	<b>6,956,356</b>	<b>3,986,766</b>
Less: Wartime Supplemental	-3,012,026	
<b>Normalized Current Estimate</b>	<b>3,944,330</b>	

UNITED STATES SPECIAL OPERATIONS COMMAND  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (Dollars in Thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
<b>FY 2011 President's Budget Request</b>		<b>3,944,330</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Anticipated Appropriated Baseline Funding</b>		<b>3,944,330</b>
2. War-Related and Disaster Supplemental Appropriations		
a. FY 2011 Overseas Contingency Operation Request	3,012,026	
3. Fact of Life Changes		
<b>FY 2011 Revised Estimate</b>		<b>6,956,356</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>6,956,356</b>
5. Less: Item 2a, Overseas Contingency Operation Funding		-3,012,026
<b>FY 2011 Normalized Current Estimate</b>		<b>3,944,330</b>
6. Price Change		38,567
7. Functional Transfers		
8. Program Increases		340,029
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
1) Flight Operations - Program growth supports contract logistics support, maintenance, and unit operations for eight new CV-22B aircraft. (FY 2011 Baseline - \$73,860)	13,010	
2) Flight Operations - Program growth is attributable to fielding new aircraft supporting formal aircrew schoolhouse and operational unit training. A total of 34 aircraft (8 CV-22B, 9 MC-130J, 1 MH-47G, and 16 MH-60M) are scheduled for delivery. These aircraft increases are offset by the drawdown of 26 aircraft (5 MC-130E, 3 MC-130P, and 18 MH-60K/L). (FHP FY 2011 Baseline - \$506,274)	30,007	
3) Flight Operations - Classified QDR increase - Details available upon request. (FY 2011 Baseline - \$0)	15,012	
4) Ship/Boat Operations - Funding supports the fielding of the new Combatant Craft fleet (Heavy, Medium, and light). (FY 2011 baseline - \$0)	3,607	
5) Ship/Boat Operations - Funding provides additional operational logistics and maintenance support for Rigid Hull Inflatable Boats (RHIBs). Additional funding is required due to heavier reliance upon RHIBs as the number of MK V maritime craft are being drawn down due to hull age and maintenance costs. (FY 2011 Baseline - \$14,411)	1,018	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

**C. Reconciliation of Increases and Decreases**

**Amount                      Totals**

- |  |               |
|--|---------------|
| <p>6) Ship/Boat Operations - Additional funding at Naval Special Warfare Command to provide additional combat support and unit training capabilities. This funding includes FY 2010 QDR increases that will provide Naval Special Warfare Command with high demand support enablers such as language interpretation, intelligence support, communications support, vehicle maintenance, logistics support, combat casualty care, and advanced special operations tactics. (FY 2011 Baseline - \$8,347)</p>   | <p>1,323</p>  |
| <p>7) Other Operations - Funding provides 119 civilian full time equivalents at Naval Special Warfare Command (NSWC, 101 FTEs), and HQ USSOCOM (18 FTEs). These positions will provide Combat Service Support and unit operations support at the Naval Special Warfare Groups to include high demand support enablers such as language interpretation, intelligence support, communications support, vehicle maintenance, logistics support, and combat casualty care. Positions at HQ USSOCOM will support 24/7 Command support for operational communications, IT support, command and control, and Command Engineer functions. (FY 2011 Other Operations Civilian Pay Baseline - \$71,323, +119 FTEs)</p> | <p>14,628</p> |

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

**C. Reconciliation of Increases and Decreases**

	<b>Amount</b>	<b>Totals</b>
<p>8) Other Operations - Additional funding at Naval Special Warfare Command (NSWC) SEAL Teams provides additional combat support and unit training capabilities. This funding includes QDR increases that will provide Naval Special Warfare Command with high demand support enablers such as language interpretation, range support, deployment support, pre-deployment training, intelligence support, communications support, vehicle maintenance, logistics support, combat casualty care, and advanced special operations tactics. (FY 2011 NSWC Other Operations Baseline - \$117,361)</p>	23,640	
<p>9) Other Operations - Increase in FY 2012 reflects the re-baselining of unit level sustainment and training for the Marine Forces Special Operations (MARSOC) Battalions. Funding corrects shortfalls in sustainment and advanced training that developed as MARSOC matured and operational billets were filled. This increase includes 34 civilian full time equivalents (FY 2011 MARSOC Baseline - \$56,963, +34 FTEs)</p>	19,164	
<p>10) Other Operations - Additional funding provides additional operational support and unit training capabilities at the 1<sup>st</sup>, 3<sup>rd</sup>, 5<sup>th</sup>, 7<sup>th</sup>, and 10<sup>th</sup> Army Special Forces Groups (SFG). This funding will support planned military personnel growth and includes increases in high demand enablers such as language interpretation, range support, deployment support, pre-deployment training, intelligence support, communications support, vehicle maintenance, logistics support, combat casualty care, and advanced special operations tactics. (FY 2011 US Army Special Operations Command, Other Operations Baseline - \$186,654)</p>	10,242	



**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
11) Intelligence - Increase in funding restores U-28 contractor logistics support to the level commensurate with the current aircraft inventory and mission requirements. (FY 2011 Baseline - \$49,307)	21,010	
12) Intelligence - Increase in funding for additional maintenance and contractor logistics support for MQ-1 Predator aircraft. (FY 2011 Baseline - \$19,856)	489	
13) Intelligence - Increased funding provides sustainment, replenishment, and technical support for a growing inventory of Hostile Forces Tagging, Track, and Locating (HFTTL) mission sets. (FY 2011 Baseline - \$4,279)	5,207	
14) Intelligence - Increase in funding provides sustainment support for the expanding infrastructure supporting the Distributed Common Ground/Surface System (DCGS) Enterprise Intelligence, Surveillance, and Reconnaissance system. (FY 2011 Baseline - 4,373)	3,373	
15) Communications - Increase reflects USSOCOM's decision to centrally manage and centrally execute the re-competed SOF Information Technology Enterprise Contract (SITEC). This is a predominantly firm fixed-price, performance-based services contract, to provide IT services across classified and unclassified networks. Funds were realigned from the current IT contract, IT task order related communication programs (including Procurement and RDT&E), and unit level programs. Centralization ensures governance, accountability, and promotes efficiencies. The contract scope was also expanded to support the post 9/11 mission and incorporates Theater Special Operations Command and Marine Corps Forces Special Operations Command. (FY 2011 O&M Baseline across various sub activities - \$60,442)	105,055	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
16) Communications - Program growth supports deployed and garrison circuits, airtime for unmanned aerial operations and Distributed Common Ground Systems. Intelligence, Surveillance and Reconnaissance Infrastructure increases and additional sustainment are required to meet requirements for the growing inventory of Tagging, Tracking and Locating (TTL) mission sets. Additionally, the INMARSAT capability has been extended to meet Theater Special Operations Command mission requirements. (FY 2011 Baseline - \$65,449)	10,834	
17) Communications - Program growth supports the Tactical Local Area Network (TACLAN) and provides additional life-cycle sustainment for an increasing inventory of fielded Field Computing Devices, Mission Planning Kits and network suites. Increase was required to maintain older equipment for a longer period, as well as sustain new capabilities. (FY 2011 Baseline - \$29,530)	2,837	
18) Communications - SOF Tactical Communications and Special Mission Radios require increased sustainment, commensurate with fielded inventory levels. (FY 2011 Baseline - \$22,653)	2,540	
19) Communications - SOF Deployable Nodes depot level sustainment growth supports fielded equipment and incorporates requirements for Marine Corp Forces Special Operations Command. (FY 2011 Baseline - \$1,218)	2,053	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

**C. Reconciliation of Increases and Decreases**

	<b>Amount</b>	<b>Totals</b>
20) Management & Operational Headquarters - Additional funding was provided for the SOF Wounded Warrior Rehabilitation - Human Performance Program (HPP). The HPP provides a global, force-wide program of equipment, facilities, and treatment dedicated to accelerating the recovery period for injured SOF warriors, allowing them to return to duty sooner. It also increases performance of SOF personnel through prevention, mitigation, and recovery, while supporting the Commander's intent to focus on people and families. (FY 2011 Baseline \$9,157)	18,765	
21) Management & Operational Headquarters - Funding provides civilian pay for 15 full-time equivalents at Marine Corps Forces Special Operations Command. (FY 2011 Baseline - \$3,733, +15 FTEs)	1,358	
22) Maintenance - Due to the cancellation of the Advanced SEAL Delivery System (ASDS), funds were provided for additional maintenance and logistical support for an aging fleet of submersible SEAL Delivery Vehicles (SDV). This funding will ensure operational readiness of the SDV fleet in the absence of the ASDS. (FY 2011 Baseline - \$5,210)	3,486	
23) Base Support - Increase in facility support and sustainment is driven by facility growth, expansion and upgrades at Naval Special Warfare Command (NSWC) and HQ USSOCOM. The NSWC increase supports program growth and modernization at both the NSWC schoolhouse and at the NSWC Group level. HQ USSOCOM increases include renovations of current facilities. (FY 2011 Baseline - \$31,052)	1,934	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
24) Specialized Skill Training - Increased student throughput for initial and advanced skills training requires additional funding supplies, equipment, materials, and contract support personnel to produce highly skilled SOF operators and keep pace with the overall growth of SOF personnel. This funding will support a variety of basic and advanced special operations courses to include Joint Special Operations Medical Training and three new language courses for Pashtu, Urdu, and Dari. (FY 2011 Baseline - \$126,801)	11,055	
25) Specialized Skill Training - Increase in O&M support for the Naval Special Warfare Center (NSWCEN) schoolhouse. This funding will provide additional funding for supplies, equipment, materials, and travel associated with initial and advanced skills and will eliminate shortfalls and allow NSWCEN to keep pace with the overall growth in SOF forces. (FY 2011 Baseline - \$39,850)	12,076	
26) Specialized Skill Training - Additional funding provided to expand aircrew and unmanned aerial systems training at US Air Force Special Operations Center. (FY 2011 Baseline - \$27,289)	2,808	
27) Professional Development Education - Increase in funding supports 34 additional civilian full time equivalents at the Joint Special Operations University in Tampa, FL. These FTEs will provide support for a growing number of joint SOF courses as well as the Joint SOF Senior Enlisted Academy. Many of these positions are scheduled for contractor to civilian conversion in FY 2012. (FY 2011 Professional Development civilian pay Baseline - \$6,282, +34 FTEs)	3,498	
9. Program Decreases		-336,160
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
c. Program Decreases in FY 2012		
1) Flight Operations - Decrease reflects cost adjustments associated with contract logistics support for rotary wing aircraft at the 160 <sup>th</sup> Special Operations Aviation Regiment. (FY 2011 Baseline - \$159,939)	-20,770	
2) Defense Efficiency - Flight Operations - Civilian staffing reduction. As part of the Department of Defense reform agenda, eliminates 136 full-time equivalents within Flight Operations Sub Activity to maintain civilian staffing at the FY 2010 level. (FY 2011 Flight Operations civilian pay Baseline - \$83,331, -136 FTEs)	-12,063	
3) Flight Operations - Realignment of funding for combat weather operations to Management Operation Headquarters Sub Activity. (FY 2011 Baseline - \$2,474)	-1,567	
4) Defense Efficiency - Flight Operations - Reduction in contractor staff support. As part of the Department of Defense reform agenda, funding was reduced for contracts that augment staff functions at U.S. Air Force Special Operations Command for a variety of functions performed at the 1 <sup>st</sup> and 27 <sup>th</sup> Special Operations Wings. (FY 2011 Non Pay, Non Flying Hour Baseline - \$164,875)	-1,328	
5) Ship/Boat Operations - Reduction in operational and unit funding for the MKV Special Operations Craft reflects a reduction in fleet size from 20 to 10 vessels due to hull age and extensive maintenance costs. Funding was realigned to support the development and fielding of future craft. (FY 2011 Baseline - \$9,401)	-9,026	
6) Combat Development Activities - (See Classified Submission) FY 2011 Baseline - \$794,477)	-65,868	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
7) Defense Efficiency - Other Operations - Reduction in contractor staff support. As part of the Department of Defense reform agenda, funding was reduced for contracts that augment staff functions at HQ USSOCOM for a variety of HQ functions to include operational planning, command and control, and Military Information Support Operations (MISO). (FY 2011 Baseline - \$65,878)	-5,170	
8) Defense Efficiency - Other Operations - Baseline Review. As part of the Department of Defense reform agenda, implements a zero-based review of the organization to realign resources to the most critical priorities. To support this effort, funding was reduced for contracts that augment staff functions at HQ USSOCOM for a variety of HQ functions to include operational planning, administrative support, command and control, and Military Information Support Operations (MISO). (FY 2011 Baseline - \$65,878)	-13,422	
9) Other Operations - Decrease reflects a reduction in unit sustainment associated with the 4 <sup>th</sup> Military Information Support Group and military information support equipment. (FY 2011 - \$28,959)	-6,192	
10) Other Operations - Reduction in unit sustainment and equipment at the 75 <sup>th</sup> Ranger Regiment. (FY 2011 - \$32,066)	-7,953	
11) Other Operations - Decrease reflects a reduction in unit sustainment and equipment associated with the Civil Affairs Brigade. (FY 2011 - \$13,694)	-2,692	
12) Other Operations - Decrease in logistical, communication, training, and administrative support at US Army Special Forces Command. (FY 2011 Baseline - \$11,719)	-5,295	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
13) Efficiency: Other Operations - A reduction in O&M funding associated with the Family of Special Operations Vehicles (FSOV) resulted from a decision to reduce the number of vehicles procured and maintained. The FSOV vehicles include Light, Medium, and Heavy variants. The reduction in vehicles procured results in lower operation and sustainment requirements. (FY 2011 O&M Baseline - \$24,969)	-1,835	
14) Force Related Training - Reduced funding reflects adjusted schedule and cost estimates associated with Joint Combined Exchange Training (JCETs) exercises planned in FY 2012. (FY 2011 Baseline - \$53,388)	-10,282	
15) Operational Support - Decrease in logistical support elements at US Army Special Forces Command and Sustainment Brigade. Also includes minor reduction in civilian pay associated with work year rate adjustments. (FY 2011 Baseline - \$22,720)	-3,470	
16) Operational Support - Decrease in contractor provided logistics planning and command and control support at HQ USSOCOM. (FY 2011 Baseline - \$1,551)	-1,356	
17) Operational Support - Reduced funding reflects adjusted O&M sustainment costs associated with contract logistics support activities performed at SOF Support Activity (SOFSA). (FY 2011 Baseline - \$9,787)	-395	
18) Intelligence - Decrease in funding reflects realignment of operations and sustainment support from a Special Access Program. (See classified Details) (FY 2011 Baseline - \$88,323)	-14,474	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

**C. Reconciliation of Increases and Decreases**

	<b>Amount</b>	<b>Totals</b>
19) Intelligence - Decrease in funding for Special Operations Command Research, Analysis, and Threat Evaluation System (SOCRATES) reflects a reduction of in-garrison equipment replacement for intelligence information technology requirements due to a revised life cycle replacement plan. Additional decrease in SOCRATES reflects the realignment of resources to the centrally managed Special Operations Information Technology Enterprise contract (SITEC). (FY 2011 Baseline - \$39,482)	-11,526	
20) Intelligence - Decrease associated with the realignment of operations and sustainment funding for Global Video Surveillance Activities (GVSA). (FY 2011 Baseline - \$10,305)	-6,264	
21) Efficiency: Communication - Reduction reflects the realignment of the current firm fixed price funding for the existing Enterprise Information Technology Contract (EITC) that will be applied to the new SOF Information Technology Enterprise Contract (SITEC). The SITEC contract will be centrally executed and managed with no loss of service to individual program requirements. Additionally, the new contract will include IT services for post 9/11 infrastructure growth and will simplify task order management. This EITC firm-fixed price funding will be applied to the new contract vehicle and came from existing firm-fixed price funding in the following programs within the Communications Sub Activity: Public Key Infrastructure, C4IAS, SCAMPI, TACLAN and VTC. (FY 2011 Baseline - \$33,573)	-33,573	



**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
22) Efficiency: Communication - The Joint Base Station (JBS) rapidly establishes and maintains mobile and fixed C2 communications between infiltrated/operational elements and higher echelon headquarters while providing critical C3 links between SOF commanders and SOF teams involved in overseas contingency operations. Funding for JBS was reduced in the area of Radio Over Internet Protocol (ROIP). The risk is acceptable because the ROIP can be delivered through a software solution funded within the Tactical Local Area Network (TACLAN) program. (FY 2011 Baseline - \$9,092)	-971	
23) Communication - Information Assurance (IA) reflects program decrease with FY 2011 completion of technical refreshment for the intrusion detection system and incorporates the impact of contractor to civilian conversions. (FY 2011 Baseline - \$10,538)	-954	
24) Communication - SCAMPI (not an acronym). Program decrease reflects completion of life cycle sustainment task orders and decreased airtime projections. (FY 2011 Baseline - \$18,809)	-946	
25) Defense Efficiency - Management & Operational Headquarters - Baseline Review. As part of the Department of Defense reform agenda, implements a zero-based review of the organization to realign resources to the most critical priorities. To support this effort, funding was reduced for contracts that augment staff functions at Naval Special Warfare command and the US Army Special Operations command for a variety of HQ functions to include logistics, administrative support, operational planning, and command and control. (FY 2011 Baseline - \$65,878)	-3,051	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

**C. Reconciliation of Increases and Decreases**

	<b>Amount</b>	<b>Totals</b>
26) Defense Efficiency - Management & Operational Headquarters - Reports, Studies, Boards and Commissions. As part of the Department of Defense reform agenda, reflects a reduction in the number and costs of reports and studies performed at HQ USSOCOM. (FY 2011 Baseline - \$4,569)	-294	
27) Maintenance - Contractor logistics support for Directional Infrared Counter Measures (DIRCM) on SOF fixed wing aircraft decreases as sustainment and replacement of line replaceable units transitions to Service common support from the Air Force. (FY 2011 Baseline - \$19,753)	-19,753	
28) Efficiency: Maintenance - Based on significant improvements in Service-common equipment, USSOCOM continues to refine its requirement for body armor and personal protection gear. Service-common body armor now meets the requirement for a large portion of SOF; therefore, the Special Operations Personal Equipment Advanced Requirements (SPEAR) program reflects a decrease commensurate with this program restructure to equip fewer SOF operators with SPEAR body armor. Maintenance and contractor logistics support will be reduced accordingly with minimal risk. Using service common equipment when possible will result in an overall savings for DoD by using existing service inventories and capitalizing on economy of scale purchases made by the larger services. (FY 2011 Baseline - \$43,970)	-13,007	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
29) Maintenance - Reduction in operations, sustainment, and contract logistics support for Non-Standard Aviation (NSAV) platforms. NSAV platforms are a combination of light and medium aircraft that provide short takeoff and landing capability for rapid access of special operations equipment and forces in remote and austere locations. (FY 2011 Baseline - \$105,607)	-23,011	
30) Efficiency: Maintenance - Decrease reflects the cancellation of the Advanced SEAL Delivery System (ASDS) program. The remaining ASDS resources were realigned to fund USSOCOM's Undersea Mobility Way Ahead that includes: the SEAL Delivery Vehicle (SDV) MK8 technology refresh and new capabilities; the Shallow Water Combat Submersible Block I Program of Record; and continued development of a family of dry combat submersibles which includes the Dry Combat Submersible Light and Medium. (FY 2011 Baseline- \$9,949)	-9,949	
31) Maintenance: Reduction in maintenance and sustainment costs associated with unmanned aerial systems. (FY 2011 Baseline - \$13,056)	-3,006	
32) Defense Efficiency - Specialized Skill Training - Civilian staffing reduction. As part of the Department of Defense reform agenda, eliminates 174 full-time equivalents at the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) to maintain civilian staffing at the FY 2010 level. (FY 2011 Baseline - \$60,541, -174 FTEs)	-13,253	
33) Defense Efficiency - Specialized Skill Training - Reduction in contractor staff support. As part of the Department of Defense reform agenda, funding was reduced for contracts that augment staff functions at U.S. Air Force Special Operations Training Command (AFSOTC). (FY 2011 Baseline - \$27,289)	-434	

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**III. Financial Summary (Dollars in Thousands):**

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
34) Professional Development Education - Decrease reflects anticipated savings associated with contractor to civilian conversions at the Joint Special Operations University in Tampa, FL. These conversions will provide support for a growing number of joint SOF courses as well as the Joint SOF Senior Enlisted Academy. (FY 2011 Baseline - \$8,389)	-1,248	
35) Defense Efficiency: Professional Development Education - Baseline Review. As part of the Department of Defense reform agenda, implements a zero-based review of the organization to realign resources to the most critical priorities. To support this effort, funding was reduced for contracts that augment staff functions at the Joint Special Operations University (JSOU). (FY 2011 Baseline - \$8,364)	-507	
36) Efficiency: Acquisition Program Management - USSOCOM continues to refine SOF-peculiar requirements and utilize Service-common equipment solutions to the maximum extent possible. The marginal increase in capability provided by the Special Operations Combat Assault Rifle-Light (SCAR-L) over the M4 meets the requirement for a large portion of the Army Special Forces, therefore, the O&M sustainment and program management funding for the SCAR-L was reduced. (FY 2011 Baseline - \$4,095)	-3,907	
37) Acquisition Program Management - (See Classified Submission)	-2,707	
38) Acquisition Program Management - Decrease reflects minor program management support reductions for a variety of SOF acquisition programs. (FY 2011 Baseline - \$64,739)	-1,949	

UNITED STATES SPECIAL OPERATIONS COMMAND  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (Dollars in Thousands):

C. Reconciliation of Increases and Decreases	Amount	Totals
39) Efficiency: Acquisition Program Management - A reduction in O&M funding associated with the Family of Special Operations Vehicles (FSOV) resulted from a decision to reduce the number of vehicles procured. The FSOV vehicles include Light, Medium, and Heavy variants. The reduction in vehicles procured results in lower operation and sustainment requirements. (FY 2011 O&M Baseline - \$836)	-541	
40) One time decrease in civilian pay resulting from one less compensable work day in FY 2012. (FY 2011 Baseline - \$601,811)	-2,151	
<b>FY 2012 Budget Request</b>		<b>3,986,766</b>

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation:**

TAI - Total Aircraft Inventory.  
PAA - Primary Authorized Aircraft  
BAA - Backup Aircraft Inventory

**IV. Performance Criteria and Evaluation (Flying Hours):**

End of FY Program Data		FY 2010		FY 2011		FY 2012
		<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
AC-130H/U						
	TAI	25	25	25	25	25
	PAA	23	23	23	23	23
	BAI	2	2	2	2	2
	Flying Hours	7,885	12,622	7,561	7,561	6,636
	% Executed		160%			
A/MH-6M						
	TAI	52	52	52	52	52
	PAA	47	47	47	47	47
	BAI	5	5	5	5	5
	Flying Hours	10,595	11,552	8,669	8,669	9,052
	% Executed		109%			
C-12C						
	TAI	1	1	1	1	1
	PAA	1	1	1	1	1
	BAI	0	0	0	0	0
	Flying Hours	600	447	492	492	492
	% Executed		75%			
C-130E/WC-130H						
	TAI	4	4	4	2	2
	PAA	2	2	2	2	2

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

End of FY Program Data	FY 2010		FY 2011		FY 2012
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
BAI	2	2	2	0	0
Flying Hours	877	844	876	876	876
% Executed		96%			
<b>C-32B</b>					
TAI	2	2	2	2	2
PAA	2	2	2	2	2
BAI	0	0	0	0	0
Flying Hours	1,806	1,598	1,802	1,802	1,190
% Executed		88%			
<b>CASA-212</b>					
TAI	5	5	5	5	5
PAA	5	5	5	5	5
BAI	0	0	0	0	0
Flying Hours	3,050	2,194	3,050	3,050	3,050
% Executed		72%			
<b>CV-22B</b>					
TAI	16	15	21	20	28
PAA	16	15	19	19	26
BAI	0	0	2	1	2
Flying Hours	4,662	3,602	5,779	5,779	6,603
% Executed		77%			
<b>NSAv-M</b>					
TAI	0	0	9	5	12
PAA	0	0	9	5	12
BAI	0	0	0	0	0
Flying Hours	0	0	5,126	5,126	8,766
% Executed		0%			

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

End of FY Program Data	FY 2010		FY 2011		FY 2012
	<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	2,762	3,776	3,059	3,059	3,170
% Executed		137%			
M-28					
TAI	5	1	7	7	10
PAA	5	1	7	7	10
BAI	0	0	0	0	0
Flying Hours	5,100	1,062	8,378	8,378	14,287
% Executed		21%			
MC-130E/H					
TAI	30	30	30	30	25
PAA	28	28	28	28	24
BAI	2	2	2	2	1
Flying Hours	10,410	10,205	8,793	8,793	7,428
% Executed		98%			
MC-130J					
TAI	0	0	1	1	10
PAA	0	0	1	1	10
BAI	0	0	0	0	0
Flying Hours	0	0	131	131	2,643
% Executed		0%			



**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

End of FY Program Data	FY 2010		FY 2011		FY 2012
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
MC-130P					
TAI	23	23	23	23	20
PAA	20	20	20	20	17
BAI	3	3	3	3	3
Flying Hours	9,060	10,050	7,627	7,627	5,701
% Executed		111%			
MC-130W					
TAI	12	12	12	12	12
PAA	11	11	11	11	11
BAI	1	1	1	1	1
Flying Hours	4,582	2,912	4,356	4,356	4,119
% Executed		64%			
MH-47E/G					
TAI	58	56	60	59	60
PAA	57	52	57	56	56
BAI	1	4	3	3	4
Flying Hours	12,828	15,785	11,301	11,301	12,765
% Executed		123%			
MH-60K/L/M					
TAI	82	86	105	104	101
PAA	66	57	77	65	62
BAI	16	29	28	39	39
Flying Hours	18,131	18,441	16,897	16,897	15,692
% Executed		102%			

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

End of FY Program Data	FY 2010		FY 2011		FY 2012
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
MQ-1B					
TAI	30	26	26	32	32
PAA	28	26	26	32	32
BAI	2	0	0	0	0
Flying Hours	60,480	49,238	69,290	69,290	69,290
% Executed		81%			
MQ-9A					
TAI	12	6	16	19	20
PAA	12	6	13	16	17
BAI	0	0	3	3	3
Flying Hours	21,600	7,941	20,280	20,280	38,084
% Executed		37%			
PC-12 NSAv					
TAI	10	9	10	10	10
PAA	10	9	10	10	10
BAI	0	0	0	0	0
Flying Hours	11,400	11,648	14,837	14,837	14,226
% Executed		102%			
PC-12/(T)U-28A					
TAI	1	7	7	7	7
PAA	1	7	7	7	7
BAI	0	0	0	0	0
Flying Hours	1,200	5,628	9,962	9,962	15,518
% Executed		469%			

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

End of FY Program Data	FY 2010		FY 2011		FY 2012
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
U-28A					
TAI	20	20	20	20	20
PAA	20	20	20	20	20
BAI	0	0	0	0	0
Flying Hours	62,160	34,961	62,160	62,160	43,084
% Executed		56%			
UH-1H/N					
TAI	4	4	4	4	4
PAA	4	4	4	4	4
BAI	0	0	0	0	0
Flying Hours	1,068	755	1,072	1,072	1,072
% Executed		71%			
UH-60L					
TAI	0	0	0	0	1
PAA	0	0	0	0	1
BAI	0	0	0	0	0
Flying Hours	0	0	0	0	540
% Executed		0%			
UV-20A					
TAI	1	1	1	1	1
PAA	1	1	1	1	1
BAI	0	0	0	0	0
Flying Hours	350	292	300	300	300
% Executed		83%			

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

End of FY Program Data	FY 2010		FY 2011		FY 2012
	<u>Budgeted</u>	<u>Actuals</u>	<u>Budgeted</u>	<u>Estimate</u>	<u>Estimate</u>
USSOCOM Total					
TAI	400	392	448	448	467
PAA	365	343	396	388	406
BAI	35	49	52	60	61
Flying Hours	250,606	205,553	271,798	271,798	284,584
% Executed		82%			
 Crew Ratio					
Average	1.5	1.5	1.5	1.5	1.5
 OPTEMPO (Hrs/Crew/Mo)					
Average	14.8	20.0	12.5	12.5	12.7

Explanation of Performance Variances

Prior Year: The Total Aircraft Inventory and Flying Hours decrease between the Fiscal Year 2010 Budgeted and Estimated Actual funded positions are the net effect of ISR hours and reduced estimates for Non-Standard Aviation Platform hours.

Current Year: No change between Fiscal Year 2011 Budgeted and Estimated funded positions.

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation (Facilities Sustainment and Restoration/Modernization):**

	<u>(Dollars in Thousands)</u>				
	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2010</u> <u>OCO</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2011</u> <u>OCO</u>	
<u>Funding Levels</u>					
<u>Sustainment</u>	5,570	30	17,851	0	8,823

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, 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 2012 reflects lower sustainment requirements at Naval Special Warfare Command (NSWC) and Headquarters United States Special Operations Command (HQ USSOCOM). The lower requirements at NSWC are primarily the result of changes in the level of facility support provided to NSWC by the Navy (on Navy bases). In FY 2012, NSWC will begin receiving more sustainment from Navy sources.

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

	FY 2010 <u>Actuals</u>	FY 2010 <u>OCO</u>	FY 2011 <u>Estimate</u>	FY 2011 <u>OCO</u>	FY 2012 <u>Estimate</u>
<u>Funding Levels</u>					
<u>Restoration/Modernization</u>	32,291	1,011	14,194	0	9,963

Narrative justification of Restoration/Modernization funding: Funding is used for O&M Minor Construction contracts supporting Special Operations units. These totals are for infrastructure updates, building renovations, reconfiguration, modification and adjustments. FY 2012 costs accommodate growth of assigned personnel and equipment in support of evolving SOF missions. Projects included, but not limited to, doors, walls, safety enhancements, communication and electrical upgrades, training labs, at various SOF training sites.

The decrease in FY 2012 is attributable to a higher number of priority projects planned in FY 2011. In FY 2012, the number of planned projects was reduced in favor of higher command priorities.

	FY 2010 <u>Actuals</u>	FY 2010 <u>OCO</u>	FY 2011 <u>Estimate</u>	FY 2011 <u>OCO</u>	FY 2012 <u>Estimate</u>
<u>Funding Levels</u>					
<u>Demolition</u>	193	0	0	0	100

Narrative justification of Demolition funding: Decommissioning of temporary facilities upon completion of permanent facilities at MacDill AFB, FL.

	FY 2010 <u>Actuals</u>	FY 2010 <u>OCO</u>	FY 2011 <u>Estimate</u>	FY 2011 <u>OCO</u>	FY 2012 <u>Estimate</u>
<u>TOTAL O&amp;M FUNDING</u>	38,054	1,041	32,045	0	18,886

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation (Depot Maintenance):**

Type of Maintenance	<u>FY 2010</u>				<u>FY 2011</u>				<u>FY 2012</u>	
	Budget		Actual		Budget		Estimated		Budget	
	Qty	(\$M)	Qty	(\$M)	Qty	(\$M)	Qty	(\$M)	Qty	(\$M)
Airframe	344	116.5	285	146.3	434	150.3	434	150.3	283	177.6
Engine	204	31.7	201	28.5	262	41.7	262	41.7	183	45.7
Software	157	1.3	135	5.3	196	3.0	196	3.0	138	5.7
Other	1,256	47.6	1,191	43.5	1,191	44.6	1,191	44.6	1,156	48.0
<u>Automotive Equipment</u>										
Other	1,272	9.7	1,272	8.3	1,344	10.1	1,344	10.1	1,437	17.2
<u>Electronics &amp; Communications</u>										
End Items	5,331	70.8	8,464	103.6	5,495	75.4	5,495	75.4	6,277	91.5
Other	569	26.1	196	13.0	570	20.4	570	20.4	21	1.1
<u>Ordnance, Weapons &amp; Munitions</u>										
Ordnance	318	1.0	318	0.9	318	1.1	318	1.1	318	1.3
Other	1,232	1.4	313	1.4	2,116	1.6	2,116	1.6	301	1.8
<u>Other</u>										
Software	6,804	61.0	6,819	62.7	6,857	64.1	6,857	64.1	7,003	61.1
Other End Items	45	0.6	51	0.6	47	0.6	47	0.6	45	0.6
Other	798	33.9	726	34.6	798	30.8	798	30.8	638	30.3
<b>DEPOT MAINT TOTAL</b>		<u>401.6</u>		<u>448.7</u>		<u>443.7</u>		<u>443.7</u>		<u>481.9</u>

\* FY 2010 Actual Inductions columns include Overseas Contingency Operations (OCO) funding, but FY 2010 Budget columns do not include OCO funding.

**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Explanation of Performance Variances

Fiscal Year 2010: Variance comparison between the FY 2010 Budget columns and FY 2010 Actual Inductions columns reflect an overall increase of \$47.1 million. Although USSOCOM executed an additional \$105.3 million in Overseas Contingency Operations (OCO) not included in the FY 2010 Budget columns, off-setting variances totaling -\$58.2 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 been able to extend the 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 2011: None.



**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation (Training):**

	<u>FY 2010</u> <u>Actuals</u>	<u>FY 2011</u> <u>Estimate</u>	<u>FY 2012</u> <u>Estimate</u>
Initial SOF Skills Training			
Number of Classes	548	587	590
Number of Graduates	18,006	18,683	18,773
Cost per Graduate	\$8,585	\$5,696	\$6,036
Advanced SOF Skills Training			
Number of Classes	1,132	1,195	1,207
Number of Graduates	10,679	11,087	11,767
Cost per Graduate	\$13,145	\$10,103	\$10,156
Professional Military Education			
Number of Classes	300	302	325
Number of Graduates	8,908	8,419	8,999
Cost per Graduate	\$2,389	\$1,829	\$1,929

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.

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 2011 to FY 2012 represents higher demand created by the overall increase in SOF personnel as well as new or redesigned courses focused on tactics and skills gained from the Overseas Contingency Operations. Graduates were also gained from

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

a change in class structure resulting from the consolidation of Air Force Special Operations Training Center (AFSOTC) training courses. This reorganization moved training from the operational unit level to a single command, allowing larger class sizes.

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 2011 to FY 2012 include additional Air Force Special Operations Command (AFSOC) courses and graduates for the Joint Special Operations University's SOF Senior Enlisted Academy.

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**V. Personnel Summary:**

USSOCOM military and civilian personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

<b>Civilian FTEs</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Air Force	2,673	2,664	2,534
Army	2,381	2,501	2,320
Marine Corps	2	89	49
Navy	1,062	1,213	1,283
<b>Total</b>	<b>6,118</b>	<b>6,467</b>	<b>6,186</b>

<b>Military End Strength</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Air Force	12,341	13,851	14,749
Army	27,282	29,852	31,168
Marine Corps	2,699	2,526	2,530
Navy	8,740	8,778	9,050
<b>Total</b>	<b>51,062</b>	<b>55,007</b>	<b>57,497</b>

<b>Contractor FTEs</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
<b>Total</b>	<b>1,207</b>	<b>1,147</b>	<b>1,147</b>

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2010 Actuals</u>	<u>Change from FY 2010 to FY 2011</u>		<u>FY 2011 Estimate</u>	<u>Change from FY 2011 to FY 2012</u>		<u>FY 2012 Estimate</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
<b><u>TRAVEL</u></b>	<b>412,405</b>	<b>5,770</b>	<b>-121,801</b>	<b>296,374</b>	<b>4,445</b>	<b>16,820</b>	<b>317,639</b>
308 Travel of Persons	412,405	5,770	-121,801	296,374	4,445	16,820	317,639
<b><u>DWCF (Fund) SUPPLIES &amp; MATERIALS PURCHASES</u></b>	<b>576,183</b>	<b>32,671</b>	<b>56,526</b>	<b>665,380</b>	<b>7,145</b>	<b>57,270</b>	<b>729,795</b>
401 DFSC Fuel	146,275	18,431	19,117	183,823	5,515	3,561	192,899
402 Service Fund Fuel	3,384	426	-3,321	489	15	9,511	10,015
411 Army Managed Supplies & Materials	78,213	3,520	13,876	95,609	1,243	-516	96,336
412 Navy Managed Supplies & Materials	33,143	1,059	-18,121	16,081	96	-6,954	9,223
414 Air Force Managed Supplies & Materials	232,133	7,660	-29,240	210,553	-2,105	51,998	260,446
415 DLA Managed Supplies & Materials	59,132	1,242	34,857	95,231	1,428	-441	96,218
416 GSA Managed Supplies & Materials	17,678	247	43,995	61,920	929	107	62,956
417 Locally Procured Fund Managed Supplies & Materials	6,225	86	-4,637	1,674	24	4	1,702
<b><u>DEFENSE WORKING CAPITAL FUND EQUIPMENT PURCHASES</u></b>	<b>83,895</b>	<b>1,832</b>	<b>-11,742</b>	<b>73,985</b>	<b>845</b>	<b>31,947</b>	<b>106,777</b>
502 Army Fund Equipment	15,856	714	-3,613	12,957	168	40,778	53,903
503 Navy Fund Equipment	6,619	211	-3,395	3,435	21	-2,632	824
505 Air Force Fund Equipment	1,140	36	7,090	8,266	-83	-8,064	119
506 DLA Fund Equipment	4,047	85	-1,094	3,038	46	1,771	4,855
507 GSA Managed Equipment	56,233	786	-10,730	46,289	693	94	47,076

**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2010 <u>Actuals</u>	Change from FY 2010 to FY 2011		FY 2011 <u>Estimate</u>	Change from FY 2011 to FY 2012		FY 2012 <u>Estimate</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
<b><u>OTHER FUND PURCHASES (EXCLUDES TRANSPORTATION)</u></b>	<b>124,552</b>	<b>2,482</b>	<b>24,067</b>	<b>151,101</b>	<b>-2,588</b>	<b>-23,564</b>	<b>124,949</b>
601 Army Armament Command	229	-3	-226	0	0	0	0
602 Army Depot Systems Cmd: Maintenance	15,812	-190	-15,527	95	-11	4,582	4,666
610 Naval Air Warfare Center	21,661	281	-2,769	19,173	-384	710	19,499
611 Naval Surface Warfare Center	51,740	1,241	-749	52,232	-1,880	2,768	53,120
612 Naval Undersea Warfare Center	1,948	62	3,029	5,039	-146	-2,288	2,605
613 Naval Fleet Readiness Ctrs (Aviation)	915	3	-918	0	0	0	0
614 Naval Space and Warfare Command	475	-10	2,408	2,873	57	-8	2,922
623 Special Mission Support	0	0	876	876	0	-876	0
631 Naval Facilities Engineering Service	4,598	83	18,091	22,772	-68	-10,913	11,791
633 Defense Publication & Printing Svc	934	27	1,317	2,278	134	406	2,818
634 Naval Public Work Centers: Utilities	6,755	689	1,307	8,751	43	106	8,900
635 Naval Public Work Centers: Public Works	15,701	251	10,935	26,887	484	-13,860	13,511
647 DISA Computing Services	871	-122	-43	706	-92	3	617
662 Depot Maintenance (Air Force): Contract	0	0	793	793	-26	-767	0
671 Communications Services (DISA) Tier 2	1,258	8	7,360	8,626	-699	-3,878	4,049
673 Defense Finance & Accounting Service	135	1	-136	0	0	0	0
677 Communications Services (DISA) Tier 1	1,520	161	-1,681	0	0	451	451
<b><u>TRANSPORTATION</u></b>	<b>453,424</b>	<b>50,140</b>	<b>-403,097</b>	<b>100,467</b>	<b>-2,304</b>	<b>-3,484</b>	<b>94,679</b>
701 AMC Cargo (Fund)	1,620	25	2,124	3,769	64	-3,833	0

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2010 Actuals</u>	<u>Change from FY 2010 to FY 2011</u>		<u>FY 2011 Estimate</u>	<u>Change from FY 2011 to FY 2012</u>		<u>FY 2012 Estimate</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
703 AMC SAAM/JCS Exercises	401,647	48,198	-370,289	79,556	-2,625	804	77,735
705 AMC Channel Cargo	13,196	211	-13,350	57	1	4,143	4,201
707 AMC Training	613	66	-679	0	0	0	0
708 AMC Channel Passenger	8,049	1,239	-9,288	0	0	0	0
711 MSC Cargo	30	5	-35	0	0	0	0
725 MTMC (Other-Non-Fund)	137	2	-71	68	1	0	69
771 Commercial Transportation	28,132	394	-11,509	17,017	255	-4,598	12,674
<b><u>OTHER PURCHASES</u></b>	<b>5,061,474</b>	<b>69,142</b>	<b>-2,473,593</b>	<b>2,657,023</b>	<b>31,024</b>	<b>-75,120</b>	<b>2,612,927</b>
912 Rental Payments to GSA (SLUC)	2,754	39	3,137	5,930	89	-3,397	2,622
913 Purchased Utilities (Non-Fund)	56,287	788	-44,091	12,984	195	-1,102	12,077
914 Purchased Communications (Non-Fund)	368,329	5,154	-296,355	77,128	1,156	-20,498	57,786
915 Rents (Non-GSA)	11,200	157	408	11,765	176	-3,223	8,718
917 Postal Services (U.S.P.S)	148	2	56	206	4	220	430
920 Supplies & Materials (Non-Fund)	548,042	7673	-27,473	528,242	7,924	-63,692	472,474
921 Printing & Reproduction	24,984	349	-19,377	5,956	91	7,440	13,487
922 Equipment Maintenance by Contract	1,582,816	22,163	-1,166,805	438,174	6,572	97,835	542,581
923 Facility Maintenance by Contract	39,095	547	-7,597	32,045	481	-13,640	18,886
924 Pharmacy	2,196	76	-2,120	152	5	198	355
925 Equipment Purchases (Non-Fund)	489,771	6,857	-276,340	220,288	3,304	-522	223,070
926 Other Overseas Purchases	365	5	6,327	6,697	100	-729	6,068
928 Ship Maintenance by Contract	25,998	364	-6,139	20,223	303	-5,305	15,221
930 Other Depot Maintenance (Non-Fund)	192,138	2,690	132,896	327,724	4,916	-191,777	140,863

**UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2010 <u>Actuals</u>	Change from FY 2010 to FY 2011		FY 2011 <u>Estimate</u>	Change from FY 2011 to FY 2012		FY 2012 <u>Estimate</u>
		<u>Price Growth</u>	<u>Program Growth</u>		<u>Price Growth</u>	<u>Program Growth</u>	
932 Management & Professional Support Svcs	51,157	716	-19,328	32,545	489	-5,198	27,836
933 Studies, Analysis & Evaluations	485	7	4,077	4,569	69	-2,196	2,442
934 Engineering & Technical Services	6,207	86	1,126	7,419	112	-1,515	6,016
937 Locally Purchased Fuel (Non-Fund)	30,055	3,787	-21,107	12,735	382	37,925	51,042
987 Other Intragovernmental Programs	247,479	3,465	-169,667	81,277	1,219	9,022	91,518
989 Other Contracts	802,517	11,235	-584,599	229,153	3,437	74,998	307,588
998 Other Costs	579,451	2,982	19,378	601,811	0	10,036	611,847
<b>TOTAL</b>	<b>6,711,933</b>	<b>162,037</b>	<b>-2,929,640</b>	<b>3,944,330</b>	<b>38,567</b>	<b>3,869</b>	<b>3,986,766</b>

\* The FY 2010 Actuals column includes \$2,673.1 million of FY 2010 OCO Appropriations funding (PL 111-118) and \$410.4 million of Supplemental Appropriations Act (PL 111-212).

\* The FY 2011 column excludes \$3,012.0 million requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 column reflects the FY 2011 President's Budget Request.

\* The FY 2012 column excludes \$3,269.9 million requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

UNITED STATES SPECIAL OPERATIONS COMMAND  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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# **Fiscal Year 2012 Budget Estimates The Joint Staff (TJS)**



February 2011

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)**  
**Budget Activity (BA) 1: Operating Forces**

	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
The Joint Staff	404,498	-16,584	33,026	420,940	-3,152	145,999	563,787

\* The FY 2010 Actual column includes \$12,500 thousand of FY 2010 OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$20,500 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$2,000 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**I. Description of Operations Financed:**

<https://jointstaff.js.mil/portal/site/jointstaff/>

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 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 strategic planning, direction, and advice on requirements, programs, and

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

budget priorities identified by the COCOMs and Services.

Eight major program areas make up the Joint Staff's Operation and Maintenance funding for FY 2012. 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, the Joint Staff will gain critical functions necessary to maintain essential joint capability as US Joint Forces Command (USJFCOM) is disestablished in FY 2012. Two programs have been added to gain the 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. The unpredictable nature of emergent challenges, unexpected contingencies, and urgent and unanticipated humanitarian relief and reconstruction assistance, makes it difficult to forecast how the FY 2012 funds will be spent. The Joint Staff plans to execute FY 2012 CCIF funding in the ten areas authorized in 10 U.S.C. § 166a.

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**2. Joint Staff Activities** from US Joint Forces Command (USJFCOM) are critical functions necessary to maintain essential joint capability that will transfer to the Joint Staff. Critical pieces of the following functions will be reassigned to the Joint Staff: Joint Force Provider, Joint Force Trainer, Joint Force Enabler, Concept Development and Experimentation and Joint Force Integrator. Transition costs begin in FY 2012 and mission funds carry out over the FYDP.

**3. Joint Force Functions** are those USJFCOM program necessary to maintain essential joint capability that are being temporarily transferred to the Joint Staff while final analysis of where the programs should reside is conducted.

**4. The Planning and Decision Aid System (PDAS)** is a classified, protected program under the Secretary of Defense (SecDef). PDAS supports the planning and execution of Integrated Joint Special Technical Operations. FY 2011 to FY 2012 includes an increase of \$840K in maintenance, equipment, and supplies to support an increase in number of U.S. and coalition sites and PDAS users.

**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 is an enabler of the Joint Data Support (JDS) program. The Joint Data Support 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 analyses supporting their planning, programming, and acquisition efforts. JDS is the central source of campaign/theater level data used by the Services, Joint Staff, the Combatant Commands (COCOMs), and the Office of the Secretary of Defense (OSD) in studies and analysis. JDS also develops and fields the Current Forces Database and Future Forces Database, which contain current year and

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Program Objective Memorandum (POM) projected US forces, units, and equipment data. JAMIP costs increase \$49K in FY 2012.

**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 Chairman 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, analyses and studies to aid in decision-making, and other analysis efforts to implement timely, low-cost initiatives. JSAS is organized into five broad categories containing a total of thirty-four separate activities, each with specific requirements and products. JSAS support is spread across three appropriations: Operation and Maintenance, Procurement, and Research, Development, Test and Evaluation. Summary-level descriptions of the major categories include:

**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).** Title 10, U.S. Code, section 181, directed the Secretary of Defense to establish the Joint Requirements Oversight Council (JROC). In turn, the Chairman of the Joint Chiefs of Staff leads the JROC, with the Vice Chairman overseeing operations. Eight Functional Capabilities Boards (FCBs) provide analytic support for JROC discussions and decisions on capability needs, joint concepts, and programmatic issues. 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

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. FCB assessments are vetted through the Joint Capabilities Board (JCB). The FCB structure and operations are governed by CJCS Instruction 3137.01C.

**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 analyses in support of the Planning, Programming, Budgeting, and Execution process.

**Joint Training System (JTS)** uses a four-phase, iterative process to manage training throughout the DOD. JTS is designed to provide 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 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)** is the Joint Staff's share of the operation, maintenance, protection, and renovation of the Pentagon. The PRMRF budget

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. The FY 2011 to FY 2012 major program change is a direct result of the Joint Staff gaining the Joint Force Information Operations Governance program from US Strategic Command (USSTRATCOM) coupled with the Joint Staff continuing the plan to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so.

**Personnel**

**Summary**

**Explanation:**

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. In FY 2012, the Joint Staff will convert various service, support, and security contracts to facilitate in-sourcing, as directed by the Secretary of Defense's Improving DoD Business Operations Initiative. Within the



**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Department's manpower cap, the Joint Staff in-sourced over 350 contractor Full Time Equivalent (FTE), between FY 2010 to FY 2012, into 41 civilian positions for FY 2012. The realized savings from the conversion of contractors to government civilians was returned to OSD.

The Joint Staff absorbed 1,024 Active component, 745 Drill and 49 Full-Time Support Reserve component military positions from JFCOM.

The Joint Staff absorbed 91 civilian FTEs from USSTRATCOM for the Information Operation transfer, 2 civilian FTEs from the Air Force for Inter-American Defense College, and 249 civilian FTEs from JFCOM. The contractor FTEs associated with the added FY 2012 efforts are TBD.

In addition, the Joint Staff transferred out 3 civilian FTEs, 3 Army officers, 4 Navy officers, and 6 Air Force officers associated with the divestiture of Joint Staff J6.

Note: The Joint Staff also absorbs 641 reimbursable civilian FTEs from JFCOM in FY 2012; resourced by OUSD[Director, Defense Research & Engineering] and OUSD[Personnel and Readiness].

**II. Force Structure Summary: N/A**

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						Current Estimate	FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action					
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
<b>A. BA Subactivities</b>								
<b>1. BA 1 Operational Forces</b>	35,831	50,000				50,000	47,026	
Combatant Commanders								
Initiatives Fund (CCIF)	35,281	50,000				50,000	47,026	
C4I for the Warrior	550	0				0	0	
<b>4. BA 4 Administrative &amp; Service-Wide Activities</b>	<b>368,667</b>	<b>370,940</b>				<b>370,940</b>	<b>516,761</b>	
Joint Staff Activities	0	0				0	129,203	
Joint Force Functions	0	0				0	4,104	
Joint Staff Analytical Support	92,619	95,108				95,108	88,870	
Planning and Decision Aid System (PDAS)	45,746	48,077				48,077	49,638	
Joint Analytical Model Improvement Program	9,292	9,837				9,837	10,034	
Pentagon Reservation	95,911	77,814				77,814	68,726	
Management HQ OCJS	125,099	140,104				140,104	166,186	
<b>Total</b>	<b>404,498</b>	<b>420,940</b>				<b>420,940</b>	<b>563,787</b>	

\* The FY 2010 Actual column includes \$12,500 thousand of FY 2010 OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column **excludes** \$20,500 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column **excludes** \$2,000 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

THE JOINT STAFF  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	420,940	420,940
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>420,940</b>	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	<b>420,940</b>	
Anticipated Supplemental	20,500	
Reprogrammings		
Price Changes		-3,152
Functional Transfers		115,963
Program Changes		30,036
<b>Current Estimate</b>	<b>441,440</b>	<b>563,787</b>
Less: Wartime Supplemental	-20,500	
<b>Normalized Current Estimate</b>	<b>420,940</b>	

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>420,940</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>420,940</b>
2. War-Related and Disaster Supplemental Appropriations		20,500
a. OCO Supplemental Funding		
1) Combatant Commander Initiative Fund	12,500	
2) Pakistan Afghanistan Coordination Cell	8,000	
3. Fact-of-Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>441,440</b>
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>441,440</b>
5. Less: Item 2, War-Related Supplemental Appropriation and Item 4, Reprogrammings		-20,500
<b>FY 2011 Normalized Current Estimate</b>		<b>420,940</b>
6. Price Change		-3,152
7. Functional Transfers		115,963
a. Transfers In		
1) Information Operations Governance Transfer	16,396	
As part of the Department of Defense reform agenda, implements a zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. Joint Force Information Operations are transferring from US Strategic Command to the Joint Staff in FY 2012. (FY 2011 Baseline \$0)		

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
2) Information Operations Governance Transfer - Civilian Manpower As part of the Department of Defense reform agenda, implements a zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. Joint Force Information Operations are transferring from US Strategic Command to the Joint Staff in FY 2012; included in the transfer are 91 civilian full time equivalents at \$9,855K. (FY 2011 Baseline \$0 / +91 FTE)	9,855	
3) Military to Civilian Conversion The program converts two active duty military officer positions to US Direct Hire civilian in support of the Inter-American Defense Board. The positions are not fully burdened throughout FY 2012. Therefore, the positions are only 50% funded in FY 2012. (FY 2011 Base \$0 / +2 FTE)	130	
4) USJFCOM Joint Force Functions As part of the Department of Defense reform agenda, implements a zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. Activities in this program element are gained to the Joint Staff until further studies are conducted to decide final disposition. Programs include portions of the Joint Force Provider, Joint Force Trainer, and Joint Force Integrator functions. (FY 2011 Baseline \$0 / +22 FTE)	4,104	
5) USJFCOM Joint Staff Activities	85,478	

**THE JOINT STAFF  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
As part of the Department of Defense reform agenda, implements a zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. US Joint Forces Command (USJFCOM) functions that are necessary to maintain essential joint capability will transfer to the Joint Staff. Critical pieces of the following functions totaling \$44,378K will be reassigned to the Joint Staff: Joint Force Provider, Joint Force Trainer, Joint Force Enabler, Concept Development and Experimentation and Joint Force Integrator. In addition, 249 direct civilian full time equivalents totaling \$41,100K will accompany the transfer of the missions. (FY 2011 Baseline \$0 / +227 FTE)		
b. Transfers Out		
8. Program Increases		71,315
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
1) eJMAPS	9,100	
The Joint Staff will lead a pilot program to incorporate multiple defense agencies into a single manpower database in FY 2012. Upon completion, the Joint Staff will transfer the entire program to OSD P&R in FY 2013. (FY 2011 Baseline \$3,446K)		
2) JFCOM Transition Costs	43,725	
One time transition costs totaling \$43,725K are aligned in FY 2012. (FY 2012 Base \$0)		
c. Program Growth in FY 2012		
1) Civilian Pay Revised Estimate	5,527	

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Based upon FY 2010 performance, the program incorporates a revised estimate for 313 baseline full time equivalents (FTE). Increase +\$18K per full time equivalent, from \$137K to \$155K for a full burdened General Schedule FTE. This adjustment brings the baseline FTEs in line with FY 2010 levels. (FY 2011 Base \$43,817K / +0 FTE)		
2) Manpower / Civilian In-sourcing Civilian program growth is attributed to an increase of 85 full time equivalents from FY 2011 - FY 2012, whereby the Joint Staff in-sourced over 350 contractor work-year equivalents. The in-sourcing savings transferred back to the Department in support of higher priority efforts. (FY 2011 Base \$43,817K / +85 FTE)	12,963	
9. Program Decreases		-41,279
a. Annualization of FY 2011 Program Decreases		
1) Combatant Commanders Initiative Fund (CCIF) CCIF is not increased on a yearly basis; therefore, the program was adjusted to remove inflation. (FY 2011 Base \$50,000K)	-750	
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Advisory Studies Reduction The Joint Staff made a conscious effort to reduce reliance on advisory and assistance service contracts. (FY 2011 Base \$235,212K)	-15,477	
2) Combatant Commanders Initiatives Fund (CCIF) Reduced CCIF program as a last resort to absorb Department-wide efficiencies. (FY 2011 Base \$50,000K)	-2,974	
3) Compensable Workdays	-659	

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
There are only 260 paid days (2,080 hours) in FY 2012 versus the 261 paid days (2,088 hours) in FY 2011 (FY 2011 Base \$140,104K)		
4) Contract Reductions	-2,000	
As part of the Department of Defense reform agenda, reduces funds below the aggregate level reported in FY 2010 for contracts that augment staff functions. The Joint Staff uses contractor services that support specific force and capability requirements to accomplish the Chairman, Joint Chief of Staff's mission. In reviewing the contracts and the scope of work included in them, efficiencies in the following three areas were realized: the Joint Integrated Air & Missile Defense Organization (JIAMDO) was established to advise the Chairman/JROC/J-8 on joint air and missile defense capabilities, operational concepts, architecture development, weapon systems integration, gaps, and risks and will be realigned to other agencies (e.g., USSTRATCOM, MDA, and the Services) while other functions will terminate; the Planning and Decision Aid System (PDAS) is the command and control network for Integrated Joint Special Technical Operations and TJS is working towards finding technical efficiencies in this contract; and TJS will evaluate its IT services delivery (i.e., contract support) to capitalize on enterprise solutions.		
5) Directorate Disestablishment	-6,229	



**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
As part of the Department of Defense reform agenda, implements a zero-based review of the organization to align resources to the most critical priorities and eliminate lower priority functions. The Joint Staff J6 Directorate and associated funding was disestablished in FY 2012. The plan transfers 1 FTE to Assistant Secretary of Defense for Network and Information Information/Chief Information Officer, and 2 FTE to USCYBERCOM. (FY 2011 Base \$7,171K / -3 FTE)		
6) In-sourcing This is a Joint Staff efficiency reduction to contracts. The Joint Staff conducted a thorough review of the current labor mix. 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. The Joint Staff replaced 60 contractor work year equivalents with civilian full time equivalents in FY 2012. The savings transferred back to the Department to support higher priority efforts. (FY 2011 Base \$420,940K / 313 FTE)	-4,800	
7) Information Technology Infrastructure Realignment	-1,200	

**THE JOINT STAFF  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>This is a Joint Staff efficiency reduction. The Joint Staff aims to improve business operations by realigning information technology infrastructure through four initiatives: terminate Legacy Portal; video Communication Enhancement; reduce Blackberry Wireless Cost; and eliminate Low Priority IT Pentagon Modifications. As adversaries seek to infiltrate DoD information networks, this proposal's efforts aim to limit the number of easily accessible information sources, while concurrently providing information to the right Joint Staff users at the right time. (FY 2011 Baseline \$140,104K)</p>		
<p>8) Manpower Cap            As part of the Department of Defense reform agenda, eliminates 44 of 85 in-sourced civilian full-time equivalent positions to maintain civilian staffing at the FY 2010 level. The Joint Staff received an approved exception for the remaining 41 full time equivalents. The Joint Staff conducted a thorough review of the current labor mix. 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. The Joint Staff replaced over 350 contractor work year equivalents with 41 civilian full time equivalents in FY 2012. (FY 2011 Base \$140,104K / -44 FTE)</p>	-6,710	
<p>9) Travel Reductions</p>	-480	

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
<p>This is a Joint Staff efficiency reduction. The Joint Staff's (TJS) Management Headquarters program provides the day-to-day financial resources to support TJS operations, which includes TDY/travel. TJS will prioritize all Title X and Title X-enabling travel requirements and use Secret Video Teleconferencing (SVTC), web conference technology, and distance learning, when appropriate. Electronic communications technology is not always appropriate or available to accomplish mission requirements; therefore, face-to-face communication will still be required due to the unique requirements of TJS. Examples include: Treaty Negotiations, Russian Joint Staff Talks, Post-START Negotiations, and the Joint War Planners Conference. (FY 2011 Baseline \$140,104K)</p> <p><b>FY 2012 Budget Request</b></p>		<b>563,787</b>

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**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 impossible to forecast how the FY2012 funds will be spent.

**Concept Red Teaming:** Provide subject matter expertise for concept development experimentation and enable capability-based assessments for the Joint Operations Concepts Family.

**US-RF Missile Defense Cooperation:** Conduct Quarterly United States - Russian Federation Experts Meetings, Update/modify computer simulation software, and site survey of Wargame site.

**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.

**Assessments and Special Access:** Conduct biennial assessment on the readiness and responsiveness of the Combat Support Agencies (CSAs) to support the operating forces and to review the plans of those agencies in support of the forces.

**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

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

portfolios to assist in managing capability issues and documents.

**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**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>Change</u> <u>FY 2010/</u> <u>FY 2011</u>	<u>Change</u> <u>FY 2011/</u> <u>FY 2012</u>
<u>Active Military End Strength (E/S)</u>					
(Total)	1,033	1,007	2,089	-26	1,082
Officer	770	786	1,375	16	589
Enlisted	263	221	714	-42	493
Reserve Drill Strength (E/S) (Total)	11	11	756	0	745
Officer	0	0	451	0	451
Enlisted	11	11	305	0	294
Reservists on Full Time Active Duty (E/S)	16	16	65	0	49
Officer	14	14	52	0	38
Enlisted	2	2	13	0	11
Civilian End Strength (Total)	284	313	693	29	380
U.S. Direct Hire	284	313	693	29	380
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	284	313	693	29	380
Foreign National Indirect Hire	0	0	0	0	0
Memo: Reimbursable Civilians	0	0	641	0	641
<u>Active Military Average Strength (A/S)</u>					
(Total)	1,002	1,007	994	5	-13
Officer	781	786	773	5	-13
Enlisted	221	221	221	0	0
Reserve Drill Strength (A/S) (Total)	11	11	756	0	745
Officer	0	0	451	0	451
Enlisted	11	11	305	0	294
Reservists on Full Time Active Duty (A/S)	16	16	65	0	49
Officer	14	14	52	0	38

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b><u>V. Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
Enlisted	2	2	13	0	11
Civilian FTEs (Total)	244	313	693	69	380
U.S. Direct Hire	244	313	693	69	380
Foreign National Direct Hire	0	0	0	0	0
Total Direct Hire	244	313	693	69	380
Memo: Reimbursable Civilians	0	0	641	0	641
Average Annual Civilian Salary (\$ in thousands)	156.6	140.0	153.6	-16.6	13.6
Contractor FTEs (Total)	906	643	547	-263	-96

**Personnel Summary Explanation:**

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. In FY 2012, the Joint Staff will convert various service, support, and security contracts to facilitate in-sourcing, as directed by the Secretary of Defense's Improving DoD Business Operations Initiative. Within the Department's manpower cap, the Joint Staff in-sourced over 350 contractor Full Time Equivalent (FTE), between FY 2010 to FY 2012, into 41 civilian positions for FY 2012. The realized savings from the conversion of contractors to government civilians was returned to the Department.

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

The Joint Staff absorbed 1,024 Active component, 745 Drill and 49 Full-Time Support Reserve component military positions from JFCOM.

The Joint Staff absorbed 91 civilian FTEs from USSTRATCOM for the Information Operation transfer, 2 civilian FTEs from Air Force for Inter-American Defense College, 249 civilian FTEs from JFCOM. The contractor FTEs associated with the FY 2012 JFCOM effort are TBD.

The Joint Staff transferred out 3 civilian FTEs, 3 Army officers, 4 Navy officers, and 6 Air Force officers associated with the divestiture of J6.

Note: The Joint Staff also absorbed 641 reimbursable civilian FTEs from JFCOM; resourced by OUSD[Director, Defense Research & Engineering] and OUSD[Personnel and Readiness] during the year of execution for FY 2012. The effective management of the reimbursable personnel is directly contingent upon external Joint Staff funding.



**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b><u>Actuals</u></b>	<b><u>FY 2010/FY 2011</u></b>		<b><u>Estimate</u></b>	<b><u>FY 2011/FY 2012</u></b>	
		<b><u>Price</u></b>	<b><u>Program</u></b>		<b><u>Price</u></b>	<b><u>Program</u></b>	
101 Executive, General, and Special Schedules	38,158	191	5,407	43,756	0	62,540	106,296
103 Wage Board	57	0	4	61	0	2	63
<b>199 Total Civ Compensation</b>	<b>38,215</b>	<b>191</b>	<b>5,411</b>	<b>43,817</b>	<b>0</b>	<b>62,542</b>	<b>106,359</b>
308 Travel of Persons	6,951	97	2,955	10,003	150	-1,945	8,208
<b>399 Total Travel</b>	<b>6,951</b>	<b>97</b>	<b>2,955</b>	<b>10,003</b>	<b>150</b>	<b>-1,945</b>	<b>8,208</b>
672 Pentagon Reservation Maintenance Revolving Fund	92,296	-20,610	3,217	74,903	-7,685	-883	66,335
<b>699 Total Other Fund Purchases</b>	<b>92,296</b>	<b>-20,610</b>	<b>3,217</b>	<b>74,903</b>	<b>-7,685</b>	<b>-883</b>	<b>66,335</b>
771 Commerical Transportation	32	0	20	52	1	2	55
<b>799 Total Transportation</b>	<b>32</b>	<b>0</b>	<b>20</b>	<b>52</b>	<b>1</b>	<b>2</b>	<b>55</b>
912 Rent Payments to GSA (SLUC)	303	4	238	545	8	-232	321
913 Purchased Utilities (Non-Fund)	2,292	32	27	2,351	35	5	2,391
914 Purchased Communications (Non-Fund)	2,657	37	3,143	5,837	88	-2,835	3,090
917 Postal Services (U.S.P.S.)	22	0	53	75	1	4	80
920 Supplies & Materials (Non-Fund)	3,945	55	817	4,817	72	-316	4,573
921 Printing and Reproduction	155	2	13	170	3	-8	165
922 Equipment Maintenance - Contract	46,843	656	1,472	48,971	735	10,677	60,383
923 Facility Maintenance - Contract	1,470	21	-652	839	13	5	857
925 Equipment Purchases	1,049	15	1,001	2,065	31	1,163	3,259

**THE JOINT STAFF**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b><u>Actuals</u></b>	<b><u>FY 2010/FY 2011</u></b>		<b><u>Estimate</u></b>	<b><u>FY 2011/FY 2012</u></b>	
		<b><u>Price</u></b>	<b><u>Program</u></b>		<b><u>Price</u></b>	<b><u>Program</u></b>	
(Non-Fund)							
932 Management & Professional Spt Svc	45,497	637	684	46,818	702	-16,069	31,451
933 Studies, Analysis & Eval	21,383	299	3,864	25,546	383	-8,856	17,073
934 Engineering & Technical Services	32,690	458	-2,868	30,280	454	-10,043	20,691
987 Other Intra-government Purchases	5,719	80	4,160	9,959	149	108,558	118,666
989 Other Contracts	102,979	1,442	9,471	113,892	1,708	4,230	119,830
<b>999 Total Other Purchases</b>	<b>267,004</b>	<b>3,738</b>	<b>21,423</b>	<b>292,165</b>	<b>4,382</b>	<b>86,283</b>	<b>382,830</b>
<b>Total</b>	<b>404,498</b>	<b>-16,584</b>	<b>33,026</b>	<b>420,940</b>	<b>-3,152</b>	<b>145,999</b>	<b>563,787</b>

\* The FY 2010 Actual column includes \$12,500 thousand of FY 2010 OCO Appropriations funding (PL 111-118).

\* The FY 2011 Estimate column excludes \$20,500 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* The FY 2012 Estimate column excludes \$2,000 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

# **Fiscal Year 2012 Budget Estimates Washington Headquarters Services (WHS)**



February 2011

WASHINGTON HEADQUARTERS SERVICES  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
WHS	587,040	-24,880	41,970	604,130	15,247	-56,193	563,184

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

**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. 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 2011 to FY 2012: The FY 2012 budget estimate is based on Department of Defense (DoD) strategic and fiscal guidance. In accordance with a SECDEF memo dated 4 June 2010, "Improving DoD Business Operations," WHS conducted a detailed review of its accounts to reduce overhead, flatten and streamline hierarchy, combine or eliminate repetitive or overlapping functions, and identified \$8.8 million for reinvestment into Department of Defense force structure and modernization. Additionally, WHS continues to pursue oversight of contract services to reduce redundancy in contractor services. These diligent steps have partially produced a net decrease in the FY 2012 budget of \$-40,946

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

thousand; this net amount reflects an overall price change total of \$+15,247 thousand and a program change is \$-56,193 thousand.

WHS is continuing to improve the oversight of contractor services, acquire those services more effectively, and in-source contractor services where it is more appropriate and efficient to do so. Program increases totaled \$+37,659 thousand. Funding increases in WHS operations totaling \$+4,802 thousand provides for an Electronic Records Management Application for continuous process improvement contracts that support the Director of Administration and Management (DA&M) and WHS in an effort to gain efficiencies within security, Continuity of Operations (COOP), and communications. A program increase in Information Technology (IT) of \$+164 thousand are for funds technology insertion and system optimization for additional Storage Capacity. A program increase in Financial Management of \$+731 for increase in Defense Finance and Accounting Services charges. A program increase within Facilities Maintenance of \$+31,962 thousand is for the WHS' share of the Revolving Fund rent bill to fund increased force protection requirements for Operation and Maintenance of the Pentagon; other Contract support services for WHS customers; and to finance additional mission requirements stemming from Mark Center rent, the extension of leases for OSD/WHS organizations in FY12 for space being vacated by various BRAC tenants in late 2011, and to pay costs associated with the final construction and contractual responsibilities to complete the \$1.3 billion Mark Center (BRAC 133) facility.

Program decreases totaled \$-49,374 thousand. A decrease of \$-8,997 thousand in WHS Operations is the result of oversight of contract services to reduce redundancy in contractor services. A decrease of \$-353 thousand in IT represents efficiencies achieved by reducing the red switch requirement at classified remote locations, consolidating like services under one contract and migrating to more cost effective contracts. A decrease of \$-3,787 in Financial Management represents the anticipated contract savings from in-

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

sourcing and contract reductions and downsizing the WHS organization. A decrease of \$-19,697 thousand in Facilities/Installation Management is a direct result of expiring leases and a decrease in facilities maintenance. A decrease of \$-7,732 in Compensation and Benefits to align the Organization FTE's with current levels in response to the civilian pay freeze and tabled growth. A decrease of \$-8,808 in response to the Secretary of Defense's instruction to Improve DoD Business Processes by taking internal efficiencies by consolidating like IT services under one contract to achieve economies of scale; reducing the professional support contract which provides support in all areas of HR, Classification, Personnel Services Advisory Services, Compensation and Labor Management services, programs and customer support; consolidating administrative functions within contracts that provide administrative service levels of support; and reducing printing and publishing, inventory management, program support, and on-line subscription services.

WHS is responsible for planning, managing and administering core competencies in the following functional areas:

- **WHS Operations (\$25,241K)**: 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. In the FY 2012 PB, services in this line of business are funded in contracts, travel, training, Federal Executive boards and graphics.
- **Information Technology (\$145,544K)**: 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

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Infrastructure (PKI) effort, which is a critical element in achieving a secure Information Assurance (IA) posture for the Defense Information Infrastructure (DII), and the Defense Continuity Integration Network (DCIN) - Pentagon Continuity Information System (PCIS). In the FY 2012 PB, services in this line of business are funded in WHS Information Technology, OSD Networks IT program, Public Key Infrastructure and Defense Continuity Network.

- **Facilities and Installation Management (\$256,143K)**: Real property management services for the Pentagon Reservation, Raven Rock Mountain Complex, and other DoD-occupied, General Services Administration (GSA) - controlled administrative space in the NCR, and other DoD common support facilities. WHS provides a variety of property management services for the buildings and personnel who occupy them. In the FY 2012 PB, 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 (\$23,489K)**: 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. In the FY 2012 PB, services in this line of business are funded in contracts and support services.
- **Human Resources (\$8,338K)**: 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



**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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. In the FY 2012 PB, services in this line of business are funded in contracts and support services.

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**

WASHINGTON HEADQUARTERS SERVICES  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2011					FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action		Current Estimate	
			Amount	Percent Appropriated		
<b>A. BA Subactivities</b>						
1. Compensation and Benefits	103,262	112,051			112,051	104,429
2. WHS Operations	15,540	42,684			42,684	25,241
3. Information Technology	200,215	190,883			190,883	145,544
4. Facilities/Installation Management	233,452	216,181			216,181	256,143
5. Financial Management	22,188	32,905			32,905	23,489
6. Human Resources	12,383	9,426			9,426	8,338
<b>Total</b>	<b>587,040</b>	<b>604,130</b>			<b>604,130</b>	<b>563,184</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

WASHINGTON HEADQUARTERS SERVICES  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

B. Reconciliation Summary

	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	604,130	604,130
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	604,130	
Fact-of-Life Changes (2011 to 2011 Only)		
<b>Subtotal Baseline Funding</b>	604,130	
Anticipated Supplemental		
Reprogrammings		
Price Changes		15,247
Functional Transfers		-44,478
Program Changes		-11,715
<b>Current Estimate</b>	604,130	563,184
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	604,130	

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>604,130</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
<b>FY 2011 Appropriated Amount</b>		<b>604,130</b>
2. War-Related and Disaster Supplemental Appropriations		
a. OCO Supplemental Funding		
3. Fact-of-Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>604,130</b>
4. Reprogrammings (Requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>604,130</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>604,130</b>
6. Price Change		15,247
7. Functional Transfers		-44,478
a. Transfers In		
b. Transfers Out		
1) Information Technology	-43,568	
Defense Continuity of Operations Integration		
Network/Pentagon Continuity Information System (DCIN/PCIS)		
Transfer. Program decrease as a result of transferring the		
responsibility and funding for the DCIN/PCIS from WHS to the		
US Army Information Technology Agency (USAITA).		
(FY 2011 Base: \$190,883 thousand)		
2) Compensation and Benefits	-910	
Consolidate Facility Services Functions. Program Decrease		
for the transfer of funds and one civilian FTE to the Air		

**WASHINGTON HEADQUARTERS SERVICES  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
Force to support the establishment of the Deputy Director position for the OSD/Air Force Executive Dining Facility; realign Federal Advisory Committee Act (FACA) policy function from WHS to OSD/DA&M by transferring two civilian personnel assigned to the FACA policy function from WHS to the OSD/DA&M to increase functional oversight and to consolidate a function that is currently split between OSD/DA&M and WHS; and transferring the Detailee Process to OSD from WHS. (FY 2011 Base: \$112,051 thousand)		
8. Program Increases		37,659
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Facilities/Installation Management	31,962	
Program increase for the Revolving Fund rent bill to fund (a) the OSD/WHS portion of the Mark Center rent; (b) the extension of leases for OSD/WHS organizations in FY12 for space being vacated by various BRAC tenants in late 2011 (this provides for the lease overlap period for organizations moving into new facilities and to meet the DoD transition obligations to restore the space and return existing leases to the General Services Administration (GSA); (c) to pay costs associated with the final construction and contractual responsibilities to complete the \$1.3 billion Mark Center (BRAC 133) facility; (d) Pentagon security operations; (e) funding is required to close out the cost plus contract for the design and construction of the IT backbone, along with final program management and closeout administration beyond FY11; and (f) increased force protection requirements for operation and		

**WASHINGTON HEADQUARTERS SERVICES  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
maintenance of the Pentagon to include other contract support services for WHS customers. (FY 2011 Base: \$234,275)		
2) WHS Operations	4,802	
Program increase for Electronic Records Management Application for continuous process improvement contracts that support DA&M and WHS in an effort to gain efficiencies within security, COOP, and Communications. Increase in travel funding of \$+214 thousand to support voucher processing, and full-time DTS global help desk support provided for OSD and WHS senior officials and employees. (FY 2011 Base: \$30,572 thousand)		
3) Financial Management	731	
This increase is not related to an increase in mission requirements, rather it corrects an error in a previous budget submission. Funding for Defense Finance and Accounting Service charges are correctly shown in the appropriate line item and has produced a perceived increase. (FY 2011 Base: \$26,924 thousand)		
4) Information Technology	164	
Program for funds technology insertion and system optimization for additional Storage Capacity. (FY 2011 Base: \$190,882)		
9. Program Decreases		-49,374
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Facilities/Installation Management	-19,697	
A reduction due to lower GSA rents attributed to expiring leases as the Base Realignment and Closure (BRAC) process is		

**WASHINGTON HEADQUARTERS SERVICES  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

	<b>Amount</b>	<b>Totals</b>
<p>completed. The OSD/WHS portion of the Pentagon rent was decreased 10% due to an adjustment to obligation authority in the Pentagon Reservation Revolving Fund (PRMRF). Reduction is also taken in support of the SecDef decision to reduce Support Service Contracts and to reduce Pentagon Force Protection Agency (PFPA) overhead and security operations. As a result, efficiencies are achieved by flattening the Facilities Services Directorate and eliminating 5 civilian FTEs beginning in FY 2012. (FY 2011 Base \$234,275 thousand)</p>		
<p>2) WHS Operations</p> <p>Reduction is taken in support of the SecDef decision to reduce Support Service Contracts. Efficiencies are realized by a reduction in redundancy of contractor support by combining like administrative functions within contracts that provide administrative service across all levels of support. Further efficiencies will be achieved by flattening the organization from 12 to 8 elements, reducing the number of GS-14/15 positions, improving alignments and service processes, and eliminating lower-priority missions and to eliminate 15 civilian FTEs beginning in FY 2012. (FY 2011 Base: \$30,572 thousand)</p>	-8,997	
<p>3) WHS Efficiency</p> <p>Acquisition: In support of the Secretary's reform agenda to identify efficiency savings, Standard Procurement Systems Training is reduced (\$-10). Facilities/Installation Mgmt.: PRMRF and BMF Reductions, Subscriptions, Lease Facilities OSD AT/FP compliant Moves/FOB2/Moves, Lease Facilities Tenant Fit-Out (\$-1,799). Financial Management: CFAS Implementation (\$-750). Human Resources: Special</p>	-8,808	

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**C. Reconciliation of Increases and Decreases**

**Amount            Totals**

Employment Program - Executive /Secretarial and Administrative Services, Summer Intern Program, Contracts and Other Support Services (\$-1,242). Information Technology: OSD Infrastructure Support, Telecommunications Program, DCIN Life Cycle Refresh, Business Systems, SECDEF Support, Program and Portfolio Support, Information Assurance, ITA Provided Services, WHS Transition Tracking System (\$-4,444). Other Administrative Services: DA&M Security, Freedom of Information Program, WHS Mission Travel, MDW Public Service Recognition Week (\$563). Decreases for efficiencies gained within Working Capital Fund for Pentagon rent and Raven Rock bills; reductions/delays/elimination of capital improvement projects, consolidation or reduction in contractor support and professional support contracts in all areas; delay of Antiterrorism/Force Protection compliant moves; delay of modernization and technical upgrades, reduction in inventory of spares, extended life cycle replacement, phase-out of the WAAS legacy accounting system, termination of summer intern, and special employment programs.

4) Compensation and Benefits

-7,732

Decrease in funds as a result of the civilian pay freeze and sustainment of FTEs at FY10 levels; and consolidating administration, policy and performance management functions under a single Enterprise Management Directorate; flattening the Facilities Services Directorate and eliminating 5 civilian FTEs beginning in FY 2012; and transferring funds for Detailee Process from WHS to OSD. The decrease also accounts for one less compensable day (\$-458K). (FY 2011 Base: \$112,051 thousand)



**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
5) Financial Management	-3,787	
A decrease is the result of the Department's efforts to reduce redundancy in contractor services. The reduction is taken in support of the SecDef's decision to reduce Support Service Contracts and Studies, Analysis, and Evaluation activities. To achieve the prescribed savings, previous studies that were planned for completion in FY 2012 will be concluded and new studies will be minimized. (FY 2011 Base: \$26,924 thousand)		
6) Information Technology	-353	
This decrease is a result of efficiencies that will be achieved by merging the IT organizations (OSD Networks and the Information Technology Management Directorate) into one IT Enterprise Services Directorate, consolidating like services under one contract and migrating to more cost effective contracts; and a reduction in red switch requirements (secured communications at classified remote locations). (FY 2011 Base: \$190,882 thousand)		
<b>FY 2012 Budget Request</b>		<b>563,184</b>

**WASHINGTON HEADQUARTERS SERVICES  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**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><b>FY 2010</b></u>	<u><b>FY 2011</b></u>	<u><b>FY 2012</b></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 Adjudication Facility services for OSD, Specified Defense Agencies and DoD Field	 100,000	 100,000	 100,000

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
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
Number of Instruments	21,878	22,016	22,098
Personnel Serviced	11,022	11,0919	11,132

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
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

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b><u>V. Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>	<u>155</u>	<u>187</u>	<u>179</u>	<u>32</u>	<u>-8</u>
(Total)					
Officer	36	55	55	19	0
Enlisted	119	132	124	13	-8
<u>Civilian End Strength (Total)</u>	<u>816</u>	<u>762</u>	<u>790</u>	<u>-54</u>	<u>28</u>
U.S. Direct Hire	816	762	790	-54	28
Total Direct Hire	816	762	790	-54	28
Memo: Reimbursable Civilians Included	0	11	51	11	40
<u>Active Military Average Strength (A/S)</u>	<u>155</u>	<u>187</u>	<u>179</u>	<u>32</u>	<u>-8</u>
(Total)					
Officer	36	55	55	19	0
Enlisted	119	132	124	13	-8
<u>Reservists on Full Time Active Duty (A/S)</u>	<u>1</u>	<u>5</u>	<u>5</u>	<u>4</u>	<u>0</u>
(Total)					
Officer	0	4	4	4	0
Enlisted	1	1	1	0	0
<u>Civilian FTEs (Total)</u>	<u>660</u>	<u>763</u>	<u>770</u>	<u>103</u>	<u>7</u>
U.S. Direct Hire	660	763	770	103	7
Total Direct Hire	660	763	770	103	7
Memo: Reimbursable Civilians Included	0	11	51	11	40
Average Annual Civilian Salary (\$ in thousands)	156.3	149.4	145.2	-6.9	-4.2
 <u>Contractor FTEs (Total)</u>	 <u>956</u>	 <u>953</u>	 <u>940</u>	 <u>-3</u>	 <u>-13</u>

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change <u>FY 2010/FY 2011</u>		FY 2011 <u>Estimate</u>	Change <u>FY 2011/FY 2012</u>		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Schedules	103,137	516	8,398	112,051	0	-7,732	104,319
107 Voluntary Sep Incentives	125	1	-126	0	0	110	110
<b>199 Total Civ Compensation</b>	<b>103,262</b>	<b>517</b>	<b>8,272</b>	<b>112,051</b>	<b>0</b>	<b>-7,622</b>	<b>104,429</b>
308 Travel of Persons	1,637	23	300	1,960	29	215	2,204
<b>399 Total Travel</b>	<b>1,637</b>	<b>23</b>	<b>300</b>	<b>1,960</b>	<b>29</b>	<b>215</b>	<b>2,204</b>
417 Local Purch Supplies & Mat	1,405	20	-1,425	0	0	0	0
<b>499 Total Supplies &amp; Materials</b>	<b>1,405</b>	<b>20</b>	<b>-1,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
672 Pentagon Reserv Maint	135,484	-30,254	19,064	124,294	-12,753	13,399	124,940
673 Def Fin & Accounting Svc	0	0	4,019	4,019	-711	731	4,039
680 Building Maint Fund Purch	0	0	17,400	17,400	23,516	14,784	55,700
<b>699 Total DWCF Purchases</b>	<b>135,484</b>	<b>-30,254</b>	<b>40,483</b>	<b>145,713</b>	<b>10,052</b>	<b>28,914</b>	<b>184,679</b>
771 Commercial Transport	0	0	0	0	0	273	273
<b>799 Total Transportation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>273</b>	<b>273</b>
912 GSA Leases (SLUC)	45,277	634	-5,013	40,898	613	-19,265	22,246
913 Purch Util (non fund)	3,696	52	-1,647	2,101	32	0	2,133
914 Purch Com (non fund)	27,581	386	-1,091	26,876	403	-5,468	21,811
920 Supplies/Matl (non fund)	27,055	379	-14,801	12,633	189	-92	12,730
921 Print & Reproduction	1,640	23	471	2,134	32	0	2,166
922 Eqt Maint Contract	5,718	80	1,226	7,024	105	7	7,136
923 Facilities Maint by Contr	11,268	158	2,812	14,238	214	0	14,452
925 Eqt Purch (Non-Fund)	26,863	376	-2,523	24,716	371	-18,346	6,741
931 Contract Consultants	99	1	-100	0	0	0	0
932 Mgt Prof Support Svcs	22,450	314	-10,844	11,920	179	-3,096	9,003
933 Studies, Analysis & Eval	2,644	37	4,234	6,915	104	-3,647	3,372

**WASHINGTON HEADQUARTERS SERVICES**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b><u>FY 2010/FY 2011</u></b>			<b><u>FY 2011/FY 2012</u></b>		
	<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
934 Engineering & Tech Svcs	50,797	711	-31,383	20,125	302	-20,427	0
987 Other IntraGovt Purch	105,055	1,471	-63,923	42,603	639	-10,173	33,069
989 Other Services	13,735	192	118,296	132,223	1,983	2,534	136,740
998 Other Costs (SOCOM Only)	1,374	0	-1,374	0	0	0	0
<b>999 Total Other Purchases</b>	<b>345,252</b>	<b>4,814</b>	<b>-5,660</b>	<b>344,406</b>	<b>5,166</b>	<b>-77,973</b>	<b>271,599</b>
<b>Total</b>	<b>587,040</b>	<b>-24,880</b>	<b>41,970</b>	<b>604,130</b>	<b>15,247</b>	<b>-56,193</b>	<b>563,184</b>

\* The FY 2011 Estimate column reflects the FY 2011 President's Budget request.

\* Funds in Line Item 998 transferred to 989 to more closely align to OMB A-11 Circular Object Class definitions.

WASHINGTON HEADQUARTERS SERVICES  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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# **OFFICE OF THE SECRETARY OF DEFENSE**

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## **FISCAL YEAR (FY) 2012 BUDGET ESTIMATES**

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**February 2011**

**VOLUME I**

**PART 2 of 2**

**Justification for FY 2012**

**U.S. Court of Appeals for the Armed Forces**

**Office of the Inspector General**

**Defense Acquisition Workforce Development Fund**

**Cooperative Threat Reduction**

**Overseas Humanitarian, Disaster and Civic Aid**

**Support for International Sporting Competitions**

**Overseas Contingency Operations**

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## TABLE OF CONTENTS

Preparation of the Defense-Wide budget, excluding revolving funds, cost the Department of Defense a total of approximately \$1,548,200 in FY 2011.

### PART 2

#### Other Defense-Wide Baseline Programs

COURT	United States Court of Appeals for the Armed Forces.....	877
OIG	Office of the Inspector General .....	887
DAWDF	Defense Acquisition Workforce Fund.....	929
CTR	Former Soviet Union Cooperative Threat Reduction Program.....	943
OHDACA	Overseas Humanitarian, Disaster Aid and Civic Assistance Program.....	981
SISC	Support for International Sporting Competitions.....	997

#### Overseas Contingency Operations Requests

O-1	O-1 Line Item Summary .....	1001
DCAA	Defense Contract Audit Agency .....	1005
DCMA	Defense Contract Management Agency.....	1011
DISA	Defense Information Systems Agency.....	1019
DLSA	Defense Legal Services Agency .....	1029
DMA	Defense Media Activity.....	1035
DoDDE	Department of Defense Dependents Education.....	1043
DSCA	Defense Security Cooperation Agency.....	1051
OSD	Office of the Secretary of Defense .....	1057
SOCOM	United States Special Operations Command .....	1073
TJS	The Joint Staff.....	1085
OIG	Office of the Inspector General .....	1089

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UNCLASSIFIED

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

			FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011	
			(Base & OCO)	Base Request	OCO Request	Total Request	Annualized	Annualized	Annualized	S
				with CR Adj*	with CR Adj*	with CR Adj*	CR Base**	CR OCO**	CR Total**	e
										c
<u>0104D US Court of Appeals for Armed Forces, Def</u>										
<u>Budget Activity 04: Administration &amp; Associated Activities</u>										
0104D	010	Us Court Of Appeals For The Armed Forces, Defense	13,804	14,068		14,068	13,914		13,914	U
Total, BA 04: Administration & Associated Activitie			13,804	14,068		14,068	13,914		13,914	
<u>Budget Activity 20: Undistributed</u>										
0104D	020	Adj to Match Continuing Resolution		-154		-154				U
Total, BA 20: Undistributed				-154		-154				
Total US Court of Appeals for Armed Forces, Def			13,804	13,914		13,914	13,914		13,914	

\* Reflects the FY 2011 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation.

\*\* Adjusts each budget line included in the FY 2011 President's Budget request proportionally to match the Annualized Continuing Resolution funding level for each appropriation.

UNCLASSIFIED

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

			FY 2012	FY 2012	FY 2012	S
			<u>Base</u>	<u>OCO</u>	<u>Total</u>	<u>e</u>
<u>0104D US Court of Appeals for Armed Forces, Def</u>						<u>c</u>
<u>Budget Activity 04: Administration &amp; Associated Activities</u>						
0104D	010	Us Court Of Appeals For The Armed Forces, Defense	13,861		13,861	U
Total, BA 04: Administration & Associated Activitie			13,861		13,861	
<u>Budget Activity 20: Undistributed</u>						
0104D	020	Adj to Match Continuing Resolution				U
Total, BA 20: Undistributed						
Total US Court of Appeals for Armed Forces, Def			13,861		13,861	

# **Fiscal Year 2012 Budget Estimates United States Court of Appeals for the Armed Forces**



February 2011

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
United States Court of Appeals, Defense  
Fiscal Year (FY) 2012 President's Budget

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UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
 United States Court of Appeals, Defense  
 Fiscal Year (FY) 2012 President's Budget

**U.S. Court of Appeals for the Armed Forces, Defense**

	FY 2010	Price	Program	FY 2011	Price	Program	FY 2012
	<u>Actuals</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>	<u>Change</u>	<u>Change</u>	<u>Estimate</u>
<b>CAAF</b>	13,804	124	-14	13,914	87	-140	13,861

\*FY 2011 Estimate column reflects Continuing Resolution adjustment.

**I. Description of Operations Financed:** This appropriation provides for the salaries of five civilian judges and a staff of 54 other civilian positions. It finances all customary expenses required to operate a government activity, such as salaries, benefits, travel costs, rent, communications services, purchase of equipment, contractual IT support and security services, and the expense of printing opinions and decisions of the Court.

The United States Court of Appeals for the Armed Forces is an Article I Court established by the Uniform Code of Military Justice (10 USC 941). The Court exercises appellate jurisdiction over cases arising under the Uniform Code of Military Justice, on a broad range of legal issues. Decisions by the Court are subject to direct review by the Supreme Court of the United States.

**II. Force Structure Summary: N/A**

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
 United States Court of Appeals, Defense  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

	FY 2011							FY 2012 <u>Estimate</u>
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>		
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>			
A. <u>BA Subactivities</u>								
<b>Total</b>	13,804	14,068	0	0	0	13,914	13,861	

\*FY 2011 Estimate column reflects Continuing Resolution adjustment.

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
 United States Court of Appeals, Defense  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	14,086	13,914
Continuing Resolution Adjustment	-172	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>13,914</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>13,914</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		87
Functional Transfers		
Program Changes		-140
<b>Current Estimate</b>	<b>13,914</b>	<b>13,861</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>13,914</b>	

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
United States Court of Appeals, Defense  
Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

	<b>Amount</b>	<b>Totals</b>
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		14,086
1. Congressional Adjustments		-172
a. Continuing Resolution Adjustment	-172	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks - Indian Lands Environmental Impact		
<b>FY 2011 Appropriated Amount</b>		<b>13,914</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		13,914
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>13,914</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		<b>13,914</b>
6. Price Change		87
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		380
1) Other Intra-governmental Purchases - to fund purchases from other governmental sources. (FY 2011 Base: \$2,739)	232	
2) GSA Leases - to fund rent increases. (FY 2011 Base: \$1,281)	148	

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
 United States Court of Appeals, Defense  
 Fiscal Year (FY) 2012 President's Budget

III. Financial Summary (\$ in thousands)

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
9. Program Decreases		
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2010 Increases		
c. Program Decreases in FY 2012		-520
1) Compensable Work Days. Decrease of \$-25K in civilian personnel compensation for one less compensable work day. (FY 2011 Base: \$8,221K)	-25	
2) Economic Assumptions. Reduction in funds to capture the effect from government-wide civilian pay freeze, and reductions in utilities, supplies and other contracts. (FY 2011 Base: \$8,221K)	-495	
<b>FY 2012 Budget Request</b>		<b>13,861</b>

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
United States Court of Appeals, Defense  
Fiscal Year (FY) 2012 President's Budget

IV. Performance Criteria and Evaluation Summary

The Court reviews cases from all of the Armed Forces which, primarily come from the Uniformed Services Courts of Criminal Appeals. The Court addresses cases involving a broad range of legal issues, including constitutional law, criminal law, evidence, administrative law, and national security law. The Court continually meets its goal of deciding each case accepted by reviewing authorities, thereby serving its function as defined in the Uniform Code of Military Justice (10 USC 941).

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
 United States Court of Appeals, Defense  
 Fiscal Year (FY) 2012 President's Budget

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	60	59	59	-1	0
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	60	59	59	-1	0
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$ in thousands)	127	139	130	12	-9
<u>Contractor FTEs (Total)</u>	4	4	4	4	4

UNITED STATES COURT OF APPEALS FOR THE ARMED FORCES  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 President's Budget

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

OP 32 Line	FY	Change		FY	Change		FY
	2010	FY 2010/FY 2011		2011	FY 2011/FY 2012		2012
	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	7,652	38	506	8,196	0	-517	7,679
107 Voluntary Sep Incentives	0	0	25	25	0	0	25
<b>199 Total Civ Compensation</b>	<b>7,652</b>	<b>38</b>	<b>531</b>	<b>8,221</b>	<b>0</b>	<b>-517</b>	<b>7,704</b>
308 Travel of Persons	50	1	15	66	1	0	67
<b>399 Total Travel</b>	<b>50</b>	<b>1</b>	<b>15</b>	<b>66</b>	<b>1</b>	<b>0</b>	<b>67</b>
673 Def Fin & Accounting Svc	0	0	54	54	0	0	54
680 Building Maint Fund Purch	0	0	10	10	0	0	10
<b>699 Total Purchases</b>	<b>0</b>	<b>0</b>	<b>64</b>	<b>64</b>	<b>0</b>	<b>0</b>	<b>64</b>
912 GSA Leases	1,420	20	-159	1,281	19	148	1,448
913 Purch Util (non fund)	157	2	623	782	12	-1	793
914 Purch Communications	41	1	10	52	1	0	53
917 Postal Svc (USPS)	6	0	-3	3	0	0	3
920 Supplies/Matl (non fund)	297	4	20	321	5	-1	325
921 Print & Reproduction	0	0	0	0	0	0	0
923 FSRM by Contract	1,000	14	-1,014	0	0	0	0
925 Eqt Purch (non fund)	14	0	-14	0	0	0	0
956 Other Costs	5	0	-5	0	0	0	0
985 R&D Contracts	170	2	-172	0	0	0	0
987 Other Intra-Govt Purchases	2,210	31	498	2,739	43	232	3,014
989 Other Contracts	782	11	-408	385	6	-1	390
998 Other Services	0	0	0	0	0	0	0
<b>999 Total Other Purchases</b>	<b>6,102</b>	<b>85</b>	<b>-624</b>	<b>5,563</b>	<b>86</b>	<b>377</b>	<b>6,026</b>
<b>Total</b>	<b>13,804</b>	<b>124</b>	<b>-14</b>	<b>13,914</b>	<b>87</b>	<b>-140</b>	<b>13,861</b>

\*FY 2011 Estimate column reflects Continuing Resolution adjustment.



## UNCLASSIFIED

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

	FY 2010 (Base & OCO)	FY 2011 Base Request with CR Adj*	FY 2011 OCO Request with CR Adj*	FY 2011 Total Request with CR Adj*	FY 2011 Annualized CR Base**	FY 2011 Annualized CR OCO**	FY 2011 Annualized CR Total**	S e c
<b><u>0107D Office of the Inspector General</u></b>								
<b><u>Budget Activity 01: Operation &amp; Maintenance</u></b>								
0107D 010 Office Of The Inspector General	295,330	282,354	10,529	292,883	287,083	8,876	295,959	U
<b>Total, BA 01: Operation &amp; Maintenance</b>	<b>295,330</b>	<b>282,354</b>	<b>10,529</b>	<b>292,883</b>	<b>287,083</b>	<b>8,876</b>	<b>295,959</b>	
<b><u>Budget Activity 02: RDT&amp;E</u></b>								
0107D 020 Office Of The Inspector General								U
<b>Total, BA 02: RDT&amp;E</b>								
<b><u>Budget Activity 03: Procurement</u></b>								
0107D 030 Office Of The Inspector General	349	1,000		1,000	1,017		1,017	U
<b>Total, BA 03: Procurement</b>	<b>349</b>	<b>1,000</b>		<b>1,000</b>	<b>1,017</b>		<b>1,017</b>	
<b><u>Budget Activity 20: Undistributed</u></b>								
0107D 040 Adj to Match Continuing Resolution		4,746	-1,653	3,093				U
<b>Total, BA 20: Undistributed</b>		<b>4,746</b>	<b>-1,653</b>	<b>3,093</b>				
<b>Total Office of the Inspector General</b>	<b>295,679</b>	<b>288,100</b>	<b>8,876</b>	<b>296,976</b>	<b>288,100</b>	<b>8,876</b>	<b>296,976</b>	

\* Reflects the FY 2011 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation.

\*\* Adjusts each budget line included in the FY 2011 President's Budget request proportionally to match the Annualized Continuing Resolution funding level for each appropriation.

UNCLASSIFIED

## UNCLASSIFIED

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

<u>0107D Office of the Inspector General</u>			<u>FY 2012</u>	<u>FY 2012</u>	<u>FY 2012</u>	<u>S</u>
			<u>Base</u>	<u>OCO</u>	<u>Total</u>	<u>c</u>
<u>Budget Activity 01: Operation &amp; Maintenance</u>						
0107D	010	Office Of The Inspector General	286,919	11,055	297,974	U
Total, BA 01: Operation & Maintenance			286,919	11,055	297,974	
<u>Budget Activity 02: RDT&amp;E</u>						
0107D	020	Office Of The Inspector General	1,600		1,600	U
Total, BA 02: RDT&E			1,600		1,600	
<u>Budget Activity 03: Procurement</u>						
0107D	030	Office Of The Inspector General	1,000		1,000	U
Total, BA 03: Procurement			1,000		1,000	
<u>Budget Activity 20: Undistributed</u>						
0107D	040	Adj to Match Continuing Resolution				U
Total, BA 20: Undistributed						
Total Office of the Inspector General			289,519	11,055	300,574	

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# **Fiscal Year (FY) 2012 Budget Estimates Office of Inspector General (OIG)**



February 2011

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**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)**  
**Budget Activity (BA) #: Office of Inspector General (OIG)**

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Annualized</u> <u>CR Amount</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
OIG	295,679	796	501	296,976	977	-8,434	289,519

\* The FY 2010 Actual column includes \$11,710 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$0.0 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate column excludes \$10,529 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2012 Estimate column excludes \$11,055 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**I. Description of Operations Financed:** The Office of Inspector General (OIG) audits, investigates, inspects, and evaluates the programs and operations of the Department of Defense (DoD) and, as a result, recommends policies and process improvements that promote economy, efficiency, and effectiveness in DoD programs and operations. During the period April 1, 2008, through September 30, 2010, the OIG has achieved \$6.4 billion in savings and \$4.8 billion in recovery for the nation. Specifically in FY 2010 the OIG achieved \$4.3 billion in savings and \$2.2 billion in recovery. The Inspector General is the only DoD official authorized to issue opinions on the financial statements of the DoD.

The Inspector General also:

- 1) is the principal adviser to the Secretary of Defense (SECDEF) for matters relating to the prevention and detection of fraud, waste, and abuse in the DoD programs and operations;
- 2) provides policy direction for audits and investigations relating to fraud, waste, and abuse and program effectiveness;

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

- 3) investigates fraud, waste, and abuse uncovered as a result of other contract and internal audits, as the Inspector General considers appropriate;
- 4) develops policy, monitors, and evaluates program performance, and provides guidance with respect to all Department activities relating to criminal investigation programs;
- 5) monitors and evaluate the adherence of DoD auditors to internal audit, contract audit, and internal review principles, policies, and procedures;
- 6) develops policy, evaluates program performance, and monitors actions of audits conducted by the Comptroller General of the United States;
- 7) requests assistance as needed from other audit, inspection, and investigative units of the DoD (including Military Departments); and
- 8) gives particular regard to the activities of the internal audit, inspection, and investigative units of the Military Departments with a view toward avoiding duplication and ensuring effective coordination and cooperation.

The aggregate budget request for the operations of the DoD OIG is \$289,519 million. The portion of this amount needed for OIG training is \$3.448 million, and the amount needed to support the Council of Inspectors General on Integrity and Efficiency (CIGIE) is \$.475 million, which satisfies the OIG requirements for FY 2012.

**Narrative Explanation of Changes:**

FY 2011 to FY 2012: The current Fiscal Guidance for FY 2012 (\$289.519 million) reflects a decrease from FY 2011 (\$296.976 million) of \$7.457 million. This decrease of \$7.457 million for FY 2012 is a result of the price change and efficiencies taken in response to the Secretary of Defense's initiative to Improve Department of Defense Business Operations. The efficiencies consist of a reduction of civilian pay, travel, supplies, service support contracts, and equipment.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**Auditing:** The work of the Office of the Deputy Inspector General for Auditing (ODIG-AUD) results in recommendations for reducing costs; eliminating fraud, waste, and abuse; improving performance of business operations; strengthening internal controls; improving Military Service member effectiveness or safety; and achieving compliance with laws, regulations, and policies. Audit topics are determined by law, requests from the SECDEF and other DoD leadership, Hotline allegations, congressional requests, and OIG risk analyses of DoD programs and also include areas of concern for contract pricing, services contracts, contractor overhead costs, and major weapons systems acquisitions.

For additional information regarding Auditing, visit the public website at [www.dodig.mil/Audit/index.html](http://www.dodig.mil/Audit/index.html).

**Investigations:** The Office of the Deputy Inspector General for Investigations (ODIG-INV) comprises the Defense Criminal Investigative Service (DCIS). DCIS traditional areas of concentration are major procurement fraud with emphasis on defective and substandard products, cyber crimes, healthcare fraud, public corruption, anti-terrorism operations, and technology protection investigations (illegal transfer, theft, or diversion of DoD technologies and U.S. Munitions List items to proscribed nations and persons). DCIS participates with the Federal Bureau of Investigation (FBI) on Joint Terrorism Task Forces (JTTFs) at the FBI headquarters and at 45 locations across the U.S. DCIS also works with U.S. Immigration and Customs Enforcement to stem the illegal diversions of DoD technology, weapon systems, and equipment through an intensive criminal investigative effort and awareness training to include tailored briefings designed to encourage DoD and contractor employees to report to DoD law enforcement agencies crimes impacting DoD programs.

DCIS actively participates in the Law Enforcement/Counterintelligence Center (LECIC), which is part of the Joint Task Force - Global Network Operations (JTF-GNO)(now U.S. Cyber Command) established to protect the Global Information Grid (GIG). Additionally,

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

DCIS is an active member of the Defense Council on Integrity and Efficiency and is a mainstay on the Department of Justice National Procurement Fraud Task Force. DCIS remains a key member of the Department of Justice International Contract Corruption Task Force (ICCTF), whose mission is to deploy criminal investigative and intelligence assets worldwide to detect, investigate, and prosecute corruption and contract fraud resulting primarily from OCO. DCIS is also an active member of the National Procurement Fraud Task Force (NPFTF), created in October 2006 to promote the prevention, early detection, and prosecution of procurement fraud. The NPFTF is chaired by the Assistant Attorney General for the Criminal Division, and includes DCIS, the FBI, the Inspector General community, federal prosecutors across the country, as well as Department of Justice Criminal, Civil, Antitrust, and Tax Divisions.

For additional information regarding Investigations visit the public website at [www.dodig.mil/INV/index.html](http://www.dodig.mil/INV/index.html).

**Administrative Investigations:** The Office of the Deputy Inspector General for Administrative Investigations (ODIG-AI) composed of: Investigations of Senior Officials (ISO) which ensures that ethical violation, abuses of authority, or misuses of public office do not undermine the credibility of the national command structure; Military Reprisal Investigations (MRI) which conducts and oversees investigations of whistleblower reprisal; and Civilian Reprisal Investigations (CRI) which reviews and investigates whistleblower reprisal allegations submitted to the DoD Hotline by DoD civilian appropriated fund employees.

For more information regarding Administrative Investigations visit the public website at [www.dodig.mil/AI/index.html](http://www.dodig.mil/AI/index.html).

**Policy and Oversight:** The Office of the Deputy Inspector General for Policy and Oversight (ODIG-P&O) provides policy, guidance, and oversight to audit, inspections,



**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

evaluations, investigations, and hotline activities within the DoD. ODIG-P&O also provides analysis and comments on all proposed draft DoD policy issuances, as well as provides technical assessments to OIG organizations.

- Audit Policy and Oversight (APO) Directorate provides audit policy direction, guidance, and oversight for the ODIG-AUD, the Military Departments audit organizations, the Defense Contract Audit Agency (DCAA), other Defense audit organizations and public accounting firms under the Single Audit Act. The APO provides guidance and oversight for over 6,500 DoD auditors in 24 DoD audit organizations, which is nearly 40 percent of all auditors in Federal Inspector General audit organizations.
- Investigative Policy and Oversight (IPO) Directorate evaluates the performance of and develops policy for the DoD criminal investigative and law enforcement community, as well as the non-criminal investigative offices of the DoD. The IPO Directorate also manages the Inspector General Subpoena Program for investigating fraud and other select criminal offenses, and administers the DoD Voluntary Disclosure Program, which facilitates Defense contractors desiring to self-report potential fraud.
- Technical Assessment Division provides a variety of engineering support functions for the OIG audit, investigative, and evaluation organization and to other DoD organizations as needed.

For more information regarding Policy and Oversight visit the public website at [www.dodig.mil/Inspections/Index.htm](http://www.dodig.mil/Inspections/Index.htm).

**Intelligence:** The Office of the Deputy Inspector General for Intelligence (ODIG-INTEL) audits, evaluates, monitors, and reviews the programs, policies, procedures, and functions of the DoD Intelligence Community, special access programs, the Defense nuclear program and operations, and other highly classified programs and functions within the DoD (hereafter referred to collectively as DoD intelligence). The DIG-INTEL is the primary advisor to the DoD Inspector General on intelligence audit and evaluation matters. The

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

ODIG-INTEL audits, reviews, and evaluates topics determined by law, requests from the SECDEF and other DoD leadership, Hotline allegations, congressional requests, and internal analyses of risk in DoD Intelligence programs. The ODIG-INTEL also works closely with other Federal agency and organization Inspectors General, such as the Central Intelligence Agency, Director National Intelligence, and Department of Justice, coordinating and collaborating on projects to ensure proper operation, performance and results for national intelligence activities.

The ODIG-INTEL personnel also assist the Office of the Director of National Intelligence Inspector General (ODNI-IG) to administer, coordinate, and oversee the functions of the Intelligence Community Inspectors General (ICIG) Forum. The ICIG Forum promotes and improves information sharing among Inspectors General of the Intelligence community. It also enables each Inspector General to carry out the duties and responsibilities established under the Inspector General Act of 1978, as amended, to avoid duplication and ensure effective coordination and cooperation.

For more information regarding Intelligence visit the public website at [www.dodig.mil/Ir/Index.html](http://www.dodig.mil/Ir/Index.html).

**Special Plans and Operations:** The Office for Special Plans and Operations (SPO) facilitates informed decision-making by senior leaders of the DoD, U.S. Congress and other Government organizations by providing timely, high-value assessment reports on strategic challenges and issues, with a special emphasis on OCO funding issues and operations in Southwest Asia (SWA). Its work complements the efforts of the other DoD OIG components. Within SPO, the Inspections and Evaluations (I&E) Directorate conducts objective and independent customer-focused management and program inspections and evaluations that address areas of interest to Congress, DoD, and the Inspector General, and provides timely findings and recommendations to improve DoD programs and operations.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

SPO is staffed with a core combination of civilian and military personnel who must be deployable to the SWA Theater of Operations.

For more information regarding Special Plans and Operations visit the public website at [www.dodig.mil/spo/index.html](http://www.dodig.mil/spo/index.html).

**Other Components, OIG:**

The Office of Communications and Congressional Liaison (OCCL) supports the OIG by serving as the primary point of contact for external communications between the OIG, the public and the Congress and by serving as the public affairs office. OCCL includes the Defense Hotline, Freedom of Information Division, Government Accountability Office (GAO) Liaison Office, the OIG Web Development Team, and digital media support.

For more information regarding Office of Communications and Congressional Liaison visit the public website at [www.dodig.mil/occl/index.html](http://www.dodig.mil/occl/index.html).

The Office of General Counsel (OGC) provides independent and objective advice and legal counsel to the Inspector General and the OIG. The scope of OGC advice and legal opinions includes criminal and administrative investigation, procurement, fiscal, personnel, ethics, international, and intelligence matters. The OIG General Counsel serves as the OIG Designated Agency Ethics Official (DAEO) and manages the OIG Ethics Program.

The Office of Administration and Management (OA&M) provides mission essential support for personnel, security, training, administration, logistics, and information technology through its five Directorates: Human Capital Advisory Services; Office of Security; Training Services; Administration and Logistics Services; and Information Systems. OA&M supervises and provides mission critical functions in support of the OIG's day-to-day operations at headquarters and 74 field offices located throughout the world. The OA&M

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

also supports Combatant Command and Joint Inspector General Training and Doctrine development.

II. Force Structure Summary: n/a

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

	FY 2011						
	FY 2010 <u>Actuals</u>	FY 2011 Budget <u>Request</u>	<u>Congressional Action</u>			Annual CR <u>Amount</u>	FY 2012 <u>Estimate</u>
<u>Amount</u>			<u>Percent</u>	<u>Appropriated</u>			
<b>A. <u>BA Subactivities</u></b>							
1. Auditing	111,499	111,840				116,062	112,821
2. Investigations	92,470	91,338				95,714	93,567
3. Administrative Investigations	9,312	9,765				10,233	9,422
4. Policy and Oversight	14,568	14,468				15,164	14,741
5. Intelligence	7,923	8,007				8,247	8,017
6. Special Plans and Operations	5,525	3,761				5,751	5,591
7. Other OIG	38,382	38,361				39,953	38,837
8. Council of Inspectors General on Integrity and Efficiency (CIGIE)	288	656				772	475
9. OIG - Training	3,653	4,158				4,080	3,448
10. OCO Funding	11,710	0				0	0
11. RDT&E Supplemental	0	0				0	1,600
12. Procurement	349	1,000				1,000	1,000
<b>Total</b>	<b>295,679</b>	<b>283,354</b>				<b>296,976</b>	<b>289,519</b>

\* The FY 2010 Actual column includes \$11,710 thousand of FY 2010 OCO Appropriations (PL 111-118); and \$0.0 thousand of FY 2010 Supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate column excludes \$10,529 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2012 Estimate column excludes \$11,055 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

OFFICE OF INSPECTOR GENERAL  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	283,354	296,976
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Annualized CR Amount	13,622	
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>296,976</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>296,976</b>	
Anticipated Supplemental	10,529	
Reprogrammings		
Price Changes		977
Functional Transfers		
Program Changes		-8,434
<b>Current Estimate</b>	<b>307,505</b>	<b>289,519</b>
Less: Wartime Supplemental	<b>-10,529</b>	
<b>Normalized Current Estimate</b>	<b>296,976</b>	

OFFICE OF INSPECTOR GENERAL  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>283,354</b>
1. Congressional Adjustments		13,622
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent	13,622	
d. General Provisions		
e. Congressional Earmarks - Indian Lands Environmental Impact		
<b>FY 2011 Appropriated Amount</b>		<b>296,976</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>296,976</b>
4. Reprogrammings (requiring 1415 Actions)		0
<b>Revised FY 2011 Estimate</b>		<b>296,976</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		<b>296,976</b>
6. Price Change		977
7. Functional Transfers		0
8. Program Increases		0
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b><u>C. Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
c. Program Growth in FY 2012		
9. Program Decreases		-8,434
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Efficiencies Initiative: Manpower Reduction (Baseline: \$212,452.0 thousand)	-527	
2) Efficiencies Initiative: Travel (Baseline: \$8,074.0 thousand)	-1,831	
3) Efficiencies Initiative: Pentagon Rent Adjustment (Baseline: \$20,260.0 thousand)	-896	
4) Efficiencies Initiative: Reducing Reliance on DoD Service Support Contractors (Baseline: \$12,000.0 thousand)	-259	
5) Efficiencies Initiative: Overhead and Administration Reduction (Baseline: \$39,953.0 thousand)	-28	
6) Efficiencies Initiative: Reduction to Public Affairs Staff (Baseline: \$431.0 thousand)	-4	
7) Efficiencies Initiative: Transfer of Common IT Services (Baseline: \$18,818.0 thousand)	-4	
8) Auditing - Decrease in personnel compensation, and contracts (Baseline: \$116,062.0 thousand)	-1,577	
9) Investigations - Decrease in personnel compensation, supplies and contracts (Baseline: \$95,714.0 thousand)	-1,308	
10) Administrative Investigations - Decrease in contracts (Baseline: \$10,233.0 thousand)	-132	



OFFICE OF INSPECTOR GENERAL  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
11) Policy and Oversight - Decrease in equipment and supplies (Baseline: \$15,164.0 thousand)	-206	
12) Intelligence - Decrease in contracts and supplies (Baseline: \$8,247.0 thousand)	-112	
13) Special Plans and Operations - Decrease in supplies (Baseline: \$5,751.0 thousand)	-78	
14) Other OIG - Decrease in personnel compensation, supplies, equipment, and contracts (Baseline: \$39,953.0 thousand)	-543	
15) CIGIE - Decrease due to planned execution. (Baseline: \$772 thousand)	-297	
16) OIG - Training - Decrease in training (Baseline: \$4,080.0 thousand)	-632	
<b>FY 2012 Budget Request</b>		<b>289,519</b>

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

**Auditing:** The Audit component assists the Department by supporting fundamental imperatives of the Department identified in the Quadrennial Defense Review Report. These imperatives are to continue to transform the Department's warfighting capabilities and to implement enterprise-wide changes to ensure that organizational structures, processes, and procedures support DoD's strategic direction. The ODIG-AUD conducts oversight efforts that provide benefits to the Department by addressing critical life and safety issues, improving business operations, compliance with statute or regulations, improving national security, and/or identifying potential monetary benefits. A prime objective of the OIG Strategic Plan and the Audit Strategic Plan is to assess the risks and weaknesses in the Department and recommend the development or strengthening of management practices and controls to ensure the efficient use of resources and promote effective operations. Two of the key measurements of Audit success are identification of potential monetary benefits and concurrence rate on audit recommendations that correct identified deficiencies. In FY 2010, the ODIG-AUD produced 91 reports, which identified potential monetary benefits totaling \$4.394 billion. Additionally, during FY 2010, Audit achieved \$4.353 billion in monetary benefits from reports issued in FY 2010 and earlier (i.e., funds were put to better use because of actions completed on audit recommendations). Numerous other audits provide value to the Department, but do not lend themselves to identification of specific monetary benefits. These audits address critical issues such as improvements related the quality assurance and testing of DoD body armor, redistribution and accountability of assets from the field, improvements in contingency contracting practices to reduce the potential for fraud, waste, and abuse, and the management and training of Afghanistan Security Forces to counter the growing insurgency threat in Afghanistan.

In FY 2010, fundamental contract deficiencies continue to plague the Department, particularly in the areas of requirements definition, competition, contract oversight and

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

surveillance, and contract pricing. To strengthen oversight within this area, the ODIG-AUD created and filled a new Senior Leader (SES-equivalent) position.

In 2010, in addition to OCO and ARRA efforts, auditors prepared highly visible reports including a joint audit with the Department of State regarding the training of Afghan National Police; a timely and value-added assessment of living conditions in Okinawa, Japan, for U.S. Marines and their families; the potential duplication of existing capabilities by an acquisition program; ineffective use of inventory; and a report on contingency contracting which received congressional interest and was leveraged by DoD components as a tool to improve their contracting practices in a contingency environment.

The DoD annually produces financial statements based on financial data from at least 65 individual entities and funds, many of which are larger and more complex than most public corporations. The OIG is the sole DoD audit organization authorized to audit those statements and issue opinions on them. In FY 2010 the OIG again limited its financial statement audit work based on management representations concerning financial statement reliability and redirected the Defense Business Operations staff to work on audits related to the controls over unliquidated obligations, improper payments, and internal control and compliance reviews over systems and property. In addition, because of increased concerns over funding spent on OCO and in response to the FY 2008 National Defense Authorization Act Section 842, "Investigation of Waste, Fraud, and Abuse in Wartime Contracts and Contracting Processes in Iraq and Afghanistan," the OIG is performing several financial audits to determine whether OCO funds are being used for their intended purpose.

As a result of the requirements outlined in P.L. 111-84, the Department made changes to its Financial Improvement and Audit Readiness (FIAR) plan. Specifically, the May 2010

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

update included the refinement of the FIAR priorities to focus on improving controls and processes supporting information that is most often used to manage the Department while continuing to work toward financial, information technology, and supporting documentation improvements that facilitate the achievement of unqualified audit opinions on its financial statements. The FIAR Plan is a roadmap to fix internal controls and correct processes necessary for financial statement audit readiness. Through participation in the FIAR governance board and various other meetings, the OIG serves in an advisory role to the FIAR Directorate in updating and executing the FIAR plan and FIAR guidance. In FY 2010, auditors reviewed three assertion packages from DoD Components.

In FY 2011, the auditors will issue disclaimers of opinion on the DoD Agency-wide FY 2010 financial statements and seven of the components' statements that support the Agency-wide statements; an unqualified opinion on the U.S. Army Corps of Engineers; endorse an independent public accounting firm's unqualified opinion on the Military Retirement Fund and disclaimers of opinion on the Medicare Eligible Retiree Health Care Fund and Contract Resource Management. In addition, the auditors will perform audits or provided contractor oversight on 14 financial systems audits and perform approximately 20 other audits on internal controls, compliance with laws and regulations, and other financial-related issues. As OSD and Components have identified segments of financial statements that are ready for review, DoD OIG audit staff will announce audits or attestation engagements, as appropriate. For example, the OIG continues to oversee an audit of the U.S. Marine Corps Statement of Budgetary Responses. This audit resulted in the ODIG-AUD issuing a disclaimer of opinion on the FY 2010 statement, but work continues to determine whether remediation completed by the Marine Corps is sufficient to justify a FY 2011 audit of the statement. The ODIG-AUD also continues to perform internal control and compliance reviews over systems and property and attestation reviews of the DoD Counterdrug program.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

In FY 2011 and 2012, in addition to its OCO and Guam efforts, the ODIG-AUD will place particular emphasis on SECDEF and congressional interest items, dedicating resources to high-risk/high impact areas. The OIG will focus its audit efforts on high-risk areas including weapon systems acquisition, contract oversight to include overseas contingency contracting, depot purchases of spare parts through partnership agreements with private firms, financial management and systems, improper payments, health care, critical infrastructure, cyber security, readiness, and OCO within the limits of available resources. ODIG-AUD will continue to increase its presence in Southwest Asia in FY 2011, focusing on associated challenges with force restructuring, and asset accountability; acquisition; logistics; financial management including Afghanistan Security Forces Fund and the Commander's Emergency Response Program. Auditors will increase emphasis on preventing and detecting fraud and on procurement related internal controls in both CONUS and overseas operations. Additionally, in FY 2011 and FY 2012, auditors will continue the review of funds and construction efforts related to Guam relocation efforts.

In FY 2011, the ODIG-AUD will continue to staff the Hawaii field office and expand the Tampa, Florida, field office. The Hawaii field office will provide oversight of planned force restructure of the Marines from Japan to Guam and in strengthening and rebalancing U.S. forces in the Pacific. The Tampa staff will continue to provide oversight and support to CENTCOM for its efforts in Southwest Asia as well as providing oversight of SOCOM's increased funding to support an expanded mission and increased size of forces.

The OIG auditors also continue to lead DoD-wide audits as well as joint audits with other Federal IGs. Ongoing efforts involve a statutory requirement to review non-DoD agencies that perform a significant number of contracting actions for DoD. The ODIG-AUD is currently reviewing the Department of the Interior and has planned future required audits of U.S. Department of Veteran Affairs and the National Institutes of Health. Auditors

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

also continue to assist in investigations, and related litigation, and participate as non-member advisors (at DoD management request) on a variety of task forces, process action teams, and studies.

In FY 2011 and 2012, the OIG will continue to expand audit work related to financial management procedures and business systems such as the Defense Enterprise Accounting and Management System (DEAMS); improper payments to include identifying systems or payment processes that may be vulnerable to making improper payment transactions, information technology acquisition, and cyber security. Unless financial management procedures and systems contain appropriate internal controls, sustaining the auditability of financial statements will become unaffordable in the Department. The weaknesses that affect the auditability of the financial statements also impact other DoD programs and operations and contribute to waste, mismanagement, and inefficient use of DoD resources. The OIG will continue to work with the DoD components to identify deficiencies and recommend corrective actions, focusing on financial statement, system, internal control, compliance, and other financial-related audits to assist the Department to improve its overall financial management operations and, as a result prepare auditable financial statements. As more components assert that their financial statements are audit-ready in order to meet the requirement of the FY 2010 National Defense Authorization Act that DoD financial statements be validated as ready for audit not later than September 30, 2017, more effort will be required to audit financial statements in FY 2011 and future years. In addition, OIG auditors will continue to conduct financial-related audits required by statute (e.g., work related to compliance with the Improper Payment Information Act as amended by the Improper Payments Elimination and Recovery Act of 2010, American Recovery and Reinvestment Act, Prompt Payment Act, and Title 10 United States Code 2784, which requires periodic reviews of DoD management of the purchase card program).

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

DoD operations are experiencing a period of higher than normal risks due to the disruptions caused by ongoing military operations; continued restructuring; ever-increasing reliance on automated information systems; security vulnerabilities; and the introduction of new processes, many of which are untried in DoD settings and not well understood by the workforce.

**Investigations:** The Defense Criminal Investigative Service (DCIS) uses several methods to evaluate performance. The most significant of which is the importance of the matter under investigation ("priorities"), e.g., significant fraud and corruption impacting DoD operations throughout Southwest Asia; significant procurement and acquisitions fraud; investigations of fraud, waste, and abuse of funds related to the American Recovery and Reinvestment Act (ARRA) of 2009; defective, substituted, or substandard products that compromise safety and mission-readiness; or theft and diversion of critical DoD technologies, systems, and equipment that may be used by adversaries against American warfighters. In addition, DCIS established an evaluation standard that 80 percent of investigations initiated must be in its priority areas of criminal activity. DCIS also monitors indictments, convictions, fines, recoveries, restitution, and the percentage of cases accepted for prosecution to ensure consistency in effort and historical output and the resourceful use of assets.

In FY 2010, DCIS investigations resulted in 301 criminal indictments, 241 convictions, and over \$2.228 billion in criminal, civil, and administrative recoveries (excluding headquarters and field managers, an average of \$8.22 million per agent, for the year). Since its inception, DCIS has participated in cases that have resulted in about \$17.8 billion in criminal, civil, and administrative recoveries. Further, DCIS provided effective support to crucial national defense priorities through the efficient use of limited investigative resources.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

In FY 2011, DCIS will: (1) continue vigorous investigative support to Overseas Contingency Operations (OCO) as it affects the Department of Defense at home and abroad; (2) maintain a high priority on significant procurement fraud investigations with emphasis on defective, substituted, and substandard products that impact the safety and mission-readiness of our warfighters; (3) continue focus on combating corruption by ferreting out and uncompromisingly investigating major DoD Procurement Fraud, including bribery, corruption, kickbacks, conflicts of interest, and major thefts; (4) continue concentration on investigations, training, and awareness aimed at the illegal transfer of technology, systems, and equipment critical to DoD and dangerous if in the hands of proscribed persons and nations; (5) continue defense against Cyber Crimes and Computer intrusions that impact DoD, with emphasis on Computer Network Defense to protect the Global Information Grid; and (6) support the OIG's efforts in oversight and investigation of significant fraud in relation to DoD expenditures of ARRA funds.

Major fraud investigations, such as Pfizer, Incorporated (\$1.3 billion recovery), BAE Systems (\$400 million recovery), Dubois (\$72 million recovery), AlphaPharma, Incorporated (\$28.3 million recovery), Sikorsky Aircraft Corporation (\$20 million recovery) and the Body Armor Civil Fraud Task Force (\$10.8 million recovery) require extensive efforts by criminal investigative and audit components. Fraud investigations often lead to additional endeavors initiated by the OIG or directed by Congress, the Office of the Secretary of Defense, and the Department of Justice (DoJ). The publicity of these major investigations also results in increased crime reporting.

**ADMINISTRATIVE INVESTIGATIONS:** The Office of the Deputy Inspector General for Administrative Investigations (ODIG-AI) promotes public confidence in the integrity and accountability of DoD leadership by investigating, and conducting oversight of



**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

investigations, into allegations of misconduct by senior DoD officials and whistleblower reprisal. The ODIG-AI is comprised of three directorates: Civilian Reprisal Investigations (CRI), Military Reprisal Investigations (MRI), and Investigations of Senior Officials (ISO). The MRI and CRI Directorates are an integral part of the DoD whistleblower protection program that encourages personnel to report fraud, waste, and abuse to appropriate authorities; provides mechanisms for addressing complaints of reprisal; and recommends remedies for whistleblowers who encounter reprisal, consistent with applicable laws, regulations, and policies. In FY 2009, the DoD IG significantly increased the investigative staff of ODIG-AI demonstrating commitment to the expeditious resolution of allegations without compromising independence or quality.

The MRI Directorate has statutory responsibility to investigate complaints of reprisal for making disclosures protected by three Federal Statutes: 10 U.S.C. 1034 for members of the Armed Services, 10 U.S.C. 1587 for DoD nonappropriated fund employees, and 10 U.S.C. 2409 for DoD contractor employees (the latter also protected under the Federal Acquisition Regulation and Defense Supplement). MRI also has the regulatory requirement to investigate or oversee allegations of improper referral of members of the Armed Forces for mental health evaluations. MRI uses the number of reprisal complaints closed and the case cycle time to evaluate performance; and includes cases investigated in-house and those conducted by Military Department IGs forwarded to MRI for oversight review and final approval. In FY 2010, MRI received 679 reprisal and improper mental health evaluation complaints and closed 698 complaints, of which 326 were investigated by Military Department or Defense Agency IG under MRI oversight. Of the 698 complaints, 547 cases were closed after the preliminary inquiry stage. MRI and the Military Department/Defense Agency IGs currently have 324 open cases and continue to refine policies and procedures to improve the timeliness in resolving such allegations. MRI

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

also conducts extensive outreach to the Military Departments, the Combatant Commands, and other Defense agencies through mobile training teams and formal training workshops.

In FY 2011 thru FY 2012, MRI will continue to expand its outreach, training, and oversight role with the Military Department IGs and ensure prominence and effectiveness of the DoD whistleblower protection program.

The CRI Directorate has the primary mission of whistleblower protection for civilian appropriated fund personnel. CRI receives and investigates complaints of reprisal made by civilian appropriated-fund employees consistent with Subchapter II, Chapter 12 of 5 U.S.C. and Section 2302. CRI provides the sole whistleblower protection program for civilian appropriated fund employees in the Defense Intelligence Components, complementary with but not limited by Subchapter II, Chapter 12 of 5 U.S.C. and Section 2302. The basic criteria for evaluating CRI operations is the number of investigations conducted or oversights. Oversight cases are those in which a DoD component investigated and CRI reviews the final product for sufficiency. In FY 2010, CRI reviewed 92 cases. Of those 22 (24 percent) were accepted, 53 (58 percent) were referred to Office of Special Counsel or Merit System Protection Board, and 17 (18 percent) were referred to the EEOC or responsible agency for action. In FY 2010, CRI closed 10 full investigations and substantiated four for a 40 percent substantiation rate. CRI also conducted 2 oversight reviews and exceeded its established metric of allocating 25 percent of its resources to cases of congressional interest. CRI began FY 2011 with 22 open actions and is giving highest priority to allegations of reprisal involving procurement fraud whistleblowing and whistleblower protection within the Defense Intelligence and counterintelligence communities. CRI refer complainants for which it does not open an investigation to other federal agencies, as appropriate.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

The ISO Directorate has the primary mission of investigating allegations of misconduct against general/flag officers, members of the Senior Executive Service, and Presidential Appointees. In FY 2010, ISO and the Military IGs received 484 senior official cases and closed 433 cases, of which 60 (14 percent) contained substantiated allegations during FY 2010. ISO performed oversight on 204 investigations conducted by DoD components and evaluated the impact of those investigations on public confidence in DoD leaders and ultimately on national security. Investigative impact may be evaluated by the overall number of investigations conducted or oversights, cycle time to complete an investigation, the percentage of investigations of significance/interest to DoD or congressional leaders, and the percentage of cases with substantiated allegations. Forty-five percent of investigations conducted by ISO in FY 2010 had significant media, SECDEF, or congressional interest, with results provided directly to the SECDEF or Members of Congress and involved complicated issues of public interest. Examples of ISO work products include investigations into alleged ethics violations, conflicts of interest on the part of senior DoD officials, misuse of position and resources, mismanagement of major Defense programs, and travel/contracting irregularities. The severity of corrective actions in cases with substantiated findings -- immediate removal from command, reprimand, reduction in rank, and reimbursement to the Government -- demonstrates that the Department holds senior leaders accountable for their actions.

As part of its responsibility to fully inform the President and Senate of adverse information concerning senior officials being nominated for promotion, reassignment, or other action, the office conducted over 10,000 name checks on DoD senior officials in the past year. The Senate Armed Services Committee relies exclusively on checks completed by ISO before confirming military officer promotions.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

In FY 2011 thru FY 2012, ISO will continue to positively impact the warfighter and the public through timely investigations of senior official misconduct. In addition to improving timeliness and responsiveness to top Defense officials and Members of Congress, the ISO Directorate plans to engage in education and outreach to keep the senior official population apprised of the types of issues that give rise to allegations of misconduct and adversely affect the economy, efficiency, and integrity of the Department.

**Policy and Oversight:** The Office of the Deputy Inspector General for Policy and Oversight (ODIG-P&O) is unique in that it has varied responsibilities, including establishing audit and investigative policy, performing oversight of DoD auditors and investigators, and providing engineering support to the OIG DoD and other Defense and Federal agencies. The ODIG-P&O is also responsible, per the Inspector General Act of 1978, as amended, for coordinating draft DoD policy issuances. Policy and Oversight operations are evaluated based on reviews conducted, as measured by the significance and quality of audit, evaluation, and investigative policies provided; oversight and evaluation reports issued; contractor disclosures processed; subpoenas processed; timeliness and quality of technical support provided; positive impact on draft DoD policy issuances; follow-up of DCAA report recommendations; and outcomes from evaluations of significant DoD programs and operations. In FY 2010, Policy and Oversight issued six reports and provided technical support to approximately 37 audit and investigative projects. ODIG-P&O managed the OIG's policy coordination process for 334 draft DoD policy issuances and coordinated/processed for publication the following three DoD Issuances: (1) DoDI 5505.14, "Deoxyribonucleic Acid (DNA) Collection Requirements for Criminal Investigations," May 27, 2010; (2) DoDI 5505.15, "DoD Contractor Disclosure Program," June 16, 2010; and (3) DoDI 5505.11, "Fingerprint Card and Final Disposition Report Submission Requirements," July 9, 2010.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

In FY 2010, Audit Policy and Oversight (APO) issued three oversight reports, completed reviews of 16 hotlines, 5 Notices of Concern and 1 Preliminary Results Memorandum. We reviewed and commented on 277 single audit reports and issued 106 memorandums for grant/contracting officer follow-up. APO commented on 7 exposure draft policy documents, and reviewed 41 and commented on 2 Federal Acquisition Regulation and Defense Federal Acquisition changes. Exposure draft policy documents were from within and outside DoD, including the Federal Accounting Standards Advisory Board, and the Office of Management and Budget. APO administered the peer review program for DoD audit organizations, encompassing oversight of peer reviews of two DoD audit organizations, including one DoD intelligence audit organization. Oversight was provided by APO on 2,028 open and closed contract audit reports with over \$5.4 billion in potential savings. Also, APO issued 40 recommendations, 33 (82.5 percent) of which were agreed upon or provided acceptable alternatives. APO monitored the Defense Contract Audit Agency (DCAA) on the quality of audit work in response to two GAO reviews, completed review on 15 DCAA-related Hotline complaints, and started reviews on 35 other DoD Hotline complaints concerning DCAA audit operations.

APO participated in the DoD OIG Human Capital Advisory Committee and identified P&O issues related to management of human capital, including staff recruitment and retention. Training presentations on external peer reviews of IG Audit Operations were provided by APO to 90 people from 55 government agencies. Participated on at least 15 working groups, including the Procurement Fraud Working Group Steering Committee, Financial Statement Audit Network, DoD OIG Peer Review Working Group, Single Audit Roundtable, DoD Contracting Oversight & Quality Assurance Joint Planning Group, DoD Council of Small Audit Organizations, National Single Audit Coordinator Workgroup (Single Audit), Federal Audit Executive Council External Peer Review Guide Update working Group, OMB/CIGIE task

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

force to address recommendations from the National Single Audit Sampling Initiative, Federal Audit Executive Council Audit Committee, Audit Chief's Council, IG DoD Audit Advisory Committee, Single Audit Compliance Supplement Core Team, and Federal Audit Liaison Council.

In FY 2011 through 2012, APO will focus on oversight reviews of DCAA high-risk areas and monitor, review, and report on DCAA audit compliance with GAGAS. Additionally, APO will focus on at least 35 Defense Hotlines of DCAA audits, management, and personnel. APO will also perform administration of peer reviews of 24 DoD audit organizations. APO will continue to update the IG Fraud website, including adding approximately 40 additional contract audit fraud scenarios, and monitor DCAA fraud referrals and efforts on contractor disclosures. In the Single Audit area, APO will perform six single audit quality control reviews, two follow-up reviews and continue to review all single audit reports for audit findings that require grant/contracting officer follow-up actions. The six quality control reviews cover \$1.2 billion (30 percent) of the \$8.3 billion in DoD research and development funds associated with the 33 cognizant organizations. In the contract audit follow-up area, APO will review contracting officer actions on DCAA contract audit reports which currently number over 2,000 and include approximately \$5 billion in questioned costs. For example, APO will complete a second review in a series of reviews of contracts related to Iraq Reconstruction.

In FY 2010, Investigative Policy and Oversight (IPO) coordinated/published the following three DoD Issuances: DoDI 5505.11, "Fingerprint Card and Final Disposition Report Submission Requirements," July 9, 2010, DoDI 5505.14, "Deoxyribonucleic Acid (DNA) Collection Requirements for Criminal Investigations," May 27, 2010, and DoDI 5505.12, "DoD Contractor Disclosure Program," June 16, 2010. The Contractor Disclosure Program received and effectively responded to 202 disclosures by Defense contractors and

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

subcontractors of procurement-related crimes mandated by Federal Acquisition Regulations. The program coordinated the disclosures through the Department of Justice and Defense investigative, audit and suspension/debarment authorities. The success of the program can be partly attributed to aggressive marketing by the Program Manager to both government and industry officials. IPO has also worked diligently to resolve seven voluntary disclosures under the previous program. The OIG Subpoena Program coordinated and issued 590 subpoenas to defense investigators and auditors this fiscal year. It also issued the first IG testimonial subpoena, authorized by the National Defense Authorization Act of Fiscal Year 2010, in support of an IPO evaluation project. The OIG Subpoena Program developed a capability to digitally process subpoenas in an effort to speed up the review and coordination time. The new DoD IG Subpoena Database Management system was fully implemented and has been essential in tracking the status of subpoenas and supporting the production of internal management reports. IPO has a robust subpoena training program. During FY 2010, IPO trained 958 DoD OIG personnel and 458 Defense Criminal Investigative Organization (DCIO) personnel. IPO also hosted the Federal Law Enforcement Training Center Continuing Legal Education Training Program Course for DoD investigators and attorneys. In oversight projects, IPO published a report on DoD response to sexual assault involving U.S. civilian employees and contractors in contingency operations. The DoD program office accepted our recommendations and initiated policy coordination to incorporate our ideas in DoD regulatory guidance. A response to a Hotline complaint concerning the failure to autopsy a detainee was fully resolved and closed. IPO completed and published a review of a particularly heinous murder/suicide in Iraq in which parents said Command failed to protect their daughter from a known threat. Through a compelling array of investigative activity, IPO proved a negative, i.e., the command had not failed the murdered soldier. And IPO identified the source of the disturbingly inaccurate information provided to the parents. In a separate matter concerning the death of a sailor in the custody of law enforcement, we resolved

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

congressional complaints about the Navy's response. IPO found effective investigations concerning the death incident and military justice actions, but a deficient line of duty investigation which ignored significant indicators that suicide was a real threat. In other work IPO completed a review of the Navy Court of Criminal Appeals that was sparked by congressional concerns that automatic courts-martial appeals for Sailors and Marines were in some cases effectively ignored. We identified cultural problems dating back a generation that degraded the statutory obligation to provide military justice in the Navy and Marine Corps. In another area, significantly outside our lane, IPO reviewed a public affairs outreach program highlighted in a Pulitzer Prize winning New York Times article. A previous Inspector General report on the program was scorned by the Senate and subsequently disavowed by the Inspector General. We obtained cooperation from witnesses who previously refused cooperation, and wherein one category of witness only 7 were previously interviewed, we obtained cooperation from 68. We restarted an evaluation of the DoD, Navy and Marine Corps response to a Marine's complaint that a fellow Marine raped her. Later, the accused rapist murdered her. North Carolina officials asked the Inspector General to stop our evaluation until the conclusion of the state's murder trial. Our work continues.

The Voluntary Disclosure Program was superseded by the Contractor Disclosure in December 2008. There are not/and will not be any new voluntary disclosures. IPO is working to resolve the remaining 17 voluntary disclosures.

In FY 2011 through 2012, IPO will field revised investigative policy addressing (a) oral, wire and electronic intercepts for law enforcement; (b) acquisition of information concerning persons and organizations not affiliated with DoD; and (c) initiation of investigations by Defense Criminal Investigative Organizations; among others. The Subpoena Program will seek to continuously improve the subpoena processing time while



**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

marketing subpoenas as a viable investigative tool within the DoD Law Enforcement and Audit communities. The Contractor Disclosure Program will continue to work with the Department of Justice, DCIOs, and the Defense Acquisition Community to refine the Contractor Disclosure process. They will also work with the Defense Contract Audit Agency (DCAA) to improve and manage the process of DCAA fraud referrals (DCAA Form 2000) to DCIOs for potential criminal investigations. In oversight projects, we will conclude our review of the Navy-Marine Corps Court of Criminal Appeals and offer substantive recommendations to cure a generation of neglect. We will also publish a credible report on the Public Affairs Outreach program which we expect will vividly portray the Office of the Inspector General as a determined, honest broker of information. While we expect the wars to significantly influence our mission in exigent ways that are difficult to predict, we expect to continue to receive complaints about the thoroughness of death investigations, and incidents where Congress raises concerns about the actions leaders took before or after a death. In other proactive matters, we expect to solicit our constituent communities for systemic evaluation ideas which hold the promise to improve the investigative community's ability to interact and efficiently cooperate on shared interests. Informed by our work over the last seven years of war, we plan to design a systemic review of unsolved serious crimes focused on the thoroughness of the investigation and the exhaustion of logical investigative steps.

In FY 2011 and 2012, TAD will continue to provide technical support for audits, investigations, and other OIG components. It will also complete technical assessment projects on the Guam realignment infrastructure requirements.

**Intelligence:** The ODIG-INTEL focuses on assessing the efficient, effective, and appropriate use of intelligence personnel, systems and resources with emphasis on support to the warfighter and national command authority. ODIG-Intel also provides oversight of

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

the DoD Nuclear Enterprise and special access programs. In FY 2010, the ODIG-INTEL provided DoD leadership and Congress with 15 intelligence evaluation and audit reports on topics such as a "Review of Intelligence Joint Task Force Guantanamo Inclusion of Mental Health Information in Intelligence Information Reports," "Audit of the National Assessment Group," "Field Verification-Interrogation & Survival, Evasion, Resistance and Escape Techniques - Recommendation," and "DoD Efforts to Protect Critical Program Information The Army's Warfighter Information Network-Tactical." Of these reports issued, it is noteworthy that we continue to address issues dealing with DoD involvement with detainees. In the "Review of Intelligence Joint Task Force Guantanamo Inclusion of Mental Health Information in Intelligence Information Reports," we examined how present regulatory guidance authorizes health-care providers to share detainee medical information with interrogators, but does not provide specific guidance on how to do so, resulting in confusion for both health-care providers and interrogation elements. In the "Field Verification-Interrogation & Survival, Evasion, Resistance and Escape Techniques - Recommendation" report, we were able to validate that all accredited DoD SERE training facilities have included provisions in student briefings and academic curriculum to formalize Oversight of special access programs continues to be a focus of our efforts as we provide a valuable assessment of some of the Departments most highly sensitive programs. Nuclear surety concerns, previously identified by this office also continue to require our attention. Our project planning process remains a critical process for focusing our limited resources in the oversight of intelligence community programs and the FY 2011 plan will highlight our efforts. Our focus is on identifying relevant projects that can be accomplished in shorter periods and thereby meeting our second goal of making reporting of our projects more timely.

In FY 2011, the ODIG-INTEL Annual Plan shows continued work on ongoing projects that were implemented through the FY 2010 plan or responded to emergent external requirements

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

from the Secretary of Defense, Inspector General management, and Congress. As these projects are completed, the FY 2011/2012 Annual Plan will be executed that supports four focus areas through 12 new projects to begin in 2011 and 9 in 2012. In total, all projects support one or more priorities delineated by SECDEF and Inspector General as mission priorities or management challenges. The ODIG-INTEL will also continue to refine project scope and objectives to improve cycle time. The ODIG-INTEL will continue participating in quarterly meetings of the Intelligence Community Inspectors General (IC IG) Forum and chair the Joint Intelligence Oversight Coordination Group (JIOCG) to prevent duplication and overlap between the OIG, Service audit agencies, Military Inspectors General, and other Intelligence agencies components, or jointly with DoD Intelligence agency Inspectors General and Intelligence Community Inspector General Forum members.

In FY 2012, besides executing the projects remaining from the FY 2011 and 2012 plan, ODIG-INTEL personnel will continue to reassess defense priorities and congressional perspectives to ensure resources provide the best coverage. This will include projects that support both Operation New Dawn (OND) and Operation Enduring Freedom (OEF). The ODIG-INTEL will also focus reviews on issues such as cyber security; special access programs; acquisition and contracting within the DoD Intelligence community; intelligence and counterintelligence programs and systems. The ODIG-INTEL will continue to reduce the number of open recommendations in a number of key areas and follow up on recommendations made concerning the nuclear enterprise with the goal of maintaining a critical presence in evaluating and monitoring the activities within DoD in this high visibility area.

**Special Plans and Operations:** In FY 2010 a SPO medical assessment issued a report concerning whether U.S. Government, coalition, and Afghan Ministry of Defense and

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Ministry of Interior goals, objectives, plans, and guidance to develop and sustain the Afghan National Security Force (ANSF) health care system were effective. In response to the announcement by President Obama in February 2009 that the US combat mission in Iraq would end by August 31, 2010, SPO deployed a team to Southwest Asia to review Intra-Theater Transportation Planning, Capabilities, and Execution for the Drawdown from Iraq. The objective of the assessment was to determine whether USCENTCOM and its supporting and subordinate organizations' intra-theater logistical planning and selected capabilities were sufficient to support and manage the movement of materiel being drawn down from Iraq. The resulting report was published in FY 2010. The DoD Military Injury Prevention Priorities Working Group analyzed a sample of the 1,874,826 injuries recorded in the calendar year 2004 medical databases. The Working Group reported a large disparity between military medical records for accident-related injuries and Service safety center records for accidents. At the request of the Assistant Deputy Under Secretary of Defense for Environment, Safety, and Occupational Health, SPO evaluated the DoD injury reporting process for reportable injury-causing accidents involving civilian and military personnel. SPO also reviewed DoD and Component policies, reporting requirements, and recording systems for injury-causing accidents. As a result of a congressional request for assistance, SPO announced the "Wounded Warriors Matters" project in the Spring of 2010. This assessment initiative will determine whether the DoD programs for the care, management, and transition of recovering service members wounded during deployment in Operation Iraqi Freedom or Iraqi Enduring Freedom are managed effectively and efficiently. Field work so far completed, includes visits to the Wounded Warrior Battalions of Ft. Sam Houston, Texas, Ft. Drum, New York, and Camp Lejeune, North Carolina. Individual reports pertaining to these visits are expected in the 2nd and 3rd Quarters FY-2011. Additional field assessments are planned for Camp Pendleton, California, Joint Base Lewis-McChord, Washington, Ft. Carson, Colorado and Ft. Riley,

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Kansas. This series of assessments will end with a review of systemic problems identified in the DoD Wounded Warrior Programs.

In FY 2011-2012, in response to a growing need to assess priority national security objectives globally, SPO intends to expand its scope to include a variety of non-SWA topics in FY 2011 thru FY 2012.

Areas of interest include, but are not limited to:

- a. Assignment of a team of 8-10 personnel to assess National defense infrastructure and policies - such as readiness to support operations led by the Department of Homeland Security.
- b. SPO will also continue to assign teams for each of its CONUS-based and mandated subject areas pertaining to:
  1. The Federal Voting Assistance program (4 personnel team).
  2. Review of DoD compliance with Section 847 of the National Defense Authorization Act (4 personnel team).
  3. The DoD Combating Trafficking in Persons (CTIP) program (6 personnel team).
  4. The Armed Forces Retirement Home (6-8 personnel team).

**Other Components, OIG:** The Office of Communication and Congressional Liaison (OCCL) supports the mission of the OIG by keeping the Congress, senior OIG and DoD personnel, and the public fully and currently informed of the work and accomplishments of the OIG regarding the programs and operations of the Department. The OCCL also includes

**OFFICE OF INSPECTOR GENERAL  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

Strategic Planning, the Freedom of Information Division, the Managers' Internal Controls Program, the DoD OIG web team, Whistleblowing & Transparency directorate, the Defense Hotline and GAO Affairs. In fulfillment of its mission to keep Congress informed, the OCCL seeks to ensure that requests from Congress for information are responded to completely and in a timely manner. During FY 2010, the OIG opened 179 cases based on inquiries received from congressional offices; the FOIA/PA office received 416 requests for information and completed 352 requests; the DoD Hotline received 16,982 contacts (composed of telephone calls, letters, and email) and initiated 2,412 action/information cases and 1,767 non-referral cases; and, GAO affairs processed 361 GAO Draft and final reports and 250 GAO review announcements. There is an anticipated increase in FY 2011 and 2012 for Hotline contacts and cases, congressional inquiries, FOIA requests, and GAO reports.

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Estimate</u></b>
<b><u>AUDIT</u></b>			
Reports issued	91	130	130
Potential monetary benefits (\$ millions)	\$4,394.0	*	*
(* Monetary benefits cannot be estimated)			
Achieved monetary benefits (\$ millions)	\$4,353.0	*	*
(*Monetary benefits cannot be estimated at this time)			
<b><u>CRIMINAL INVESTIGATIONS</u></b>			
Indictments and Charges	301	360	370
Convictions	241	260	273
Fines/penalties/restitutions, etc. (\$ millions)	\$2,228.4	\$430	\$452
<b><u>ADMINISTRATIVE INVESTIGATIONS</u></b>			

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary**

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
Military Reprisal - Investigations opened	679	687	694
Military Reprisal - Investigations closed	698	682	687
Military Reprisal - Investigations oversight	326	335	345
Civilian Reprisal - Investigations opened	22	25	28
Civilian Reprisal - Investigations closed	10	15	20
Civilian Reprisal - Investigations oversight	2	5	8
Investigations of Senior Officials - opened	484	501	510
Investigations of Senior Officials - closed	433	435	440
Investigations of Senior Officials - oversight	204	206	215
 <b><u>POLICY and OVERSIGHT</u></b>			
Audit oversight reports	3	10	10
Investigative Policy and Oversight reports	3	5	7
Contractor Disclosures Submitted	202	212	225
Subpoenas issued	590	600	610
 <b><u>INTELLIGENCE</u></b>			
Reports issued	15	12	12
 <b><u>SPECIAL PLANS and OPERATIONS</u></b>			
SPO reports	7	6	7
 <b><u>COMMUNICATIONS &amp; CONGRESSIONAL LIAISON</u></b>			
Hotline calls/letters received	16,982	20,000	20,000
Hotline action/information cases generated	2,412	3,000	3,000

OFFICE OF INSPECTOR GENERAL  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary

	FY 2010	FY 2011	FY 2012
	<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
Hotline non-referral cases generated	1,767	2,500	2,500
Opened congressional inquiries	179	250	250
Closed congressional inquiries	188	250	250
FOIA requests received	416	450	450
FOIA requests processed	352	400	425
FOIA Appeals Received	29	27	27



**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>V. <u>Personnel Summary</u></b>	<b><u>FY 2010</u></b>	<b><u>FY 2011</u></b>	<b><u>FY 2012</u></b>	<b>Change FY 2010/ FY 2011</b>	<b>Change FY 2011/ FY 2012</b>
<u>Active Military End Strength (E/S)</u>					
(Total)					
Officer	21	27	27	6	0
Enlisted	1	1	1	0	0
<u>Civilian End Strength (Total)</u>					
U.S. Direct Hire	1,597	1,613	1,613	16	0
Foreign National Direct Hire					
Total Direct Hire	1,597	1,613	1,613	16	0
Foreign National Indirect Hire	1	1	1	0	0
<u>Active Military Average Strength (A/S)</u>					
(Total)					
Officer	21	27	27	6	0
Enlisted	1	1	1	0	0
<u>Civilian FTEs (Total)</u>					
U.S. Direct Hire	1,597	1,613	1,613	16	0
Foreign National Direct Hire					
Total Direct Hire	1,597	1,613	1,613	16	0
Foreign National Indirect Hire	1	1	1	0	0
Memo: Military Technician Included					
Memo: Reimbursable Civilians Included					
Average Annual Civilian Salary (\$ in thousands)	\$143	\$141	\$135	-2	-6
Contractor FTEs (Total)	77	69	40	-8	-29

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>	Change FY 2011/FY 2012		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	225,305	0	1,765	227,070	0	-10,087	216,983
111 Disability Compensation	779	0	225	1,004	0	-300	704
121 Perm Change of Station	115	0	16	131	0	-59	72
<b>199 Total Civ Compensation</b>	<b>226,199</b>	<b>0</b>	<b>2,006</b>	<b>228,205</b>	<b>0</b>	<b>-10,446</b>	<b>217,759</b>
308 Travel of Persons	9,045	127	-2,601	6,571	99	-427	6,243
<b>399 Total Travel</b>	<b>9,045</b>	<b>127</b>	<b>-2,601</b>	<b>6,571</b>	<b>99</b>	<b>-427</b>	<b>6,243</b>
633 DLA Document Services	300	9	-9	300	18	-18	300
647 DISA Info Svcs	1,081	-151	166	1,096	-142	159	1,113
673 Def Fin & Accounting Svc	621	2	7	630	111	-101	640
<b>699 Total DWCF Purchases</b>	<b>2,002</b>	<b>-140</b>	<b>164</b>	<b>2,026</b>	<b>-13</b>	<b>40</b>	<b>2,053</b>
771 Commercial Transport	491	7	-275	223	3	-2	224
<b>799 Total Transportation</b>	<b>491</b>	<b>7</b>	<b>-275</b>	<b>223</b>	<b>3</b>	<b>-2</b>	<b>224</b>
901 FN Indirect Hires	107	3	-2	108	3	-3	108
912 GSA Leases (SLUC)	19,705	276	0	19,981	300	14,000	34,281
913 Purch Util (non fund)	141	2	0	143	2	-20	125
914 Purch Com (non fund)	2,996	42	-34	3,004	45	-50	2,999
915 Rents, Leases (non GSA)	153	2	-56	99	1	-50	50
917 Postal Svc (USPS)	96	1	-15	82	1	1	84
920 Supplies/Matl (non fund)	2,497	35	-86	2,446	37	-570	1,913
922 Eqt Maint Contract	1,211	17	-17	1,211	18	-10	1,219
923 Facilities Maint by Contr	95	1	0	96	1	0	97
925 Eqt Purch (non fund)	4,128	53	1,959	6,140	91	-2,761	3,470
932 Mgt Prof Support Svcs	37	1	3	41	1	-8	34
933 Studies, Analysis & Eval	805	11	-816	0	0	0	0

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<u>OP 32 Line</u>	FY 2010 <u>Actuals</u>	Change FY 2010/FY 2011		FY 2011 <u>Estimate</u>	Change FY 2011/FY 2012		FY 2012 <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
960 Interest and Dividends	4	0	-4	0	0	0	0
961 Other Costs (Unvouchered)	340	0	360	700	0	-300	400
987 Other IntraGovt Purch	5,315	74	400	5,789	87	-378	5,498
989 Other Services	11,607	162	-478	11,291	169	-4,600	6,860
990 IT Contract Support Ser	8,705	122	-7	8,820	132	-2,850	6,102
<b>999 Total Other Purchases</b>	<b>57,942</b>	<b>802</b>	<b>1,207</b>	<b>59,951</b>	<b>888</b>	<b>2,401</b>	<b>63,240</b>
<b>Total</b>	<b>295,679</b>	<b>796</b>	<b>501</b>	<b>296,976</b>	<b>977</b>	<b>-8,434</b>	<b>289,519</b>

\* The FY 2010 Actual column includes \$11,710.0 thousand of FY 2010 OCO Appropriations funding (PL 111-118); and \$0.0 thousand of FY 2010 supplemental Appropriations Act funding (PL 111-212).

\* The FY 2011 Estimate column excludes \$10,529.0 thousand requested in the FY 2011 Defense-Wide Overseas Contingency Operations Budget Request.

\* The FY 2012 Estimate column excludes \$11,055.0 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

**OFFICE OF INSPECTOR GENERAL**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

	<u>FY 2010 (Base &amp; OCO)</u>	<u>FY 2011 Base Request with CR Adj*</u>	<u>FY 2011 OCO Request with CR Adj*</u>	<u>FY 2011 Total Request with CR Adj*</u>	<u>FY 2011 Annualized CR Base**</u>	<u>FY 2011 Annualized CR OCO**</u>	<u>FY 2011 Annualized CR Total**</u>	<u>S e c</u>
<u>0111D DoD Acquisition Workforce Development Fund</u>								
<u>Budget Activity 01: ACQ WORKFORCE DEV FD</u>								
0111D 010 Acq Workforce Dev Fd	99,469	312,000		312,000	411,874		411,874	U
Total, BA 01: ACQ WORKFORCE DEV FD	99,469	312,000		312,000	411,874		411,874	
<u>Budget Activity 20: Undistributed</u>								
0111D 020 Adj to Match Continuing Resolution			99,874	99,874				U
Total, BA 20: Undistributed			99,874	99,874				
Total DoD Acquisition Workforce Development Fund	99,469	411,874		411,874	411,874		411,874	

\* Reflects the FY 2011 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation.

\*\* Adjusts each budget line included in the FY 2011 President's Budget request proportionally to match the Annualized Continuing Resolution funding level for each appropriation.

UNCLASSIFIED

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

<u>0111D DoD Acquisition Workforce Development Fund</u>	<u>FY 2012</u>	<u>FY 2012</u>	<u>FY 2012</u>	<u>S</u>
	<u>Base</u>	<u>OCO</u>	<u>Total</u>	<u>e</u>
<u>Budget Activity 01: ACQ WORKFORCE DEV FD</u>				
0111D 010 Acq Workforce Dev Fd	734,100		734,100	U
Total, BA 01: ACQ WORKFORCE DEV FD	734,100		734,100	
<u>Budget Activity 20: Undistributed</u>				
0111D 020 Adj to Match Continuing Resolution				U
Total, BA 20: Undistributed				
Total DoD Acquisition Workforce Development Fund	734,100		734,100	

**Fiscal Year 2012 Budget Estimate  
Department of Defense  
Acquisition Workforce Development Fund  
(DAWDF)**



February 2011

Department of Defense Acquisition Workforce Development Fund (Appropriated Only)  
Operation and Maintenance, DAWDF  
Fiscal Year (FY) 2012 Budget Estimates

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**Department of Defense Acquisition Workforce Development Fund (Appropriated Only)**  
**Operation and Maintenance, DAWDF**  
**Fiscal Year (FY) 2012 Budget Estimates**

Operation and Maintenance, DAWDF (\$ in thousands)

**Budget Activity 1: Acquisition Workforce Development Fund**

	Actuals	Change	Change	Estimate	Change	Change	Estimate
DAWDF (Appropriated)	99,874	659	117,433	217,561		87,940	305,501
Unobligated Balance Carried Forward, Start of Year	747,723			421,472			125,033
Receipts				283,000			462,000
Actual/Planned Obligations	<u>-425,253</u>			<u>-797,000</u>			<u>-800,000</u>
Unobligated Balance Carried Forward, End of Year	422,344			125,033			92,534

\* The FY 2011 Estimate Column represents the FY 2011 Request. The FY 2011 Annualized Funding amount under the Continuing Resolution is \$99,874.

*This funding table and the accompanying description represent all funds (appropriated and "credits" available to the DAWDF)*

**I. Description of Operations Financed:**

The purpose of the Defense Acquisition Workforce Development Fund (DAWDF) is to ensure the Department of Defense (DoD) has the capacity in both personnel and skills needed to perform its acquisition mission, provide appropriate oversight of contractor performance, and ensure that the Department receives best value for expenditure of public resources.

**Department of Defense Acquisition Workforce Development Fund (Appropriated Only)**  
**Operation and Maintenance, DAWDF**  
**Fiscal Year (FY) 2012 Budget Estimates**

The acquisition, technology, and logistics mission in DoD is carried out primarily by an identified set of personnel in the military departments and defense agencies known as the Defense Acquisition Workforce (DAW).

To reform how and what is bought the Department has embarked on an initiative to significantly improve the quality and readiness of the DAW which is dependent upon having adequate numbers of capable personnel on the job, in the right place, and at the right time. The Department's Acquisition Workforce Growth initiative includes increasing the size of the organic workforce by 10,000 through fiscal year 2015. To achieve this goal, the Department plans to hire approximately 10,000 new workforce members (Funded by DAWDF). As part of this initiative, the Department will grow its contracting and oversight workforce, to include the Defense Contract Management Agency and the Defense Contract Audit Agency. These resources will improve the Department's oversight capability and help ensure it gets what it pays for, ferret out waste, and more aggressively combat contract fraud. Additionally, to get the best value for taxpayers, the Department will enhance its cost estimating and pricing capability to improve program estimates and ensure DoD contracts are appropriately priced.

The DAWDF supports these efforts to meet the Department's workforce challenges and restore the organic defense acquisition workforce by funding initiatives in three categories: 1) recruiting and, 2) training and development, and 3) recognition and retention. Funds available to the DAWDF include appropriated funds and funds sourced from other appropriations based on a percent of expenditures for contract services.

DAWDF allocations enabled Components across the DAW to increase hiring by 4,883 personnel since inception of the Fund, with 40% of those accessions in the Contracting career field and approximately 20% in the System Planning, Research, Development and Engineering career field. DAWDF funds enabled Components to add acquisition personnel in the key strategic areas of contracting, system engineering, and cost estimating.

**Department of Defense Acquisition Workforce Development Fund (Appropriated Only)**  
**Operation and Maintenance, DAWDF**  
**Fiscal Year (FY) 2012 Budget Estimates**

<b>RECRUITING AND HIRING</b>		
(\$ in Millions)		
FY 2010	FY 2011	FY 2012
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
\$255	\$601	\$587

**Recruiting and Hiring:** Research suggests that approximately 16 percent of acquisition workforce civilians are eligible for full retirement and 18 percent will become eligible in the next five years. Over the next ten years approximately 50 percent will be eligible to retire. Accordingly, the Department has leveraged existing acquisition intern programs and provided funding to develop new, robust acquisition intern, journeymen, and Highly Qualified Expert (HQE) programs. In addition, the DoD has expanded the current Student Career Experience Program (SCEP) participant pool, using the program as a pipeline from which to populate acquisition intern programs and a vehicle through which to increase diversity within the Defense acquisition workforce.

The DAW realized a significant increase of 2,772 personnel in FY 2010 – 1,602 interns, 1,137 journeymen, and 33 highly qualified experts. In certain locations with hard-to-fill positions, DAWDF funded 834 recruiting bonuses. The Components also conducted numerous outreach efforts through job fairs and university visits with 142,035 contacts and attendees.

**Department of Defense Acquisition Workforce Development Fund (Appropriated Only)**  
**Operation and Maintenance, DAWDF**  
**Fiscal Year (FY) 2012 Budget Estimates**

**TRAINING AND DEVELOPMENT**

(\$ in Millions)

FY 2010	FY 2011	FY 2012
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
\$140	\$145	\$160

**Training and Development:** DoD components have consistently signaled an annual demand for acquisition training that exceeds the Defense Acquisition University's (DAU's) current capacity. Approximately 10,000 classroom and 25,000 online training seats per year have been added to DAU's annual training capacity as part of the addendum schedule (expanded capacity because of the DAWDF). The Department funded DAU training enhancement and capacity expansion programs to better serve the needs of the Defense acquisition community. The Military Departments and Defense agencies also funded targeted acquisition and leadership training to better prepare their workforce for the future; enhanced information technology capabilities, enabling the Department to quickly analyze, report and react to rapidly changing acquisition career management environments and requirements; and expanded functional skill set development opportunities.

Training capacity increased significantly by hiring Subject Matter Expert (SME) faculty which allowed significant increases in course offerings throughout the United States and strategically selected overseas sites. The DAWDF funds expanded training capacity and classroom graduates by 29,013. There were 74,577 web-based graduates through 1,284 course offerings. 30 new classrooms were added and 6 were completely outfitted with 21st century computer technology and equipment. The number of web-based Continuous Learning Modules increased from 236 to 245 with 624,859 completions, an increase of 26% over FY09. A 4-week Contracting course (CON090) began which offered 33 classes producing 837 graduates.

**Department of Defense Acquisition Workforce Development Fund (Appropriated Only)**  
**Operation and Maintenance, DAWDF**  
**Fiscal Year (FY) 2012 Budget Estimates**

**RECOGNITION AND RETENTION**

(\$ in Millions)

FY 2010	FY 2011	FY 2012
<u>Actuals</u>	<u>Estimate</u>	<u>Estimate</u>
\$31	\$51	\$53

**Recognition and Retention:** The Department is implementing a robust employee retention and talent management strategy to retain acquisition employees with expert knowledge in critical and shortage skill areas. These employees include, but are not limited to, individuals filling Key Leadership Positions. These are especially found in major acquisition programs, such as program managers, engineers, senior contracting officers, life cycle logisticians, cost estimators, and other personnel possessing special expertise that is hard to find or retain. The Department will invest in retention (student loan repayment, tuition assistance, retention bonuses) and recognition incentives to promote retention.

In an effort to encourage retention of and recognition for key Acquisition workforce employees with "mission critical" skills, competencies, and certifications, the DAWDF provided funding for: 2,759 tuition assistance incentives; 1,702 student loan repayments; 13 First Duty Station Moves; 162 Permanent Change of Station Moves; 2 Advanced Academic Degrees, 1,031 courses towards advanced academic degrees; 972 Career Broadening Programs; 89 performance awards; 53 other miscellaneous retention incentives; and 1,593 other miscellaneous recognition incentives.

**II. Force Structure Summary:**

Not applicable.

DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (APPROPRIATED ONLY)  
 Operation and Maintenance, DAWDF  
 Fiscal Year (FY) 2012 President's Budget

A. Budget Activity (BA) 1	FY 2010 <u>Estimate</u>	Budget <u>Request</u>	FY 2011			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Congressional Action</u> <u>Appropriated</u>		
<u>Recruitment and Training (\$000s)</u>							
Recruiting and Hiring	82,175	217,561				217,561	305,501
Training and Development	17,294						
<b>Total BA 1</b>	<b>99,469</b>	<b>217,561</b>				<b>217,561</b>	<b>305,501</b>

\* The FY 2011 Estimate Column represents the FY 2011 Request. The FY 2011 Annualized Funding amount under the Continuing Resolution is \$99,874.

DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (APPROPRIATED ONLY)  
 Operation and Maintenance, DAWDF  
 Fiscal Year (FY) 2012 President's Budget

<b>B. <u>Reconciliation Summary</u></b>	<b><u>Change</u> FY 2011/FY 2011</b>	<b><u>Change</u> FY 2011/FY 2012</b>
<b>Baseline Funding</b>	217,561	217,561
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>217,561</b>	<b>217,561</b>
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>217,561</b>	<b>217,561</b>
Anticipated Supplemental Reprogrammings		
Price Changes		
Functional Transfers		
Program Changes		87,940
<b>Current Estimate</b>		<b>305,501</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>217,561</b>	

DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (APPROPRIATED ONLY)  
 Operation and Maintenance, DAWDF  
 Fiscal Year (FY) 2012 President's Budget

	<u>Amount</u>	<u>Totals</u>
<b>C. <u>Reconciliation of Increases and Decreases</u></b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>217,561</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		<b>217,561</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>217,561</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>217,561</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings, Iraq Freedom Fund Transfers		
<b>FY 2011 Normalized Current Estimate</b>		<b>217,561</b>
6. Price Change		
7. Functional Transfers		
8. Program Increases		88,781
a. Annualization of New FY 2011 Program		
1) Defense Acquisition Workforce Development Fund (DAWDF) annualize FY 2011 civilian pay: 312 FTEs (FY 2011 Baseline: \$217,561)	33,496	
b. One-Time FY 2012 Increases		



DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (APPROPRIATED ONLY)  
 Operation and Maintenance, DAWDF  
 Fiscal Year (FY) 2012 President's Budget

<b><u>C. Reconciliation of Increases and Decreases</u></b>	<b><u>Amount</u></b>	<b><u>Totals</u></b>
c. Program Growth in FY 2012		
1) Funds an additional 733 end strength at 475 FTEs (FY 2011 Baseline: \$217,561)	55,285	
9. Program Decreases		-841
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) One-less paid day in FY 2012 (FY 2011 Baseline: 217,561)	-841	
<b>FY 2012 Budget Request</b>		<b>305,501</b>

DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (APPROPRIATED ONLY)  
 Operation and Maintenance, DAWDF  
 Fiscal Year (FY) 2012 President's Budget

**IV. Performance Criteria and Evaluation Summary**

**DAWDF Funded employees brought on board in FY10**

	Army	Navy	Air Force	Defense-Wide Agencies (*)	DCMA	DCAA	Overall
Auditing	0	0	0	0	0	131	131
Cost Estimating	4	19	28	3	18	0	72
Financial Management	0	31	37	19	0	0	87
Contracting	270	169	134	113	361	0	1,047
Facilities Engineering	5	47	0	0	0	0	52
IT Management	12	5	0	11	6	0	34
Industrial/Prop Contract Mgt	0	0	0	0	20	0	20
Life Cycle Logistics	96	84	66	0	11	0	257
Prod, Qual & Mfg.	1	0	0	0	336	0	337
Program Management	8	40	85	53	7	0	193
Systems Planning, Research Development, Engineering	28	134	204	53	65	0	484
Test and Evaluation	48	1	0	0	0	0	49
Other	2	0	0	0	7	0	9
Total	474	530	554	252	831	131	2,772

*\*Excludes DCAA and DCMA*

DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (APPROPRIATED ONLY)  
 Operation and Maintenance, DAWDF  
 Fiscal Year (FY) 2012 President's Budget

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<i>The Personnel Summary represents only appropriated funds.</i>					
<u>Civilian End Strength</u>					
(Total)					
U.S. Direct Hire	1,515	2,132	2,865	+617	+733
Foreign National Direct Hire					
Total Direct Hire					
Foreign National Indirect Hire					
Civilian FTEs (Total)					
U.S. Direct Hire	860	2,028	2,805	+1,168	+777
Foreign National Direct Hire					
Total Direct Hire	860	2,028	2,805	+1,168	+777
Foreign National Indirect Hire					
Average Annual Civilian Salary (\$ in thousands)	\$95.552	\$107.279	\$108.913	+\$11.727	+\$1.634

**DEPARTMENT OF DEFENSE ACQUISITION WORKFORCE DEVELOPMENT FUND (APPROPRIATED ONLY)**  
**Operation and Maintenance, DAWDF**  
**Fiscal Year (FY) 2012 President's Budget Submission**

**VI. OP 32 Line Items as Applicable (Dollars in thousands):**  
**The display represents only appropriated funds.**

		FY 2010 <u>Estimate</u>	<u>Change from</u> <u>FY 2010 to FY 2011</u>		FY 2011 <u>Estimate</u>	<u>Change from</u> <u>FY 2011 to FY 2012</u>		FY 2012 <u>Estimate</u>
			<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>		<u>Price</u> <u>Growth</u>	<u>Program</u> <u>Growth</u>	
101	Executive, General and Special Schedules	82,175	416	134,970	217,561	0	87,940	305,501
<b>199</b>	<b>TOTAL CIVILIAN PERSONNEL COMPENSATION</b>	<b>82,175</b>	<b>416</b>	<b>134,970</b>	<b>217,561</b>	<b>0</b>	<b>87,940</b>	<b>305,501</b>
308	Travel of Persons	6,393	90	-6,483	0			0
<b>399</b>	<b>TOTAL TRAVEL</b>	<b>6,393</b>	<b>90</b>	<b>-6,483</b>	<b>0</b>			<b>0</b>
912	Rental Payment to GSA (SLUC)	332	5	-337	0			0
920	Supplies and Materials (non SF)	102	1	-103	0			0
922	Equipment Maintenance by Contract	432	6	-438	0			0
923	Facilities Maintenance by Contract	264	4	-268	0			0
925	Equipment Purchases (non SF)	2,475	35	-2,510	0			0
989	Other Contracts	7,296	102	-7,398	0			0
<b>999</b>	<b>TOTAL OTHER PURCHASES</b>	<b>10,901</b>	<b>153</b>	<b>-11,054</b>	<b>0</b>			<b>0</b>
<b>9999</b>	<b>TOTAL</b>	<b>99,469</b>	<b>659</b>	<b>117,433</b>	<b>217,561</b>	<b>0</b>	<b>87,940</b>	<b>305,501</b>

\* The FY 2011 Estimate Column represents the FY 2011 Request. The FY 2011 Annualized Funding amount under the Continuing Resolution is \$99,874.

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Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

			FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011	S
			(Base & OCO)	Base Request	OCO Request	Total Request	Annualized	Annualized	Annualized	e
				with CR Adj*	with CR Adj*	with CR Adj*	CR Base**	CR OCO**	CR Total**	c
<u>0134D Former Soviet Union (FSU) Threat Reduction</u>										
<u>Budget Activity 01: Former Soviet Union (FSU) Threat Reduction</u>										
0134D	010	Former Soviet Union (Fsu) Threat Reduction	423,560	522,512		522,512	423,560		423,560	U
Total, BA 01: Former Soviet Union (FSU) Threat Redu			423,560	522,512		522,512	423,560		423,560	
<u>Budget Activity 20: Undistributed</u>										
0134D	020	Adj to Match Continuing Resolution		-98,952		-98,952				U
Total, BA 20: Undistributed				-98,952		-98,952				
Total Former Soviet Union (FSU) Threat Reduction			423,560	423,560		423,560	423,560		423,560	

\* Reflects the FY 2011 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation.

\*\* Adjusts each budget line included in the FY 2011 President's Budget request proportionally to match the Annualized Continuing Resolution funding level for each appropriation.

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Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

			FY 2012	FY 2012	FY 2012	S
			<u>Base</u>	<u>OCO</u>	<u>Total</u>	<u>e</u>
<u>0134D Former Soviet Union (FSU) Threat Reduction</u>						<u>c</u>
<u>Budget Activity 01: Former Soviet Union (FSU) Threat Reduction</u>						
0134D	010	Former Soviet Union (Fsu) Threat Reduction	508,219		508,219	U
Total, BA 01: Former Soviet Union (FSU) Threat Redu			508,219		508,219	
<u>Budget Activity 20: Undistributed</u>						
0134D	020	Adj to Match Continuing Resolution				U
Total, BA 20: Undistributed						
Total Former Soviet Union (FSU) Threat Reduction			508,219		508,219	

# Fiscal Year 2012 Budget Estimate Cooperative Threat Reduction Program



February 2011

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**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

**Cooperative Threat Reduction: (\$ in Thousands):**

Defense Threat Reduction Agency	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
	423,560	5,929	93,023	522,512	7,837	-22,130	508,219
CR Adj				-98,952			
<b>CR Adj Total</b>	<b>423,560</b>			<b>423,560</b>			<b>508,219</b>

\*FY 2011 Estimate Column reflects the FY 2011 President's Budget Request. FY 2011 annualized funding under the Continuing Resolution is \$423,560 thousand.

**I. Description of Operations Financed:** The Cooperative Threat Reduction (CTR) Program's overarching mission is to partner with willing countries to reduce the threat from weapons of mass destruction (WMD) and related materials, technologies, and expertise, including the safe destruction of Soviet-era WMD, associated delivery systems, and related infrastructure. The CTR Program focuses on eliminating, securing, or consolidating WMD, related materials, and associated delivery systems and infrastructure at their source in partner countries. The Department of Defense (DoD) has:

- Expanded the strategic focus of the CTR Program to support the new "National Strategy for Countering Biological Threats" and the President's Global Nuclear Lockdown initiative to secure all vulnerable nuclear material;
- Increased Cooperative Biological Engagement (CBE) activities to consolidate and secure pathogens and associated research into a minimal number of safe and secure facilities; support transparent and ethical research practices; and research and integrate biosurveillance systems to provide early warning of biological threats;

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

and enhance a partner country's capacity to comply with international disease reporting guidelines;

- Established a program in coordination with other Federal agencies to enable non-Russian former Soviet Union (FSU) states to detect and capture WMD crossing their borders. Other agencies include:
  - Department of State (DOS),
  - Department of Energy (DOE), and
  - Department of Homeland Security, including the U.S. Coast Guard
- Expanded the CTR Program outside the FSU as authorized in the FY 2008 National Defense Authorizations Act.

While legacy efforts in the FSU, including the elimination of associated delivery systems and related infrastructure in Russia remain important, the CTR program is being transformed to address emerging security challenges and urgent threats in other regions of the world in support of Presidential initiatives. Current plans include expanding the CTR efforts into Pakistan, Afghanistan and other countries. The first priority remains to secure or destroy WMD and related materials at the source. An additional priority is countering potential threats from biological outbreaks that may derive from natural, deliberate, or inadvertent release. A key element in countering this potential threat is a safe secure disease surveillance system to detect, diagnose, and report disease outbreaks quickly and reliably. Infectious diseases can spread quickly among humans and animals, early detection and responses are critical to mitigate pandemics, loss of life and economic impact.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

To maximize effectiveness and efficiency, the CTR Program requires partner country cooperation on common program priorities. Legal arrangements are negotiated with partner governments to minimize payment on provided technical assistance of value added and similar taxes and customs fees. The CTR activities are designed to ensure sustainable capacity to combat global threats. If a partner country is non-cooperative, the DoD can terminate a project and target funds to another high priority activity.

In FY 2012, the CTR program areas are restructured or renamed to improve the alignment of funds to program specifications and/or to reflect new congressional guidance or authorities. Additionally, some subactivities have been consolidated to better track the DoD support for the President's effort to secure all vulnerable weapons-usable nuclear materials and to provide more flexibility and responsiveness to future program execution.

This restructuring will:

- Clearly link to established national security strategies
- Gain efficiencies among related project efforts; and
- Enable/promote expansion of the program beyond historical boundaries.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

The re-structured CTR program areas and related assistance are:

(\$ in Thousands)		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
53,185	73,532	63,221

**A. Strategic Offensive Arms Elimination (SOAE)\*:**

The potential proliferation of WMD, delivery systems, and related technologies is a serious threat to U.S. and international security. The DoD, through the CTR Program, assists Russia in the elimination of strategic offensive arms in a manner consistent with the recently ratified New START Treaty (NST). The CTR Program will support additional measures beyond the NST that are appropriate and mutually supportive to shared nonproliferation objectives.

The DoD has identified nonproliferation value in assisting Russia to dismantle intercontinental ballistic missiles (ICBMs); ICBM silo launchers and road-mobile ICBM launchers; submarine-launched ballistic missiles (SLBMs), SLBM launchers, and the associated strategic nuclear submarine; and WMD infrastructure. Separately, the DoD assists Ukraine with the storage and elimination of rocket motors from dismantled SS-24 ICBMs.

\*Funding reflects a restructured baseline that includes SOAE and the formerly titled Strategic Nuclear Arms Elimination (SNAE) activity.

DEFENSE THREAT REDUCTION AGENCY  
 Cooperative Threat Reduction Program  
 Fiscal Year (FY) 2012 Budget Estimates

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

(\$ in Thousands)		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
8,000	3,000	9,804

**B. Chemical Weapons Destruction (CWD):**

Russia, as a State Party to the Chemical Weapons Convention, has agreed to eliminate its stockpile of chemical weapons. The United States and other Group of Eight countries funded construction of the Shchuch'ye chemical weapons destruction facility (CWDF) near Planovy for organophosphorus (nerve) agent-filled artillery munitions. The Planovy chemical weapons storage facility contained approximately 47 percent of Russia's nerve agent-filled artillery munitions. It is estimated at 5,460 metric tons in nearly two million rocket and tube artillery warheads/projectiles. Russia has reported the elimination of 1725.4 metric tons since chemical weapons destruction operations began in March 2009 through December 2010. The DoD is providing technical support for operations at the Shchuch'ye CWDF.

(\$ in Thousands)		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
19,151	18,466	0

**C. Nuclear Weapons Transportation Security (NWTS)\*:**

This program supports U.S. proliferation objectives by enhancing the security, safety, and control of nuclear weapons during shipment and provides railcar maintenance and procurement. Segments of the NWTS program are realigned to the Global Nuclear Security (GNS) program beginning in FY 2012.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

\*Funding reflects the net balance remaining after the partial realignment of NWTs activity to the Global Nuclear Security (GNS) program.

(\$ in Thousands)		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
118,631	164,279	121,143

**D. Global Nuclear Security (GNS)\*:**

This program area renames and consolidates all activities related to nuclear warhead and weapons-grade nuclear material security within selected countries. These efforts provide enhanced physical security, including associated inventory management and security training support, for strategic and non-strategic (tactical) nuclear weapons and fissile materials. The program also improves security for nuclear material that meets specific criteria for enrichment and quantity and is judged to be vulnerable. In addition, the CTR Program assists in the secure transport of nuclear warheads and other qualifying nuclear material to dismantlement facilities, consolidated secure storage areas, or processing facilities for disposition. This program also assists with the establishment of Centers of Excellence with partner countries to enhance training capability for nuclear security, material control, and inventory management that is consistent with best international practices. The CTR Program partners and coordinates closely with complementary efforts within the U.S. Government as well as international governmental and non-governmental organizations.

\*Funding reflects a restructured baseline that includes GNS; the formerly titled Nuclear Weapons Storage Security (NWSS) program, as well as a partial realignment of funds from the formerly titled Nuclear Weapons Transportation Security (NWTs) program, and the Proliferation Prevention (PP).

**DEFENSE THREAT REDUCTION AGENCY  
Cooperative Threat Reduction Program  
Fiscal Year (FY) 2012 Budget Estimates**

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

(\$ in Thousands)		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
169,132	209,034	259,470

**E. Cooperative Biological Engagement (CBE):**

This program was formerly titled Biological Threat Reduction (BTR). The CBE program counters the threat posed by pathogens (as delineated in the U.S. Select Agent List); related materials and expertise; and other emerging infectious disease risks. The CBE program helps prevent these pathogens from reaching any foreign state or non-state actors who may use them against the United States and its allies. The CBE program focuses on delivering tailored approaches that recognize and build upon partner countries' indigenous capacities through the execution of three key product lines: Biological Safety & Security (BS&S) capacity building; Cooperative Biological Research (CBR); and Disease Surveillance. The CBE program builds capacity and champions best practices for the safe secure handling of extremely dangerous pathogens. The CBE program promotes the open sharing of knowledge, innovation, and ideas across the international life sciences community. It also supports transparent responsible research in partnership with the whole of U.S. Government and international partners. These collaborative partnerships enhance global capacity to detect, diagnose, and mitigate biological risks of concern. These partnerships also facilitate an ability to initiate timely and effective disease control measures to contain trans-border global disease threats.

As of July 2010, capabilities assessments and limited capacity building are commencing in Pakistan and Afghanistan. Research and Development grants to four academic institutes have been awarded to support efforts in Pakistan. Several research efforts have been

**DEFENSE THREAT REDUCTION AGENCY  
Cooperative Threat Reduction Program  
Fiscal Year (FY) 2012 Budget Estimates**

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

initiated through DoD labs to assess risks posed by biological threats in Africa and Afghanistan.

(\$ in Thousands)		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
29,061	26,161	28,080

**F. Proliferation Prevention (PP)\*:**

This program was formerly titled "WMD-Proliferation Prevention Initiative". The Proliferation Prevention program enhances the capability of non-Russian FSU states and other partner countries to deter, detect, report, and interdict illicit trafficking of WMD and related materials across international borders. The DoD provides assessments, equipment, infrastructure, logistics support and related training to enhance national and regional capabilities that prevent the proliferation of WMD, components, and related materials to terrorists, rogue states, or organized crime groups. This program is coordinated with the DoD International Counter-Proliferation Program and other U.S. Government border security programs.

\*Funding reflects a restructured baseline of remaining funds after the partial realignment of the Proliferation Prevention program to GNS.

(\$ in Thousands)		
FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
5,000	5,000	2,500

**G. Threat Reduction Engagement (TRE):**

This program formerly titled "Defense and Military Contacts", supports relationship-building engagements intended to advance the CTR mission. The name change is intended to reflect



**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

increased program support for engagement with civilian agencies and entities, important for building relationships in key areas like biological threats and border security. Engagements will continue with FSU states, but will also include new geographic areas to support the CTR Program expansion, per congressional guidance. The TRE program supports the following WMD related activities: non-proliferation or counter-proliferation symposia or workshops; bilateral or regional CTR-related symposia; high level exchanges or planning activities; and tabletop exercises.

(\$ in Thousands)

FY 2010	FY 2011	FY 2012
<u>Actual</u>	<u>Estimate</u>	<u>Estimate</u>
21,400	23,040	24,001

**H. Other Assessments/Administrative Support:**

This program funds the Audits and Examinations (A&Es) program provided for in the CTR agreements with partner countries and overall program management and organizational costs. The A&E program is a means to ensure the DoD-provided equipment, services, and related training are fully accounted for and used effectively and efficiently for their intended purpose. Other activities include the CTR Program travel, translator/interpreter support, and other agency support services to include organizational costs. The CTR Program personnel assigned to the U.S. Embassy offices in FSU countries are also supported with these funds.

DEFENSE THREAT REDUCTION AGENCY  
Cooperative Threat Reduction Program  
Fiscal Year (FY) 2012 Budget Estimate

**II. Force Structure Summary (continued):**

This section is aligned to the revised program areas for FY 2012.

**A. Strategic Offensive Arms Elimination:**

The DoD provides equipment, services and oversees destruction of strategic weapons delivery systems consistent with the relevant implementing and arms control agreements. The DoD contracts to destroy or dismantle intercontinental ballistic missiles, submarine-launched ballistic missiles, ICBM silo launchers, ICBM road-mobile launchers, SLBM launchers, and WMD infrastructure in Russia and Ukraine.

Solid Propellant ICBM/SLBM and Mobile Launcher Elimination - Russia

This project shares costs with Russia to eliminate SS-25 and SS-N-20 solid propellant missile systems. Activities include operation and maintenance of missile disassembly and elimination facilities, mobile launcher elimination facilities, destruction of treaty-limited or proliferation risk components, and transportation of SS-25 missiles and solid rocket motors into and out of a temporary storage facility.

Liquid Propellant Intercontinental Ballistic Missile/Submarine-Launched Ballistic Missile and Silo Elimination - Russia

This project deactivates, dismantles, and eliminates SS-18 and SS-19 ICBM silos and associated launch control center (LCC) silos and destroys SS-18 and SS-19 ICBMs and SS-N-18 SLBMs.

Submarine-Launched Ballistic Missile Launcher Elimination/SSBN Dismantlement - Russia

This project shares costs with Canada and Russia to eliminate SLBM launchers from *Delta*-class and *Typhoon*-class Russian nuclear ballistic missile submarines (SSBNs). In addition, this project provides the infrastructure required to defuel SSBNs at the Zvyozdochka and Zvezda naval facilities. The launcher section is eliminated, the reactor

DEFENSE THREAT REDUCTION AGENCY  
Cooperative Threat Reduction Program  
Fiscal Year (FY) 2012 Budget Estimate

**II. Force Structure Summary (continued):**

section removed, and the spent naval fuel placed in casks for long-term storage. Canada defuels the reactor and Russia destroys the bows, sterns, and sails.

SS-24 Missile Disassembly, Storage, and Elimination - Ukraine

This project assists Ukraine to store and remove propellant from SS-24 solid rocket motors.

**B. Chemical Weapons Destruction :**

This program supports the agreement with Russia for the Safe, Secure, and Ecologically Sound Destruction of Chemical Weapons and prevents the proliferation of chemical weapons to rogue states and terrorist groups.

Chemical Weapons Destruction Technical Support - Russia

This project provides technical support for a Chemical Weapons Destruction Facility (near Shchuch'ye, Kurgan Oblast) for organophosphorous (nerve) agent-filled, man-portable munitions.

**C. Global Nuclear Security:**

This program enhances the security, control, and accountability of nuclear weapons and nuclear material. The CTR Program activities are undertaken pursuant to the applicable implementing agreement with Russia or appropriate legal frameworks in other partner countries.

Spent Naval Fuel/Fissile Material Disposition - Russia

The DoD provides assistance to transport and to improve the security of facilities associated with spent naval fuel that meets the International Atomic Energy Association definition for vulnerable nuclear weapons-grade material.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**II. Force Structure Summary (continued):**

Site Security Enhancements - Russia

The DoD and DOE have provided comprehensive physical security enhancements at the Russian nuclear weapons storage sites. These sites include both national stockpile sites and operational storage sites administered by the 12<sup>th</sup> Main Directorate for the Navy, Air Force and Strategic Rocket Forces as well as temporary storage locations at road-to-rail transfer points. The DoD and DOE are assisting the Russian Ministry of Defense (MOD) to sustain this installed equipment and infrastructure during a transition period while the MOD builds a cadre of expertise that will enable it to assume full responsibility.

Automated Inventory Control and Management System (AICMS) - Russia

This project enhances and expands the previously established automated inventory system for the tracking and cataloging of nuclear weapons to be eliminated. Additional AICMS facilities were constructed and updated hardware and software were installed at all new and existing facilities. The sustainment phase and associated training continues.

Nuclear Weapons Transportation - Russia

This project assists Russia to transport nuclear warheads safely and securely to consolidated secure storage and dismantlement facilities.

Fissile and Radioactive Material Proliferation Prevention - Kazakhstan

This project secures radiological materials.

Nuclear Security Centers of Excellence

This project will assist with the establishment of Centers of Excellence through cooperative assistance with partner countries to enhance training capability for nuclear security and material control and inventory management consistent with best international

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**II. Force Structure Summary (continued):**

practices. The Centers of Excellence will also facilitate training course development and delivery, will serve as a test bed for selection of equipment to enhance nuclear security, material control and inventory management.

**D. Cooperative Biological Engagement:**

The CBE program has revised its project categories by partner countries: Afghanistan, Armenia, Azerbaijan, Georgia, Kazakhstan, Pakistan, Russia, Ukraine, Uzbekistan, and New Engagement countries. The DoD's effort in Russia is limited due to Russia's reluctance to cooperate with the DoD on biological threat reduction. Additional details on planned project activities are provided in Section IV.

**E. Proliferation Prevention:**

This program enhances the capability of partner countries to prevent, deter, detect, report and interdict illicit trafficking in WMD or related materials. The DoD support includes equipment, infrastructure and operations and maintenance training for border guards, customs officials and military forces with defined roles in WMD proliferation prevention. This program complements ongoing USG and international counterproliferation assistance provided by the DOE's Second Line of Defense program, the DOS's Export Control and Related Border Security program, and the DoD's International Counterproliferation Program.

Land Border and Maritime Proliferation Prevention - Ukraine

This project assists development of a comprehensive capability to detect and interdict WMD and related materials transiting the Moldovan and Russian land borders, along Ukraine's maritime border, adjacent coastal waters of the Black Sea and Sea of Azov, and

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**II. Force Structure Summary (continued):**

at key seaports. The land border project is closely coordinated with the DOE's Second Line of Defense Program.

Expanded Proliferation Prevention

The project will enhance the WMD detection and interdiction capabilities of other partner countries and conduct assessments for future land border and maritime efforts.

**F. Threat Reduction Engagement:**

This program supports specific relationship-building opportunities, which could lead to the CTR Program developments in new geographic areas and achieve other CTR Program benefits.

**G. Other Assessments/Administrative Support:**

Audits and Examinations

This project enables the U.S. Government to examine the serviceability of the CTR Program-provided equipment and evaluate whether the provided equipment, services and training are being used for the intended purposes.

Program Management/Administration

This project provides program administrative and general support, project development costs, an advisory and assistance services contract, the Defense Threat Reduction Agency infrastructure support and travel. This project funds permanent full-time Defense Threat Reduction Embassy offices (DTROs) in Azerbaijan, Georgia, Kazakhstan, Russia, Ukraine and Uzbekistan.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) FY 2012 Budget Estimates**

**III. Financial Summary (\$ in Thousands):**

<b>A. <u>BA Subactivities</u></b>	<b>FY 2010 <u>Actuals</u></b>	<b>Budget <u>Request</u></b>	<b>FY 2011</b>			<b>Current <u>Estimate</u></b>	<b>FY 2012* <u>Estimate</u></b>
			<b><u>Amount</u></b>	<b><u>Percent</u></b>	<b><u>Appro- priated</u></b>		
1. Strategic Offensive Arms Elimination	53,185	73,532				73,532	63,221
2. Chemical Weapons Destruction	8,000	3,000				3,000	9,804
3. Nuclear Weapons Transportation Security	19,151	18,466				18,466	0
4. Global Nuclear Security	118,631	164,279				164,279	121,143
5. Cooperative Biological Engagement	169,132	209,034				209,034	259,470
6. Proliferation Prevention	29,061	26,161				26,161	28,080
7. Threat Reduction Engagement	5,000	5,000				5,000	2,500
8. Other Assessments/Administrative Support	21,400	23,040				23,040	24,001
<b>Total</b>	<b>423,560</b>	<b>522,512</b>				<b>522,512</b>	<b>508,219</b>
<b>CR Adjustment</b>		<b>-98,952</b>				<b>-98,952</b>	
<b>CR Adjusted Total</b>	<b>423,560</b>	<b>423,560</b>				<b>423,560</b>	<b>508,219</b>

\*FY 2011 Estimate Column reflects the FY 2011 President's Budget Request. FY 2011 annualized funding under the Continuing Resolution is \$423,560 thousand.

\* A restructured program baseline is presented for FY 2010 and FY 2011 to ensure an appropriate comparison with the FY 2012 estimate under the new CTR program structure.

DEFENSE THREAT REDUCTION AGENCY  
 Cooperative Threat Reduction Program  
 Fiscal Year (FY) FY 2012 Budget Estimates

III. Financial Summary (\$ in Thousands)(continued):

B. Reconciliation Summary:

	<u>Change</u> <u>FY 2011/2011</u>	<u>Change</u> <u>FY 2011/2012</u>
<b>Baseline Funding</b>	522,512	522,512
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>		522,512
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	522,512	522,512
Anticipated Wartime Supplemental		
Reprogrammings		
Price Changes		7,837
Functional Transfers		-5,250
Program Changes		-16,880
<b>Current Estimate</b>	522,512	508,219
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	522,512	

\*FY 2011 Estimate Column reflects the FY 2011 President's Budget Request. FY 2011 annualized funding under the Continuing Resolution is \$423,560 thousand.



DEFENSE THREAT REDUCTION AGENCY  
 Cooperative Threat Reduction Program  
 Fiscal Year (FY) FY 2012 Budget Estimates

III. Financial Summary (\$ in Thousands)(continued):

	Amount	Totals
<b>C. <u>Reconciliation of Increases and Decreases</u></b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>522,512</b>
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions- Sec 8097 - Economic Assumptions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		<b>522,512</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>522,512</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		<b>522,512</b>
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations		
<b>FY 2011 Normalized Current Estimate</b>		<b>522,512</b>
6. Price Change		7,837
7. Functional Transfers		
a. Transfers In		
b. Transfers Out		-5,250
1) The Warsaw Initiative was transferred to the Defense Security Cooperation Agency to better align functions within the Department.	-5,250	
8. Program Increases		56,202
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) FY 2012 Budget Estimates**

**III. Financial Summary (\$ in Thousands)(continued):**

<b><u>C. Reconciliation of Increases and Decreases</u></b>	<b>Amount</b>	<b>Totals</b>
c. Program Growth in FY 2012		
1) Chemical Weapons Destruction (CWD): This increase provides technical assistance for chemicals weapons elimination in Russia ensuring continued elimination for approximately 5.4 metric tons of Russia's nerve agent-filled artillery munitions. Offsetting this increase is an efficiency reduction to engineering technical services of \$196K, as part of the DoD reform agenda to reduce reliance on service support contractors. (FY 2011 Base: \$3,000).	6,759	
2) Cooperative Biological Engagement (CBE): This increase represents expanded bio-engagement in new countries and Central Reference Laboratory construction and sustainment efforts in Kazakhstan and Georgia respectively. This increase will initiate bio-assessments in select areas of Asia and Africa and provide for cooperative bio-research projects in Pakistan and Afghanistan. Offsetting this increase is an efficiency reduction to engineering technical services of \$3,842, as part of the DoD reform agenda to reduce reliance on service support contractors. (FY 2011 Base: \$209,034).	47,300	
3) Proliferation Prevention (PP): This increase represents expanded land border and maritime proliferation prevention efforts in extended regional areas. Offsetting this increase is an efficiency reduction to engineering technical services of \$1,071, as part of the DoD reform agenda to reduce reliance on service support contractors. (FY 2011 Revised Base: \$26,161).	1,527	

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) FY 2012 Budget Estimates**

**III. Financial Summary (\$ in Thousands)(continued):**

<b>C. <u>Reconciliation of Increases and Decreases</u></b>	<b>Amount</b>	<b>Totals</b>
4) Other Assessments/Administrative Support (OA): This increase funds additional support costs associated with the Defense Threat Reduction Embassy Offices in partner countries. Offsetting this increase is an efficiency reduction to management and professional support services of \$479K, as part of the DoD reform agenda to reduce reliance on service support contractors. (FY 2011 Base: \$23,040).	616	
9. Program Decreases		
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2012 Increases		
c. Program Decreases in FY 2012		-73,082
1) Strategic Offensive Arms Elimination (SOAE): This program provides for the elimination of strategic weapons and delivery systems in Russia in support of the recently ratified NEW START Treaty (NST). The Department's Baseline Review determined that \$2,132 in efficiencies could be achieved from this program. Additionally, funding has been adjusted for delays in the Russian release schedule for missiles, launchers and SSBNs. Also, included as part of this decrease is a reduction to engineering technical support of \$1,326 and an economic adjustment of \$444K. (FY 2011 Revised Base: \$73,532).	-8,664	
2) Nuclear Weapons Transportation Security (NWTS): This program decrease represents a completion of railcar procurement efforts in Russia. (FY 2011 Revised Base: \$18,466).	-18,466	

DEFENSE THREAT REDUCTION AGENCY  
 Cooperative Threat Reduction Program  
 Fiscal Year (FY) FY 2012 Budget Estimates

III. Financial Summary (\$ in Thousands)(continued):

C. Reconciliation of Increases and Decreases

- |  | Amount  | Totals |
|--|---------|--------|
| 3) Global Nuclear Security (GNS): This decrease represents the final phase of fissile material security efforts in Kazakhstan and reduced efforts for fissile material disposition in Russia. Included as part of this decrease is an efficiency reduction to engineering technical support of \$932, as part of the DoD reform agenda to reduce reliance on service support contractors. (FY 2011 Revised Base: \$164,279). | -45,877 |        |
| 4) Threat Reduction Engagement (TRE): This decrease represents up to 3 fewer defense and military exchanges. (FY 2011 Base: \$5,000).  | -75     |        |

**FY 2012 Budget Request**

**508,219**

DEFENSE THREAT REDUCTION AGENCY  
Cooperative Threat Reduction Program  
Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary

A. Strategic Offensive Arms Elimination (SOAE): (Performance activity reflects restructured baseline that includes SOAE and SNAE activity.)

FY 2010 funds executed over three years will:

- Eliminate 14 SS-N-20 SLBMs;
- Eliminate 4 SS-N-18 SLBMs;
- Eliminate 27 SS-25 ICBMs;
- Eliminate 43 SS-25 road-mobile launchers;
- Initiate transportation of spent nuclear fuel that will continue under Global Nuclear Security in FY 2011 and beyond;
- Transport Strategic Rocket Motors (SRMs) to the propellant removal facility;
- Assist Ukraine by making payments for 45 empty SRM cases;
- Store remaining SRMs;
- Support infrastructure improvements for incineration of washed-out propellant and empty motor cases;
- Continue maintenance and repair of SRM storage facilities;
- Provide additional support to Ukraine for elimination of empty motor cases and excess propellant incineration; and
- Provide logistical and administrative and advisory support.

FY 2011 funds executed over three years will:

- Dismantle 12 and eliminate 21 SS-18 ICBM silo launchers and LCCs;
- Dismantle 11 SS-19 launchers and LCCs;
- Eliminate 11 SS-19 ICBM silo launchers and LCCs;

DEFENSE THREAT REDUCTION AGENCY  
Cooperative Threat Reduction Program  
Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary (continued):

- Eliminate 31 SS-25 ICBMs;
- Eliminate 32 SS-25 road-mobile launchers;
- Decommission 2 SS-25 regiments;
- Eliminate 7 SS-N-20 SLBMs;
- Initiate dismantlement of nuclear reactor cores and launcher sections of 1 *Typhoon*-class SSBN;
- Dismantle nuclear reactor cores and launcher sections of 1 *Delta* III-class SSBN and eliminate 16 SLBM launchers;
- Initiate dismantlement of nuclear reactor cores and launcher sections of 1 *Delta* III-class SSBN;
- Complete infrastructure repairs at the missile elimination and dismantlement facility;
- Transport SRMs to the propellant removal facility;
- Assist Ukraine by making payments for 45 empty SRM cases;
- Store remaining SRMs;
- Continue maintenance and repair of SRM storage facilities; and
- Provide logistical and administrative and advisory support.

FY 2012 funds executed over three years will:

- Eliminate 20 SS-19 ICBMs;
- Eliminate 11 SS-19 silo launchers and LCCs;
- Eliminate 36 SS-25 ICBMs;
- Eliminate 27 SS-25 road-mobile launchers;
- Decommission 1 SS-25 regiment;

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- Eliminate 20 SS-N-18 SLBMs;
- Complete dismantlement of nuclear reactor cores and launcher sections of 1 *Delta* III-class SSBN and eliminate 16 SLBM launchers;
- Complete dismantlement of nuclear reactor cores and launcher sections of 1 *Typhoon*- class SSBN and eliminate 20 SLBM launchers;
- Assist Ukraine by making payments for 45 empty SRM cases;
- Store remaining SRMs;
- Continue maintenance and repair of SRM storage facilities; and
- Provide administrative and advisory support.

**B. Chemical Weapons Destruction (CWD):**

FY 2010 through FY 2012 funds provides technical support for the Chemical Weapons Destruction Facility at Shchuch'ye, Russia, to include equipment repairs and maintenance, materials procurement assistance, workforce training, failure response, root cause analysis and administrative and advisory support.

**C. Nuclear Weapons Transportation Security (NWTs): (Performance activity reflects the net balance remaining after the partial realignment of NWTs activity to Global Nuclear Security (GNS).)**

FY 2010 funds executed over three years will:

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- Provide equipment for material assessment of nuclear weapons transport equipment and enhance emergency response capabilities headquartered at the Center for Technical Diagnostics and Information Analysis System; and
- Provide logistical, administrative and advisory support.

FY 2011 funds executed over three years will:

- Procure 10 additional cargo railcars;
- Complete development and implementation of a sustainment program for Railcar Consist Security Systems (RCSS) and related off-train communication systems equipment, including training support, maintenance, repair and sparing;
- Provide maintenance/certification for MOD nuclear weapons transport railcars; and
- Provide logistical, administrative and advisory support.

- D. Global Nuclear Security (GNS):** (Performance activity reflects restructured baseline that includes GNS, NWSS, as well as partial realignment of funds/activity from NWTs and Proliferation Prevention.

FY 2010 funds executed over three years will:

- Continue sustainment for 18 nuclear weapons storage sites, 5 rail transfer points and 2 regional centers (Security Assessment and Training Center (SATC) and Far East Training Center (FETC)) including training, maintenance, repair, and limited spare parts;



**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- Initiate Russia Nuclear Security Enhancements - Sustainment Initiatives to include: vendor service contracts at rail transfer points, Small Arms Training Systems and live fire ranges, Personnel Reliability Programs, Mobile Repair Vehicles, Centralized Maintenance Management System, Unified Operation Centers, and On-Site Repair Points;
- Provide Automated Inventory Control and Management hardware and software at Strategic Rocket Force (SRF) sites;
- Continue construction to expand SATC;
- Transport approximately 42 trainloads of deactivated nuclear warheads (1,000 to 1,500) from deployed locations to enhanced security storage sites or dismantlement and from storage to dismantlement facilities;
- Retrofit 3 DoD-provided guard railcars with Railcar Consist Security Systems (RCSS);
- Develop and implement a sustainment program for RCSS and related off-train communication systems equipment, including training support, maintenance, repair, and sparring;
- Provide maintenance/certification for MOD nuclear weapons transport railcars;
- Kazakhstan: Install additional security measures at the former Semipalatinsk test site; and
- Provide logistical, administrative and advisory support.

FY 2011 funds executed over three years will:

- Continue Russia Nuclear Security Enhancements - Sustainment Initiatives to include: vendor service contracts at rail transfer points, Small Arms Training

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

Systems, Personnel Reliability Programs, live fire ranges, Mobile Repair Vehicles, Centralized Maintenance Management System, Unified Operation Centers, and On-Site Repair Points;

- Provide Automated Inventory Control and Management hardware and software at SRF sites;
- Provide for, in coordination with the Interagency, nuclear security Centers of Excellence outside the FSU;
- Support portal monitoring efforts to secure spent naval fuel (SNF);
- Continue sustainment for 18 nuclear weapons storage sites, 5 rail transfer points and 2 regional centers (SATC and FETC) including training, maintenance, repair, and limited spare parts;
- Kazakhstan: Install additional security measures at the former Semipalatinsk test site;
- Complete construction to expand SATC; and
- Provide logistical, administrative and advisory support.

FY 2012 funds executed over three years will:

- Continue sustainment efforts (to include training, maintenance, and repair) at 18 nuclear weapons storage sites, 5 rail transfer points and 2 regional centers (SATC and FETC), vendor service contracts at rail transfer points, Small Arms Training Systems and live fire ranges, Personnel Reliability Programs, Mobile Repair Vehicles, Centralized Maintenance Management System, Unified Operation Centers, and On-Site Repair Points;

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- Transport approximately 48 trainloads of deactivated nuclear warheads (1,000 to 1,500) from deployed locations to enhanced security storage sites or dismantlement and from storage to dismantlement facilities;
- Continue support for Nuclear Security Centers of Excellence;
- Install additional security measures at former Semipalatinsk test site in Kazakhstan;
- Support shipments of SNF; and
- Provide logistical, administrative and advisory support.

**F. Cooperative Biological Engagement(CBE):**

FY 2010 funds executed over three years will:

- Initiate bio-engagement activities to include minimal biosecurity upgrades in Armenia;
- Continue to provide for 9 Collaborative Biological Research (CBR) projects (2 in Azerbaijan, 3 in Georgia, 2 in Kazakhstan, and 2 in Ukraine);
- Continue to provide training in laboratory diagnostic techniques, epidemiology, clinical sample collection, outbreak surveillance, laboratory and health system management, and biosafety, biosecurity, and bioethics in CBE-engaged countries;
- Continue to develop and deploy Electronic Integrated Disease Surveillance System (EIDSS) in CBE-engaged countries;
- Continue construction and equipment installation of Secured Pathogen Repositories to include: construction oversight of 1 Central Reference Laboratory (CRL) in Azerbaijan, 1 repository upgrade in Russia, 1 repository upgrade in Ukraine;

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- Initiate construction of 1 CRL in Kazakhstan and 1 Veterinary Central Diagnostic Facility in Ukraine;
- Complete design of 1 CRL in Azerbaijan, design of 1 CRL in Kazakhstan, 1 repository upgrade in Kazakhstan, and construction and commissioning of 1 CRL in Georgia;
- Complete 5 Zonal Diagnostic Labs (ZDLs) (1 in Georgia and 4 in Ukraine);
- Continue sustainment of 34 ZDLs (11 in Azerbaijan, 6 in Georgia, 4 in Kazakhstan, 2 in Ukraine, and 11 in Uzbekistan), 1 CRL in Georgia and 1 interim CRL in Ukraine;
- Continue to provide the Russian International Science and Technology Center (ISTC) with staff support, training, workshops, travel, and management oversight for CBE projects;
- Continue to provide for bio-related conference support;
- Continue expansion of the CTR Program with countries outside the FSU that include Pakistan, Afghanistan, and select countries in Asia and Africa;
- Continue biosecurity and biosafety assessments for new countries;
- Continue training in laboratory diagnostic techniques, epidemiology, clinical sample collection, outbreak surveillance, laboratory and health system management, and biosafety and bioethics/nonproliferation for new countries;
- Plan for cooperative biological research with scientists outside the FSU; and
- Continue to provide logistical, administrative and advisory support.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

FY 2011 funds executed over three years will:

- Initiate bio-engagement activities to include minimal biosecurity upgrades and engagement in Pakistan;
- Continue to provide for 17 CBR projects (2 in Armenia, 3 in Azerbaijan, 2 in Georgia, 4 in Kazakhstan, 3 in Ukraine, and 3 in Uzbekistan);
- Continue to provide training in laboratory diagnostic techniques, epidemiology, clinical sample collection, outbreak surveillance, laboratory and health system management, and biosafety, biosecurity, and bioethics in CBE-engaged countries;
- Continue to develop and deploy EIDSS in CBE-engaged countries;
- Continue construction and equipment installation of Secured Pathogen Repositories to include: construction oversight of 1 CRL in Azerbaijan, construction of 1 CRL in Kazakhstan, and construction of 1 Veterinary Central Diagnostic Facility in Ukraine;
- Complete 1 repository upgrade in Russia and 1 repository upgrade in Ukraine;
- Complete 6 ZDLs (5 in Ukraine and 1 in Uzbekistan);
- Continue sustainment of 39 ZDLs (11 in Azerbaijan, 7 in Georgia, 4 in Kazakhstan, 6 in Ukraine, and 11 in Uzbekistan), 1 CRL in Georgia and 1 interim CRL in Ukraine;
- Initiate biosurveillance pilot project with Russian Ministry of Agriculture;
- Continue to provide the Russian ISTC with staff support, training, workshops, travel, and management oversight for CBE projects;
- Continue to provide for bio-related conference support; and
- Continue to provide logistical, administrative and advisory support.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

FY 2012 funds executed over three years will:

- Initiate biorisk assessments in select areas of Asia and Africa;
- Monitor and address global emerging biorisks and security environment;
- Continue to provide biosecurity upgrades in Afghanistan and select areas of Asia and Africa;
- Continue to provide for 19 CBR projects (1 in Afghanistan, 2 in Armenia, 2 in Azerbaijan, 2 in Georgia, 4 in Kazakhstan, 2 in Pakistan, 3 in Ukraine, and 3 in Uzbekistan);
- Continue to provide training in laboratory diagnostic techniques, epidemiology, clinical sample collection, outbreak surveillance, laboratory and health system management, and biosafety, biosecurity, and bioethics in CBE-engaged countries;
- Continue to develop and deploy EIDSS in CBE-engaged countries;
- Complete construction and equipment installation of Secured Pathogen Repositories to include: 1 Veterinary Central Diagnostic Facility in Ukraine;
- Continue construction oversight of 1 CRL in Azerbaijan and construction of 1 CRL in Kazakhstan;
- Initiate 2 laboratory enhancements in Kazakhstan, 2 security upgrades in Pakistan, and 1 repository upgrade in Russia;
- Complete 2 ZDLs (1 in Armenia and 1 in Pakistan);
- Continue sustainment of 45 ZDLs (11 in Azerbaijan, 7 in Georgia, 4 in Kazakhstan, 11 in Ukraine, and 12 in Uzbekistan), 1 CRL in Georgia, 1 interim CRL in Ukraine, and 1 Veterinary Central Diagnostic Facility in Ukraine;
- Continue biosurveillance pilot project with Russian Ministry of Agriculture;

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

- Continue to provide staff support, training, workshops, travel, and management oversight for CBE Russian projects;
- Continue to provide for bio-related conference support; and
- Continue to provide logistical, administrative and advisory support.

**G. Proliferation Prevention (PP):** (Performance activity reflects the net balance remaining after the partial realignment of PP activity to GNS).

FY 2010 through FY 2012 funds provide material and non-material solutions to improve WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment. Specific assistance will be based on effectiveness of previous efforts and includes:

FY 2010 funds executed over three years will:

- Ukraine: Increase WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment along the Moldova/Transnistria border and the Ukraine/Russia border, continue project assessments and support efforts to upgrade international and state ports of entry (POE) and inland clearing stations (ICS);
- Enhance WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment on the Black Sea and Sea of Azov maritime borders; and
- Provide logistical and operational support.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**IV. Performance Criteria and Evaluation Summary (continued):**

FY 2011 funds executed over three years will:

- Ukraine: Increase WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment along the Moldova/Transnistria border and the Ukraine/Russia border, continue project assessments and support efforts to upgrade international and state POE and ICS;
- Enhance WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment on the Black Sea and Sea of Azov maritime borders;
- Extended Areas: Conduct project assessments for future land border and maritime efforts that enhance the WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment of material and non-material solutions to identified capability gaps; and
- Provide logistical and operational support.

FY 2012 funds executed over three years will:

- Extended Areas: Conduct project assessments for future land border and maritime efforts that enhance the WMD command and control, communications, surveillance, detection and interdiction capabilities, and sustainment of material and non-material solutions to identified capability gaps; and
- Provide logistical and operational support.



DEFENSE THREAT REDUCTION AGENCY  
Cooperative Threat Reduction Program  
Fiscal Year (FY) 2012 Budget Estimates

IV. Performance Criteria and Evaluation Summary (continued):

H. Threat Reduction Engagement(TRE):

FY 2010 through FY 2012 funds will support specific relationship-building opportunities with FSU countries and program expansion into new geographical areas. Funding for the Department's Warsaw Initiative was transferred to the Defense Security Cooperation Agency, effective with FY 2012.

I. Other Assessments/Administrative Cost (OA):

FY 2010 through FY 2012 funds support approximately 8-12 Audits and Examinations per year and provide agency support services as well as contractor administrative and advisory support. Funds also provide U.S. Embassy support for current and emerging DTRA/CTR offices in partner countries.

DEFENSE THREAT REDUCTION AGENCY  
 Cooperative Threat Reduction Program  
 Fiscal Year (FY) 2012 Budget Estimates

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change <u>FY 2010/</u> <u>FY 2011</u>	Change <u>FY 2011/</u> <u>FY 2012</u>
<u>Civilian End Strength (Total)</u>	0	0	0	0	0
U.S. Direct Hire	0	0	0	0	0
Memo: Reimbursable Civilians Included	0	0	0	0	0
<u>Civilian FTEs (Total)</u>	0	0	0	0	0
U.S. Direct Hire	0	0	0	0	0
Total Direct Hire	0	0	0	0	0
Memo: Reimbursable Civilians Included	0	0	0	0	0
Average Annual Civilian Salary (\$)	0	0	0	0	0
Contractor FTEs (Total)	204	184	163	-20	-21

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

**VI. OP32 Line Item as Applicable (\$ in Thousands):**

Line		FY 2010	PRICE	PROGRAM	FY 2011	PRICE	PROGRAM	FY 2012
			GROWTH			GROWTH		
<u>Item</u>	<u>DESCRIPTION</u>	<u>PROGRAM</u>	<u>AMT</u>	<u>GROWTH</u>	<u>PROGRAM</u>	<u>AMT</u>	<u>GROWTH</u>	<u>PROGRAM</u>
308	Travel of Persons	4,193	59	-539	3,713	56	-439	3,330
<b>399</b>	<b>Total Travel</b>	<b>4,193</b>	<b>59</b>	<b>-539</b>	<b>3,713</b>	<b>56</b>	<b>-439</b>	<b>3,330</b>
	Management & Professional Support							
932	Services	9,677	135	595	10,407	156	758	11,321
934	Engineering Technical Services	30,000	420	573	30,993	465	-7,925	23,533
987	Other Intra-governmental Purchases	45,662	639	-4,740	41,561	623	7,530	49,714
989	Other Contracts	334,028	4,676	97,134	435,838	6,537	-22,054	420,321
<b>999</b>	<b>Total Other Purchases</b>	<b>419,367</b>	<b>5,870</b>	<b>93,562</b>	<b>518,799</b>	<b>7,781</b>	<b>-21,691</b>	<b>504,889</b>
<b>9999</b>	<b><u>TOTAL</u></b>	<b>423,560</b>	<b>5,929</b>	<b>93,023</b>	<b>522,512</b>	<b>7,837</b>	<b>-22,130</b>	<b>508,219</b>
	CR adjustment				<b>-98,952</b>			
	CR Adjusted Total	423,560			423,560			508,219

\*FY 2011 Estimate Column reflects the FY 2011 President's Budget Request. FY 2011 annualized funding under the Continuing Resolution is \$423,560 thousand.

**DEFENSE THREAT REDUCTION AGENCY**  
**Cooperative Threat Reduction Program**  
**Fiscal Year (FY) 2012 Budget Estimates**

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Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

			FY 2010	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011	FY 2011	S
			(Base & OCO)	Base Request	OCO Request	Total Request	Annualized	Annualized	Annualized	e
				with CR Adj*	with CR Adj*	with CR Adj*	CR Base**	CR OCO**	CR Total**	c
<b><u>0819D Overseas Humanitarian, Disaster and Civic Aid</u></b>										
<b><u>Budget Activity 01: Humanitarian Assistance</u></b>										
0819D	010	Overseas Humanitarian, Disaster And Civic Aid	884,731	108,032		108,032	109,731		109,731	U
Total, BA 01: Humanitarian Assistance			884,731	108,032		108,032	109,731		109,731	
<b><u>Budget Activity 20: Undistributed</u></b>										
0819D	020	Adj to Match Continuing Resolution		1,699		1,699				U
Total, BA 20: Undistributed				1,699		1,699				
Total Overseas Humanitarian, Disaster and Civic Aid			884,731	109,731		109,731	109,731		109,731	

\* Reflects the FY 2011 President's Budget with an undistributed adjustment to match the Annualized Continuing Resolution funding level by appropriation.

\*\* Adjusts each budget line included in the FY 2011 President's Budget request proportionally to match the Annualized Continuing Resolution funding level for each appropriation.

## UNCLASSIFIED

Department of Defense  
 FY 2012 President's Budget  
 Exhibit O-1 FY 2012 President's Budget  
 Total Obligational Authority  
 (Dollars in Thousands)

Feb 2011

<u>0819D Overseas Humanitarian, Disaster and Civic Aid</u>			FY 2012	FY 2012	FY 2012	S
			<u>Base</u>	<u>OCO</u>	<u>Total</u>	<u>c</u>
<u>Budget Activity 01: Humanitarian Assistance</u>						
0819D	010	Overseas Humanitarian, Disaster And Civic Aid	107,662		107,662	U
Total, BA 01: Humanitarian Assistance			107,662		107,662	
<u>Budget Activity 20: Undistributed</u>						
0819D	020	Adj to Match Continuing Resolution				U
Total, BA 20: Undistributed						
Total Overseas Humanitarian, Disaster and Civic Aid			107,662		107,662	

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# **Fiscal Year 2012 Budget Estimates**

## **Overseas Humanitarian, Disaster Assistance, and Civic Aid**



February 2011

DEFENSE SECURITY COOPERATION AGENCY  
Overseas Humanitarian, Disaster and Civic Aid (OHDACA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates

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**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

(\$ in thousands)

	FY 2010 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2011 <u>Estimate</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2012 <u>Estimate</u>
DSCA	584,991	11,699	-486,959	109,731	2,300	-4,369	107,662

\* The FY 2010/2011 Actual column includes obligations for the Haiti Earthquake and Pakistan Flooding Disaster Relief Efforts; and the DoD transferred \$775,000 thousand to OHDACA via Reprogramming Actions. The Budget Authority for FY 2010/2011 was \$884,731 thousand.

\* The FYs 2011 Estimate column represents the Annualized FY 2011 Continuing Resolution amount.

**I. Description of Operations Financed:** The Overseas Humanitarian, Disaster and Civic Aid (OHDACA), <http://www.dsca.mil>, appropriation supports the Secretary of Defense and Combatant Commanders' security cooperation strategies to build indigenous capabilities and cooperative relationships with allies, friends, civil society, and potential partners. The appropriation provides low cost, non-obtrusive and highly effective activities that help partners help themselves, improves access to areas not otherwise available to U.S. Forces, and build collaborative relationships with host nation's civil society. The FY 2012 budget estimate requests a total of \$107.7 million to finance the humanitarian assistance and mine action programs as well as the foreign disaster relief initiative.

**Humanitarian Assistance (HA) Program:** Established in 1986, the HA program is designed to assure friendly nations and allies of our support and provides basic humanitarian aid and services to populations in need. The Department and Combatant Commanders seek to help avert political and humanitarian crises, promote democratic development and regional stability, and enable countries to begin to recover from conflicts.

The HA projects and activities accomplish these objectives through (1) donation of excess non-lethal DoD property; (2) provision of on-the-ground activities carried out by U.S. military personnel aimed at assuring friendly nations of our support by improving U.S. military presence in countries; and (3) enabling the Commands to assist countries by

**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

improving local crises response capacity and training in disaster planning and preparedness which minimizes the potential for crises to develop or expand, thereby promoting regional stability and reducing a requirement for large-scale deployment of U.S. military forces at a later date. Such activities include assessment of needs, rudimentary construction of clinics, schools, and roads, medical, technical and logistical assistance.

In non-crisis peacetime settings, DoD HA programs support the Combatant Commanders by providing access to and fostering goodwill for the U.S. military in selected countries.

The DoD, in coordination with the Department of State (DOS), transports non-lethal excess defense property in support of U.S. national security and foreign policy objectives. Funding also provides for distribution of relief supplies, acquisition and shipment of transportation assets to assist in distribution; purchase and provision of relief supplies; refurbishment and restoration of excess DoD non-lethal equipment; storage of excess property; and inspection, packaging and intermediary warehouse storage until delivery of excess material. The costs of DoD assistance include other smaller scale activities conducted by U.S. forces targeted at relieving suffering and promoting U.S. military presence in countries. These activities include training, rudimentary construction, and medical, technical, engineering and logistical assistance, as well as transportation and the provision of Humanitarian Daily Rations (HDRs). Among the functions of such activities are surveys and assessments to ensure the appropriate use of DoD excess property for its intended purpose and training local personnel in its operation and maintenance.

The Combatant Commanders' HA activities reflect the priorities of the Secretary of Defense and the Chairman, Joint Chiefs of Staff. They also include support programs that ensure proper administration of humanitarian activities and allow the DoD to anticipate future requirements and understand key issues related to program execution. Activities

**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

include technical and administrative assistance and studies, including initiatives to support actions to improve civilian-military collaboration and coordination of humanitarian assistance and operations with the U.S. Agency for International Development (USAID), Non-Government Organizations (NGO) and international organizations. These activities provide for timely response to emerging priorities defined by USG principals as important to the bilateral military relations of the United States, to include requests from other agencies that further national security and foreign policy objectives.

For FY 2012, request \$72.7 million to support DoD HA programs and activities. Activities include transportation, excess property, and other targeted assistance for disaster preparedness and mitigation in countries where the Commanders have other programs. Current plans call for the Commanders to conduct humanitarian assistance activities as part of their regional security cooperation strategy, and to enhance readiness for crisis response to emergencies in their regions. The list of projects submitted by Combatant Commands and countries identify that each Combatant Commander has more projects requested than funding available. A summary of this information is provided in the table below; however, some variation may be necessary based on environmental requirements during funding execution.

**DEFENSE SECURITY COOPERATION AGENCY  
Overseas Humanitarian, Disaster and Civic Aid (OHDACA)  
Operation and Maintenance, Defense-Wide  
Fiscal Year (FY) 2012 Budget Estimates**

The approximately 500 HA projects by Combatant Command are reflected below.

<u>Combatant Command</u>	<u>Number of Projects</u>	<u>\$ in Millions Estimated FY 2012 Baseline Funding</u>
USCENTCOM	42	6.0
USEUCOM	62	10.5
USPACOM	155	20.2
USSOUTHCOM	143	22.0
USAFRICOM	150	12.0
USNORTHCOM	4	2.0
<b>Total</b>	<b>556</b>	<b>72.7</b>

**Humanitarian Mine Action (HMA) Program:** The HMA program is a major component of the USG program and supports DoD's security cooperation strategy. Explosive Remnants of War (ERW), landmines, unexploded ordnance, and small arms ammunitions, are the residues of civil wars and internal conflicts on virtually every continent. Increasingly in these conflicts, these explosives deny civilian populations their livelihoods, uproot them from their lands, and promote political instability. Today, explosive remnants of war kill or maim at least 1,000 people monthly - most of them innocent civilians.

The HMA Program is a train-the-trainer program executed by the Combatant Commanders. The program provides significant training and readiness-enhancing benefits to U.S. forces while contributing to alleviating a highly visible, worldwide problem. The program aids in the development of leadership and organizational skills for host country personnel to sustain their mine action programs after U.S. military trainers have redeployed. The program trains local demining cadres to identify suspected contaminated areas, conduct surveys and assessments, destroy landmines and ERW, and return those cleared areas to productive use. It also provides supplies, services, and equipment, to a limited degree,

**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

to host country mine action centers to help clear contaminated areas impeding the repatriation of internally displaced persons and/or refugees and obstructing the means to lead productive lives.

The HMA program provides access to geographical areas otherwise not easily available to U.S. forces and contributes to unit and individual readiness by providing unique in-country training opportunities that cannot be duplicated in the United States. U.S. military or civilian personnel do NOT enter active minefields or remove emplaced landmines. Our military forces hone critical wartime, civil-military, language, cultural, and foreign internal defense skills. Additionally, DoD health services professionals may be included in training missions, which increase their knowledge and ability to deal with blast/trauma wounds, while providing advice and assistance to host nations on immediate and short-term victim assistance issues. Projects provide direct HA while benefiting DoD by providing excellent training opportunities for our soldiers and by expanding U.S. military medical contacts with foreign medical providers. The Humanitarian Mine Action program enhances the deployment and war-fighting skills of our military forces, and is instrumental in promoting regional stability and improving USG and Combatant Commanders' relations with host nations.

The Humanitarian Demining Training Center (HDTTC) established at Fort Leonard Wood, Missouri, is the DoD military center of excellence for the training of deploying U.S. personnel for mine action missions. HDTTC also collects information on landmines and ERW in countries approved for participation in the USG HMA program. The HDTTC incorporates new demining technologies and techniques in training plans and provides current data on country specific ERW (including unexploded ordnance (UXO), mines, booby traps, and small arms ammunition) in support of training. The HDTTC is responsible for expanding current training in mine risk education to include personnel from other USG agencies, NGOs, and international organizations and to develop linkages to those agencies and academic institutions.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

Travel and transportation requirements for deploying forces are a major expense of the program. Deployments primarily consist of highly skilled civil affairs personnel, medical, engineers, explosive ordnance disposal (EOD), and other general purpose forces to help host nations establish mine action programs and to train and advise local cadre in managing their sustainment operations.

For FY 2012, request \$5 million for DoD HMA activities previously described. Funding will provide for assessments of newly designated countries, ongoing worldwide training operations, incremental funding of high-priority, emerging operations, and evaluations of current programs to determine if projected "end states" have been met.

The HMA training missions projected by Combatant Commands for various Host Nations are identified below.

<u>Combatant Commands</u>	<u>Host Nations</u>
USCENTCOM	Lebanon, Pakistan, Yemen
USEUCOM	Armenia, Azerbaijan, Bulgaria, Croatia, Estonia, Georgia
USAFRICOM	Angola, Burundi, Kenya, Congo, Sudan, Namibia, Mozambique
USPACOM	Cambodia, Thailand, Mongolia
USSOUTHCOM	Argentina, Bolivia, Brazil, El Salvador, Guyana, Nicaragua, Peru

**Foreign Disaster Relief:** In times of severe natural and man-made disasters such as the Pacific Tsunami (2005), Pakistan Earthquake (2006), Burma Cyclone (2007), Georgia conflict (2008), Haiti Earthquake (2010), and Pakistan Flooding (2010) the U.S. military has and will continue to be called upon to provide aid and assistance because of our unique assets and capabilities. The OHDACA funding allows the Combatant Commanders to provide immediate life-saving assistance to countries in their region.

**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

The DoD plays a key role by providing effective response when asked by the DOS and USAID. The U.S. military offers exceptional operational reach and can immediately deploy personnel as a stopgap measure to limit the extent of emergencies. The DoD's ability to respond rapidly assists in the containment of crises and limit threats to regional stability by donating and/or transporting relief aid within hours or a few days of a disaster. The DoD is unmatched regarding command and control, logistics, transportation, and communications, and the amount of cargo transported by available air or sealift support. These capabilities would be extremely expensive to develop and maintain in any other government agency.

Emergency response encompasses transportation, logistical support, provisions of Humanitarian Daily Rations (HDRs) (to maintain the health of moderately malnourished recipients until conventional relief programs or resumption of targeted feeding), search and rescue, medical evacuation, and assistance to internally displaced persons and refugees, in the form of both supplies and services.

For FY 2012, request \$30 million for Foreign Disaster Relief. Funding will provide transportation, logistical support, communications, and humanitarian assistance supplies as described above for disaster relief efforts.

**II. Force Structure Summary:** None.

DEFENSE SECURITY COOPERATION AGENCY  
 Overseas Humanitarian, Disaster and Civic Aid (OHDACA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2011						
	FY 2010 <u>Actuals</u>	Budget <u>Request</u>	<u>Congressional Action</u>			Current <u>Estimate</u>	FY 2012 <u>Estimate</u>
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
<b>A. <u>BA Subactivities</u></b>							
<b>1. Operational Forces</b>	<b>584,991</b>	<b>108,032</b>				<b>109,731</b>	<b>107,662</b>
Humanitarian Assistance	81,179	82,856				84,555	72,666
Humanitarian Mine Action Program	2,819	5,176				5,176	4,996
Foreign Disaster Relief	500,993	20,000				20,000	30,000

\* The FY 2010/2011 Actual column includes obligations for the Haiti Earthquake and Pakistan Flooding Disaster Relief Efforts; and the DoD transferred \$775,000 thousand to OHDACA via Reprogramming Actions. The Budget Authority for FY 2010/2011 was \$884,731 thousand.

\* The FYs 2011 Estimate column represents the Annualized FY 2011 Continuing Resolution amount.



DEFENSE SECURITY COOPERATION AGENCY  
 Overseas Humanitarian, Disaster and Civic Aid (OHDACA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<u>B. Reconciliation Summary</u>	<u>Change FY 2011/FY 2011</u>	<u>Change FY 2011/FY 2012</u>
<b>Baseline Funding</b>	108,032	109,731
Annualized Continuing Resolution Adjustment	1,699	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
<b>Subtotal Appropriated Amount</b>	<b>109,731</b>	
Fact-of-Life Changes (CY to CY Only)		
<b>Subtotal Baseline Funding</b>	<b>109,731</b>	
Anticipated Supplemental Reprogrammings		
Price Changes		2,300
Functional Transfers		
Program Changes		-4,369
<b>Current Estimate</b>	<b>109,731</b>	<b>107,662</b>
Less: Wartime Supplemental		
<b>Normalized Current Estimate</b>	<b>109,731</b>	

DEFENSE SECURITY COOPERATION AGENCY  
 Overseas Humanitarian, Disaster and Civic Aid (OHDACA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

	Amount	Totals
<b>C. Reconciliation of Increases and Decreases</b>		
<b>FY 2011 President's Budget Request (Amended, if applicable)</b>		<b>108,032</b>
1. Congressional Adjustments		1,699
a. Annualized Continuing Resolution Adjustment	1,699	
b. Undistributed Adjustments		
c. Adjustments to meet Congressional Intent		
d. General Provisions		
e. Congressional Earmarks		
<b>FY 2011 Appropriated Amount</b>		<b>109,731</b>
2. War-Related and Disaster Supplemental Appropriations		
3. Fact of Life Changes		
<b>FY 2011 Baseline Funding</b>		<b>109,731</b>
4. Reprogrammings (requiring 1415 Actions)		
<b>Revised FY 2011 Estimate</b>		
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
<b>FY 2011 Normalized Current Estimate</b>		<b>109,731</b>
6. Price Change		2,300
7. Functional Transfers		
8. Program Increases		10,000
a. Annualization of New FY 2011 Program		
b. One-Time FY 2012 Increases		
c. Program Growth in FY 2012		
1) Foreign Disaster Relief increase is attributed to the increase in the number of DoD supported disaster relief efforts in previous years. (FY 2011 Baseline: \$20,000 Thousand)		10,000

DEFENSE SECURITY COOPERATION AGENCY  
 Overseas Humanitarian, Disaster and Civic Aid (OHDACA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

III. Financial Summary (\$ in thousands)

<b>C. Reconciliation of Increases and Decreases</b>	<b>Amount</b>	<b>Totals</b>
9. Program Decreases		-14,369
a. Annualization of FY 2011 Program Decreases		
b. One-Time FY 2011 Increases		
c. Program Decreases in FY 2012		
1) Humanitarian Assistance program funds are realigned to the Foreign Disaster Relief program (-10,000K) which has had increased requirements in recent years. The decrease in funding will reduce the number of humanitarian aid and service projects executed by the COCOMs. (FY 2011 Baseline: \$84,555 Thousand)	-14,050	
2) Humanitarian Mine Action decrease in funding will reduce the number of training missions for various host nations. (FY 2011 Baseline: \$5,176 Thousand)	-319	
<b>FY 2012 Budget Request</b>		<b>107,662</b>

DEFENSE SECURITY COOPERATION AGENCY  
 Overseas Humanitarian, Disaster and Civic Aid (OHDACA)  
 Operation and Maintenance, Defense-Wide  
 Fiscal Year (FY) 2012 Budget Estimates

**IV. Performance Criteria and Evaluation Summary**

Humanitarian projects and support of foreign disaster relief and emergency crises, additional and immediate requirements emerge during the execution year. Accordingly, performance criteria are difficult to summarize. Useful measures are the amount of actual obligations reported, planned obligations, and the number of projects and training missions planned and identified in the descriptions of the operations financed for each sub-activity above.

<b>Funding Levels</b>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Estimate</u></b>	<b>FY 2012 <u>Estimate</u></b>
Humanitarian Assistance Program	81,179	84,555	72,666
Humanitarian Mine Action Program	2,819	5,176	4,996
Foreign Disaster Relief	500,993	20,000	30,000
<b>Total</b>	<b>584,991</b>	<b>109,731</b>	<b>107,662</b>

**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

<u>V. Personnel Summary</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
<u>Civilian End Strength (Total)</u>	0	0	0	0	0
Civilian FTEs (Total)	0	0	0	0	0
Contractor FTEs (Total)	13	13	13	0	0

**DEFENSE SECURITY COOPERATION AGENCY**  
**Overseas Humanitarian, Disaster and Civic Aid (OHDACA)**  
**Operation and Maintenance, Defense-Wide**  
**Fiscal Year (FY) 2012 Budget Estimates**

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

<b>OP 32 Line</b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b>Actuals</b>	<b>Price</b>		<b>Program</b>	<b>Price</b>	
308 Travel of Persons	16,172	226	-14,129	2,269	34	0	2,303
<b>399 Total Travel</b>	<b>16,172</b>	<b>226</b>	<b>-14,129</b>	<b>2,269</b>	<b>34</b>	<b>0</b>	<b>2,303</b>
415 DLA Supplies & Materials	1,420	29	0	1,449	21	0	1,470
<b>499 Total Supplies &amp; Materials</b>	<b>1,420</b>	<b>29</b>	<b>0</b>	<b>1,449</b>	<b>21</b>	<b>0</b>	<b>1,470</b>
711 MSC Cargo (fund)	25,000	3,850	-26,278	2,572	692	0	3,264
771 Commercial Transport	165,041	2,311	-140,53	26,815	403	-1,008	26,210
<b>799 Total Transportation</b>	<b>190,041</b>	<b>6,161</b>	<b>-166,815</b>	<b>29,387</b>	<b>1,095</b>	<b>-1,008</b>	<b>29,474</b>
920 Supplies/Matl (non fund)	34,826	488	-27,541	7,773	117	0	7,890
925 Eqt Purch (non fund)	6,945	97	-6,987	55	1	0	56
987 Other IntraGovt Purch	0	0	1,399	1,399	21	0	1,420
989 Other Services	335,587	4,698	-272,886	67,399	1,011	-3,361	65,049
<b>999 Total Other Purchases</b>	<b>377,358</b>	<b>5,283</b>	<b>-306,015</b>	<b>76,626</b>	<b>1,150</b>	<b>-3,361</b>	<b>74,415</b>
<b>Total</b>	<b>584,991</b>	<b>11,699</b>	<b>-486,959</b>	<b>109,731</b>	<b>2,300</b>	<b>-4,369</b>	<b>107,662</b>

\* The FY 2010/2011 Actual column includes obligations for the Haiti Earthquake and Pakistan Flooding Disaster Relief Efforts; and the DoD transferred \$775,000 thousand to OHDACA via Reprogramming Actions. The Budget Authority for FY 2010/2011 was \$884,731 thousand.

\* The FYs 2011 Estimate column represents the Annualized FY 2011 Continuing Resolution amount.



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Department of Defense  
FY 2012 President's Budget  
Exhibit O-1 FY 2012 President's Budget  
Total Obligational Authority  
(Dollars in Thousands)

Feb 2011

	FY 2012	FY 2012	FY 2012	S
	<u>Base</u>	<u>OCO</u>	<u>Total</u>	e
				<u>c</u>
<u>Miscellaneous Accounts</u>				
0838D 160 Support Of International Sporting Competitions, Defense				U

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# **Fiscal Year (FY) 2012 Budget Estimates Support for International Sporting Competitions (SISC)**



February 2011

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

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

	<u>FY 2010</u> <u>Actuals</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2011</u> <u>Estimate</u>	<u>Price</u> <u>Change</u>	<u>Program</u> <u>Change</u>	<u>FY 2012</u> <u>Estimate</u>
<b>SISC</b>	1,456	19	2025	3,500	0	0	0

**I. Description of Operations Financed:** The Support for International Sporting Competitions (SISC), Defense appropriation is a no-year appropriation that provides for continuing Department of Defense (DoD) support to international and special events that are either certified by the Attorney General or support specific organizations such as the Special Olympics and Paralympics. Funds are still available from the FY 2003 DoD Appropriations Act (P.L. 107-248).

The Department is not requesting additional appropriated funds for FY 2012. A total of \$1,456 thousand was obligated in FY 2010. In FY 2011, the Department plans to support the Special Olympics World Summer Games, and up to 26 U.S. Paralympic Military Program events. The scope and magnitude of these events has not been determined, but based on past events, the Department expects to spend approximately \$3.5 million. In 2012, the Department will likely support the Special Olympics Winter Games, Paralympic Games, and up to 26 U.S. Paralympic Military Program events and spend about \$3.0 million for these events. The current account balance as of September 30, 2010 in the SISC account is approximately \$8.3 million, which is available until expended.

These funds are available to fund safety, security and logistical requirements for certain sporting competitions. Under the authority of 10 U.S.C., section 2564, the Department has the authority to assist Federal, State or local agencies in support of civilian sporting events, if the Attorney General certifies that such assistance is necessary to meet essential security and safety needs.

II. Force Structure Summary: N/A

III. Financial Summary  
(\$ in Thousands)

	FY 2011						Current Estimate	FY 2012 Estimate
	FY 2010 Actuals	Budget Request	Congressional Action		Appropriated			
			Amount	Percent				
A. <u>BA Subactivities</u>								
Support to International Sporting Competitions	1,456	0	0	0	0	3,500	0	

B. Reconciliation Summary - N/A

C. Reconciliation of Increases and Decreases - N/A

\* Note: Planned obligations for FY 2011 will be adjusted as requests for services are approved and scheduled for Department of Defense support. In accordance with the FY 2003 Defense Appropriations Act, SISC funds "are to remain available until expended, in order to provide for future events."

V. Personnel Summary - N/A

VI. OP 32 Line - N/A

# Fiscal Year 2012 Overseas Contingency Operations Estimates Operation and Maintenance, Defense-Wide



February 2011

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**Operation and Maintenance, Defense-Wide  
FY 2012 Overseas Contingency Operations Request**

**O-1 Line Item Summary  
(Dollars in Thousands)**

COMPONENT	FY 2010 COST OF WAR	FY 2011 OCO REQUEST	FY 2012 OCO REQUEST
<b>OPERATION AND MAINTENANCE, DEFENSE-WIDE</b>			
The Joint Staff (TJS)	8,769	20,500	2,000
US Special Operations Command (USSOCOM)	3,083,523	3,012,026	3,269,939
<b>BUDGET ACTIVITY 1 TOTAL</b>	<b>3,092,292</b>	<b>3,032,526</b>	<b>3,271,939</b>
Defense Media Agency (DMA)	13,364	14,799	15,457
Defense Contract Audit Agency (DCAA)	23,909	27,000	23,478
Defense Contract Management Agency (DCMA)	76,983	74,862	87,925
Defense Information System Agency (DISA)	230,302	136,316	164,520
Defense Legal Services Agency (DLSA)	87,581	120,469	102,322
DoD Education Activity (DoDEA)	609,625	485,769	194,100
Defense Security Cooperation Agency (DSCA)	1,920,000	2,000,000	2,200,000
Defense Threat Reduction Agency (DTRA)	2,015	1,218	0
Office of the Secretary of Defense (OSD)	128,496	188,099	143,870
Other Programs	2,907,966	3,345,300	3,065,800
<b>BUDGET ACTIVITY 4 TOTAL</b>	<b>6,000,241</b>	<b>6,393,832</b>	<b>5,997,472</b>
<b>APPROPRIATION TOTAL (0100D)</b>	<b>9,092,533</b>	<b>9,426,358</b>	<b>9,269,411</b>
<b>OFFICE OF THE INSPECTOR GENERAL (0107D)</b>	<b>11,710</b>	<b>10,529</b>	<b>11,055</b>

**Operation and Maintenance, Defense-Wide  
FY 2012 Overseas Contingency Operations Request**

**O-1 Line Item Summary  
(Dollars in Thousands)**

COMPONENT	FY 2010 COST OF WAR	FY 2011 OCO REQUEST	FY 2012 OCO REQUEST
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## **DEFENSE CONTRACT AUDIT AGENCY**

### **Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND) Operation and Maintenance, Defense-Wide Budget Activity 04 Administrative and Service Wide Activities**

**I. Description of Operations Financed:** The Defense Contract Audit Agency (DCAA) is responsible for providing audit services and financial advice to all Department of Defense (DoD) acquisition officials involved in OIF/OEF military operations and reconstruction in Iraq and Afghanistan. DCAA assists these officials in achieving fair and reasonable contract prices and assuring compliance with contractual terms and conditions by 1) responding to requests from acquisition officials for specific services across the entire spectrum of contract financial and business matters, and 2) fulfilling the recurring audit work required to monitor cost performance and approve contract payments. DCAA's workload originates primarily from the effort required to audit and monitor DoD and civilian agency (USAID and State Department) acquisitions of equipment, materials, and/or services. Congressional interest in the costs charged to Iraq and Afghanistan-related contracts, and requests for contract audit support from the Defense Procurement Fraud Unit and U.S. attorneys during the conduct of investigations and prosecution of perpetrators of contract fraud also impact DCAA's workload.

There are few audit matters within DCAA more sensitive and significant than the support provided to the OIF/OEF-related contracts. The Agency has established priorities to ensure audit support in Iraq, Kuwait, Afghanistan and related field offices is timely, comprehensively accomplished and promptly reported to its customers. The OIF/OEF and Iraqi reconstruction contracts have significantly increased the Agency's auditable dollar base, as well as data requests and support workload for the auditors, supervisors, managers, and headquarters personnel. The DCAA audits of cost-reimbursable contracts represent a continuous effort from evaluation of proposed prices to final closeout and payment. DCAA performs initial audits of contractor business system internal controls and preliminary testing of contract costs to provide a basis for provisional approval of contractor interim payments and early detection of deficiencies. DCAA also performs comprehensive contract cost audits throughout the life of the contract; and the contracting activity uses the audits to adjust provisionally approved interim payments and ultimately to negotiate final payment to the contractor.

The audit and financial advisory services provided in support of OIF/OEF military operations and reconstruction in Iraq and Afghanistan will be subject to the same performance measurement as all other DCAA audit activities.

**II. Financial Summary (\$ in Thousand)**

<b>CBS No.</b>	<b>CBS Title</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>					
1.0	Personnel	\$6,955	\$9,707	(\$2,271)	\$7,436
2.0	Personnel Support	\$168	\$557	(\$221)	\$336
3.0	Operating Support	\$117	\$427	(\$89)	\$338
	Sub-Total	\$7,240	\$10,691	(\$2,581)	\$8,110
<b>OND (FY 2010 will be OIF.)</b>					
1.0	Personnel	\$15,121	\$15,512	(\$1,286)	\$14,226
2.0	Personnel Support	\$1,296	\$401	\$512	\$913
3.0	Operating Support	\$252	\$396	(\$167)	\$229
	Sub-Total	16,669	\$16,309	(\$941)	\$15,368
	SAG Total	\$23,909	\$27,000	(\$3,522)	\$23,478

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
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**A. Subactivity Group**

**OEF**

1. Cost Breakdown Structure (CBS) Category/Subcategory 1.0 Personnel	<b>\$6,955</b>	<b>\$9,707</b>	<b>(\$2,271)</b>	<b>\$7,436</b>
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- a. **Narrative Justification:** Overall Cost of War effort will decrease from the FY 2011 level as DCAA decreases its presence in Iraq due to the troop drawdown; however, work will continue in CONUS until contracts are closed. The Commission on Wartime Contracting issued a special report in September 2009 that stressed the importance of audits of contractor business systems, including follow-up and resolution. The funding is needed to perform these important audits in a timely manner.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Changes between years FY 2011 and FY 2012 are the result of decreased required workyears in country.

**OND (FY2010 was OIF)**

2. Cost Breakdown Structure (CBS) Category/Subcategory 1.0 Personnel	<b>\$15,121</b>	<b>\$15,512</b>	<b>(\$1,286)</b>	<b>\$14,226</b>
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- a. **Narrative Justification:** Overall Cost of War effort will decrease from the FY 2011 level as DCAA decreases its presence in Iraq due to the troop drawdown; however, work will continue in CONUS until contracts are closed. The Commission on Wartime Contracting issued a special report in September 2009 that stressed the importance of audits of contractor business systems, including follow-up and resolution. The funding is needed to perform these important audits in a timely manner.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Changes between years FY 2011 and FY 2012 are the result of decreased required workyears. The FY 2012 Cost of War request provides for a continuing shift in audit effort from supporting new contract awards for Iraq to auditing costs incurred by contractors during the contract performance.

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>				
3. CBS Category/Subcategory 2.0 Personnel Support	<b>\$168</b>	<b>\$557</b>	<b>(\$221)</b>	<b>\$336</b>
<p><b>a. <u>Narrative Justification:</u></b> Personnel are assigned on a temporary duty basis to locations within Afghanistan. Funds are required for travel to be responsive to customer's needs and to accomplish the mission.</p> <p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Changes between years FY 2011 and FY 2012 are the result of travel requirements based on estimated staffing levels for Afghanistan.</p>				
<b>OND (FY2010 was OIF)</b>				
4. CBS Category/Subcategory 2.0 Personnel Support	<b>\$1,296</b>	<b>\$401</b>	<b>\$512</b>	<b>\$913</b>
<p><b>a. <u>Narrative Justification:</u></b> Personnel are assigned on a temporary duty basis to locations within Iraq. Funds are required for travel to be responsive to customer's needs and to accomplish the mission.</p> <p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Changes between years FY 2011 and FY 2012 are the result of travel requirements based on estimated staffing levels for Iraq.</p>				
<b>OEF</b>				
5. CBS Category/Subcategory 3.0 Operating Support	<b>\$117</b>	<b>\$427</b>	<b>(\$89)</b>	<b>\$338</b>
<p><b>a. <u>Narrative Justification:</u></b> The DCAA has an agreement with the Department of State for support services that include security, health services, general supplies and telephone. In addition, DCAA maintains leased vehicles. These services are crucial to the successful completion of audits in an unstable environment in Afghanistan and to the general well-being of the personnel assigned there.</p> <p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Changes between years FY 2011 and FY 2012 are the result of projected staffing level estimates for Afghanistan.</p>				

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OND (FY2010 was OIF)</b>				
6. CBS Category/Subcategory 3.0 Operating Support	\$252	\$396	(\$167)	\$229
<p>a. <b><u>Narrative Justification:</u></b> The DCAA has an agreement with the Department of State for support services that include security, health services, general supplies and telephone. In addition, DCAA maintains leased vehicles. These services are crucial to the successful completion of audits in an unstable environment in Iraq and to the general well-being of the personnel assigned there.</p> <p>b. <b><u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Changes between years FY 2011 and FY 2012 are the result of projected staffing level estimates for Iraq.</p>				
<b>Total</b>	<b>\$23,909</b>	<b>\$27,000</b>	<b>(\$3,522)</b>	<b>\$23,478</b>

**OP 32 Line items as Applicable (Dollars in thousands):**

<u>OP 32 Line</u>	<u>FY 2010</u> <u>Actuals</u>	<u>Change</u> <u>FY 2010 to FY 2011</u>		<u>FY 2011</u> <u>Estimate</u>	<u>Change</u> <u>FY 2011 to FY 2012</u>		<u>FY 2012</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
		<u>Growth</u>	<u>Growth</u>		<u>Growth</u>	<u>Growth</u>	
101 Executive, General & Special Schedules	22,076	0	3,143	25,219	-	(3,668)	21,551
<b>121 Perm Change Of Station</b>	-	-	-	-	-	111	<b>111</b>
<b>199 Total Civilian Personnel Compensation</b>	22,076	<b>0</b>	3,143	<b>25,219</b>	-	(3,557)	<b>21,662</b>
308 Travel of Persons	1,449	20	(523)	946	14	289	1,249
<b>399 Total Travel</b>	1,449	<b>20</b>	(523)	<b>946</b>	<b>14</b>	<b>289</b>	<b>1,249</b>
771 Commercial Transportation	15	-	(3)	12	-	(12)	-
<b>799 Total Transportation</b>	15	-	(3)	<b>12</b>	-	(12)	-
914 Purchased Communications (Non-Fund)	68	1	(42)	27	-	91	118
920 Supplies & Materials (Non-Fund)	75	1	89	165	3	(68)	100
922 Equipment Maintenance by Contract	17	-	(8)	9	-	(9)	-
987 Other Intra-Government Purchases	209	3	410	622	9	(282)	349
<b>999 Total Other Purchases</b>	369	<b>5</b>	449	<b>823</b>	<b>12</b>	<b>(268)</b>	<b>567</b>
<b>9999 Total</b>	<b>23,909</b>	<b>25</b>	<b>3,066</b>	<b>27,000</b>	<b>26</b>	<b>(3,548)</b>	<b>23,478</b>

**DEFENSE INFORMATION SYSTEMS AGENCY**

**Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND)  
Operation and Maintenance, Defense-Wide  
Budget Activity 04 Administrative and Service Wide Activities**

**I. Description of Operations Financed by Subactivity Group:** The Defense Information Systems Agency (DISA) is the Combat Support Agency that plans, engineers, acquires, fields, and supports global net-centric solutions to serve the needs of the President, Vice-President, the Secretary of Defense, warfighters and other Department of Defense (DoD) Components, under all conditions of peace and war. The DISA provides telecommunications and information technology services common to the DoD components more effectively, economically, and efficiently than they could do individually. In support of the DoD goals for net centricity and interoperability, the DISA provides products and leads activities that enable jointness. The DISA's responsibilities include:

(1) Providing effective enterprise services to support contingency and wartime planning with the Joint Staff and the Unified Combatant Commands (UCCs),

(2) Maintaining effective communications for deployed elements in Afghanistan and Iraq in support of Overseas Contingency Operations (OCO) - Operation Enduring Freedom (OEF) and Operation New Dawn (OND), and

(3) Operating, protecting, defending, and sustaining the enterprise infrastructure and information sharing services, including telecommunications, information systems, and information technology that process unclassified, sensitive and classified data. The FY 2012 OEF supplemental funding request supports nine different DISA mission and systems categories which provide robust, reliable and sustainable Command, Control, Communications, and Information Systems support to US Central Command (USCENTCOM):

**DISN OEF Support:** Sustainment funding transferred to the Army (Arifjan, Kuwait and As Salyliyah, Qatar) and the Air Force (Al Udeid, Qatar and Ali As-Salem, Kuwait) for Defense Information System Network (DISN) Subscription Site costs. Costs associated with backbone transport, intra-theater circuits, maintenance and labor management costs for these sites will be paid to DISN by the Army and Air Force. DISN will retain responsibility for these costs at Bahrain and Al Dhafra, United Arab Emirates sites.

**Commercial Satellite Communications (COMSATCOM) Leases:** Sustainment of direct, critical satellite communications (SATCOM) links for USCENTCOM, USSOCOM, and warfighters operating in the USCENTCOM Area of Responsibility (AOR).

**Digital Video Broadcast - Return Channel Satellite (DVB-RCS) System:** Sustainment of the DVB-RCS to distribute Unmanned Aerial Vehicle imagery from the USCENTCOM AOR to all required operational sites/users.

**Field Office/TNC Support:** Sustainment of Network Operations (NetOps) support to USCENTCOM by the DISA Central Field Office and Theater Network Operations Centers (TNC) to provide situational awareness (SA) required by UCC/Component leadership.

**Standardized Tactical Entry Point (STEP) Program:** Sustainment of the STEP capabilities that connect the USCENTCOM AOR to the Defense Information Systems Network (DISN).

**Net-Centric Enterprise Services (NCES) Information Dissemination Management/Content Staging (IDM/CS) and Delivery Services:** Sustainment of hardware and software as well as onsite subject matter expertise at the IDM/CS server sites fielded to the primary and supporting USCENTCOM locations in the continental U.S. (CONUS) and the USCENTCOM AOR.

**Global Command and Control System – Joint (GCCS-J) Integrated Imagery and Intelligence (I3):** Software development and fielding in support of USCENTCOM’s critical intelligence requirements.

**Information Assurance:** Provides information assurance (IA) support to the USCENTCOM within their AOR.

**Combined Enterprise Regional Information Exchange System – International Security Assistance Forces (CENTRIXS-ISAF):** Supports the implementation of a CENTRIXS-ISAF node to connect non-SWA AOR users to the CENTRIXS-ISAF network to share information using enterprise services.



**II. Financial Summary by Cost Breakdown Structure (CBS) (\$ in Thousand)**

<b>CBS No.</b>	<b>CBS Title</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>					
1.0	Personnel	\$401	\$2,000	\$500	\$2,500
2.0	Personnel Support	\$527	\$1,200	\$500	\$1,700
3.0	Operating Support	\$211,458	\$120,505	\$39,815	\$160,320
4.0	Transportation	\$0	\$0	\$0	\$0
	<b>Total</b>	<b>\$212,386</b>	<b>\$123,705</b>	<b>\$40,815</b>	<b>\$164,520</b>
<b>OND (FY 2010 will be OIF.)</b>					
1.0	Personnel	\$413	\$0	\$0	\$0
2.0	Personnel Support	\$485	\$0	\$0	\$0
3.0	Operating Support	\$17,018	\$12,611	\$(12,611)	\$0
4.0	Transportation	\$0	\$0	\$0	\$0
	<b>Total</b>	<b>\$17,916</b>	<b>\$12,611</b>	<b>\$(12,611)</b>	<b>\$0</b>
	<b>SAG Total</b>	<b>\$230,302</b>	<b>\$136,316</b>	<b>\$28,204</b>	<b>\$164,520</b>

**III. Description of Operations Financed by Operation and CBS:**

**Field Office/TNC Support**

**OEF**

<b>1.0 Personnel</b>	<b>\$401</b>	<b>\$2,000</b>	<b>\$500</b>	<b>\$2,500</b>
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- a. **Narrative Justification:** The DISA funds critical civilian pay costs (incremental pay and allowances) for DISA personnel who provide direct support to USCENTCOM. These civilians are required to support the current pace of operations in the Central Region by performing operational and technical tasks that provide combat support to current operations in the Southwest Asia (SWA) Area of Responsibility (AOR). These services result from requirements to support the missions in SWA and are above and beyond the normal requirements funded in the DISA's baseline program. Without the requested supplemental funding, these critical services will not be provided.

FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
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**b. Explanation of Change Between FY 2011 and FY 2012:**

A \$500 thousand increase will support incremental pay and allowances in Afghanistan. Increased personnel requirements are necessary as in-country support transitions from the implementation to sustainment of new terrestrial bandwidth to expand the USCENTCOM transport to support the buildup of forces in Afghanistan.

**Field Office/TNC Support**

**OEF**

<b>2.0 Personnel Support</b>	<b>\$527</b>	<b>\$1,200</b>	<b>\$500</b>	<b>\$1,700</b>
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**a. Narrative Justification:** The DISA funds critical temporary duty (TDY) to support the missions in the USCENTCOM AOR. This TDY is required to support the current pace of operations in the Central Region. The personnel traveling perform in-theater operational and technical tasks that provide combat support to current operations. This support provided to USCENTCOM in the SWA AOR is above and beyond the normal requirements that are funded in the DISA’s baseline program. Without the requested supplemental funding, furtherance of this support will not be provided to aid the missions in SWA.

**b. Explanation of Change Between FY 2011 and FY 2012:**

A \$500 thousand increase will support critical TDY to train and assist new US and coalition spectrum managers, validate data exchanges capabilities and validate and clean Spectrum XXI database in Afghanistan.

**DISA Support to USCENTCOM AOR (9 Missions/Systems)**

**OEF**

<b>3.0 Operating Support</b>	<b>\$211,458</b>	<b>\$120,505</b>	<b>\$39,815</b>	<b>\$160,320</b>
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**a. Narrative Justification:** The DISA’s support to USCENTCOM AOR provides DISN connectivity through DISA Standardized Tactical Entry Point (STEP) Program sites to the USCENTCOM AOR and DISN services (e.g. NIPRNET/SIPRNET/DSN) to Bahrain and Al Dhafra, United Arab Emirates sites. The DISA leases two COMSATCOM contracts that provide 288 MHz of

FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
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non preemptible Ku Band space segments for warfighters in isolated USCENTCOM AOR locations, sustains the Digital Video Broadcast - Return Channel Satellite (DVB-RCS) system disseminating tactical unmanned aerial vehicle (UAV) video to command centers and other deployed warfighters. It also provides funding for specialized technical contractors who sustain and help secure critical networks and DISN entry points within the AOR. The DISA provides Global Command and Control systems and technical support to provide Command Centers within the AOR a common operational picture and updates information feeds through a large number of C2 and Combat Support automated mission applications to include intelligence data; and. Support sharing of vital operational data to our coalition partners in the AOR is provided through a DISA sustained Multinational Information Sharing program.

**b. Explanation of Change Between FY2011 and FY2012:**

Requirements for operational and intelligence data continue to grow within USCENTCOM AOR. Additional DISN, STEP, and SATCOM bandwidth is needed to support these operational needs (\$12,700 thousand). Contractor support of USCENTCOM command, control, communication needs continue to expand as warfighters rely more on automated decision systems for operational awareness and deployment of forces (\$18,115 thousand). As the CYBER threat within the AOR grows, demand for improved information assurance of systems continues to outpace current capabilities. More data is being moved to the SIPRNET and increased resources are being spent to safely share data between US forces and coalition allies (\$9,000 thousand).

**Field Office/TNC Support**

**OND (FY 2010 will be OIF/OND)**

<b>1.0 Personnel</b>	<b>\$413</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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**a. Narrative Justification:** The DISA funded critical civilian pay (incremental pay and allowances) for DISA personnel who provided direct support to USCENTCOM. These civilians were required to support the current pace of operations in the Central Region by performing operational and technical tasks that provided combat support to current operations in the SWA AOR. These services resulted from requirements to support the missions in SWA and are above and beyond the normal requirements funded in the DISA's baseline program.

**b. Explanation of Change Between FY 2011 and FY 2012:** There is no Field Office/TNC requirement for OND in FY 2012.

	FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
<b>Field Office/TNC Support</b>				
OND (FY 2010 will be OIF/OND)				
2.0 Personnel	\$485	\$0	\$0	\$0
<p>a. <b><u>Narrative Justification:</u></b> The DISA funded critical travel to support the missions in the USCENTCOM AOR. This TDY was required to support the pace of operations in the Central Region. The personnel traveling perform in-theater operational and technical tasks that provided combat support to essential operations.</p> <p>b. <b><u>Explanation of Change Between FY 2011 and FY 2012:</u></b> There is no Field Office/TNC Support requirement for OND in FY 2012.</p>				
<b>DISN OND Support</b>				
OND (FY 2010 will be OIF/OND)				
3.0 Operating Support	\$7,755	\$5,261	\$(5,261)	\$0
<p>a. <b><u>Narrative Justification:</u></b> The DISN provides transport, backbone, terrestrial bandwidth, contractor and maintenance to support SWA with continuous critical telecommunications capability in support of OSD, JS, UCCs, MILDEPs, and other government Agencies. Sustainment requirements transferred to the Army funding for DISN Subscription Site costs at Victory Base.</p> <p>b. <b><u>Explanation of Change Between FY 2011 and FY 2012:</u></b> A decrease of \$5,261 thousand is due to there being no DISN requirements for OND in FY 2012.</p>				
<b>Field Office/TNC Support</b>				
OND (FY 2010 will be OIF/OND)				
3.0 Operating Support	\$264	\$0	\$0	\$0
<p>a. <b><u>Narrative Justification:</u></b> Through this initiative, the DISA funded critical contractor support. These contractors were required to support the pace of operations in the Central Region. The contractors performed critical information and communication</p>				

technology (ICT) governance and policy development for contracting actions within the country of Iraq to better enable the Ministries of Communication, Interior, and Defense to acquire and secure telecommunication capabilities to support stabilization efforts.

- b. **Explanation of Change Between FY 2011 and FY 2012:** There is no Field Office/TNC Support requirement for OND in FY 2012.

**Global Command and Control System – Joint (GCCS-J)  
Integrated Imagery and Intelligence (I3)**

OND (FY 2010 will be OIF/OND)

	FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
<b>1.0 Personnel</b>	<b>\$8,999</b>	<b>\$7,350</b>	<b>\$(7,350)</b>	<b>\$0</b>

- a. **Narrative Justification:** Currently, the DISA GCCS-J provides highly trained and experienced GCCS-J I3 system administrators and functional training operators at the combatant commands and forward deployed sites in Iraq focus sites as directed by USCENTCOM.

- b. **Explanation of Change Between FY 2011 and FY 2012:**

Cost of on-site personnel in Iraq decreases \$7,350 thousand due to transition of support to Afghanistan and no GCCS-J I3 OND requirement in FY 2012.

<b>Total</b>	<b>\$230,302</b>	<b>\$136,316</b>	<b>\$28,204</b>	<b>\$164,520</b>
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#### **IV. Performance Criteria:**

The DISA's 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), and the Agency's 2010 Campaign Plan form the framework for developing DISA Performance Metrics. The Campaign Plan Vision: Leaders enabling information dominance in defense of our Nation. The Campaign Plan is aligned with the February 2010 Quadrennial Defense Review Report and the subsequent May 2010 National Security Strategy. Its vision is operationalized in three Lines of Operation (LoO) and guiding principles that are strategically focused on the next two to four years. It serves as the roadmap to achieve the DISA enterprise infrastructure which meets the warfighter's joint requirements.

The DISA validates all OCO requirements through the OCO Requirements Review Board (OCO-RRB). The DISA conducts the OCO-RRB on a quarterly basis to assess the current state of each OCO requirement and to validate and prioritize future requirements. In addition, the DISA coordinates with CENTCOM J6 to validate the requirements supporting the budget submission.

**DISN OEF:** Bandwidth supports reliable and survivable critical Command, Control, Communications, Computers, & Intelligence (C4I) capabilities to meet 99.99% availability management threshold.

**COMSATCOM:** Bandwidth supports reliable and survivable critical C4I capabilities to meet 99.5% availability management threshold.

**DVB-RCS:** Sustainment of Global Broadcast System (GBS) and DVB-RCS via satellite to support Predator and Global Hawk missions in Afghanistan. DVB-RCS supports reliable and survivable critical C4I capabilities to meet 99% availability management threshold.

**Field Office/TNC Support:** Network Operations management to perform monitoring analysis and restoral of Optical, IP, Video, CENTRIXS services as well as critical applications to meet 99% availability management threshold.

**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. The Joint Internet Protocol Modem (JIPM), Mobile User Objective System (MUOS) to the Defense Switched Network, the MUOS to Legacy Gateway Component and the Generic Discovery Server Enclave performance metrics focus on milestone documentation and installation and testing, using among other things earned value management methodology.

Specific Performance Metrics:	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Number of DISN TE Sites	1 Met	3 Planned	2 Planned
JIPM Purchase	2 Met	3 Planned	2 Planned
Number of Missions	2870 Met	3010 Planned	3080 Planned
Reliability	99.9% Met	99.9% Planned	99.9% Planned
Availability	99.9% Met	99.9% Planned	99.9% Planned

**NCES:** In order to reduce congestion on terrestrial and satellite links within the theater, Global Content Delivery Service (GCDS) provides robust content staging reducing bandwidth utilization, latency, and packet loss to meet 99.7% availability management threshold.

**GCCS-J:** FTE contractor support is required to fuse critical C2 capability into a comprehensive interoperable system to ensure a redundant and available C2 system in Afghanistan. These FTEs are needed to maintain mission performance level at 95%.

**Information Assurance:** Cyber attacks are a major concern and threat. This support is required to ensure no catastrophic outage or incident.

**CENTRIXS:** Due to diverse users the International Security Assistance Force (ISAF) mission support is needed to effectively interoperate between nation partners. Funds are needed to ensure US connections to CENTRIXS are made within the agreed upon timeframe to support critical mission requirements.

**VI. Price and Program Changes, OP-32 (\$ in Thousand)**

<b><u>OP 32 Line</u></b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
	<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
101 Exec, Gen'l & Spec Scheds	814	4	1,182	2,000	0	500	2,500
<b>199 Total Civ Compensation</b>	<b>814</b>	<b>4</b>	<b>1,182</b>	<b>2,000</b>	<b>0</b>	<b>500</b>	<b>2,500</b>
308 Travel of Persons	916	13	271	1,200	18	482	1,700
<b>399 Total Travel</b>	<b>916</b>	<b>13</b>	<b>271</b>	<b>1,200</b>	<b>18</b>	<b>482</b>	<b>1,700</b>
920 Supplies/Matl	36	1	-37	0	0	0	0
922 Eq't Maint Contract	212,541	2,976	-82,557	132,960	1,994	25,366	160,320
923 Facilities Maint Contr	36	1	-37	0	0	0	0
925 Eq't Purch (non fund)	11,745	164	-11,753	156	3	-159	0
932 Mgt Prof Support Svcs	7	0	-7	0	0	0	0
987 Other IntraGovt Purch	3,204	44	-3,248	0	0	0	0
989 Other Contracts	1,000	14	-1,014	0	0	0	0
998 Other Costs	3	0	-3	0	0	0	0
<b>999 Total Other Purchases</b>	<b>228,572</b>	<b>3,200</b>	<b>-98,656</b>	<b>133,116</b>	<b>1,997</b>	<b>25,207</b>	<b>160,320</b>
<b>Total</b>	<b>230,302</b>	<b>3,217</b>	<b>-97,203</b>	<b>136,316</b>	<b>2,015</b>	<b>26,189</b>	<b>164,520</b>



**DEFENSE LEGAL SERVICES AGENCY (DLSA)**  
**Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND)**  
**Operation and Maintenance, Defense-Wide**  
**Budget Activity 04 Administrative and Service Wide Activities**

**I. Description of Operations Financed:** The Defense Legal Service Agency (DLSA) maintains two separate efforts involving detainees at Guantanamo Bay, Cuba (GTMO).

Office of Military Commissions (OMC) was established by the Secretary of Defense on March 21, 2002, under the Defense Legal Service Agency (DLSA) to handle the trials of enemy combatants who violate the laws of war. The commission is comprised of both military and civilian personnel, who work in four sections: 1) the appointing authority (similar to a convening authority), which includes the Office of the Legal Advisor; 2) the prosecution office; 3) the defense office; and, 4) the Review Panel (judges who consider appeals).

The Military Commissions Act (MCA) was enacted in response to the Supreme Court requirement for legislation to continue the OMC process. Several major terrorists have been transferred to GTMO whose trials began under the MCA statutory framework in FY 2009. Tribunals are in progress, including a number of cases referred for trial or in various stages of collateral constitutional litigation.

The process was placed on hold by Executive Order on January 22, 2009. Since that time, the prosecution has requested continuances in each pending case. The administration is still considering whether OMC should continue tribunals, whether jurisdiction should be transferred to the Department of Justice (DOJ), or whether alternative dispositions should be considered. Closing the physical facilities at GTMO will not end the necessity to deal with the detainees, and decisions must be made to address the appropriate forum to prosecute detainees. DLSA will either resume prosecutions or will be expected to contribute to a joint Department of Defense (DoD)/DOJ effort. There are no other logical prosecutorial entities available to take on these responsibilities. Funding requirements are expected to continue unabated.

The OMC incurs normal government activity operating expenses, including salaries and benefits, travel, rental of office space and equipment, communications, and the cost of supplies and equipment. Continued supplemental funding is essential for OMC to accomplish its mission.

The Habeas Corpus Group (HC) is separate and distinct from the tribunal process. In this process, DoD is engaged in Federal litigation regarding detainees. Over 200 detainees have filed Habeas Corpus cases in the Federal District Courts in Washington, DC. In the *Boumediene et. al. v Bush*, President of the United States Supreme Court decision, the US Supreme Court affirmed the rights of the detainees to have these cases heard. The District Courts have established a rigorous trial schedule which requires two types of

funding. First, the litigation effort requires the hiring of 85 attorneys and 25 paralegal/administrative/support personnel. These personnel will be housed in rental space in the National Capital Region (NCR) which has stringent security requirements. Ancillary requirements for these DLSA temporary employees include information technology (IT) support; courier, security and translation services; office equipment; and rental expenses. Second, the Federal District Court ordered that habeas petitioners' counsel have space and facilities set aside for their use which includes 24/7 security guards, equipment, IT support, rental expenses, and translation services. Given that most of the materials considered in these litigations are classified, additional funding is needed for contracts, rental expenses, translation expenses, and security expenses as well as temporary duty travel expenses to allow the Intelligence Community (IC) to fulfill requirements to declassify vast volumes of documents and information in order that it may be presented in court settings.

**II. Financial Summary (\$ in Thousand) by Cost Breakdown Structure (CBS):**

<u>CBS No.</u>	<u>CBS Title</u>	<b>FY 2010 <u>Actual</u></b>	<b>FY 2011 <u>Total</u></b>	<b>Delta <u>FY11/12</u></b>	<b>FY 2012 <u>Total</u></b>
1.0	Personnel	\$16,803	\$20,242	(\$4,550)	\$15,692
2.0	Personnel Support	\$3,046	\$3,324	\$66	\$3,390
3.0	Operating Support	<u>\$67,732</u>	<u>\$96,903</u>	<u>(\$13,663)</u>	<u>\$83,240</u>
	<b>Totals</b>	<b>\$87,581</b>	<b>\$120,469</b>	<b>(\$18,147)</b>	<b>\$102,322</b>

**A. Subactivity Group**

<u>CBS No.</u>	<u>CBS Title</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Total</u>	<u>Delta FY11/12</u>	<u>FY 2012 Total</u>
1.2	OMC Civilian Personnel	\$15,759	\$8,097	(\$1,820)	\$6,277
1.2	HC Civilian Personnel	\$1,044	\$12,145	(\$2,730)	\$9,415
1.2	Civilian Personnel Total	\$16,803	\$20,242	(\$4,550)	\$15,692

**III. Description of Operations Financed by Operation and CBS:**

**Narrative Justification:**

**OMC:** Funding is used to support 195 military personnel and 60 temporary full-time civilians at GTMO. The majority of personnel work in four sections: the appointing authority which includes the Office of the Legal Advisor, the prosecution office, the defense office, and the Review Panel (judges who consider appeals).

**HC:** Personnel support costs for HC include 85 attorneys and 25 other personnel.

**Impact if not funded:** DLSA will be unable to provide legal services for the continuation of prosecutions and the holding of detainees.

**Explanation of change between FY 2011 and FY 2012:** FY 2012 request is lower than FY 2011 due to projected change to support the OMC and HC initiatives.

<u>CBS No.</u>	<u>CBS Title</u>	<u>FY 2010 Actual</u>	<u>FY 2011 Total</u>	<u>Delta FY11/12</u>	<u>FY 2012 Total</u>
2.0	OMC Temp Duty/Addt'l Duty	\$2,276	\$1,330	\$26	\$1,356
2.0	HC Temp Duty/Addt'l Duty	\$770	\$1,994	\$40	\$2,034
2.0	Temp Duty/Addt'l Duty Total	\$3,046	\$3,324	\$66	\$3,390

**Narrative Justification:**

**OMC:** Funding provides personnel support costs in support of GTMO operations. These funds cover temporary duty (TDY) costs for the OMC personnel to meet with their detainee clients and to participate in commission hearings. Travel is required to GTMO and a satellite office.

**HC:** TDY costs cover HC personnel. These people travel to the same locations as OMC personnel above.

**Impact if not funded:** DLSA will be unable to provide legal services for the continuation of prosecutions and the holding of detainees.

**Explanation of change between FY 2011 and FY 2012:** FY 2012 request is higher than FY 2011 due to projected change to support the OMC and HC initiatives.

<b><u>CBS No.</u></b>	<b><u>CBS Title</u></b>	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Total</u></b>	<b><u>Delta FY11/12</u></b>	<b><u>FY 2012 Total</u></b>
3.0	OMC Operating Support Cost	\$37,925	\$43,257	(\$6,099)	\$37,158
3.0	HC Operating Support Cost	\$29,807	\$53,646	(\$7,564)	\$46,082
3.0	<b>Operating Support Cost</b>	<b>\$67,732</b>	<b>\$96,903</b>	<b>(\$13,663)</b>	<b>\$83,240</b>

**Narrative Justification:**

**OMC:** These costs include supplies, rent, furniture, design and construction cost, training, contract support, reimbursement to the U.S. Marshals Service, Information Technology (IT) support, telecommunications, and security. Funding also provides for an interpretation and translation contract.

**HC:** These costs include supplies, rent, furniture, design and construction, training, contract support, IT support, telecommunications, and security. Funding also provides for translation and declassification of documents relating to habeas cases.

**Impact if not funded:** DLSA will be unable to provide legal services for the continuation of prosecutions and the holding of detainees.

**Explanation of change between FY 2011 and FY 2012:** FY 2012 request is lower than FY 2011 due to projected change to support the OMC and HC initiatives.

	<b><u>FY 2010 Actual</u></b>	<b><u>FY 2011 Total</u></b>	<b><u>Delta</u></b>	<b><u>FY 2012 Total</u></b>
<b>Total</b>	<b>\$87,581</b>	<b>\$120,469</b>	<b>(\$18,147)</b>	<b>\$102,322</b>

**Price and Program Changes, OP-32:**

		<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
		<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Request</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
101	Exec, Gen & Spec Schedules	16,803	84	3,355	20,242	0	-4,550	15,692
<b>199</b>	<b>Total Civilian Personnel Compensation</b>	<b>16,803</b>	<b>84</b>	<b>3,355</b>	<b>20,242</b>	<b>0</b>	<b>-4,550</b>	<b>15,692</b>
<b><u>TRAVEL</u></b>								
308	Travel of Persons	3,046	43	235	3,324	50	16	3,390
<b>399</b>	<b>Total Travel</b>	<b>3,046</b>	<b>43</b>	<b>235</b>	<b>3,324</b>	<b>50</b>	<b>16</b>	<b>3,390</b>
<b><u>OTHER PURCHASES</u></b>								
672	Pentagon Reservation Maintenance Revolving Fund	1,219	-272	-947	0	0	0	0
699	<b>Total Purchases</b>	<b>1,219</b>	<b>-272</b>	<b>-947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
912	Rental Payments to GSA Leases (SLUC)	2,569	36	-2,605	0	0	0	0
913	Purchased Utilities (Non-DBOF)	31	0	-31	0	0	0	0
914	Purchased Communications	168	2	-170	0	0	0	0
915	Rents (Non GSA)	42	1	985	1,028	15	-160	883
917	Postal Services	0	0	40	40	0	-6	34
920	Supplies & Materials (Non-SF)	1,158	16	-814	360	5	-56	309
921	Printing and Reproduction	11	0	-11	0	0	0	0
922	Equipment Maintenance by Contract	114	2	-116	0	0	0	0
923	Facility Maintenance by Contract	286	4	-290	0	0	0	0
925	Equipment Purchase by Contract	6	0	-6	0	0	0	0
932	Management & Professional Support Services	46,273	648	4,553	51,474	772	-8,021	44,225
934	Engineering & Technical Services	6,297	88	20,137	26,522	398	-4,133	22,787
960	Interest & dividends	29	0	-29	0	0	0	0
987	Other Intra-governmental Purchases	1,213	17	14,193	15,423	231	-2,419	13,235
989	Other Contracts	8,316	116	-6,376	2,056	31	-320	1,767
<b>999</b>	<b>Total Other Purchases</b>	<b>66,513</b>	<b>930</b>	<b>29,460</b>	<b>96,903</b>	<b>1,452</b>	<b>-15,115</b>	<b>83,240</b>
<b>9999</b>	<b>Total</b>	<b>87,581</b>	<b>785</b>	<b>32,103</b>	<b>120,469</b>	<b>1,503</b>	<b>-19,650</b>	<b>102,322</b>

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**DEFENSE MEDIA ACTIVITY**

**Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND)  
Operation and Maintenance, Defense-Wide  
Budget Activity 04 Administrative and Service Wide Activities**

**I. Description of Operations Financed:** Funding will provide commanders and troops with the tools to improve their situational awareness and enhance force protection initiatives. In addition, it will increase internal/command information distribution, as well as support the “touch of home” news, sports and entertainment efforts that will help boost morale and enhance the quality of life for all personnel deployed in support of OEF and OND.

**II. Financial Summary (\$ in Thousands)**

<b>CBS No.</b>	<b>CBS Title</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>					
<b>2.0</b>	<b>Personnel Support</b>	<b>\$49</b>	<b>\$180</b>	<b>\$70</b>	<b>\$250</b>
<b>3.0</b>	<b>Operating Support</b>	<b>\$8,459</b>	<b>\$10,927</b>	<b>\$2,908</b>	<b>\$13,835</b>
<b>4.0</b>	<b>Transportation</b>	<b>\$148</b>	<b>\$500</b>	<b>(\$207)</b>	<b>\$293</b>
	<b>Total</b>	<b>\$8,656</b>	<b>\$11,607</b>	<b>\$2,771</b>	<b>\$14,378</b>
<b>OND (FY 2010 will be OIF.)</b>					
<b>2.0</b>	<b>Personnel Support</b>	<b>\$25</b>	<b>\$60</b>	<b>(\$32)</b>	<b>\$28</b>
<b>3.0</b>	<b>Operating Support</b>	<b>\$4,653</b>	<b>\$3,032</b>	<b>(\$2,014)</b>	<b>\$1,018</b>
<b>4.0</b>	<b>Transportation</b>	<b>\$30</b>	<b>\$100</b>	<b>(\$67)</b>	<b>\$33</b>
	<b>Total</b>	<b>\$4,708</b>	<b>\$3,192</b>	<b>(\$2,113)</b>	<b>\$1,079</b>
	<b>SAG Total</b>	<b>\$13,364</b>	<b>\$14,799</b>	<b>\$658</b>	<b>\$15,457</b>

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
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**III. Description of Operations Financed by Operation and CBS**

**A. AMERICAN FORCES RADIO & TELEVISION SERVICE (AFRTS) - MEDIA INFORMATION PRODUCTS**

<b>OEF</b>				
<b>2.0</b>	<b>Personnel Support-AFRTS</b>	<b>\$49</b>	<b>\$180</b>	<b>\$70</b>
<b>OND</b>	<b>(FY 2010 will be OIF)</b>			<b>\$250</b>
<b>2.0</b>	<b>Personnel Support-AFRTS</b>	<b>\$25</b>	<b>\$60</b>	<b>(\$32)</b>
	<b>Total</b>	<b>\$74</b>	<b>\$240</b>	<b>\$38</b>
				<b>\$278</b>

**Narrative Justification:** Funds TDY Costs for pre-deployment training and Combat Skills Training (CST) of AFRTS correspondents and other DMA personnel. Ensures the necessary means for DMA military correspondents who support the AFRTS mission to receive the mandatory equipment, supplies, training and travel needed to deploy in support of OEF/OND. A significant number of deploying members are stationed overseas and DMA must pay for the associated round trip travel costs to return to CONUS to attend this training. Failure to provide funding will severely restrict DMA's ability to meet these operational deployment requirements and lead to reduction in the number of individuals available to cover OEF/OND operations and/or increase deployment lengths for DMA correspondents and other personnel.

**Explanation of Change between FY 2011 and FY 2012:** Small funding delta between FY 2011 and 2012 reflects a reduction in requirements to support operating forces associated with OND and an increase requirement to support operating forces deployed in OEF.



		<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>	<b>CBS Title</b>				
<b>3.0</b>	<b>Operating Support- AFRTS</b>	<b>\$2,013</b>	<b>\$2,467</b>	<b>\$143</b>	<b>\$2,610</b>
<b>OND</b>	<b>(FY 2010 will be OIF)</b>				
<b>3.0</b>	<b>Operating Support- AFRTS</b>	<b>\$720</b>	<b>\$459</b>	<b>\$59</b>	<b>\$518</b>
	<b>SAG Total</b>	<b>\$2,733</b>	<b>\$2,926</b>	<b>\$202</b>	<b>\$3,128</b>

**Narrative Justification:** Funding for programming, communications equipment, and satellite communications costs (SATCOM) provides AFRTS the ability to broadcast multi-channel quality radio and television services to personnel in contingency operations areas. Acquired programming provides for 24/7 multi-channel broadcast services. Equipment that is worn or damaged by weather, electrical outages, surges and accidents need to be replaced. Also provided are media information; coordination and transmission of interviews with soldiers; and web based/hard copy news coverage of ongoing operations in operational areas.

If this support is not funded, ability to provide troops deployed for OEF/OND full range of AFRTS and related media information and digital imaging products and services will be degraded thereby reducing constant situational awareness and force protection information as well as adversely impacting morale.

**Explanation of Change between FY 2011 and FY 2012:** Small funding delta between FY 2011 and 2012 reflects costs associated with phase-out of OND support and build-up of OEF support.

		<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>	<b>CBS Title</b>				
<b>4.0</b>	<b>Operating Support- AFRTS</b>	<b>\$148</b>	<b>\$500</b>	<b>(\$207)</b>	<b>\$293</b>
<b>OND</b>	<b>(FY 2010 will be OIF)</b>				
<b>4.0</b>	<b>Operating Support- AFRTS</b>	<b>\$30</b>	<b>\$100</b>	<b>(\$67)</b>	<b>\$33</b>
	<b>SAG Total</b>	<b>\$178</b>	<b>\$600</b>	<b>(\$274)</b>	<b>\$326</b>

**Narrative Justification:** Funds second destination transportation costs(Department of Defense Transportation Account Code - TAC) to ship equipment and supplies needed by American Forces Radio and Television Services (AFRTS) correspondents, military news gathering bureaus, television distribution systems, and radio transmitter sites throughout Iraq, Kuwait, Qatar and Afghanistan to support their OEF/OND missions. Failure to provide funding for this mission would eliminate the ability to meet AFRTS mission requirements, which would lead to loss of internal communication capability in the AOR through radio and television.

**Explanation of Change between FY 2011 and FY 2012:** Funding delta between FY 2011 and 2012 reflects reduction in requirements to support operating forces associated with OND and an increase requirement to support operating forces deployed in OEF.

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
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**B. STARS AND STRIPES PRODUCTS**

(\$ in Thousands)

	<b>OEF</b>	<b>CBS Title</b>			
	<b>3.0</b>	<b>Operating Support- Stars and Stripes</b>	<b>\$6,269</b>	<b>\$8,460</b>	<b>\$2,765</b>
	<b>OND</b>	<b>(FY 2010 will be OIF)</b>			
	<b>3.0</b>	<b>Operating Support- Stars and Stripes</b>	<b>\$3,940</b>	<b>\$2,573</b>	<b>(\$2,073)</b>
		<b>SAG Total</b>	<b>\$10,209</b>	<b>\$11,033</b>	<b>(\$692)</b>
					<b>\$11,725</b>

**Narrative Justification:** Stars & Stripes provides personnel deployed in support of OEF and OND, independent news and information offering coverage of national and international news and other features found in hometown newspapers in the United States. Printed and electronic news media enhance military readiness (morale), better enable service members to exercise responsibilities of citizenship, and provide information to help them to make sense of the contextual elements of a transformational military. The importance of printed media is heightened by the minimal-to-no internet access to news and social media at operating bases and limited access at the main bases in the areas of responsibility (AORs).

**Operation Enduring Freedom -** Stars and Stripes supports OEF by providing journalistic coverage of operations and a daily newspaper to service members stationed in Afghanistan and other CENTCOM AOR locations except Iraq. This request is based upon Combatant Commanders' (COCOM) stated requirements for service members deployed. During Fiscal Year 2010 the President directed additional forces be deployed in support of OEF. This required a significant increase in numbers of papers produced and delivered as well as an increase in the personnel time to manage the papers and for coverage of operations. Afghanistan operations are more costly than were operations in Iraq. The force level increase was not planned or funded during FY 2010 and FY 2011, which meant that the mission could only be met by using the Stars and Stripes non-appropriated fund (NAF) revolving fund. Use of these funds cannot continue indefinitely. The current Commander for USAF-A has indicated that an evaluation of the future force needs will begin in July 2011.

FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
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It is estimated that based upon anticipated force levels at the beginning of FY 2012, 45,000 copies of the Stars & Stripes newspaper will be required each day to support military and other associated support personnel assigned to this operation. To meet this requirement \$11.225M will be needed to gather news, and to produce and distribute the paper. Unless these funds are provided, Stars and Stripes will be unable to meet the stated COCOM requirements. This would be inconsistent with the intent of Report of the House of Representatives Armed Services Committee on the National Defense Authorization Act of Fiscal Year 2010 (Report 111-166) dated June 18, 2010 that urged the Secretary of Defense to fully fund Stars and Stripes.

**Operation New Dawn:** Stars and Stripes supports OND by providing its daily newspaper to service members stationed in Iraq based upon Combatant Commanders' (COCOM) stated requirements for deployed service members. As Stars and Stripes assumes that all troops will be phased out of Iraq during early FY 2012, minimal funding is requested.

**Explanation of Change between FY 2011 and FY 2012:** The relatively small funding delta between FY 2011 and 2012 reflects reduction in requirements to support operating forces associated with OND and an increase requirement to support operating forces deployed in OEF. Additionally Afghanistan has an immature local infrastructure which requires substantial numbers of newspapers to be printed out-country and then transported to OEF service members thereby increasing overall costs. Further, the costs of CENTCOM locations in support of OEF such as Kuwait, which previously were primarily in support of OIF are now included in the costs for this operation.

**C. COMBAT AWARENESS TRAINING**

OEF	CBS Title				
OND	(FY 2010 will be OIF)				
3.0	Operating Support- Combat Awareness Training	\$17	\$0	\$0	\$0

**Explanation of Change between FY 2011 and FY 2012:** There were no Overseas Contingency Operations (OCO) requirements for this cause in FY 2011 or 2012

**IV. Price and Program Changes, OP-32:**

**OP 32 Line (\$ In Thousands)**

	<b>Change from FY 2010 to FY 2011</b>			<b>Change from FY 2011 to FY 2012</b>			<b>FY 2012 Estimate</b>
	<b>FY 2010 Actuals</b>	<b>Price Growth</b>	<b>Program Growth</b>	<b>FY 2011 Estimate</b>	<b>Price Growth</b>	<b>Program Growth</b>	
<b>308 Total Travel</b>	74	1	14	89	1	37	127
<b>771 Commercial Transportation</b>	178	2	252	432	6	(7)	431
<b>915 Rents (Non- GSA)</b>	473	7	(5)	475	7	(7)	475
<b>920 Supplies &amp; Materials (Non-Fund)</b>	97	2	3	102	2	(1)	103
<b>925 Equipment Purchases (Non-Fund)</b>	1,051	15	1,176	2,242	34	(1,156)	1,120
<b>989 Other Contracts</b>	<u>11,491</u>	<u>161</u>	<u>(193)</u>	<u>11,459</u>	<u>172</u>	<u>1,570</u>	<u>13,201</u>
<b>Total</b>	<b>13,364</b>	<b>188</b>	<b>1,247</b>	<b>14,799</b>	<b>222</b>	<b>436</b>	<b>15,457</b>

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**DEPARTMENT OF DEFENSE EDUCATION ACTIVITY**  
**Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND)**  
**Operation and Maintenance, Defense-Wide**  
**Budget Activity 04 Administrative and Service Wide Activities**  
**Activity Group, Family Assistance (FA)/Family Advocacy Program (FAP)**

- I. **Description of Operations Financed:** Funds Quality of Life (QOL) issues supporting the Overseas Contingency Operations: Operations Enduring Freedom (OEF)/Operation New Dawn (OND).
- **Guard, Reserve and Active Duty Service Members and Family Support:** This request ensures funding to sustain the Joint Family Support and Assistance Program, the underpinning to Yellow Ribbon events, to help service and family members cope with the demands of the military lifestyle throughout the entire deployment cycle.
  - **Emergency Child Care Support:** This request will continue emergency and respite child care services for Service members (Active, Guard and Reserve) to enable families to manage lengthy separations and, in some cases, extensions to deployments.
  - **Morale, Welfare and Recreation (MWR) RESET in Theater, Fitness, and Bandwidth:** This requirement helps to increase morale of Service members in Theater by providing invaluable resources to deployed units. MWR reset in-Theater includes fitness equipment, recreation and fitness kits, TRX portable trainers, aerobic and strength training fitness equipment, as well as funding for critically needed improvements to our fitness center infrastructure. Funding supports bandwidth for over 1,000 Internet Cafes, as well as mobile internet technology (internet-in-a-box), computers/computer stations, and 135 portable Morale Satellite Units. Additionally, recreational needs for deployed troops will be provided, such as theaters-in-a-box, library kits, up-to-date books and magazines, online library products and the monthly distribution of library products to over 164 deployed units and remote sites.
  - **Army End Strength 22K Increase.** Funds will support the additional increase of student enrollment at DoDEA schools as a result of the Department's plan to increase the U.S. Army end strength.

**II. Financial Summary (\$ in Thousand)**

<b>CBS No.</b>	<b>CBS Title</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>					
<b>1.0</b>	<b>Personnel</b>				
<b>2.0</b>	<b>Personnel Support</b>	<b>\$231,658</b>	<b>\$282,100</b>	<b>-\$106,200</b>	<b>\$175,900</b>
<b>3.0</b>	<b>Operating Support</b>				
<b>4.0</b>	<b>Transportation</b>				
	<b>Total</b>	<b>\$231,658</b>	<b>\$282,100</b>	<b>-\$106,200</b>	<b>\$175,900</b>
<b>OND</b>	<b>(FY 2010 will be OIF.)</b>				
<b>1.0</b>	<b>Personnel</b>				
<b>2.0</b>	<b>Personnel Support</b>	<b>\$377,967</b>	<b>\$203,669</b>	<b>-\$185,469</b>	<b>\$18,200</b>
<b>3.0</b>	<b>Operating Support</b>				
<b>4.0</b>	<b>Transportation</b>				
	<b>Total</b>	<b>\$377,967</b>	<b>\$203,669</b>	<b>-\$185,469</b>	<b>\$18,200</b>
	<b>SAG Total</b>	<b>\$609,625</b>	<b>\$485,769</b>	<b>-\$291,669</b>	<b>\$194,100</b>
<b>OEF</b>					
1.	CBS Category/Subcategory 2.0 Personnel Support	<b>\$116,252</b>	<b>\$134,460</b>	<b>-\$78,460</b>	<b>\$56,000</b>

**A. National Guard, Reserve, and Service Member & Family Support**

- a. Narrative Justification:** Funding is needed to help National Guard and Reserve and geographically isolated service members and their families manage the demands of the military lifestyle. This request funds service member and family support at Yellow Ribbon and other deployment events to include: financial counseling, non-medical counseling, information and referral, budget planning and connection to community resources.



	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
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- b. Explanation of Change Between FY 2011 and FY 2012:** Sufficient OCO funding must continue for OEF to support families of Service members that are deployed to Afghanistan throughout the deployment cycles.

**OND (FY2010 will be OIF)**

2. CBS Category/Subcategory 2.0 Personnel Support	<b>\$189,673</b>	<b>\$68,500</b>	<b>-\$62,500</b>	<b>\$6,000</b>
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- a. Narrative Justification:** Funding is needed to help National Guard and Reserve and geographically isolated service members and their families manage the demands of the military lifestyle. This request funds service member and family support at Yellow Ribbon and other deployment events to include: financial counseling, non-medical counseling, information and referral, budget planning and connection to community resources.

- b. Explanation of Change Between FY 2011 and FY 2012:** Sufficient OCO funding must continue for OND to support families of Service members that are deployed to Iraq throughout the deployment cycle.

**OEF**

1. CBS Category/Subcategory 2.0 Personnel Support	<b>\$32,870</b>	<b>\$100,040</b>	<b>-\$37,040</b>	<b>\$63,000</b>
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**B. Emergency Child Care Support**

- a. Narrative Justification:** Because child care continues to be recognized as a key quality of life issue that has direct impact on the effectiveness and readiness of the force, sustainment of funding is imperative. The continuation of the OCO Emergency Child Care Support will enable the Services to act swiftly in meeting sizeable, and often unforeseen, child care requirements, particularly for the Guard and Reserve Component forces as they are mobilized and deployed. This funding will enable respite child care, special needs respite care, and outreach initiatives (e.g., 4-H, Boys and girls Clubs, etc) to continue.

FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
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The ramifications of lack of funding are numerous. For example, insufficient emergency and respite child care exacerbate the pressures on families who are already experiencing stress because of the high operation tempo. The demands on the stay-behind spouse can be overwhelming, particularly for a young spouse who is solely responsible for sustaining the family unit during deployment, and respite child care services can help alleviate the stress involved. Without this funding, actual retention behavior could be negatively affected, as research demonstrates that spouse/significant other satisfaction and support to stay in the Armed Forces has an influence on the members' actual retention behavior. On the plus side, the availability of quality, affordable child care contributes to mission accomplishment and, indirectly, to retention.

- b. **Explanation of Change Between FY 2011 and FY 2012:** The decrease of \$37.0M is attributable to the realignment of Private Partnership Venture (PPV) funds from OCO to the baseline to support the enduring requirement. The requested funding will sustain respite child care needs to meet war-time requirements.

**OND**

2. CBS Category/Subcategory 2.0 Personnel Support	\$53,630	\$78,000	-\$71,000	\$7,000
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**B. Emergency Child Care Support**

- a. **Narrative Justification:** Because child care continues to be recognized as a key quality of life issue that has direct impact on the effectiveness and readiness of the force, sustainment of funding is imperative. The continuation of the OCO Emergency Child Care Support will enable the Services to act swiftly in meeting sizeable, and often unforeseen, child care requirements, particularly for the Guard and Reserve Component forces as they are mobilized and deployed. This funding will enable respite child care, special needs respite care, and outreach initiatives (e.g., 4-H, Boys and girls Clubs, etc) to continue.

The ramifications of lack of funding are numerous. For example, insufficient emergency and respite child care exacerbate the pressures on families who are already experiencing stress because of the high operation tempo. The demands on the stay-behind spouse can be overwhelming, particularly for a young spouse who is solely responsible for sustaining the family unit during deployment, and respite child care services can help alleviate the stress involved. Without this funding, actual retention behavior could be negatively affected, as research demonstrates that spouse/significant other satisfaction

FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
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and support to stay in the Armed Forces has an influence on the members' actual retention behavior. On the plus side, the availability of quality, affordable child care contributes to mission accomplishment and, indirectly, to retention.

- b. **Explanation of Change Between FY 2011 and FY 2012:** The decrease of \$23.0M is attributable to the realignment of Private Partnership Ventures (PPV) funds from OCO to the baseline to support the enduring requirement. This requested funding is to sustain child care needs to meet war time requirements.

**OEF**

- |   |          |          |        |          |
|---|----------|----------|--------|----------|
| 1. CBS Category/Subcategory 2.0 Personnel Support | \$78,937 | \$47,600 | -\$800 | \$46,800 |
|---|----------|----------|--------|----------|

**C. Morale, Welfare and Recreation (MWR) RESET in Theater; OEF Bandwidth and Fitness**

- a. **Narrative Justification:** With the shift in personnel from OND to OEF requirements for bandwidth and satellite computers as a means of communications capability in Afghanistan has grown. It is difficult and very expensive to logistically support MWR requirements in the remote locations and vast expanse of the Afghanistan AOR. Requirements for improvements to fitness center infrastructure, fitness equipment, on-line library services, and single service member support are a constant need to ensure readiness of service members and satisfy the needs of families. MWR funding would provide deployed Service members access to movies, library materials and the on-line library, recreation, entertainment, and Bandwidth for internet cafes to communicate with family and friends with access to social networking sites that have been restricted due to bandwidth and other security related issues. In DMDC surveys, Service members and spouses have identified the ability to communicate with family and friends as their top priority for coping with deployments. Funding buys innovative solutions (such as MWR portable computer units with satellite) as a means of delivering communication capability in Theater, MWR internet Cafes, Theater in a Box, Electron Games in a Box and Armed Forces Entertainment. Funds would also enable the continuation of needed improvements to fitness center infrastructure, fitness equipment and single service member support.
- b. **Explanation of Change Between FY 2011 and FY 2012:** The funding decrease of \$0.8M reflects reduced various MWR services, adjusted to the Services' requirement levels, provided to deployed service members (i.e. bandwidth for internet cafes, satellite computers, fitness equipment, single service member support, etc).

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OND</b>				
2. CBS Category/Subcategory 2.0 Personnel Support	<b>\$133,163</b>	<b>\$47,600</b>	<b>-\$42,400</b>	<b>\$5,200</b>

**C. Morale, Welfare and Recreation (MWR) RESET in Theater; OND Bandwidth and Fitness**

- a. Narrative Justification:** The request supports MWR for deployed Service members access to movies, library materials and the on-line library, recreation, entertainment, and Bandwidth for internet cafes to communicate with family and friends with access to social networking sites that have been restricted due to bandwidth and other security related issues. In DMDC surveys, Service members and spouses have identified the ability to communicate with family and friends as their top priority for coping with deployments. Funding buys innovative solutions (such as MWR portable computer units with satellite) as a means of delivering communication capability in Theater, MWR internet Cafes, Theater in a Box, Electron Games in a Box and Armed Forces Entertainment. Funds would also enable the continuation of needed improvements to fitness center infrastructure, fitness equipment and single service member support.
- b. Explanation of Change Between FY 2011 and FY 2012:** The funding decrease of \$42.4M reflects reduced requirements due to one-time purchases made in the previous years. MWR services provided to deployed service members (i.e. bandwidth for internet cafes, satellite computers, fitness equipment, single service member support, etc).

**OEF**

1. CBS Category/Subcategory 2.0 Personnel Support	<b>\$5,100</b>	<b>\$9,569</b>	<b>\$531</b>	<b>\$10,100</b>
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**D. Increase Army End Strength**

- a. Narrative Justification:** The \$10.1M will be utilized to support the additional increase of student enrollment at DoDEA schools as a result of the Department's plan to increase the U.S. Army end strength. Funds received will augment DoDEA costs in the areas of bus transportation, supplies and equipment to include technology, textbooks, facility projects.

<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
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**b. Explanation of Change Between FY 2011 and FY 2012:** The requested funding is to sustain increased costs associated with student enrollment growth at DoDEA schools and the cost of DoDEA educators serving as English language instructors under the (CEW) program.

<b>Total</b>	<b>\$609,625*</b>	<b>\$485,769</b>	<b>-\$291,669</b>	<b>\$194,100</b>
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\* The FY 2010 Estimate column includes \$558,700 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and \$58,000 thousand in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request (P.L. 111-212).

**OP 32 Line items as Applicable (Dollars in thousands):**

<b><u>OP 32 Line</u></b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
	<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
987 Other IntraGovt Purch	58,000	812	426,957	485,769	8,258	-300,027	194,100
989 Other Contracts	551,625*	7,822	-559,447	0	0	0	0
<b>Total</b>	<b>609,625*</b>	<b>8,634</b>	<b>-132,490</b>	<b>485,769</b>	<b>8,258</b>	<b>-300,027</b>	<b>194,100</b>

\* The FY 2010 Estimate column includes \$558,700 thousand requested in the FY 2010 Defense-Wide Overseas Contingency Operations Budget Request (P.L. 111-118) and \$58,000 thousand in the FY 2010 Defense-Wide Overseas Contingency Operations Supplemental Request (P.L. 111-212).

\*\* In FY 2011 and 2012, correctly identifying our MIPRs with either the 2530 or 2535 object code--the identification of the object code of the MIPR recipient--which is always government.

**DEFENSE SECURITY COOPERATION AGENCY (DSCA)**  
**Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND)**  
**Operation and Maintenance, Defense-Wide**  
**Budget Activity 04 Administrative and Service Wide Activities**  
**Support for Coalition Forces**

**I. Description of Operations Financed:**

Participation by coalition forces in contingency operations reduces the stress on U.S. forces. The funding for Support for Coalition Forces supports coalition and friendly foreign forces and enables partner nations that otherwise lack the financial means to participate in U.S. contingency operations. Continued funding to support coalition and friendly foreign forces is critical to achieve success in current overseas operations. The foreign countries who receive support are able to contribute to U.S. military operations only because of financial or logistical support, in the form of reimbursements for expenses or provision of transportation, sustainment, and subsistence when the forces are down-range. Failure to fund these programs would jeopardize the continued support of important partners like Pakistan and Jordan who conduct key border operations. Lack of requested funds could also minimize participation of foreign partners like Poland, Hungary, Romania, and Georgia, which have contributed thousands of troops to combat missions in Iraq and Afghanistan. Fewer foreign forces translates to greater U.S. force requirements, adversely impacting U.S. deployment and redeployment schedules.

**Coalition Support Funds (CSF):** Reimbursements to key cooperating nations for support to U.S. military operations and procurement and provision of specialized training, supplies, and specialized equipment for loan to coalition forces in Iraq and Afghanistan.

- Coalition Support Funds are vital. The Department's request of \$1,750 million will enable partner nations to deploy forces in support of U.S. military operations. The deployed forces serve as force multipliers and reduce requirements for U.S. armed forces. The requested increase over FY 2011 is due to projected participation and operations tempo by key coalition forces and specialized training and equipment requirements.
- The Department intends to continue to reimburse the Government of Pakistan for its operations on Pakistan's border with Afghanistan, which support Operation ENDURING FREEDOM. Pakistan has served as a key ally in Operation ENDURING FREEDOM since 2001. Pakistan's security forces regularly engage enemy forces, arrest and kill Taliban and Al-Qaeda forces, and render significant support to U.S. forces operating in Afghanistan. Pakistan continues to meet the growing enemy insurgency on the border region and has made enormous sacrifices in support of these operations, suffering more than 2,500 deaths of military and security forces personnel since September 11, 2001. The expenses Pakistan incurs

to conduct operations against al Qaeda and Taliban forces include providing logistical support for its forces, manning observation posts along the Afghanistan border, and conducting maritime interdiction operations, combat air patrols, and maritime operations.

- The Department will also continue to reimburse the Government of Jordan for logistical, military, and other expenses incurred in the conduct of border operations, as long as the border operations are deemed essential to U.S. military activities. Despite limited economic means, Jordan conducts border operations along the Jordan-Iraq border and operates two field hospitals. The border operations continue to support U.S. operations in Iraq by curbing undesirables transiting across the border. Jordan's two field hospitals in Iraq and Afghanistan provide medical treatment to thousands of injured coalition forces and civilians. The Department also anticipates continued reimbursements to Romania, Georgia, the Krygz Republic and other key coalition partners.
- Coalition Support Funds will finance specialized training, supplies, and specialized equipment for coalition and friendly foreign forces willing to join the fight in Iraq and Afghanistan, thus producing a safer, more effective force. This authority, the Coalition Readiness Support Program (CRSP), enables the Department to achieve cost savings and ensure protection of both U.S. and foreign forces by having a store of equipment, such as MRAP vehicles, radios, counter-IED equipment, and night vision devices, which can be rotated to friendly foreign forces.
- The Department also uses Coalition Support Funds to prepare countries to deploy that could not participate in military operations in Iraq and Afghanistan without such support. Reimbursing partner nation efforts is critical to enabling forces from eligible foreign countries to remain in theater and support U.S. military operations. Without financial support, many of these nations would not be able to participate in U.S. military operations.

**Lift and Sustain (Iraq and Afghanistan):** The Department's request of \$450 million will provide funds to transport eligible foreign forces from approximately 25 countries to and from Afghanistan and provide sustainment and subsistence while they serve with U.S. forces in Afghanistan. The Department's increased request is consistent with recent expenditure rates, however, projections for sustainment requirements for coalition forces are evolving and could be higher, making continued flexibility to exceed the appropriated amount important. This critical authority allows the Department to provide support to coalition and friendly foreign forces participating in U.S. military operations in Iraq and Afghanistan. Without these funds, coalition and friendly foreign countries that lack the financial means to transport their forces to and from Iraq and Afghanistan or to sustain their forces for extended deployments would not be able to participate. U.S. support enables these forces to remain in theater to contribute to contingency operations. Without the support, the coalition forces may be required to return home potentially requiring an increase in U.S. forces.



**II. Financial Summary (\$ in Thousand)**

CBS No.	CBS Title	FY 2010 Total	FY 2011 Total	FY 2011 Delta	FY 2012 Total
7.1	Coalition Support Funds	1,570,000	1,600,000	150,000	1,750,000
7.2	Lift and Sustain (Iraq and Afghanistan)	350,000	400,000	50,000	450,000
	<b>SAG Totals</b>	<b>1,920,000</b>	<b>2,000,000</b>	<b>200,000</b>	<b>2,200,000</b>

**A. Subactivity Group – Support for Coalition Forces**

1. 7.1	Coalition Support Funds	<b>1,570,000</b>	<b>1,600,000</b>	<b>150,000</b>	<b>1,750,000</b>
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- a. Narrative Justification:** These funds finance payments to Pakistan, Jordan, and key cooperating nations for support to Operation ENDURING FREEDOM (OEF) and Operation NEW DAWN (OND). Pakistan conducts major border operations along the Pakistan-Afghanistan border and has achieved successes that would be difficult for U.S. Armed Forces to attain. Jordan’s operations along the Jordan-Iraq border are having a major impact on curbing foreign fighters transiting through Jordan to Iraq and contribute directly to U.S. operations in OND. The Department will also use these funds to provide the equipment and training needed for coalition and friendly foreign forces to operate effectively in the current environment and assure safety of coalition and U.S. armed forces.

**Impact if not funded:** The U.S. will not be able to reimburse key cooperating nations for support to U.S. military operations. An inability to reimburse Pakistan, Jordan, and countries with a lesser capacity to pay could discourage participation and require the U.S. military to take on operations better covered by coalition partners. In the case of Pakistan and Jordan border operations, it is unlikely that the U.S. would be able to conduct these operations as capably as the indigenous forces. Lack of specialized training and equipment to loan coalition forces could also decrease the participation by such forces and would reduce the safety of all forces conducting joint operations.

	<b>FY 2010 Total</b>	<b>FY 2011 Total</b>	<b>FY 2011 Delta</b>	<b>FY 2012 Total</b>
<b>A. <u>Subactivity Group – Support for Coalition Forces</u></b>				
2. 7.2 Lift and Sustain (Iraq and Afghanistan)	<b>350,000</b>	<b>400,000</b>	<b>50,000</b>	<b>450,000</b>
a. <b><u>Narrative Justification:</u></b> Lift and Sustain funds allow the Department to finance logistical support for coalition and friendly foreign forces in Iraq and Afghanistan. Funds are required so foreign forces from economically challenged countries can continue to support U.S. military operations. Lift and Sustain funding will continue to finance higher costs for transportation, food, and other sustainment. The eligible foreign partners do not have the financial means to transport their forces to and from Iraq and Afghanistan or to sustain their forces for extended deployments. Direct support from the U.S. is critical to enabling these forces to remain in theater and allowing U.S. military force deployment and redeployment schedules to stay on track.				
b. <b><u>Impact if not funded:</u></b> Without Lift and Sustain funds, many coalition and friendly foreign partners would not be able to maintain their forces in Afghanistan. Such a result would adversely impact U.S. operations if U.S. forces had to fill the gap. Without support in Afghanistan, countries like Poland and Romania, NATO members with limited economies, may not be able to participate, thus hindering the ability of NATO and the U.S. to succeed in Afghanistan.				
<b>Grand Total</b>	<b>1,920,000</b>	<b>2,000,000</b>	<b>200,000</b>	<b>2,200,000</b>

**OP 32 Line items as Applicable (Dollars in thousands):**

<b><u>OP 32 Line</u></b>	<b><u>FY 2010 Actuals</u></b>	<b><u>Change FY 2010/FY 2011</u></b>		<b><u>FY 2011 Estimate</u></b>	<b><u>Change FY 2011/FY 2012</u></b>		<b><u>FY 2012 Estimate</u></b>
		<b><u>Price</u></b>	<b><u>Program</u></b>		<b><u>Price</u></b>	<b><u>Program</u></b>	
987 Other IntraGovt Purch	1,920,000	26,880	53,120	2,000,000	30,000	170,000	2,200,000
<b>Total</b>	<b>1,920,000</b>	<b>26,880</b>	<b>53,120</b>	<b>2,000,000</b>	<b>30,000</b>	<b>170,000</b>	<b>2,200,000</b>

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**OFFICE OF THE SECRETARY OF DEFENSE (OSD)**  
**Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND)**  
**Operation and Maintenance, Defense-Wide**  
**Budget Activity 04 Administrative and Service Wide Activities**

**I. Description of Operations Financed:** The Department of Defense (DoD) provides funding for individuals with the expertise, knowledge, and experience in understanding the cultural differences, geography, economics, and demography of Afghanistan, and other areas where terrorism is spreading. This education and the support of knowledgeable people provides a strategic capability to counter terrorism, conduct counterinsurgency operations, prevent the spread of counter cultures and plan for further contingency operations in the Middle East and Africa. Each effort links to the broader goal of defeating terrorism by capturing different aspects and applying them to military operations that minimize the impact on insurgency actions; helps prevent the spread of counter cultures; and plans for further contingency operations in the Middle East and Africa where containment of terrorists is critical. In total, this request captures different aspects of terrorist activity and applies these aspects to military operations:

- A. Acquisition, Technology, and Logistics Program Activities include:** Contingency Acquisition Support Model (cASM), Synchronization Pre-deployment and Operational Tracker (SPOT), and Joint Asset Mobility Management System (JAMMS).
- B. Personnel and Readiness Program Activities include:** Civilian Expeditionary Workforce (CEW) and Mission Rehearsal Exercises (MRX).
- C. Policy Program Activities include:** Personnel funding for Temporary Billets supporting operations in Middle East and Asia and Detainee Affairs, Defense Critical Infrastructure Program, Defense Reconstruction Support Office, DoD Rewards Program, Irregular Warfare Security Initiative, and Project Archer.
- D. Military Intelligence Program Activities include:** Battlefield Information Collection and Exploitation System (BICES); Counter Threat Finance (CTF); Data Repositories; Enterprise Collaboration Capabilities; Knowledge Management and Expeditionary Enterprise Engineering; Non-Traditional Source in support of Stability Operations; Intelligence, Surveillance, and Reconnaissance (ISR) Task Force operations; and Resolution of Information Sharing Barriers. Classified program details are provided in a separate submission.

**II. Financial Summary (\$ in Thousands) by Cost Breakdown Structure (CBS)**

<b>CBS No.</b>	<b>CBS Title</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
<b>OEF</b>					
<b>1.0</b>	<b>Personnel</b>	<b>\$8,805</b>	<b>\$21,674</b>	<b>(\$10,908)</b>	<b>\$10,766</b>
<b>2.0</b>	<b>Personnel Support</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>3.0</b>	<b>Operating Support</b>	<b>\$119,491</b>	<b>\$162,545</b>	<b>(\$29,441)</b>	<b>\$133,104</b>
	<b>Total – OEF</b>	<b>\$128,496</b>	<b>\$184,219</b>	<b>(\$40,349)</b>	<b>\$143,870</b>
<b>OND</b>					
<b>3.0</b>	<b>Operations Support</b>	<b>\$0</b>	<b>\$3,880</b>	<b>(\$3,880)</b>	<b>\$0</b>
	<b>Total – OND</b>	<b>\$0</b>	<b>\$3,880</b>	<b>(\$3,880)</b>	<b>\$0</b>
	<b>Total of OEF and OND</b>	<b>\$128,496</b>	<b>\$188,099</b>	<b>(\$44,229)</b>	<b>\$143,870</b>

**III. Description of Operations Financed by Operation and CBS:**

**OEF**

<b>A.1 Acquisition, Technology and Logistics – Contingency Acquisition Support Model (cASM)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/3.7 Other Services and Miscellaneous Contracts	\$10,543	\$3,100	\$9,900	\$13,000

- a. **Narrative Justification:** The cASM subcategory group supports the Department’s effort to strengthen the overseas business environment by providing financial support systems and experts in theater. The funding is for system experts and managers to support Wide Area Workflow (WAWF), Commercial Accounts Payable System (CAPS), and the Deployed Disbursing System (DDS). Funding also supports subject matter experts to assist with Purchase Request Business Process Reengineering (BPR) and payment expeditors.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Increase results from the shortcomings of legacy systems and requirements for increased on site system administrator support.

<b>A.2 Acquisition, Technology and Logistics – Synchronization Pre-deployment &amp; Operational Tracker (SPOT) and Joint Asset Mobility Management System (JAMMS)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/3.5.4 Contractor Logistics Support	\$8,886	\$23,300	(\$17,500)	\$5,800

- a. **Narrative Justification:** The Synchronization Predeployment and Operational Tracker (SPOT) system has been designated by DoD as the system of record for accountability and visibility of contractors operating in a contingency operation. The SPOT system consists of a web based database that pushes and pulls data to and from various Government sources; a point of source scanning system called the Joint Asset Mobility Management System (JAMMS) provides a timestamp for individuals. The JAMMS timestamp information is uploaded in SPOT for reporting purposes. SPOT has been designated as the Congressionally mandated U.S. Government Agency contractor and contractor personnel accountability and visibility database for Iraq and Afghanistan. Funding is required to sustain the system at the current level of functionality.

- b. **Explanation of Change Between FY 2011 and FY 2012:** Increase is due to system enhancements required in FY 2012. The SPOT Enterprise Suite was quickly fielded to provide a needed capability in support of OEF and OND. As system usage increased, the need for fundamental system corrections to better serve the user was realized. Whereas the FY 2011 request will address system corrections, the FY 2012 request will be used to perform system enhancements based on lessons learned in the field.

**OEF**

<b>B.1 Personnel &amp; Readiness – Civilian Expeditionary Workforce (CEW)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
1.0 Personnel/1.2.1 Civilian Premium Pay	\$2,371	\$8,500	(\$2,922)	\$5,578
3.0 Operating Support/ 3.1 Training	\$2,056	\$1,500	\$4,459	\$5,959

- a. **Narrative Justification:** Funding provides for civilian temporary full-time equivalent (FTE), travel, and contractor support to assist in the training, pre-deployment, deployment, and post-deployment needs of the Civilian Expeditionary Workforce (CEW). The CEW augments support in-theater with subject matter experts in areas such as field logistics, financial management, reconstruction, engineering, communications, Information Technology, maintenance, and human resources.
- b. **Explanation of Change Between FY 2011 and FY 2012:** The increase provides for DoD civilian training and to staff the Program Integration Office (PIO) in support of the Civilian Expeditionary Workforce (CEW) mission; supports a larger participation in the CEW Training Program and provides facilities maintenance and equipment support to the CEW Program Integration Office (PIO).

<b>B.2 Personnel &amp; Readiness – Mission Rehearsal Exercise (MRX)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/ 3.1 Training	\$0	\$3,895	\$1,900	\$5,795

- a. **Narrative Justification:** Funding will allow the Joint Warfighting Center (JWFC) to conduct Guidance for the Development of the Force (GDF) and Chairman Joint Chief of Staff (CJCS) - directed joint collective and individual training for US forces deploying to undertake Overseas Contingency Operations. This training will allow deploying personnel to rapidly assume their joint duties, avoiding mistakes that could endanger the lives of both joint forces military personnel as well as local civilians. The training also decreases the probability of incidents occurring that can destabilize Interim Governments and delay U.S. efforts to establish peace in the region. Additionally, pre-deployment/Mission Rehearsal Exercise (MRX) Web-based Individual Training allows USJFCOM Joint Warfighting Center to conduct the Unified Command Plan (UCP), Guidance for Employment of the Force



(GEF), and Chairman Joint Chiefs of Staff (CJCS) directed individual training for forces deploying to undertake Overseas Contingency Operations. This web-based training allows deploying personnel to rapidly assume their joint duties and avoiding mistakes that could endanger the lives of the joint/coalition military forces and local civilians. The combined training also decreases the probability of incidents occurring that could destabilize the interim government and delay the peace the US desires to establish in the region. Funding this requirement will result in our designated Joint Task Force (JTF) HQs deploying into their Theaters of Operation able to form the Joint and Coalition Teams ready to meet the command and control challenges and successfully execute the mission.

- b. **Explanation of Change Between FY 2011 and FY 2012:** In FY 2012 the focus of the MRX requirements falls on the training of forces that will comprise the backbone of the Combined Joint Task Forces that make up Regional Command Southwest, Regional Command South, and Regional Command East that are part of Operation Enduring Freedom (OEF). These MRXs are characterized by the integration, or replication, of interagency participation and information operations capabilities, as well as multinational and coalition participation in the training of the designated JTFs.

**C.1 Policy – Temporary Billets (Detainee Affairs)**

	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
1.0 Personnel/ 1.2.2 Civilian Temporary Hires	\$1,598	\$840	(\$465)	\$375

- a. **Narrative Justification:** Funding provides three (3) civilian temporary full-time-equivalent (FTE) personnel to support operations at the Guantanamo Bay prison as well as prisons in the Middle East. Individuals provide policy, strategic planning, and coordination of international issues to monitor the progress of prisoners of war. These individuals are senior advisors to leadership in the Defense Department, White House, and State Department. They provide unique expertise in Islamic culture and languages, particularly in the areas of terrorism and Islamic religious extremism.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Decrease represents fewer personnel to support the ongoing closure effort at Guantanamo.

**C.2 Policy – Temporary Billets**

	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
1.0 Personnel/ 1.2.2 Civilian Temporary Hires	\$2,568	\$2,334	\$116	\$2,450

- a. **Narrative Justification:** Provides twelve (12) civilian temporary full-time-equivalent (FTE) personnel to support operations in the Middle East and Asia to include strategic planning and coordination of international issues within this region. They will monitor and identify problem areas with the drawdown of US forces in Iraq and the buildup of forces in Afghanistan.

- b. **Explanation of Change Between FY 2011 and FY 2012:** Increase represents the continued support required plus an adjustment for inflation.

<b>C.3 Policy – Defense Critical Infrastructure Program (DCIP)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$1,860	\$4,500	\$200	\$4,700

- a. **Narrative Justification:** The success of DoD missions depends on a global Defense Critical Infrastructure Program (DCIP), DoD and non-DoD networked assets essential to project, support, and sustain military forces and operations worldwide. This infrastructure is owned and operated by DoD, other Government organizations, and private industry. Further, this infrastructure has vulnerabilities that, if exploited, will affect the ability of DoD to perform its mission. The DCIP program identifies what Defense infrastructure assets are critical to DoD missions, plus their vulnerabilities and threats. Armed with this risk assessment information, decision makers provide an appropriate risk response, providing remediation, mitigation, or reconstitution of Defense critical infrastructure assets. Funding will be issued to the COCOMs and Military Services to conduct mission analysis and identify critical assets required to execute the President’s plans to stabilize Iraq. Funding will be used to coordinate and conduct vulnerability assessments on the identified critical assets and develop remediation plans to ensure continued availability of critical infrastructure. In addition, funding will be used to conduct an analysis on the Defense Industrial Base (DIB) to identify those critical Defense contractors providing goods and services directly supporting operations in Iraq and Afghanistan. Finally, funding will provide the near real time analytical reach back capability used to identify and analyze critical infrastructure asset dependencies in a dynamic environment.

- b. **Explanation of Change Between FY 2011 and FY 2012:** Increase represents an adjustment for inflation.

<b>C.4 Policy – Defense Reconstruction Support Office (DRSO)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
1.0 Personnel/1.2 Civilian Pay and Allowances	\$2,268	\$0	\$2,363	\$2,363
3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$3,500	\$4,250	(\$2,250)	\$2,000

- a. **Narrative Justification:** Funding provides twenty-five (25) civilian temporary full-time equivalent (FTE), travel, subject matter experts, and other support for a biennial report as required by Congress on Iraq and Afghanistan. Funding provides DoD and DoS

support in the reconstruction, operational, and transition programs in Iraq and Afghanistan through interagency forums and direct liaison.

- b. **Explanation of Change Between FY 2011 and FY 2012:** The FY 2012 increase in pay and allowances is due to increase in the number of subject matter experts needed as result of change of operations from Iraq to Afghanistan. The decrease in C4I for FY 2012 represents a drawdown of the requirement.

**C.5 Policy – DoD Rewards Program**

	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/3.7 Other Services and Miscellaneous Contracts	\$5,077	\$19,000	(\$11,000)	\$8,000

- a. **Narrative Justification:** The Rewards Program is used to collect information or non-lethal assistance that results in the capture of a person, weapon or documents on a wanted list. Rewards go to foreign national citizens who provide qualifying information. The program reduces the capabilities and threats associated with insurgent activities. All informants’ identities are strictly confidential. There is no established reward amount, as each nomination packet is considered separately based upon its overall strategic value and impact. The 2008 National Defense Authorization Act (NDAA) increased the value level of rewards for DoD. The Secretary of Defense can now authorize up to \$5,000,000 and COCOM Commander can authorize up to \$1,000,000. The FY 2008 NDAA also allows for a redelegation of authority for rewards greater than \$10,000 dollar level up to \$1,000,000 to commanders reporting directly to the COCOM Commander upon the approval of the Secretary of Defense.

In FY 2010 USFOR-A Commander increase delegation authority to \$100,000. Additionally, with a more mature program, field commanders continue to decentralize and increase the number of authorized paying agents for the program below the \$10,000 level. With increased decentralized approval levels and increasing paying agents, commanders are taking advantage of this “quicker response” capability increasing the number of payouts, and increasing credibility to informants. The 2011 NDAA also extended authorized reward payments for allied forces participating in combined operations which have the potential to expand the program. OCO funding is required to sustain the current and surge operations in Afghanistan, anticipated limited Iraq operations in FY 2012, ungoverned territories, partner nations as well as expand global efforts in the Rewards Program to other Combatant Commanders (COCOM).

- b. **Explanation of Change Between FY 2011 and FY 2012:** The decrease is result of the projected drawdown of forces in Iraq.

<b>C.6 Policy – Irregular Warfare Security Initiative</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$1,070	\$1,500	(\$400)	\$1,100

- a. **Narrative Justification:** Funding provides consultants in response to current operations in Iraq and Afghanistan. Irregular warfare focuses on small, stealthy, hit and run engagements. Stability operations include countering irregular troops or forces blending among the populace through counterterrorism tactics and assistance to a nation’s friendly armed forces. Funding provides consultants on an as needed basis to determine destabilization and the growth of irregular tactics. Funding will develop and accelerate operationally relevant tasks, conditions and standards for joint training and education in understanding foreign cultures in countries and regions of strategic importance to current operations.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Represents minimal decrease in consultant requirements.

<b>C.7 Policy – Project Archer</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/3.3 Other Supplies and Equipment	\$28,850	\$36,000	\$2,000	\$38,000

- a. **Narrative Justification:** Project Archer is established for embedded Counterinsurgency Advisory and Assistance Teams (CAAT) and Intelligence Fusion Support Cells in Afghanistan to support USFOR-A. The teams will identify, capture and share best practices throughout the Force. They will pinpoint and respond to gaps in tactics, techniques, procedures, training, organization, and equipment; this includes providing rapid design, development, and execution of solutions to meet immediate as well as emerging needs.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Program funding increases due to the stand up of additional regional commands in Afghanistan.

<b>D.1 Military Intelligence Program – Battlefield Information Collection and Exploitation System (BICES)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
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3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$11,000	\$20,000	(\$17,500)	\$2,500
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a. **Narrative Justification:** During FY 2010 and FY 2011, the Persistent Surveillance Dissemination System of Systems (PSDS2) full motion video capabilities for US Battlefield Information Collection and Exploitation System (BICES) within Afghanistan; initial operations/maintenance of the US BICES, NATO SOF BICES, NATO International Security Assistance Force (ISAF) video teleconferencing capability in supporting Commander ISAF and Task Force 535 requirements; storage and server/communications containers for the US BICES forward nodes in Kabul and direct communications connectivity between the Pentagon to Brussels and CENTCOM to Brussels for NATO BICES Agency connectivity in support of ISAF were completed. The effort also provided software and integration of a collaborative capability on US BICES in support of Afghanistan operations as well as the initial implementation of Afghanistan Wireless Communications from Kabul to RC North Fusion Centers.

The FY 2011 funding provides the immediate operations and maintenance support engineers and technicians need for management and implementation of a robust US BICES/SOF BICES NATO Secret/Coalition level video teleconferencing capability (BVTC) in support of current operations. The FY 2012 funding provides for the sustainment of a fully automated interface between NSANet and US BICES providing releasable SIGINT data into the BICES discoverable data repositories for access by NATO SOF and Conventional forces in Afghanistan. It also provides for the sustainment of a US BICES presence at key Afghanistan Threat Finance Cell (ATFC) and within the US interagency partners supporting the ATFC for coordination and exchange of critical information supporting financial threat targets.

b. **Explanation of Change Between FY 2011 and FY 2012:** The decrease reflects transition of O&M support into the US BICES base starting in FY 2012.

<b>D.2 Military Intelligence Program – Counter Threat Finance Intelligence (CTFi)</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
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3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$9,999	\$21,500	(\$21,500)	\$0
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a. **Narrative Justification:** Classified.

<b><u>Explanation of Change Between FY 2011 and FY 2012:</u></b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>Delta</b>	<b>FY 2012</b>
<b>Classified.D.3 Military Intelligence Program – Data Repositories</b>	<b>Actual</b>	<b>Request</b>		<b>Request</b>

3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$0	\$10,000	(\$10,000)	\$0
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- a. **Narrative Justification:** Funding is required to develop and deploy a common, integrated data repository that allows biometric data collectors and users, tactical interrogation teams and strategic debriefing personnel to share information in support of improved situational awareness. There are no centralized systems to identify and track “persons of interest” in Afghanistan. This initiative will allow the collection and dissemination of biometric data that will identify these persons and allow automated screening and alerting functions to support decisions regarding detention or release. This will ensure that once such persons are detected, they will be identifiable using this system.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Decrease results from FY 2011 completion of critical server software replacement and upgrade.

<b>D.4 Military Intelligence Program – Enterprise Collaboration Capabilities</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>Delta</b>	<b>FY 2012</b>
	<b>Actual</b>	<b>Request</b>		<b>Request</b>

3.0 Operating Support/ 3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$0	\$8,000	\$2,300	\$10,300
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- a. **Narrative Justification:** Enterprise Collaboration Capabilities to Enable Coalition Information Sharing on Unclassified Domains: The shift in Afghanistan from counter-terrorism operations to counter-insurgency operations is driving information sharing efforts to expand beyond primarily intelligence and military information to activities that included economic and diplomatic efforts. The biggest challenge is the “compartmentalization” of our assets and activities. Intelligence components and operations components are forced to work in two (2) different architectures, and with coalition members on separate architectures. We need common services across DOD and the Intelligence Community (IC) at each security level as well as between domains to facilitate information sharing and collaboration. We will lead an effort to procure and field solutions, leveraging commercially available technologies to provide an effective information sharing and collaboration capability for both fixed and mobile users on the unclassified domain.

- b. **Explanation of Change Between FY 2011 and FY 2012:** The increase provides for additional collaboration suites and cross domain rule sets to allow for exchange of critical intelligence information between systems and networks (Afghanistan Mission Secret network and US networks).

<b>D.5 Military Intelligence Program – Human Terrain</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/ 3.7.2 Contract Services	\$750	\$0	\$0	\$0

- a. **Narrative Justification:** The Human Terrain project improved the capabilities that the Marine Corps Information Operations Center (MCIOC) provides to deployed Marine Air Ground Task Forces (MAGTFs). Furthermore, this project provided a Decision Support System (DSS) that processes, analyzes and visually displays the information environment at the tactical and operational level. Information includes socio-cultural information collected from all sources. Project tasks include: analyzing state of the art information environment visualization and modeling systems that use socio-cultural information collected from all sources; identifying candidate systems, defining modification requirements and evaluating potential readiness for fielding; evaluating existing IO sources, information systems, and tools for application to the candidate system view in support of MCIOC mission and requirements; and identifying future information gaps and potential courses of remediation.
- b. **Explanation of Change Between FY 2011 and FY 2012:** N/A

<b>D.6 Military Intelligence Program – ISR Task Force</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/ 3.3 Other Supplies and Equipment	\$36,100	\$0	\$0	\$0

- a. **Narrative Justification:** The Task Force facilitates the rapid acquisition, fielding, integration and sustainment of ISR capabilities within the CENTCOM and SOCOM operational framework in support of forces executing OEF operations. Funding provides sustainment for operations, contractor support (forward and rear), facilities, travel and administrative support. This activity also funds analytical ISR studies to provide detailed insight and understanding of CENTCOM and SOCOM Irregular Warfare (IW) ISR requirements, providing DoD decision-makers with information affecting future investment strategy.
- b. **Explanation of Change Between FY 2011 and FY 2012:** N/A

<b>D.7 Military Intelligence Program – Knowledge Management and Expeditionary Enterprise Engineering</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
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3.0 Operating Support /3.7.2 Contract Services	\$0	\$0	\$10,000	\$10,000
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- a. **Narrative Justification:** The Knowledge Managers (KM) and systems engineers (also known as Expeditionary enterprise systems engineers) address a new requirement that emerged during FY 2010/2011. The KM requirement for 21 people came directly from International Security Assistance Force (ISAF) HQs and will place them in various places across theater to include 3/4 Star HQs in Kabul, Fusion Centers, Stability Operations Information Centers (SOICs) and each of the Regional Commands (RC East, North, West, South and Southwest). These KMs are responsible for understanding what data is available, from what source(s), the link to mission information requests and how best to share this across US Coalition forces. The system engineer requirement came out of the TF 714 study report and subsequently approved by CENTCOM for a total of 12 engineers (six (6) forward and six (6) CONUS-based) that would help bring the multiple, dissimilar networks and systems into a unified enterprise information sharing environment and help automate existing manually intensive processes required to share information.
- b. **Explanation of Change Between FY 2011 and FY 2012:** This increase results from an organizational shift of KM from the CENTCOM Combined Information Data Network Exchange (CIDNE) project & Defense Intelligence Agency (DIA) to USD(I). The FY 2012 request is required to carry over the effort and ensure there is no break in support to Commander, ISAF.

<b>D.8 Military Intelligence Program – Non-Traditional Source in Support of Stability Operations</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
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3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$0	\$1,000	\$9,500	\$10,500
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- a. **Narrative Justification:** Numerous contingency operations have highlighted the importance of information sharing as a mechanism for leveraging the capabilities of indigenous, allied and other non-governmental participants to facilitate the achievement of our nation’s political, military, social, and economic objectives. We will build private-public partnerships to assess specific needs, determine viable solutions, and help to deliver initial capabilities in the near term for the Afghan operational environment. Areas of focus include technical capabilities, social and cultural factors, training and education, and pilots in support of information sharing operations in this complex environment. In FY 2012, the ISR TF, in partnership with the broader DoD and Intelligence Community (IC), is leading an effort to identify and deliver solutions, leveraging commercially available technologies (to include Web 2.0 and open source) to provide an effective information sharing and collaboration capability for both fixed and mobile users on the unclassified domain.



The shift in Afghanistan from Counter-Terrorism operations to Counter-Insurgency operations has driven efforts to gather “population-centric” information. A great source of the “population-centric” information is the open source community. There is a wealth of unclassified information available from DoS, USAID, NGOs, PVOs, etc., but there is no coordinated plan for gathering or integrating the information to obtain shared situational awareness. UnityNet leverages the Internet and embraces open source to enable the networking of people (DoD and its partners, traditional or otherwise) together (via the Internet) in a unity of effort for a common cause.

The ISR TF will continue to partner with the Center for Technology and National Security (CTNS) at the National Defense University (NDU) that has been at the forefront in developing STAR (Sustainable Technology, Accelerated Research) TIDES (Transformative Innovation for Development and Emergency Support) and that contracts with qualified companies to build private-public partnerships to assess specific needs, determine viable solutions, and help deliver initial capabilities in the near term for the Afghan operational environment. Areas of focus include technical capabilities, social and cultural factors, training and education, and pilots in support of information sharing operations in this complex environment.

- b. **Explanation of Change Between FY 2011 and FY 2012:** Funding increase is attributable to increased efforts to identify and deliver solutions utilizing “population-centric” information. Commercial technology (including Web 2.0 and open source) will be used to deliver an effective information sharing and collaboration capability for fixed and mobile users on the unclassified domain.

<b>D.9 Military Intelligence Program – Resolution of Information Sharing Barriers</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
3.0 Operating Support/3.6 Command, Control, Communication, Computer, and Intelligence (C4I)	\$0	\$15,000	\$450	\$15,450

- a. **Narrative Justification:** Two (2) teams spent significant time on the ground in Afghanistan reviewing current intelligence information sharing and collaboration processes. The teams identified a number of barriers to information sharing and integration across all three major operational components, conventional forces, Combined Joint Special Operations Task Force (CJSOTF) and TF-714. This funding is required to implement solutions that overcome these barriers, which include processes, enabling policy, lack of standards, lack of implemented common data services, systems that default to non-releasable classification markings, data standards implementation, lack of knowledge management personnel, and data integration services. For FY 2012, it sustains support for resolution of information sharing barriers initially documented during combined Intelligence Community (IC) and DoD team visits to Afghanistan. Capability shortfalls are subsequently linked to, and reflected by CENTCOM TF236. Deficiencies were observed and documented across US and Coalition environments ranging from the battalion/company level up to USFOR-

A/ISAF headquarters and across all three major operational components; conventional forces, CJSOTF, and TF-714. This required funding represents the full cost of maintaining the enterprise system engineers in their efforts to implement, enhance and sustain information sharing solutions to overcome collectively identified barriers. The barriers include processes, enabling policy, lack of standards, lack of implemented common data services, systems that default to non-releasable classification markings, data standards implementation, lack of knowledge management personnel, and data integration services.

- b. **Explanation of Change Between FY 2011 and FY 2012:** Increase due to requirement of additional engineering hours within Afghanistan.

**OND**

**B.2 Personnel & Readiness – Mission Rehearsal Exercise (MRX)**

	<b>FY 2010 Actual</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
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3.0 Operating Support / 3.1 Training	\$0	\$3,880	(\$3,880)	\$0
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- a. **Narrative Justification:** Funding will allow the Joint Warfighting Center (JWFC) to conduct Guidance for the Development of the Force (GDF) and Chairman Joint Chief of Staff (CJCS)-directed joint collective and individual training for US forces deploying to prosecute Overseas Contingency Operations. This training will allow deploying personnel to rapidly assume their joint duties, avoiding mistakes that could endanger the lives of the joint forces military and local civilians. The training also decreases the probability of incidents occurring that can destabilize the Interim Governments and delay the peace the United States wants to establish in the region. Additionally, pre-deployment/Mission Rehearsal Exercise (MRX) Web-based Individual Training allows USJFCOM Joint Warfighting Center to conduct Unified Command Plan (UCP), Guidance for Employment of the Force (GEF), and Chairman Joint Chiefs of Staff (CJCS) directed individual training for forces deploying to prosecute Overseas Contingency Operations. This web-based training will allow deploying personnel to rapidly assume their joint duties, avoiding mistakes that could endanger the lives of the joint/coalition military forces and local civilians. The combined training also decreases the probability of incidents occurring that could destabilize the interim governments and delay the peace the US desires to establish in the region. Funding this requirement will result in our designated Joint Task Force (JTF) HQs deploying into their Theaters of operation able to form the Joint and Coalition Teams ready to meet the command and control challenges and successfully execute the mission.

- b. **Explanation of Change Between FY 2011 and FY 2012:** Decrease is attributable to a shift in mission focus. In FY 2012 the MRX originally anticipated for OND supporting the Iraqi Theater of Operations will not be required. The focus of the mission will shift to the OEF MRXs supporting each of the four Regional Commands in Afghanistan; RC-North, RC-South, RC-East, and RC-Southwest.

IV. Performance Criteria: N/A

V. Price and Program Changes, OP32 (\$ in Thousands):

<u>OP 32 Code Line</u>		<u>FY 2010</u>	<u>Price</u>	<u>Program</u>	<u>FY 2011</u>	<u>Price</u>	<u>Program</u>	<u>FY 2012</u>
		<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>	<u>Growth</u>	<u>Growth</u>	<u>Estimate</u>
101	Exec, Gen & Spec Schedules	8,805	141	2,728	11,674	6	(914)	10,766
<b>199</b>	<b>Total Civ Compensation</b>	<b>8,805</b>	<b>141</b>	<b>2,728</b>	<b>11,674</b>	<b>6</b>	<b>(914)</b>	<b>10,766</b>
308	Travel of Persons	200	3	(203)	0	0	0	0
<b>399</b>	<b>Total Travel</b>	<b>200</b>	<b>3</b>	<b>(203)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
923	Facility Maintenance by Contract	0	0	0	0	0	2,100	2,100
932	Management & Professional Support Services	25,113	352	(25,465)	0	0	0	0
933	Studies Analysis & Evaluations	1,910	27	19,563	21,500	323	(21,823)	0
934	Engineering & Technical Services	46,831	656	32,913	80,400	1,206	(14,056)	67,550
987	Other Intra-governmental Purchases	1,572	22	(1,594)	0	0	0	0
989	Other Contracts	44,065	617	29,843	74,525	1,118	(12,189)	63,454
<b>999</b>	<b>Total Other Purchases</b>	<b>119,491</b>	<b>1,674</b>	<b>55,260</b>	<b>176,425</b>	<b>2,647</b>	<b>(45,968)</b>	<b>133,104</b>
<b>9999</b>	<b>Total</b>	<b>128,496</b>	<b>1,818</b>	<b>57,785</b>	<b>188,099</b>	<b>2,653</b>	<b>(46,882)</b>	<b>143,870</b>

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**UNITED STATES SPECIAL OPERATIONS COMMAND**  
**FY 2012 Overseas Contingency Operations: Operation New Dawn/Operation Enduring Freedom**  
**Operation and Maintenance, Defense Wide**  
**Budget Activity 01: Operating Forces**

**I. Description of Operations Financed:** USSOCOM’s FY 2012 Overseas Contingency Operations (OCO) request reflects the incremental Major Force Program – 11 (MFP-11) requirements directly associated with deploying SOF to support the Geographic Combatant Commanders (GCCs). The identified requirement as outlined in the submission supports worldwide deployments of SOF to deter, disrupt, and defeat terrorist networks. Currently, USSOCOM provides over 12,300 (85% in the CENTCOM AOR) fully trained and equipped SOF forces for deployments to over 72 countries.

**II. Force Structure Summary:** USSOCOM deploys over 12,300 operators to over 72 countries in support of the GCCs. Currently, Special Operations Forces (SOF) include three Combined Joint Special Operations Task Forces (CJSOTFs), and seven Special Operations Task Forces (SOTFs) deployed in support of OND and OEF. Classified unit personnel are not included in the FY2010 Personnel numbers.

<b>FORCES</b>			
	FY 2010	FY 2011	FY 2012
Type Of Forces	Actual	Estimated	Estimated
Ships (Watercraft MkVs)	2	2	2
Aircraft	93	93	93
Special Operation Force, Army	6534	9809	9640
Special Operation Force, Navy	1027	1307	1309
Special Operation Force, Marines	673	764	766
Special Operation Force, Air Force	604	606	606

<b>PERSONNEL</b>			
	FY 2010	FY 2011	FY 2012
Personnel	Estimated	Estimated	Estimated
Active	8,380	11,751	11,582
Reserve	450	549	551
Guard	8	186	188
<b>TOTAL</b>	<b>8,838</b>	<b>12,486</b>	<b>12,321</b>

The FY 2012 total personnel requirements are current mission estimates.

**III. Financial Summary (\$ in Thousands)**

<b>CBS</b>	<b>CBS Title</b>	<b>FY 2010 CoW OIF</b>	<b>FY 2011 Request OND</b>	<b>Delta</b>	<b>FY 2012 Request OND</b>
1.0	Personnel	\$8,407	\$576	\$938	\$1,514
2.0	Personnel Support	\$41,574	\$48,086	-\$8,380	\$39,706
3.0	Operating Support	\$603,909	\$461,640	\$50,967	\$512,607
4.0	Transportation	\$104,437	\$201,652	\$34,493	\$236,145
	<b>SAG Total 1PL2</b>	<b>\$758,327</b>	<b>\$711,954</b>	<b>\$78,018</b>	<b>\$789,972</b>
<b>CBS</b>	<b>CBS Title</b>	<b>FY2010 CoW OEF</b>	<b>FY2011 Request OEF</b>	<b>Delta</b>	<b>FY2012 Request OEF</b>
1.0	Personnel	\$19,250	\$30,195	-\$6,596	\$23,599
2.0	Personnel Support	\$120,903	\$40,934	\$6,345	\$47,279
3.0	Operating Support	\$1,923,235	\$1,860,240	\$99,865	\$1,960,105
4.0	Transportation	\$261,808	\$368,703	\$80,281	\$448,984
	<b>SAG Total 1PL2</b>	<b>\$2,325,196</b>	<b>\$2,300,072</b>	<b>\$179,895</b>	<b>\$2,479,967</b>
	<b>Grand Total</b>	<b>\$3,083,523</b>	<b>\$3,012,026</b>	<b>\$257,913</b>	<b>\$3,269,939</b>

	<b>FY 2010 CoW</b>	<b>FY 2011 Request</b>	<b>Delta</b>	<b>FY 2012 Request</b>
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**A. Subactivity Group 1PL2**

**OEF**

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|--|----------|----------|----------|----------|
| 1. Cost Breakdown Structure (CBS) Category/<br>Subcategory 1.0 Personnel | \$19,250 | \$30,195 | -\$6,596 | \$23,599 |
|--|----------|----------|----------|----------|
- a. Narrative Justification: Funds civilian overtime and temporary hires necessary to support the incremental workload required to support SOF deployments.
  - b. Changes Between FY2011 and FY 2012: The decrease from FY 2011 to FY 2012 is based on known historical costs.

**OND**

- |  |         |       |       |         |
|--|---------|-------|-------|---------|
| 2. Cost Breakdown Structure (CBS) Category/<br>Subcategory 1.0 Personnel | \$8,407 | \$576 | \$938 | \$1,514 |
|--|---------|-------|-------|---------|
- a. Narrative Justification: Funds civilian overtime and temporary hires necessary to support the incremental workload required to support SOF deployments.
  - b. Change Between FY2011 and FY2012: The increase amount in FY 2012 is based on a steady state of SOF in country without the support of GPF.

**OEF**

- |  |           |          |         |          |
|--|-----------|----------|---------|----------|
| 3. CBS Category/Subcategory 2.0 Personnel<br>Support | \$120,903 | \$40,934 | \$6,345 | \$47,279 |
|--|-----------|----------|---------|----------|
- a. Narrative Justification: Personnel Support costs include Temporary Duty (TDY, emergency leave or med TAD from theater), special equipment, and deployment gear (uniforms, boots, and related gear), SOF unique medical supplies and equipment, and other personnel support costs. Other costs include travel to and from the theater of operations not captured in CBS 4.0 Transportation costs. These costs are based on projected deployment/mobilization requirements of SOF personnel in support of OEF missions. The COST model



FY 2010 CoW	FY 2011 Request	Delta	FY 2012 Request
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underestimates the true requirement for this particular CBS category. FY10 CBS actual costs will fluctuate with deployed numbers. The COST model does represent a more accurate funding requirement across all CBS categories modeled.

- b. Changes Between FY 2011 and FY2012: Costs in FY2011 are anticipated to be higher than FY2012 based on a systematic replacement of personal equipment/deployment gear which precludes the need for the same expenditure in FY2012.

**OND**

4. CBS Category/Subcategory 2.0 Personnel Support

	\$41,574	\$48,086	-\$8,380	\$39,706
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- a. Narrative Justification: Personnel Support costs include Temporary Duty (TDY), special equipment, and deployment gear (uniforms, boots, and related gear), medical services, supplies, equipment, and other personnel support costs. These costs are based on projected deployment requirements of SOF personnel to the OND AOR.
- b. Changes Between FY2011 and FY2012: FY2012 decreases are based on reduced requirements for TDY and supplies within the AOR. The estimate for FY2012 is a suitable representation of required funding.

**OEF**

5. CBS Category/Subcategory 3.0 Operating Support

	\$2,048,422	\$1,860,240	\$99,865	\$1,960,105
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- a. Narrative Justification: The USSOCOM FY 2012 OCO funding request for Operation Enduring Freedom (OEF) captures incremental Major Force Program-11 (MFP-11) requirements directly associated with SOF activities under the operational control of GCCs. SOF forces disrupt violent extremist organizations (VEO's) by isolating, defeating and preventing emergence of VEO's. The identified requirement as outlined in the submission supports the worldwide deployment of SOF to deter, disrupt and defeat terrorist networks. Currently, USSOCOM provides over 12,300 (85% in the CENTCOM AOR) fully trained and equipped SOF forces for deployments to over 72 countries.
- b. Changes Between FY 2011 and FY 2012: Increased number of ISR platforms and use to support multiple mission sets simultaneously and expansion of village stability operations (VSO). The flying hour rate has increased despite the fact that the number of hours flown has decreased. Additionally, there is an increased requirement for circuits and bandwidth

FY 2010 CoW	FY 2011 Request	Delta	FY 2012 Request
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supporting the employment of SOF unique equipment for current missions. The employment of additional ISR platforms and equipment have resulted in the success of several classified missions.

- c. 1208 Authority: 1208 is an authority unique to USSOCOM. Every operation which executes 1208 authority requires the Secretary of Defense approval. Section 1208 authority provides USSOCOM the ability to provide support to foreign forces, irregular forces, groups, or individuals engaged in supporting or facilitating ongoing military operations to combat terrorism. USSOCOM has included 1208 funding in its OCO budget request funding to enhance operational flexibility and mission execution.

**OND**

6. CBS Category/Subcategory 3.0 Operating Support

	\$603,909	\$461,640	\$50,967	\$512,607
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- a. Narrative Justification: The USSOCOM FY 2012 OCO funding request for Operation New Dawn (OND) captures incremental Major Force Program-11 (MFP-11) requirements associated with SOF activities in Iraq and in locations that support OND. SOF increases friendly freedom of actions and reduces enemy freedom of actions. SOF enable partners to combat VEO's, deter tacit and active support VEOs and erode support for extremist ideology. SOF further facilitate the stabilization of Iraq's democratically elected government. The identified requirement as outlined in the submission supports the worldwide deployment of SOF to deter, disrupt and defeat terrorist networks. The COST model underestimates the true requirement for this particular CBS category. FY10 CBS actual costs will fluctuate with deployed numbers. The COST model does represent a more accurate funding requirement across all CBS categories modeled.
- b. Changes Between FY 2011 and FY 2012: Reductions reflect the modification of operations and priorities in theater with more operational emphasis in Afghanistan and VSO and less in Iraq than in previous years.

FY 2010 CoW	FY 2011 Request	Delta	FY 2012 Request
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**OEF**

7. CBS Category/Subcategory 4.0  
Transportation

\$261,808	368,703	\$80,281	\$448,984
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- a. Narrative Justification: Funds inter-theater transportation costs that include sealift, airlift, port handling/inland transportation, second destination transportation and commercial tenders used as transport carriers for the movement of SOF personnel, and mission essential supplies and equipment from depots and mission locations within the OEF AOR.
- b. Changes Between FY 2011 and FY 2012: The FY2012 OCO COST model included classified units. The FY 2011 COST estimate did not include classified units for the calculation of transportation costs. USSOCOM reduced the overall FY 2012 OCO COST model transportation estimates by \$306M based on historical execution. The \$448,984 figure reflects the manual downward adjustment and expected increase from FY10 due to redeployment from major combat zones to more dispersed operations.

**OND**

8. CBS Category/Subcategory 4.0 Transportation

\$104,437	\$201,652	\$34,493	\$236,145
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- a. Narrative Justification: Funds inter-theater transportation costs that include sealift, airlift, port handling/inland transportation, second destination transportation and commercial tenders used as transport carriers for the movement of SOF personnel, and mission essential supplies and equipment from depots and mission locations throughout the OND AOR.
- b. Changes Between FY 2011 and FY 2012: The FY 2012 OCO COST model included classified units. The FY 2011 COST estimate did not include classified units.

<b>Grand Total</b>	<b>\$3,083,523</b>	<b>\$3,012,026</b>	<b>\$257,913</b>	<b>\$3,269,939</b>
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#### IV. Performance Criteria

<u>Overseas Contingency Operations Performance Evaluation</u>											
				Base			OCO				
Budget Activity	Platform	# of Flying Hours	Flying Hour Program (000,000)	Inventory	DPEM, CLS, SE & TO (000,000)	Total Base Costs (000,000)	# of Flying Hours	Flying Hour Costs (000,000)	Reconstitution (DPEMs, CLS) (000,000)	Total OCO Costs (000,000)	Total Force Costs (000,000)
BA1											
	A/MH-6M	9,052	10,196	51		10,196	1,566	1,644		1,644	11,840
	AC-130H	2,367	627	8		627	2,310	25,394		25,394	26,021
	AC-130U	4,200	2,195	17		2,195	4,000	43,908		43,908	46,103
	CV-22B	6,529	52,190	28		52,190	2,200	26,523		26,523	78,713
	EC/C-130J	3,124	6,398	7		6,398	929	2,708		2,708	9,106
	MC-130E	1,102	5,534	5		5,534	526	5,053		5,053	10,587
	MC-130H	6,221	57,526	20		57,526	1,154	13,101		13,101	70,627
	MC-130J	2,616	5,826	10		5,826	830	2,707		2,707	8,533
	MC-130P	5,632	24,005	20		24,005	2,614	20,792		20,792	44,797
	MC-130W	4,072	30,218	12		30,218	730	6,601		6,601	36,819
	MH-47G	12,765	72,947	60		72,947	7,069	24,233		24,233	97,180
	MH-60K	3,430	17,972	18		17,972	1,976	6,426		6,426	24,398
	MH-60L	5,567	22,657	22		22,657	2,134	1,453		1,453	24,110
	MH-60M	6,695	36,672	60		36,672	3,367	10,949		10,949	47,621
	UH-1H/N	1,072	2,263	4		2,263					2,263
	UH-60L	540	1,189	1		1,189					1,189
	WC-130H	876	4,228	2		4,228					4,228
	ISR				70,731	70,731			544,436	544,436	615,167
BA2											
						0				0	0
TOTALS						423,373		191,493	544,436	735,929	1,159,302

**OP32 Line Items as Applicable (Dollars in Thousands):**

		FY 2010 Actuals	Price Growth	Program Growth	FY 2011	Price Growth	Program Growth	FY 2012
<b><u>TRAVEL</u></b>		<b>155,455</b>	<b>2,176</b>	<b>53,627</b>	<b>211,258</b>	<b>3,169</b>	<b>-49,574</b>	<b>164,853</b>
308	Travel of Persons	155,455	2,176	53,627	211,258	3,169	-49,574	164,853
<b><u>DEFENSE WORKING CAPITAL FUND SUPPLIES &amp; MATERIALS PURCHASES</u></b>		<b>75,720</b>	<b>3,394</b>	<b>40,001</b>	<b>119,115</b>	<b>1,960</b>	<b>-40,778</b>	<b>80,297</b>
401	DFSC Fuel	10,509	1,324	10,626	22,459	667	-11,982	11,144
402	Service Fund Fuel	550	69	3,085	3,704	110	-3,231	583
411	Army Managed Supplies & Materials	14,376	648	16,628	31,652	424	-16,831	15,245
412	Navy Managed Supplies & Materials	2,133	69	-956	1,246	8	1,008	2,262
414	Air Force Managed Supplies & Materials	26,149	852	-21,457	5,544	-54	22,240	27,730
415	DLA Managed Supplies & Materials	18,322	379	13,997	32,698	477	-13,745	19,430
416	GSA Managed Supplies & Materials	3,459	48	14,958	18,465	277	-15,074	3,668
417	Locally Procured Fund Managed Supplies & Materials	222	3	3,122	3,347	50	-3,162	235
<b><u>DEFENSE WORKING CAPITAL FUND EQUIPMENT PURCHASES</u></b>		<b>31,346</b>	<b>640</b>	<b>58,666</b>	<b>90,652</b>	<b>1,027</b>	<b>-58,439</b>	<b>33,240</b>
502	Army Fund Equipment	2,032	92	45,262	47,386	635	-45,866	2,155
503	Navy Fund Equipment	5,959	192	23,580	29,731	190	-23,602	6,319
505	Air Force Fund Equipment	467	15	-482	0	0	495	495
506	DLA Fund Equipment	3,064	63	706	3,833	56	-640	3,249
507	GSA Managed Equipment	19,824	278	-10,400	9,702	146	11,174	21,022

**OP32 Line Items as Applicable (Dollars in Thousands):**

		FY 2010 Actuals	Price Growth	Program Growth	FY 2011	Price Growth	Program Growth	FY 2012
<b><u>OTHER FUND PURCHASES (EXCLUDES TRANSPORTATION)</u></b>								
		<b>17,547</b>	<b>269</b>	<b>13,402</b>	<b>31,218</b>	<b>-743</b>	<b>-11,868</b>	<b>18,607</b>
602	Army Depot System Command Maintenance	5497	-63	-4,396	1,038	-121	4,912	5,829
610	Naval Air Warfare Center	3,822	50	-2,257	1,615	-32	2,470	4,053
611	Naval Surface Warfare Center	6,382	152	4,302	10,836	-393	-3,675	6,768
623	Special Mission Support	0	0	13,933	13,933	0	-13,933	0
632	Naval Ordnance Facilities	0	0	1,128	1,128	0	-1,128	0
633	Defense Publication & Printing Service	2	0	34	36	1	-35	2
635	Naval Public Work Centers: Public Works	24	0	-24	0	0	25	25
648	Army Information Services	0	0	176	176	0	-176	0
671	Communications Services (DISA) Tier 2	638	4	1,814	2,456	-198	-1,581	677
677	Communications Services (DISA) Tier 1	1,182	125	-1,307	0	0	1,253	1,253
<b><u>TRANSPORTATION</u></b>								
		<b>372,402</b>	<b>42,321</b>	<b>-26,996</b>	<b>387,727</b>	<b>-9,106</b>	<b>16,295</b>	<b>394,916</b>
701	AMC Cargo (Fund)	416	0	-416	0		441	441
702	AMC SAAM (Fund)	0	0	359,596	359,596	-11,867	-347,729	0
703	AMC SAAM JCS Execrcises	339,329	40,719	-380,048	0	0	359,843	359,843
705	AMC Channel Cargo	8,630	138	951	9,719	165	-732	9,152
708	MSC Chartered Cargo	8,049	1,240	-157	9,132	2,457	-3,053	8,536
718	MTMC Liner Ocean Transportation	0	0	2	2	0	-2	0
725	MTMC (Other-Non-Fund)	86	1	62	149	2	-60	91
771	Commercial Transportation	15,892	222	-6,985	9,129	137	7,587	16,853

**OP32 Line Items as Applicable (Dollars in Thousands):**

		FY 2010 Actuals	Price Growth	Program Growth	FY 2011	Price Growth	Program Growth	FY 2012
<b>OTHER PURCHASES</b>		<b>2,431,053</b>	<b>35,096</b>	<b>-294,093</b>	<b>2,172,056</b>	<b>32,937</b>	<b>373,033</b>	<b>2,578,026</b>
913	Purchased Utilities (Non-Fund)	27,801	389	5,472	33,662	505	-4,685	29,482
914	Purchased Communications (Non-Fund)	303,490	4,249	-74,377	233,362	3,500	84,976	321,838
915	Rents (Non-GSA)	3,323	47	-1,479	1,891	28	1,605	3,524
917	Postal Services (U.S.P.S)	0	0	102	102	2	-104	0
920	Supplies & Materials (Non-Fund)	277,837	3,890	-13,912	267,815	4,017	22,802	294,634
921	Printing & Reproduction	18,443	258	-2,548	16,153	242	3,163	19,558
922	Equipment Maintenance by Contract	911,375	12,759	-97,841	826,293	12,394	127,786	966,473
923	Facility Maintenance by Contract	341	5	-299	47	1	1,056	1,104
924	Pharmacy	1,041	35	-1,076	0	0	362	362
925	Equipment Purchases (Non-Fund)	220,784	3,091	-6,336	217,539	3,263	13,330	234,132
926	Other Overseas Purchases	0	0	26,078	26,078	391	-26,469	0
928	Ship Maintenance by Contract	1,324	19	2,068	3,411	51	-2,058	1,404
929	Aircraft Reworks by Contract	0	0	1,844	1,844	28	-1,872	0
930	Other Depot Maintenance (Non-Fund)	48,697	682	-6,713	42,666	640	8,335	51,641
932	Management & Professional Support Services	18,787	263	7,115	26,165	392	-6,634	19,923
937	Locally Purchased Fuel (Non-Fund)	9,291	1,171	13,788	24,250	720	-15,117	9,853
987	Other Intragovernmental Programs	120,368	1,685	2,251	124,304	1,865	1,476	127,645
989	Other Contracts	468,151	6,554	-148,231	326,474	4,897	165,082	496,453
<b>TOTAL</b>		<b>3,083,523</b>	<b>83,896</b>	<b>-155,393</b>	<b>3,012,026</b>	<b>29,244</b>	<b>228,669</b>	<b>3,269,939</b>

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## THE JOINT STAFF

### Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND) Operation and Maintenance, Defense-Wide Budget Activity 04 Administrative and Service Wide Activities

**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 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 strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the National Security Council, COCOMs and Services.

#### **II. Financial Summary (\$ in Thousand)**

<b>CBS No.</b>	<b>CBS Title</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>					
<b>3.0</b>	<b>Operating Support</b>	<b>\$8,769</b>	<b>\$20,500</b>	<b>-\$19,000</b>	<b>\$1,500</b>
<b>4.0</b>	<b>Transportation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$500</b>
	<b>Total</b>	<b>\$8,769</b>	<b>\$20,500</b>	<b>-\$18,500</b>	<b>\$2,000</b>

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>				
1. CBS Category/Subcategory 3.0 Operating Support	<b>\$8,769</b>	<b>\$12,500</b>	<b>-\$12,500</b>	<b>\$0</b>

- a. **Narrative Justification:** The Joint Staff plans to execute \$12,500K of OCO funding for CCIF in FY 2011. 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.

**Explanation of Change Between FY 2011 and FY 2012:** The unpredictable nature of emergent challenges, unexpected contingencies, and urgent and unanticipated humanitarian relief and reconstruction assistance, makes it difficult to forecast how the FY 2012 funds will be spent.

2. CBS Category/Subcategory 3.0 Operating Support	<b>\$0</b>	<b>\$8,000</b>	<b>-\$6,500</b>	<b>\$1,500</b>
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- a. **Narrative Justification:** The Joint Staff plans to execute \$1,500K of OCO funding for the Pakistan-Afghanistan Coordination Cell (PACC) in FY 2012.

The Pakistan Afghanistan Coordination Cell (PACC) serves as a focused node on the Joint Staff, sufficiently networked to provide a shared understanding of the challenges of a counterinsurgency within the Afghanistan and Pakistan (AF/PAK) region, ensuring focus and continuity within the community of interest to better inform policy, operations and intelligence, and planning for success handling Pakistan and Afghanistan situations. The PACC accomplishes this through framing and solving complex problems by directly engaging and coordinating with the Joint Staff Directorates, OSD, the COCOMs, and Services. The PACC is also directly responsible for managing the critical language, cultural and academic training required. The PACC prepares and reviews official documents related to the AF/PAK region. In addition, the PACC supports, prepares, and when requested accompanies the Joint Staff and Office of the Secretary of Defense leadership and members traveling in the AF/PAK region.

FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
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**Explanation of Change Between FY 2011 and FY 2012:** The Joint Staff teamed with the Defense Language Institute to provide language and regional studies training to the Service Members participating in the AF/PAK Hands Program. As a result, TJS greatly reduced the OCO requirement for FY12.

**OEF**

2. CBS Category/Subcategory 4.0 Transportation	\$0	\$0	\$500	\$500
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a. **Narrative Justification:** The Joint Staff will execute \$500K of OCO funding for the Pakistan-Afghanistan Coordination Cell (PACC) in FY 2012.

The Pakistan Afghanistan Coordination Cell (PACC) serves as a focused node on the Joint Staff, sufficiently networked to provide a shared understanding of the challenges of a counterinsurgency within the Afghanistan and Pakistan (AF/PAK) region, ensuring focus and continuity within the community of interest to better inform policy, operations and intelligence, and planning for success handling Pakistan and Afghanistan situations. The PACC accomplishes this through framing and solving complex problems by directly engaging and coordinating with the Joint Staff Directorates, OSD, the COCOMs, and Services. The PACC is also directly responsible for managing the critical language, cultural and academic training required. The PACC prepares and reviews official documents related to the AF/PAK region. In addition, the PACC supports, prepares, and when requested accompanies the Joint Staff and Office of the Secretary of Defense leadership and members traveling in the AF/PAK region.

**Explanation of Change Between FY 2011 and FY 2012:** The PACC was established in August 2009 and the first class of AF/PAK Hands graduated and deployed in late FY2010 The \$500K allows transportation of personnel to key training locations and travel in and out of the theaters of operation

<b>Total</b>	\$8,769	\$20,500	\$-18,500	\$2,000
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**OP 32 Line items as Applicable (Dollars in thousands):**

<b><u>OP 32 Line</u></b>	<b>FY 2010</b>	<b>Change</b>		<b>FY 2011</b>	<b>Change</b>		<b>FY 2012</b>
	<b><u>Actuals</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>	<b><u>Price</u></b>	<b><u>Program</u></b>	<b><u>Estimate</u></b>
771 Commercial Transport	\$0	\$0	\$0	\$0	\$0	\$500	\$500
<b>799 Total Transportation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$500</b>
998 Other Costs	\$8,769	\$123	\$11,608	\$20,500	\$287	-\$19,287	\$1,500
<b>999 Total Other Purchases</b>	<b>\$8,769</b>	<b>\$123</b>	<b>\$11,608</b>	<b>\$20,500</b>	<b>\$287</b>	<b>-\$19,287</b>	<b>\$1,500</b>
<b>Total</b>	<b>\$8,769</b>	<b>\$123</b>	<b>\$11,608</b>	<b>\$20,500</b>	<b>\$287</b>	<b>-\$18,787</b>	<b>\$2,000</b>

## OFFICE OF INSPECTOR GENERAL

### Overseas Contingency Operations: Operation Enduring Freedom (OEF)/Operation Iraqi Freedom/New Dawn (OIF/OND) Operation and Maintenance, Defense-Wide Budget Activity 04 Administrative and Service Wide Activities

**I. Description of Operations Financed:** The DoD OIG promotes integrity, accountability, and improvements of DoD personnel, programs, and operations to support the Department's mission and to serve the public interest. This includes performing audits, investigations, and inspections of issues and high risk areas related to Operation New Dawn (OND) and Operation Enduring Freedom (OEF). Overseas Contingency Operations in Southwest Asia continue to be a top priority of the DoD OIG. The DoD OIG is conducting oversight efforts of various functions and activities such as contracts, readiness, logistics, funds management, contract fraud accountability, theft, corruption, and intelligence efforts. To maintain a forward presence, the deployment and redeployment of our personnel will continue to be a critical issue warranting additional management attention and efforts. We will adjust the number of deployed personnel according to the (1) Warfighter's ability to sustain the size of our presence; (2) Priority of work being performed; and (3) Actual workload demands.

To accomplish its oversight mission, the DoD OIG has adopted a strategy that is based on maintaining the right-size presence in theater, but which also recognizes that much of our work can be done away from the war zones, ensuring safety of personnel and saving the unnecessary monetary funds it would cost to send our people there. An important part of our oversight effort is to improve inter-service and inter-agency coordination and collaboration to minimize duplication of effort and ensure that we have only the staff needed in theater to accomplish the mission. To provide a more effective and efficient oversight role, the DoD OIG has established field offices in strategic Southwest Asia locations and continues key placement of DoD OIG personnel in Southwest Asia. This facilitates timely reviews and reporting of results in theater and minimizes disruption to the warfighter. The DoD OIG has adopted an expeditionary workforce model to support efforts throughout all of Southwest Asia. The DoD OIG has core staff forward deployed at all times. The core contingent is comprised of individuals serving between 6 and 12 month deployments. Expeditionary team members deploy for as long as needed to complete the review. The actual number of auditors, investigators, and inspectors in Southwest Asia fluctuates depending on the requirements.

Afghanistan – As additional resources for the Overseas Contingency Operations are needed in Afghanistan, the DoD OIG continues to relocate its oversight capabilities to the rebuilding country. While reducing levels in Iraq, the DoD OIG is now expanding its operations in Afghanistan, which has placed additional requirements on an already lean workforce. To accomplish its mission and meet its requirements, the DoD OIG has adopted a strategy involving both permanent staff in-country supplemented by visiting team of auditors, agents and investigators who serve in the area on a shorter term basis as they focus on specific tasks and issues. This is an important part of the DoD OIG mission as we attempt to stamp out instances of fraud, waste and abuse in an increasingly heated conflict. Currently there are three Audit offices in Afghanistan: Camp Eggers in Kabul, staffed with six auditors; Bagram Airfield, staffed with six auditors; and Kandahar Airfield, staffed with five auditors. A team from Camp Eggers is conducting the audit of

“Afghanistan National Army Equipment Maintenance Apprenticeship and Services Program Contract.” The Bagram Airfield office is conducting the audit of “the Construction of the Detention Facility in Parwan, Afghanistan.” The Kandahar Airfield office is conducting the audit of “Implementation of Security Provisions of a U.S. Army Intelligence and Security Command Contract for Linguist Support.” Our overall strategy in Afghanistan is to work with Congressional Oversight Committees, U.S. Central Command, U.S. Forces – Afghanistan, the Combined Security Transition Command – Afghanistan, and other oversight and law enforcement organizations as necessary to battle the number one impediment to a lawful society in Afghanistan – CORRUPTION. Additionally, the Defense Criminal Investigative Service (DCIS) has a full-time presence in Afghanistan. DCIS personnel in Afghanistan in FY 2011 are projected to remain at the current level of eight DCIS special agents. These agents investigate matters involving corruption, theft, procurement fraud, bid-rigging, product substitution and conflicts of interest.

Our investigative efforts in the region have identified corrupt business practices, loss of U.S. funds through contract fraud, and theft of critical military equipment destined for Coalition Forces in Southwest Asia. Because of the magnitude and scope of alleged criminal activity relating to Overseas Contingency Operations, DCIS continues to collaborate with its mission partners including the Department of Justice, in order to combat fraud, waste and abuse in Southwest Asia and to successfully prosecute criminal violations. DCIS maintains a close working relationship with the International Contract Corruption Task Force which was formed to maximize collaborative efforts to effectively investigate and prosecute fraud and corruption criminal cases. DCIS is also assigned as a member of Task Force 2010 and works with mission partners such as DHS, SIGAR, FBI and Afghan investigators in an effort to develop greater visibility of the flow of contracting funds below the prime contractor level in order to better employ contracting in support of counterinsurgency operations. The DCIS’ success in its efforts to combat fraud, waste and abuse is evidenced by its FY 2010 statistics for its investigations relating to Overseas Contingency Operations (OCO). During FY 2010, DCIS’ investigations resulted in 41 charges/indictments, 26 convictions, and recoveries of \$135,401,374. In addition, Special Plans and Operations recently added four full-time positions to Afghanistan to provide assessment oversight that facilitates informed, timely decision-making by senior leaders and the U.S. Congress in addressing security objectives.

Iraq - In coordination with the Commanding General, Multi-National Force-Iraq and the U.S. Central Command, the DoD OIG established field offices in Iraq at Camp Victory, Joint Base Balad, and the International Zone. Currently, there are seven auditors at the Victory Base. The in-country teams continue to work on the following four audit projects: “Controls Over the Accountability and Disposition of Government Furnished Property in Iraq,” “Contracting for U.S. Facilities in Iraq,” “Realignment of Contractor Support in Response to the Drawdown of U.S. Forces from Iraq,” and “Drawdown and Reset of Equipment in Iraq – Supply Support Activity and Central Receiving Shipping Point Operations.” Currently DCIS has deployed seven special agents to various regions in Iraq in support of ongoing criminal investigations pertaining to contract fraud, corruption, and other potential criminal activities. As aforementioned, DCIS’ success in its efforts to combat fraud, waste and abuse is evidenced by its FY 2010 statistics for its investigations relating to OCO. In conjunction with Operation New Dawn, the DCIS is assessing its distribution of manpower resources within Iraq to determine how many agents shall remain

in Iraq and if the remaining agents should be deployed to strengthen our existing commitments in Afghanistan or Kuwait, or to establish a DCIS presence in Qatar. During 2011, the OIG presence will continue to draw down in concert with the U.S. presence or as the need for full-time oversight and investigative staff no longer exists.

Qatar – The DoD OIG maintains a field office in Qatar collocated with U.S. Central Command Air Forces on Al Udeid Air Base, Qatar. The field office is used as a back-office for deploying and redeploying staff providing oversight in Afghanistan. In addition, Audit will deploy in January 2011 five full-time staff to the Qatar base where the CENTCOM Contracting Command is also located. DoD OIG plans to further increase that staff complement to 10 full-time positions working from the Al Udeid Air Base.

Kuwait – The DoD OIG established a field office at Camp Arifjan in Kuwait. Kuwait currently serves as the principle office for the Special Deputy Inspector General for Southwest Asia in his role of providing coordination among Federal oversight agencies working in Southwest Asia. DCIS special agents are also temporarily assigned here and are focused on contract fraud, corruption, and other potential criminal activities in Kuwait that impact Southwest Asia efforts. These agents are collocated and work jointly with special agents from the U.S. Army Criminal Investigation Command and the FBI. In addition, Kuwait serves as a back-office for audit work being performed in Iraq and serves as our logistical support hub to facilitate our oversight staff deploying into and redeploying from theater.

**II. Financial Summary (\$ in Thousand)**

<b>CBS No.</b>	<b>CBS Title</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>					
1.0	Personnel	\$3,416	\$1,786	\$1,242	\$3,028
2.0	Personnel Support	\$873	\$903	\$451	\$1,354
3.0	Operating Support	\$664	\$41	\$235	\$276
4.0	Transportation	\$0	\$0	\$0	\$0
	<b>Total</b>	<b>\$4,953</b>	<b>\$2,730</b>	<b>\$1,928</b>	<b>\$4,658</b>
<b>OND (FY 2010 was OIF)</b>					
1.0	Personnel	\$5,733	\$5,580	(\$529)	\$5,051
2.0	Personnel Support	\$704	\$1,695	(\$731)	\$964
3.0	Operating Support	\$320	\$524	(\$142)	\$382
4.0	Transportation	\$0	\$0	\$0	\$0
	<b>Total</b>	<b>\$6,757</b>	<b>\$7,799</b>	<b>(\$1,402)</b>	<b>\$6,397</b>
	<b>SAG Total</b>	<b>\$11,710</b>	<b>\$10,529</b>	<b>\$526</b>	<b>\$11,055</b>



	FY 2010 Actual	FY 2011 Total	Delta	FY 2012 Total
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**A. Subactivity Group**

**OEF**

1. Cost Breakdown Structure (CBS) Category/Subcategory 1.0 Personnel	\$3,416	\$1,786	\$1,242	\$3,028
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- a. **Narrative Justification:** Personnel costs in support of Afghanistan, Qatar, and Kuwait operations are for civilian overtime and premium pay (Sunday, hazardous duty, and night and post differential). The OIG has personnel continuously deployed in theater of operation. The number of personnel fluctuates as teams rotate in and out of areas of responsibility. These costs fluctuate based on the level of support required to conduct contingency operations.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Higher personnel costs are due to mission focus shift to OEF along with more personnel deployments with associated overtime and premium pay.

**OND (FY2010 was OIF)**

2. Cost Breakdown Structure (CBS) Category/Subcategory 1.0 Personnel	\$5,733	\$5,580	(\$529)	\$5,051
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- a. **Narrative Justification:** Personnel costs in support of Iraq operations are for civilian overtime and premium pay (Sunday, hazardous duty, and night and post differential). The OIG will continue to conduct audit, inspections, and investigations as long as U.S. Forces are present.
- b. **Explanation of Change Between FY 2011 and FY 2012:** Reduction to personnel costs due to lower hazardous duty and post differential costs as more work will be accomplished within CONUS.

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<b>OEF</b>				
3. CBS Category/Subcategory 2.0 Personnel Support	<b>\$873</b>	<b>\$903</b>	<b>\$451</b>	<b>\$1,354</b>
<p><b>a. <u>Narrative Justification:</u></b> Personnel support costs for OEF operations cover temporary duty (TDY) expenses for audit teams, investigators, and inspectors to deploy overseas and travel in the theater of operation. Personnel support costs also include contracted mental health services to assist personnel upon return from this high stress region.</p> <p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Higher personnel support costs are due to mission focus shift to OEF as more personnel will deploy in support of OEF.</p>				
<b>OND (FY2010 was OIF)</b>				
4. CBS Category/Subcategory 2.0 Personnel Support	<b>\$704</b>	<b>\$1,695</b>	<b>(\$731)</b>	<b>\$964</b>
<p><b>a. <u>Narrative Justification:</u></b> Personnel support costs for OND operations cover temporary duty (TDY) expenses for audit teams, investigators, and inspectors to deploy overseas and travel in the theater of operation. Personnel support costs also include contracted mental health services to assist personnel upon return from this high stress region.</p> <p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Reduction to personnel support costs due to fewer deployments in support of OND as more work will be accomplished within CONUS.</p>				
<b>OEF</b>				
5. CBS Category/Subcategory 3.0 Operating Support	<b>\$664</b>	<b>\$41</b>	<b>\$235</b>	<b>\$276</b>
<p><b>a. <u>Narrative Justification:</u></b> The OIG locations at Afghanistan, Qatar (Al Udeid Air Base), and Kuwait require operational and logistical support to maintain the offices. This funding covers support costs for housing, transportation, and other service support expenses associated with establishing and running overseas offices. The funding will also support investigative review costs in scanning, retrieving, and assessing records and vouchers from the DFAS Deployable Disbursing Stations. Operating support costs also covers supplies, equipment, acquisition and service costs for blackberries, satellite phones, computers and radios for OIG personnel deployed in theater.</p>				

	<b>FY 2010 Actual</b>	<b>FY 2011 Total</b>	<b>Delta</b>	<b>FY 2012 Total</b>
<p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Higher operating support costs are due to mission focus shift OEF as the OIG will have a higher presence in theater in support of OEF.</p>				
<b>OND (FY2010 was OIF)</b>				
6. CBS Category/Subcategory 3.0 Operating Support	<b>\$320</b>	<b>\$524</b>	<b>(\$142)</b>	<b>\$382</b>
<p><b>a. <u>Narrative Justification:</u></b> The OIG will continue to incur OIF related operating support such as supplies, equipment, acquisition and service costs for blackberries, satellite phones, computers and radios until all audits, investigations, and inspections have been completed.</p>				
<p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> Reduction to operating support costs due to fewer deployments in support of OND as more work will be accomplished within CONUS.</p>				
<b>OEF</b>				
7. CBS Category/Subcategory 4.0 Transportation	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<p><b>a. <u>Narrative Justification:</u></b> n/a</p>				
<p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> n/a</p>				
<b>OND (FY2010 was OIF)</b>				
8. CBS Category/Subcategory 4.0 Transportation	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<p><b>a. <u>Narrative Justification:</u></b> n/a</p>				
<p><b>b. <u>Explanation of Change Between FY 2011 and FY 2012:</u></b> n/a</p>				
<b>Total</b>	<b>\$11,710</b>	<b>\$10,529</b>	<b>\$526</b>	<b>\$11,055</b>

**OP 32 Line items as Applicable (Dollars in thousands):**

<b><u>OP 32 Line</u></b>	<b><u>FY 2010</u></b> <b><u>Actuals</u></b>	<b><u>Change</u></b> <b><u>FY 2010/FY 2011</u></b>		<b><u>FY 2011</u></b> <b><u>Estimate</u></b>	<b><u>Change</u></b> <b><u>FY 2011/FY 2012</u></b>		<b><u>FY 2012</u></b> <b><u>Estimate</u></b>
		<b><u>Price</u></b>	<b><u>Program</u></b>		<b><u>Price</u></b>	<b><u>Program</u></b>	
101 Exec, Gen'l & Spec Scheds	9,149	0	-1,783	7,366	0	713	8,079
<b>199 Total Civ Compensation</b>	<b>9,149</b>	<b>0</b>	<b>-1,783</b>	<b>7,366</b>	<b>0</b>	<b>713</b>	<b>8,079</b>
308 Travel of Persons	1,577	22	991	2,590	36	-318	2,308
<b>399 Total Travel</b>	<b>1,577</b>	<b>22</b>	<b>991</b>	<b>2,590</b>	<b>36</b>	<b>-318</b>	<b>2,308</b>
912 GSA Leases	0	0	0	0	0	99	99
914 Purch Communications	33	0	17	50	1	5	56
915 Rents, Leases (non GSA)	105	1	-106	0	0	0	0
920 Supplies/Matl (non fund)	86	1	21	108	2	-13	97
922 Eq't Maint Contract	116	2	-118	0	0	208	208
923 Facilities Maint Contr	0	0	190	190	3	-173	20
925 Eq't Purch (non fund)	424	6	-430	0	0	0	0
931 Contract Consultants	0	0	0	0	0	1	1
987 Other IntraGovt Purch	135	2	-47	90	1	41	132
989 Other Contracts	85	1	49	135	2	-82	55
<b>999 Total Other Purchases</b>	<b>984</b>	<b>13</b>	<b>-424</b>	<b>573</b>	<b>9</b>	<b>86</b>	<b>668</b>
<b>Total</b>	<b>11,710</b>	<b>35</b>	<b>-1,216</b>	<b>10,529</b>	<b>45</b>	<b>481</b>	<b>11,055</b>