



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

NOV 01 2011

Mr. Jacob J. Lew
Director, Office of Management and Budget
725 17th Street, NW
Washington, DC 20503

Dear Mr. Lew:

In accordance with your memorandum of September 21, 2011, the Department of Defense (DoD) has undertaken a thorough review of policies and controls associated with conference related activities and expenses. Based on this review, I certify appropriate policies and controls are in place in DoD to mitigate the risk of inappropriate spending practices with regard to conferences.

As part of the Department's efficiency initiative launched in May 2010, DoD took a hard, unsparing look at its organization and operations seeking to reduce duplication, overhead, and excess, and instill a culture of savings and cost accountability across the enterprise. The leadership of the Department of Defense will continue to actively improve policies and controls associated with conference-related activities and expenses to: 1) reduce costs in operations; 2) improve internal controls; 3) reduce the use and frequency of conferences; and 4) substitute technology for travel wherever practical including, but not limited, to video teleconferencing.

Ms. Elizabeth A. McGrath, the DoD Deputy Chief Management Officer, is my point of contact for this matter. She may be reached at 703-614-8888.

A handwritten signature in cursive script, reading "Carlisle B. Carter", is positioned below the text.

