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

(This page intentionally left blank.)

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

	FY 2010 Actuals	Price Change	Program Change	FY 2011 Estimate	Price Change	Program Change	FY 2012 Estimate
OSD	2,155,878	41,109	48,313	2,245,300	56,764	-100,100	2,201,964

FY 2010 <u>includes</u> $128,496 thousand OCO funding from DoD Appropriations Act, 2010 (PL 111-118) and Supplemental Appropriations Act, 2010 (PL 111-212).
FY 2011 <u>excludes</u> $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 <u>excludes</u> $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-

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.

$ in Thousands

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
A. Core Operating Program:	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

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
Estimated Civilian Pay and Benefits for Major OSD Principal Staff Assistants (PSAs):			
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	60,914	60,873	67,557
Total Estimated Civilian Pay and Benefits	**327,962**	**411,932**	**356,742**

$ in Thousands

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
B. Other DoD Programs and Initiatives:	1/ 337,329	2/ 228,403	3/ 262,835

1/Includes $110,640K from congressional grants
2/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
3/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
4/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	9,082	12,583
Total Other DoD Programs and Initiatives	**228,403**	**262,835**

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.

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.

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.

$ in Thousands

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
C. Acquisition, Technology, and Logistics:	244,803	231,825	290,898

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
Congressional Mandate	**21,139**	**11,374**	**10,870**
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
Improve Acquisition & Logistics Processes	**107,266**	**135,023**	**172,564**
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

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
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
OSD Decision Support	**13,394**	**13,087**	**12,916**
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

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
Regulatory Requirement	**47,637**	**41,937**	**67,650**
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
Promulgate Policy	**22,745**	**26,129**	**22,235**
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
Other	**13,579**	**4,275**	**4,663**
National Security and Space Office	6,880	-	-
Travel	6,699	4,275	4,663
OCO	**19,043**	**-**	**-**
Total OUSD (AT&L) Programs	**244,803**	**231,825**	**290,898**

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

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.

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

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

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

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.

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.

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,

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

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.

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

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.

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.

$ in Thousands

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
D. Under Secretary of Defense (Policy):	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

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

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

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

PB 2011 Program Structure	FY 2009 Actuals	FY 2010 Appropriated	FY 2011 Estimate
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
Total	**88,796**	**92,431**	**93,392**

PB 2012 Program Structure	*FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
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

PB 2012 Program Structure	*FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
Warfighting Support Activities	8,253	7,473	6,266
Total	**96,198**	**93,392**	**55,074**

*FY10 excludes OCO to provide a better comparison

$ in Thousands

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
E. Comptroller and Chief Financial Officer:	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.

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.

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>

	FY 2010 <u>**Actuals**</u>	**FY 2011** <u>**Estimate**</u>	**FY 2012** <u>**Estimate**</u>
F. <u>Personnel and Readiness (P&R)</u>:	801,747	<u>1</u>/ 911,942	909,221

<u>1</u>/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

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

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.

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

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.

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.

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

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

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
G. Under Secretary of Defense (Intelligence)	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

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)

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

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

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.

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

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.

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

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: 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,

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 (DEPORD). 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

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/.

$ in Thousands

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
H. Assistant Secretary of Defense (Networks and Information Integration):	114,383	1/ 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 Arial 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.

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

OSD 709

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

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

	FY 2010 Actuals	FY 2011 Estimate	FY 2012 Estimate
I. Director, Cost Assessment and Program Evaluation (CAPE):	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.

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

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 2011				
			Congressional Action				
A. BA Subactivities	FY 2010 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2012 Estimate
1.Core Operating Program	327,962	418,085				418,085	356,790
Core Operating Program	327,962	418,085				418,085	356,790
2.Other DOD Programs and Initiatives	337,329	228,403				228,403	262,835
Other DoD Programs and Initiatives	337,329	228,403				228,403	262,835
3.OUSD (AT&L)	244,803	231,825				231,825	290,898
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
4.OUSD(Policy)	140,441	93,392				93,392	55,074
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 Acitivities	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. <u>Financial Summary</u> ($ in thousands)

A. <u>BA Subactivities</u>	FY 2010 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2012 Estimate
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
5.OUSD(Comptroller)	**27,048**	**48,652**				**48,652**	**30,535**
Capability Portfolio Management	4,495	20,000				20,000	0
Comptroller Initiatives/DCFO	17,467	23,403				23,403	18,554
Enterprise Funds Distribution System Support	0	0				0	2,992
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
6.OUSD(P&R)	**801,747**	**911,942**				**911,942**	**909,221**
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

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

			FY 2011				
			Congressional Action				
A. BA Subactivities	FY 2010 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2012 Estimate
& 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
7.OUSD(Intel)	**134,925**	**173,645**				**173,645**	**162,939**
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

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

			FY 2011					
			Congressional Action					
A. BA Subactivities	FY 2010 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2012 Estimate	
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	
8.Director, CAPE	**27,240**	**41,954**				**41,954**	**34,392**	
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	
9.ASD(NII) Programs	**114,383**	**97,402**				**97,402**	**99,280**	
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	

OSD 717

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

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

			FY 2011				
			Congressional Action				
A. BA Subactivities	FY 2010 Actuals	Budget Request	Amount	Percent	Appropriated	Current Estimate	FY 2012 Estimate
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
Total	**2,155,878**	**2,245,300**				**2,245,300**	**2,201,964**

FY 2010 <u>includes</u> $128,496 thousand OCO funding from DoD Appropriations Act, 2010 (PL 111-118) and Supplemental Appropriations Act, 2010 (PL 111-212).
FY 2011 <u>excludes</u> $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 <u>excludes</u> $143,870 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.

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

B. <u>Reconciliation Summary</u>	Change FY 2011/FY 2011	Change FY 2011/FY 2012
Baseline Funding	**2,245,300**	**2,245,300**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**2,245,300**	
Fact-of-Life Changes (2011 to 2011 Only)		
Subtotal Baseline Funding	**2,245,300**	
Anticipated Supplemental	188,099	
Reprogrammings		
Price Changes		56,764
Functional Transfers		41,356
Program Changes		-141,456
Current Estimate	**2,433,399**	**2,201,964**
Less: Wartime Supplemental	-188,099	
Normalized Current Estimate	**2,245,300**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2011 President's Budget Request (Amended, if applicable)		**2,245,300**
1. Congressional Adjustments		
a. Distributed Adjustments		
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2011 Appropriated Amount		**2,245,300**
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. <u>Financial Summary</u> **($ in thousands)**

C. Reconciliation of Increases and Decreases	Amount	Totals

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)

FY 2011 Baseline Funding   **2,433,399**
4. Reprogrammings (Requiring 1415 Actions)
Revised FY 2011 Estimate   **2,433,399**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings   -188,099

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2011 Normalized Current Estimate		**2,245,300**
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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

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 Perfomance Computing Modernization Program. (FY 2011 Baseline: $411,932K, -1 FTE)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
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	19,000	

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)

2) AT&L - Regulatory Requirement: Readiness and Environmental Protection Initiative (REPI)	15,000	

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)

3) Core Operating Program - Contract Services Insourcing Initiatives	12,592	

D,OTE positions will be in-sourced as a result of an audit
by the Inspector General that found there could be the

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

C. Reconciliation of Increases and Decreases	Amount	Totals

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)   12,300

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)

5) NII - Cyber Security Initiative   8,000

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)

6) AT&L - Regulatory Requirement: Environmental Security Cooperation Program   6,970

Reprioritization of departmental resources to fund the Defense Environmental International Cooperation Initiative, an increased investment directed by SECDEF in support of the

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Quadrennial Defense Review and the FY 2011-2016 Defense Planning and Programming Guidance. (FY 2011 Baseline: $1,374K)

7) Other DoD Programs and Initiatives - Boards, Commissions and Task Forces 6,819
    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)

8) NII - Cyber Security 6,100
    Transfer of funding from O&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)

9) Policy - Warfighting Support Activities 5,500
    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)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
10) Comptroller - Next Generation Resource Management System	3,991	

    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)

11) Core Operating Program - Voluntary Separation Incentive Program (VSIP)	3,750	

    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)

12) P&R - Commander's Exercise Engagement and Training Transformation (CE2T2) Program - Vigilent Guard Exercise	3,600	

    Transfers funding for Vigilant Guard exercise from the Air Force to the Department's centralized Joint Training Program (CE2T2). Vigilent 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)

13) AT&L - Regulatory Requirement: Acquisition Workforce Demonstration	3,379	

    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)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
14) Comptroller – Enterprise Funds Distribution System Support (EFDSS)	2,992	
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)		
15) Policy – Homeland Defense Support Activities	2,935	
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)		
16) Other DoD Programs and Initiatives – Realignment of Official Representation Fund (ORF)	2,515	
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)		
17) Policy – Rewards Program	2,266	
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)		
18) Other DoD Programs and Initiatives – Realignment of Training Program	2,054	
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)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
19) Intel - Joint Military Deception Initiative	1,348	
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)		
20) NII - Information Systems Security Program	1,200	
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)		
21) NII - Defense Industrial Base (DIB) Cyber Security/Information Assurance (CS/IA) Program	1,000	
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)		
22) AT&L - Regulatory Requirement: International Cooperation Program	928	
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 -		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

including concept development, research, procurement
efforts, and follow-on support. (FY 2011 Baseline: $0K)

    23) P&R - Advancing Diversity and Equal Opportunity   608
        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)

    24) NII - Chief Information Officer (CIO) Mission   560
        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)

    25) AT&L - Travel Program   324
        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)

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   -63,072
        As part of the Department of Defense reform agenda,
        eliminates civilian full-time equivalent positions to
        maintain, with limited exceptions, civilian staffing at the

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

C. Reconciliation of Increases and Decreases	Amount	Totals

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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

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 — -8,705
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) Policy - Homeland Defense Support Activities — -7,967
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)

9) Policy - Warfighting Support Activities — -7,522
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)

10) Other DoD Programs and Initiatives - Defense Net Assessment — -6,488
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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

      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 inititative to achieve

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

C. Reconciliation of Increases and Decreases	Amount	Totals

efficiencies across the department. Efficiencies will be
realized by reducing contractor support to the Department
Improve Acquisition and Logisitics 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	-4,522

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)

16) AT&L - Promulgate Policy	-4,286

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)

17) Intel - International Intelligence Technology	-4,266

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)

18) NII - Mission and Analysis Fund	-4,180

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)

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

C. Reconciliation of Increases and Decreases	Amount	Totals

       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   -3,905
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)

    20) NII - e-Gov Initiatives and Government-wide Councils   -3,647
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)

    21) Policy - US Mission to NATO   -3,395
Programmatic decrease reflects the Department's efforts to
maintain costs and improve efficiencies and funding of

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

       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   -3,347
    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)

23) P&R - Defense Readiness Reporting System (DRRS)   -3,122
    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)

24) P&R - Wounded Warrior Care and Transition Policy   -2,980
    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)

25) Core Operating Program - Realignment of ORF   -2,515
    Transfer within the appropriation, moves funding for

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

C. Reconciliation of Increases and Decreases	Amount	Totals

    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)   -2,479
    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)

27) NII – Chief Information Officer (CIO) Mission   -2,330
    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)

28) Core Operating Program – Realignment of Training Program   -2,054
    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)

29) NII – Information Superiority Integration Support (ISIS)   -1,414
    This reduction is based on SECDEF direction to achieve

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

efficiencies across the department. Efficiencies will be
realized by reducing contractor support to Military Satelite
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)

30) Core Operating Program - Civilian Personnel Compensation
(One Less Day)   -1,303
    This decrease reflects one less day of compensation for
civilian employees. (FY 2011 Baseline: $411,932K)

31) P&R - ASD (Health Affairs)   -1,298
    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)

32) AT&L - Regulatory Requirement: Readiness and Environmental
Protection Initiative (REPI)   -1,193
    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)

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

C. Reconciliation of Increases and Decreases	Amount	Totals

33) P&R - Various Support Programs   -1,116

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&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)

34) P&R - Military Spouse Intern Program   -1,074

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)

35) Policy - Travel Program   -1,041

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

C. Reconciliation of Increases and Decreases	Amount	Totals

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)

   36) P&R - Training Transformation   -1,014

     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)

   37) NII - Travel Program   -762

     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)

   38) NII - Command Information Superiority Architecture (CISA)   -682

     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)

   39) AT&L - Congressional Mandates   -675

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

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)

| 40) P&R - Travel Program Decrease | -606 |

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)

| 41) NII - Defense Industrial Base, Cyber Security Efficiencies | -479 |

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)

| 42) NII - Cyber Security Initiative | -470 |

Decrease reflects efficiencies gained by reducing contractor support to the Supply Chain Risk Management (SCRM) threat assessment capability. (FY 2011 Baseline: $3,885K)

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

C. Reconciliation of Increases and Decreases	Amount	Totals

43) Intel - Defense Civilian Intelligence Personnel System   -461
   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)

44) AT&L - OSD Decision Support   -367
   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)

45) CAPE - Travel Program Reduction   -272
   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)

46) Intel - Travel Program   -205
   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.

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

C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2011 Baseline: $1,750K)		
47) Comptroller - Travel Program	-191	
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)		
48) CAPE - Industrial Base Studies Efficiencies	-50	
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)		
FY 2012 Budget Request		**2,201,964**

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

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.

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.

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.

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.

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).

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:

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.

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

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

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.

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.

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

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

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.

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.

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.

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

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 AFPAK intelligence and mission data.

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.

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.

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.

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.

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 (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

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.

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.

3) Provided required DoD funding contribution for the various e-Gov Federal Councils, e.g., the Federal Human Capitol, 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).

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

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.

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.

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

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

V. **Personnel Summary**	FY 2010	FY 2011	FY 2012	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
Active Military End Strength (E/S) (Total)	491	400	408	-91	8
Officer	389	379	382	-10	3
Enlisted	102	21	26	-81	5
Reserve Drill Strength (E/S) (Total)	77	77	77	0	0
Officer	72	72	72	0	0
Enlisted	5	5	5	0	0
Reservists on Full Time Active Duty (E/S)	95	95	95	0	0
Officer	76	76	76	0	0
Enlisted	19	19	19	0	0
Civilian End Strength (Total)	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
Active Military Average Strength (A/S) (Total)	364	364	364	0	0
Officer	345	345	345	0	0
Enlisted	19	19	19	0	0
Reserve Drill Strength (A/S) (Total)	70	70	70	0	0
Officer	65	65	65	0	0
Enlisted	5	5	5	0	0
Reservists on Full Time Active Duty (A/S) (Total)	66	66	66	0	0
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

V. **Personnel Summary**	FY 2010	FY 2011	FY 2012	Change FY 2010/ FY 2011	Change FY 2011/ FY 2012
Civilian FTEs (Total)	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
Contractor FTEs (Total)	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

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

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

OP 32 Line	FY 2010 Actuals	Change FY 2010/FY 2011 Price	Change FY 2010/FY 2011 Program	FY 2011 Estimate	Change FY 2011/FY 2012 Price	Change FY 2011/FY 2012 Program	FY 2012 Estimate
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
199 Total Civ Compensation	**327,962**	**1,640**	**82,330**	**411,932**	**0**	**-55,190**	**356,742**
308 Travel of Persons	109,853	1,538	-7,754	103,637	1,549	3,854	109,040
399 Total Travel	**109,853**	**1,538**	**-7,754**	**103,637**	**1,549**	**3,854**	**109,040**
680 Building Maint Fund Purch	278	9	6,303	6,590	8,906	-8,253	7,243
699 Total DWCF Purchases	**278**	**9**	**6,303**	**6,590**	**8,906**	**-8,253**	**7,243**
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
799 Total Transportation	**364,145**	**18,991**	**-96,608**	**286,528**	**24,781**	**-28,892**	**282,417**
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

	FY 2010	Change FY 2010/FY 2011		FY 2011	Change FY 2011/FY 2012		FY 2012
OP 32 Line	Actuals	Price	Program	Estimate	Price	Program	Estimate
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
999 Total Other Purchases	**1,353,640**	**18,931**	**64,042**	**1,436,613**	**21,528**	**-11,619**	**1,446,522**
Total	**2,155,878**	**41,109**	**48,313**	**2,245,300**	**56,764**	**-100,100**	**2,201,964**

FY 2010 <u>includes</u> $128,496 thousand OCO funding from DoD Appropriations Act, 2010 (PL 111-118) and Supplemental Appropriations Act, 2010 (PL 111-212).

FY 2011 <u>excludes</u> $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 <u>excludes</u> $143,870 thousand requested in the FY 2012 Defense-Wide Overseas Contingency Operations Budget Request.