



PROGRAM ANALYSIS
AND EVALUATION

OFFICE OF THE SECRETARY OF DEFENSE
1800 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1800



JUN 21 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES
EXECUTIVE DIRECTOR, INTELLIGENCE COMMUNITY
AFFAIRS.

SUBJECT: Requirements and Instructions for conducting the FY 2009-2013 Program Review

- Ref: (a) "Procedures and Schedule for FY 2009-2013 Integrated Program and Budget Review," USD(C) and DPA&E memorandum May 8, 2007
(b) Department of Defense Financial Management Regulation (DoD FMR), DoD 7000.14-R, Volume 2, revised June 2007

The joint memorandum at reference (a) established the general procedures for this year's integrated Program and Budget Review. This memorandum supplements reference (a) by providing requirements and detailed instructions for submitting FY 2009-2013 program information and conducting the Program Review.

The Director, Program Analysis and Evaluation (D,PA&E) and the Under Secretary of Defense (Comptroller) (USD(C)) will seek to avoid duplication of effort and conflicts in guidance for conducting the Program and Budget Review. Issues will be presented to the Three-Star Programmers and the Deputy's Advisory Working Group (DAWG) for review and framing to ensure a fact-based, transparent process. The Secretary of Defense's decisions will be recorded in one or more Program Decision Memoranda.



I look forward to your active participation in the review.

A handwritten signature in black ink, appearing to read 'Brad Berkson', with a long horizontal flourish extending to the right.

Brad Berkson
Director
Program Analysis and Evaluation

Attachments:

Appendix A – Key Elements of the FY 2009-2013 Program Review Process

Appendix B – FY 2009-2013 Program Submissions

Appendix C – Military Manpower MOA Format

Appendix D – Deputy Secretary of Defense Memo: Control of PPBE information

Key Elements of the FY 2009-2013 Program Review Process

The program and budget review will be conducted in three phases: (1) Submission of data, change proposals, and full budget justification material; (2) Change proposal disposition, issue development and program/budget reviews; (3) Decisions.

Schedule

- | | |
|--|---------|
| • CIS and PRCP open for BES electronic data submission | Aug 8 |
| • FYDP Composite Military Pay Rates update due to OD, PA&E | Aug 31 |
| • BES Transmission and Change Proposal Notification Memorandum due to Program Review Website | Aug 31 |
| • Change Proposal submission due to Program Review Website | Aug 31 |
| • OUSD(C) data systems lock | Aug 31 |
| • Detailed budget justification material due to OUSD(C) | Aug 31 |
| • Program and Budget Review decisions | Oct–Nov |
| • Program and Budget Review complete – Budget Lock | Nov 16* |
| • Topline | Dec 10* |
| • DoD budget submitted to OMB | Dec-Jan |
| • President’s Budget submitted to Congress | Feb 4 |

* Dates depend on timing of final decisions

Submission of Data

- Instructions for electronic resource data and Change Proposal submission were previously provided in reference (a). Change Proposals should describe changes relative to the FY 2008 President’s Budget. Change Proposals are due on or before August 31, 2007. Change Proposals must include, at the time of submission, the detailed programmatic and budgetary information to support issue development in the program and budget review. A format for this information is posted on the Program Review website. In addition, if a Component submits more than one Change Proposal, it must rank them from highest to lowest priority.
- Components’ will inform the Capability Portfolio Managers (CPMs) of the four Capability Portfolios of any change proposals that impact the CPM’s portfolio.
- The Select & Native Programming (SNaP) Data Input System Exhibits for the Program and Budget Reviews, as specified in Volume 2 of the DoD FMR and in the Programming and Budget Data Requirements (PBDR), are due August 31, 2007. Sections F and G below list the required exhibits.

- Manpower coordination instructions are provided in Appendix B.

Disposition Guidelines

- Dispositions of Change Proposals will generally fall into three categories:
 - Acceptance for consideration in the Program Review
 - Referral to USD(C) for consideration in the Budget Review
 - Return to the submitting organization
- Those issues accepted for consideration will be announced no later than September 25.

Issue Development

- The D,PA&E will select analysts to lead the development of change proposal issues accepted for consideration in the Program Review. Stakeholder organizations, including capability portfolio managers, will be invited to nominate representatives to issue teams assisting in the development of complex issues. The representatives must be government employees. Issue team representatives should be designated by e-mail to the lead analyst of the team, with a copy provided to Dennis Day at dennis.day@osd.mil. Include the name, room number, phone number, and security clearance of each person nominated to serve on an issue team. Participation by the combatant commands will be coordinated through the Joint Staff (J-8).
- The issue analyst/team will develop alternatives for consideration by the Secretary of Defense. The issues will be presented in papers or briefings. The papers and briefings must include FYDP-quality resource data that specify all adjustments by Resource Identification Code (RIC) and Program Element (PE). The Three-Star Programmers will discuss issues under development. The membership of the group will be expanded as necessary to ensure that program stakeholders are represented in the discussions.

Issue Review and Decisions

- As appropriate, program review related documents will be posted to the Program Review website for component comments. Staff points of contact will be notified of the postings by e-mail. As a general rule, components will be asked to provide comments within 24 hours of the postings. Comments must be submitted via the Program Review website, using the posted format. The comments will be included in decision documents presented to the Secretary of Defense.
- Issues may be considered by the Three-Star Programmers, the DAWG, and/or the Senior Leadership Review Group. Following review, issues will be presented to the Secretary of Defense for decision.

- Program Review decisions will be recorded and disseminated in PDMs. The PDMs will be circulated for fact-checking before they are signed out; as required, components will be asked to provide budget-level detail that is congruent with the FYDP detail for the decision in question. A format for this information is posted on the Program Review website.

Administrative Procedures

- **Program Review Coordination Team.** The OSD(PA&E) staff points of contact for Program Review actions are Bob Daigle (robert.daigle@osd.mil, 703-693-7827) , Dennis Day (dennis.day@osd.mil, 703-693-7826) and J.P. Wilusz (joseph-paul.wilusz@osd.mil, 703-693-7828).
- **Identification of Staff Points of Contact.** DoD components and CPMs must designate government employee points of contact (primary and alternate) to the Program Review Coordination Team no later than June 29, 2007. Include in these submissions the name, phone number, room number (if in the Pentagon), and both SIPRNet and unclassified e-mail addresses of each point of contact.
- **Restrictions on Release of Program Review Information and Data.** Components must comply with the March 27, 2004, memorandum from the Deputy Secretary of Defense (Appendix D) prohibiting the unauthorized release of Planning, Programming, Budgeting, and Execution System information. Program Review documents and briefings are generally predecisional and not available to contractor personnel.
- **Three-Star Programmers.** Meetings of the Three-Star Programmers will be convened by the D,PA&E to discuss issues under consideration in the Program Review. Attendance at these sessions will be determined in advance by the D,PA&E.
- **Access to Program Review Website.** Program Review documents will be transmitted to DoD components, and from the components to PA&E, via the Program Review website on the SIPRNet. The address for the website is <http://dpd.pae.osd.smil.mil/pr>. This is a restricted-access site. Government employees actively involved in program review desiring access may apply for website accounts by clicking the “request access” button on the website.
- **Templates.** The Program Review website contains electronic templates for all documents discussed in these instructions. The templates are Microsoft Word files that contain embedded Microsoft Excel spreadsheets or stand-alone Excel spreadsheets. Use of the templates is mandatory. Do not convert embedded spreadsheets to MS Word tables or text. Documents not formatted using the templates will be rejected.
- **Document Markings.** Mark all documents in accordance with applicable guidance and directives. In addition, provide unclassified titles for Change Proposals.

FY 2009-2013 Program Submissions

A. Due Dates

Electronic database submissions are due to OSD on August 31, 2007. The Select & Native Programming (SNaP) Data Input System Exhibits for the Budget Review, as specified in Volume 2 of the DoD FMR and in the Programming and Budget Data Requirements (PBDR), are due September 1. SNaP Exhibits for the Program Review, referenced in the PBDR, are due September 5. Sections G and H below list the required exhibits.

B. Department of Defense Financial Management Regulation, Volume 2

All references to the DoD FMR and exhibits are to Volume 2, unless stated otherwise. An update to Volume 2 is expected in June 2007.

C. Program Elements and Resource Identification Codes

The Resource Structure Management (RSM) system, which can be accessed at <https://rsm.pae.osd.smil.mil> on the SPIRNet, provides a complete listing of all PEs and RICs. Use RSM to verify codes available for use in this POM/BES cycle. RSM cycle 2007-05 is the last cycle prior to the Program Review update which changes or new data elements may be requested. Requests must be submitted by July 18, 2007. Requests for system access and questions regarding valid data elements should be directed to CAPT Ramon McMillan at 703-614-9271, DSN 224-9271, or ramon.mcmillan@osd.mil.

D. Instructions for FYDP Submissions

1. Components will not submit POM/BES FYDP data to OSD PA&E. The FYDP will be updated at the end of the Program and Budget Review to reflect final positions for the FY 2009 President's Budget. Separate instructions will be issued to address this update. Components must continue to provide data required by OUSD(Comptroller) for budget systems. OUSD(Comptroller) will issue separate instructions. The baseline for FY 2009-2013 Program and Budget review is the FY 2008 President's Budget (PB) FYDP, dated March 2007.
2. Components must submit, via SDCS, the most current military pay rates for FY 2007 through FY 2013 for all types of military manpower reported in the FYDP.
 - The military departments must submit rates by RIC no later than August 31, 2007.
 - Ensure that the rates provided are for man-years. Derive man-years by adding prior-year FYDP direct end-strength to current-year FYDP direct end-strength and dividing by two. Direct end-strength excludes military manpower assigned to DWCF activities.
 - Questions regarding the pay rate submissions should be directed to Joseph-Paul Wilusz at 703-693-7828, DSN 223-7828, or joseph-paul.wilusz@osd.mil.

E. Procedures for Submitting Manpower Data for the Integrated FY 2009-2013 Program and Budget Review (PBR).

1. Components may not make adjustments to the National Intelligence Program (NIP). NIP programs will be considered in the Program and Budget Review process. Components must refrain from making changes to the Military Intelligence Program (MIP). MIP changes must be coordinated with OUSD(Intelligence).
2. The Military Departments must fully price Military Personnel programs. The Military Departments will program and budget for MILPERS and Medicare-Eligible Retiree Health Card Fund (MERHCF) Normal Cost Contribution funding associated with all military end strength, including military end strength in the Special Operations Command (SOCOM), Defense Health Program (DHP), and the National Intelligence Program (NIP).
3. The Military Personnel program must be priced using the best information available at that time and must be fully accommodated within the Military Departments' top line.
 - The Military Departments will calculate and submit the FYDP Military Composite Rates at the RIC level.
 - The FDYP Rate is calculated by dividing direct MILPERS by direct military end strength at the RIC level. It includes basic pay, retirement pay accruals, basic allowance for housing (BAH), basic allowance for subsistence (BAS), permanent change-of-station (PCS) pay, incentive and special pay, and miscellaneous pay. A separate PCS submission is not required.
 - The direct military end strength for a particular fiscal year will be calculated by adding the prior fiscal year direct military end strength and the current fiscal year direct military end strength and dividing by two (i.e., taking the average direct military end strength of the previous and current year). Military end strength not associated with Working Capital Fund activities will be used as a proxy for direct military end strength.
 - The FY 2008-2013 President's Budget Military End Strength is the approved baseline for all military end strength adjustments in the FY 2009-2013 Program and Budget Review (PBR) process. The baseline will be posted on the Program Review website at <http://dpd.pae.osd.smil.mil/pr> on the SIPRNet.
 - Memoranda of Agreement (MOA) are required for all adjustments that:
 - (1) Involve transfers of military end strength *between* the services and combatant commands, defense agencies, or field activities, to include functional transfers.
 - (2) Involve transfers of military end strength *between* the services and the Defense Health Program (DHP), the National Intelligence Program (NIP), and the Special Operations Command (SOCOM).

- (3) Involve transfers of military end strength *within* a combatant command, defense agency, field activity, DHP, NIP, or SOCOM that require changes to service programming data (e.g., change service support Program Elements (PEs)).
- MOAs will include Program Element and Resource Identification Code (PE-RIC) level of detail for all military end strength adjustments. Associated funding, if applicable, will be identified at the Appropriation or Treasury Code level of detail. Additional guidance on the format and required signatories for the MOAs is posted on the Program Review website at <http://dpd.pae.osd.smil.mil/pr> on the SIPRNet.
 - The FY 2009-2013 Standard Transfer Prices for military manpower adjustments will be posted on the Program Review website at <http://dpd.pae.osd.smil.mil/pr> on the SIPRNet. These prices represent standard transfer prices; however, components have the authority to negotiate a transfer price that differs from the standard price.
 - Signatories shall identify one party to the MOA which will submit MOAs on behalf of all signatories to the Program Review website.
 - All MOAs signed by applicable parties documenting adjustments to military end strength will be submitted through the Program Review website.
 - Functional transfers that are not simply transfers of manpower must be documented in MOAs, submitted as appendices to each affected components fact-of-life change proposal, and itemized in appropriate budget exhibits as directed by OUSD(C) exhibit.

F. SNaP Budgetary Exhibits (Due August 31, 2007)

The following budgetary exhibits are required for the FY 2009-2013 Integrated Program and Budget Review. Components should input these exhibits into the SNaP system, which can be accessed on the NIPRNet at <https://snap.pae.osd.mil/> or on the SIPRNet at <https://snap.pae.osd.smil.mil/>. The most current instructions for the exhibits are posted on the SNaP website. Changes to Military Intelligence Program resources must be documented in an attachment to the MIP Resources exhibit that explains the reasons for the adjustments and describes their impact on the MIP. In the event of discrepancies in deadlines established for submitting these exhibits, the dates specified by USD(C) will take precedence.

Forces

Military Intelligence Program (MIP) Resources

Military Intelligence Program (MIP) Narratives

Defense POW/MIA (new)

Combating Terrorism

- CbT 1 – Detail
- CbT 2 – Narrative
- CbT3 – Vulnerability Assessments

Manpower and Personnel

OP34 Fund Support for Selected Quality-of-Life Activities
 PB23 AT&L Workforce Transformation Program
 PB30 J Summary of Entitlements – Active Force
 PB30 J Summary of Entitlements – Guard and Reserves
 PB42 Competitive Sourcing and Alternatives
 Selected Officer Occupational Specialties

Investments

Test and Evaluation

Operations and Support

OP20 – Flying-Hour Summary
 OP25 – Ground Vehicle Operations
 OP41 – Ship Operations
 OP30 – Depot Maintenance Program
 Medical Consumable War Reserve Materials (WRM)

Infrastructure – Installation and Environment

Env 30 Part 1 – DERA and BRAC Funds Budgeted for Environmental Cleanup Program Management and Support
 Env 30 Part 2 – DERA and BRAC Funds Budgeted for Environmental Cleanup Program Management

Env 30 Part 3 – Performance Metrics
 PB 28 – Environmental Quality
 PB 28A – Environmental Technology (new)
 PB 28B – Munitions Response at Operational Ranges
 Housing/Real Property Inventory
 Installation Resources Funding Requirement
 Base Realignment and Closing 2005 (BRAC 2005)
 Base Realignment and Closing 2005 (BRAC 2005) Details (New)

DWCF

Fund 1a – Cost of Operations
 Fund 11 – Source of New Orders
 Fund 14 – Operating Costs

G. SNaP Programmatic Exhibits (Due August 31, 2007)

The following programmatic exhibits are required for the FY 2009-2013 Integrated Program and Budget Review. Components should input these exhibits into the SNaP system, which can be accessed on the NIPRNet at <https://snap.pae.osd.mil/> or on the SIPRNet at <https://snap.pae.osd.smil.mil/>. The

most current instructions for the exhibits are posted on the SNaP website. Forces native data for the Army and Navy are now passed to the Joint Data Support (JDS) organization via Army and Navy websites.

Forces

Prepositioning

Operational Support Aircraft

Selected SOF Procurements and Modifications

SOCOM Force Structure, Inventory, and Basing

SOCOM Specialized System and PDM Inventory

Military Intelligence Program (MIP) Manpower

Global Posture - Integrated Global Presence and Basing Strategy

Defense Language Program

Defense Continuity of Operations Program

Investments

Guard and Reserve Shortfall Priority List

Operations and Support

Information Operations

Infrastructure-Recapitalization Requirements

Facilities Recapitalization PRV

Native Data Files

USAF Program Document

USAF Primary Aerospace Vehicle and Flying Hour

USAF Command Manpower Data Base

USAF Space Systems Inventory

USN Total Force Manpower Management System (TFMMS) extract

USN Aircraft Program Data File (APDF)

H. Data Collection System Training

Training in the use of the various data collection systems will be offered. Schedules for the training sessions will be published.

- SNaP training dates will be posted on the SNaP website (<https://snap.pae.osd.mil/>). Click on the Instructions icon to register for training.
- SDCS training dates will be published on the DPD site (<https://dpd.pae.osd.smil.mil/>).

Memorandum of Agreement (MOA)

COCOM/Defense Agency/Field Activity Name – Military Department Name

Summary of End Strength Adjustments

FY 2009-2013 PB FYDP

(U) Issue: Provide a short description of the end strength adjustments.

(U) Discussion:

- a. Provide a brief rationale for end strength adjustments.
- b. Identify military-to-civilian conversions, if applicable.
- c. Identify type of funding for personnel, e.g., direct or reimbursable, if applicable.
- d. Describe the impact of the end strength adjustment on funding, if applicable.

(U) Impacts Relative to FY 2009-2013 End Strength Baseline. The FY 2009-2013 End Strength Baseline is the baseline against which all adjustments to military end strength are being made. The FY 2009-2013 End Strength Baseline will be posted by D,PA&E to the Program Review website at <http://dpd.pae.osd.smil.mil/pr>.

Component	End Strength or Funding	FY09	FY10	FY11	FY12	FY13	FY09-13
Component or Military Dept	Military End Strength (All RICs)						0
	Civilian FTEs (All RICs)						0
	Funding (All Appns) (\$000s)						\$0
Component or Military Dept	Military End Strength (All RICs)						0
	Civilian FTEs (All RICs)						0
	Funding (All Appns) (\$000s)						\$0
Component or Military Dept	Military End Strength (All RICs)						0
	Civilian FTEs (All RICs)						0
	Funding (All Appns) (\$000s)						\$0

a. Data for the summary table, above, should accurately reflect the transactions documented in the MOA. If necessary, the components may modify the summary table and/or use multiple data tables.

b. Detailed end strength and funding data will be attached in an MS Excel spreadsheet using the template posted by D,PA&E to the Program Review website at <http://dpd.pae.osd.smil.mil/pr>. The format for the detailed data should NOT be modified.

c. End strength data will be provided at the Resource Identification Code (RIC) and Program Element (PE) level for both Component and Military Department entries, to include memorandum and direct entries.

d. Funding data will be provided at the Appropriation, RIC, Treasury Code, and PE level, if applicable.

NOTE: Manpower adjustments involving a military-to-civilian conversion involving a transfer of funding require a number of MOA data entries that will feed the FYDP database. The number is dependent upon the components involved:

For Defense Agencies, Field Activities, Defense Health Program, Special Operations Command (SOCOM), and the National Intelligence Program, two direct entries are required to document funding adjustments; three direct entries and one memorandum entry are required to document manpower adjustments.

For Combatant Commands (with the exception of SOCOM), two direct entries are required to document funding adjustments; three direct entries and two memorandum entries are required to document manpower adjustments

A list of required MOA data entries for a military-to-civilian conversion involving a transfer of funding is provided in Enclosure 1.

e. Signatories will vary depending on organization, complexity, and significance of the adjustments agreed to. However, in all cases, the signatory for an organization must have the authority to approve the adjustments agreed to. Signatories should be added to ensure all necessary parties to the agreement have their approval recorded.

(1) For military end strength adjustments involving the Defense Health Program, MOAs must be signed by the Assistant Secretary of Defense for Health Affairs, the Service Assistant Secretary for Manpower and Reserve Affairs, and the Service 3-Star Programmer, or their designated representatives.

(2) For military end strength adjustments involving the U.S. Special Operations Command (SOCOM), MOAs must be signed by the SOCOM Commander, the Service Assistant Secretary for Manpower and Reserve Affairs, and the Service 3-Star Programmer, or their designated representatives.

(3) For military end strength adjustments involving the National Intelligence Program (NIP), MOAs must be signed by the Office of the Director for National Security's Chief Human Capital Officer, the Service Assistant Secretary for Manpower and Reserve Affairs, and the Service 3-Star Programmer, or their designated representatives.

(U) Points of Contact: Action officer's name, telephone number, and e-mail address for each component.

a. <<Insert Component Name>>: Rank and Name, Organization, Telephone Number, E-Mail Address.

b. <<Insert Component Name>>: Rank and Name, Organization, Telephone Number, E-Mail Address.

(U) <<Insert MOA Description>> Approval.

a. <<Insert Component Name>>.

Signature: _____

Printed Name: _____

Position / Grade: _____

Organization: _____

Date: _____

Signature: _____

Printed Name: _____

Position / Grade: _____

Organization: _____

Date: _____

(U) <<Insert MOA Description>> Approval.

b. <<Insert Component Name>>.

Signature: _____

Printed Name: _____

Position / Grade: _____

Organization: _____

Date: _____

Signature: _____

Printed Name: _____

Position / Grade: _____

Organization: _____

Date: _____

Enclosure 1: Required MOA Data Entries

Components	<i>Defense Agencies, Field Activities, Defense Health Program, Special Operations Command (SOCOM), and the National Intelligence Program</i>				
Example A	<i>DISA converts 82 Active Army billets to civilian FTEs. DISA returns the 82 Active Army billets to the Army. In return, the Army transfers \$38.2M in Operations & Maintenance (O&M) funding to DISA to pay for the civilian FTEs.</i>				
Required Entries					
Entry	Resource Type	Component	Worksheet Tab	Description	
1 Direct*	TOA	Army	Mil Dept Funding	Reduction in O&M, Army in an Army Program Element (PE)	
2 Direct*	TOA	DISA	Component Funding	Increase in O&M, Defensewide in a DISA PE	
3 Direct	Manpower (Military)	Army	Mil Dept Military End Strength	Reduction in military end strength in an Army "Service Support to DISA" PE	
4 Direct	Manpower (Military)	Army	Mil Dept Military End Strength	Increase in military end strength in an Army PE (other than a "Service Support to DISA" PE)	
5 Memo	Manpower (Military)	DISA	Component Military End Strength	Reduction in military end strength in a DISA PE	
6 Direct**	Manpower (Civilian)	DISA	Component Civilian FTEs	Increase in civilian FTEs in a DISA PE	
* Entry applicable only for military-to-civilian conversions involving a transfer of TOA.					
** Entry applicable only for military-to-civilian conversions.					

Components	<i>COCOMs (other than SOCOM)</i>				
Example B	<i>PACOM converts 50 Active Air Force billets, 50 Active Army billets, 35 Active Navy billets, and 9 Active Marine Corps billets to civilian FTEs. PACOM returns the 144 Active military billets to the respective Service. The Air Force and Navy reduce their military end strength by 50 and 35 Active military billets, respectively. In return, the Air Force, Army, and Marine Corps transfers \$23.5M, \$22.8M, and \$3.6M in funding, respectively, to the Navy, the Executive Agent for PACOM, to pay for the civilian FTEs. The Navy transfers \$12.5M in funding to "Service Support to PACOM" PEs to pay for the civilian FTEs.</i>				
Required Entries					
Entry	Resource Type	Component	Worksheet Tab	Description	
1 Direct*	TOA	Air Force, Army, Navy, Marine Corps	Mil Dept Funding	Reduction in Air Force, Army, and Marine Corps TOA. Reduction in Navy TOA in a Navy PE (other than a "Service Support to PACOM" PE)	
2 Direct*	TOA	Navy	Mil Dept Funding	Increase in Navy TOA in a Navy "Service Support to PACOM" PE	
3 Direct	Manpower (Military)	Army	Mil Dept Military End Strength	Reduction in military end strength in Air Force, Army, Navy, and Marine Corps "Service Support to PACOM" PEs	
4 Direct	Manpower (Military)	Army	Mil Dept Military End Strength	Increase in military end strength in Army and Marine Corps PEs (other than a "Service Support to PACOM" PE)	
5 Memo	Manpower (Military)	PACOM	Component Military End Strength	Reduction in military end strength in PACOM PEs	
6 Direct**	Manpower (Civilian)	Navy	Military Dept Civilian FTEs	Increase in civilian FTEs in a Navy "Service Support to PACOM" PEs	
7 Memo**	Manpower (Civilian)	PACOM	Component Civilian FTEs	Increase in civilian FTEs in a PACOM PEs	
* Entry applicable only for military-to-civilian conversions involving a transfer of TOA.					
** Entry applicable only for military-to-civilian conversions.					



MAR 27 2004

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Control of Planning, Programming, Budgeting and Execution (PPBE)
Documents and Information

The purpose of this memorandum is to reconfirm the Department's policies governing the disclosure of PPBE (formerly referred to as PPBS) documents and information.

PPBE papers and associated data set forth the details of defense strategy and proposed plans, programs, and budgets. Access to materials by those not directly involved in the PPBE process undermines the confidentiality necessary for the Secretary and me to obtain candid advice on the defense program. Also, access to PPBE information by private firms seeking contracts with the Department may jeopardize the integrity of the procurement process. Therefore, all addressees are directed to review their procedures governing access to PPBE data to ensure that they incorporate the requisite protections.

The Department's standards pertaining to the use and distribution of PPBE materials are defined in DoD Directive 7045.14. To ensure that guidelines set forth in the directive are accurate and complete, I am asking the Under Secretary of Defense (Comptroller) to prepare for my signature, within 90 days, a revision of the directive that updates the directive and incorporates the following provisions:

- Designate the Military Department Secretaries, the Chairman of the Joint Chiefs of Staff, and the Under Secretaries and Assistant Secretaries of Defense as approval authorities for disclosing PPBE documents and data outside the Department of Defense and other government agencies directly involved in the defense planning and resource allocation process (e.g. the Office of Management and Budget). Limit their disclosure authority to PPBE documents and data (other than those listed on the attachment) that are



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generated by their offices or by organizations, including defense agencies, that they oversee.

- Eliminate the requirement for General Counsel coordination on requests for release of PPBE documents and data, unless the approval authority has reason to believe that litigation is pending that may affect the release of PPBE information.

The revised version of the directive also should include a list of major PPBE documents, as attached. The changes made by this memorandum are effective immediately.

Questions or comments relating to this policy should be referred to the Office of the Under Secretary of Defense (Policy), the Office of the Under Secretary of Defense (Comptroller), or the Office of the Director, Program Analysis and Evaluation.

A handwritten signature in black ink, appearing to read "Paul Waligowski". The signature is written in a cursive style with a prominent horizontal line at the end.

Attachment

1. Planning Documents and Data Sources

- a. Defense Strategy
- b. Strategic Planning Guidance

2. Programming Documents and Data Sources

- a. Joint Programming Guidance
- b. Fiscal Guidance (when separate from Strategic Planning or Joint Programming Guidance)
- c. Program/Budget displays generated through the Program Data Requirements process
- d. POM/BES FYDP documents and associated OD, PA&E data systems such as the Defense Programming Database Data Warehouse
- e. Program Review Proposals and associated documents:
 - Issue Outlines
 - Program Change Proposals
 - Issue Papers/Briefings
 - Issue Summaries
- f. Proposed Military Department Program Reductions (or Program Offsets)
- g. Tentative Issue Decision Memoranda
- h. Program Decision Memoranda
- i. Cost Analysis Improvement Group Independent Cost Estimates

3. Budgeting Documents and Data Sources

- a. Component budget submissions, including:
 - Budget Change Proposals
 - Budget Estimate Submissions
 - Justification material in support of a component's submission
- b. PPBE decision documents, including:
 - Program Budget Decisions
 - Management Initiative Decisions
- c. Reports or the results of queries from the Comptroller Information System or the Procurement, RDT&E and Construction Programs systems
- d. Classified P-1, R-1, Procurement Programs, and RDT&E Programs documents
- e. DD 1414, "Base for Reprogramming Action"
- f. DD 1416, "Report of Programs"