



# WHAT REALLY GOES ON UP THERE?

**“A Service  
Headquarters  
Perspective”**

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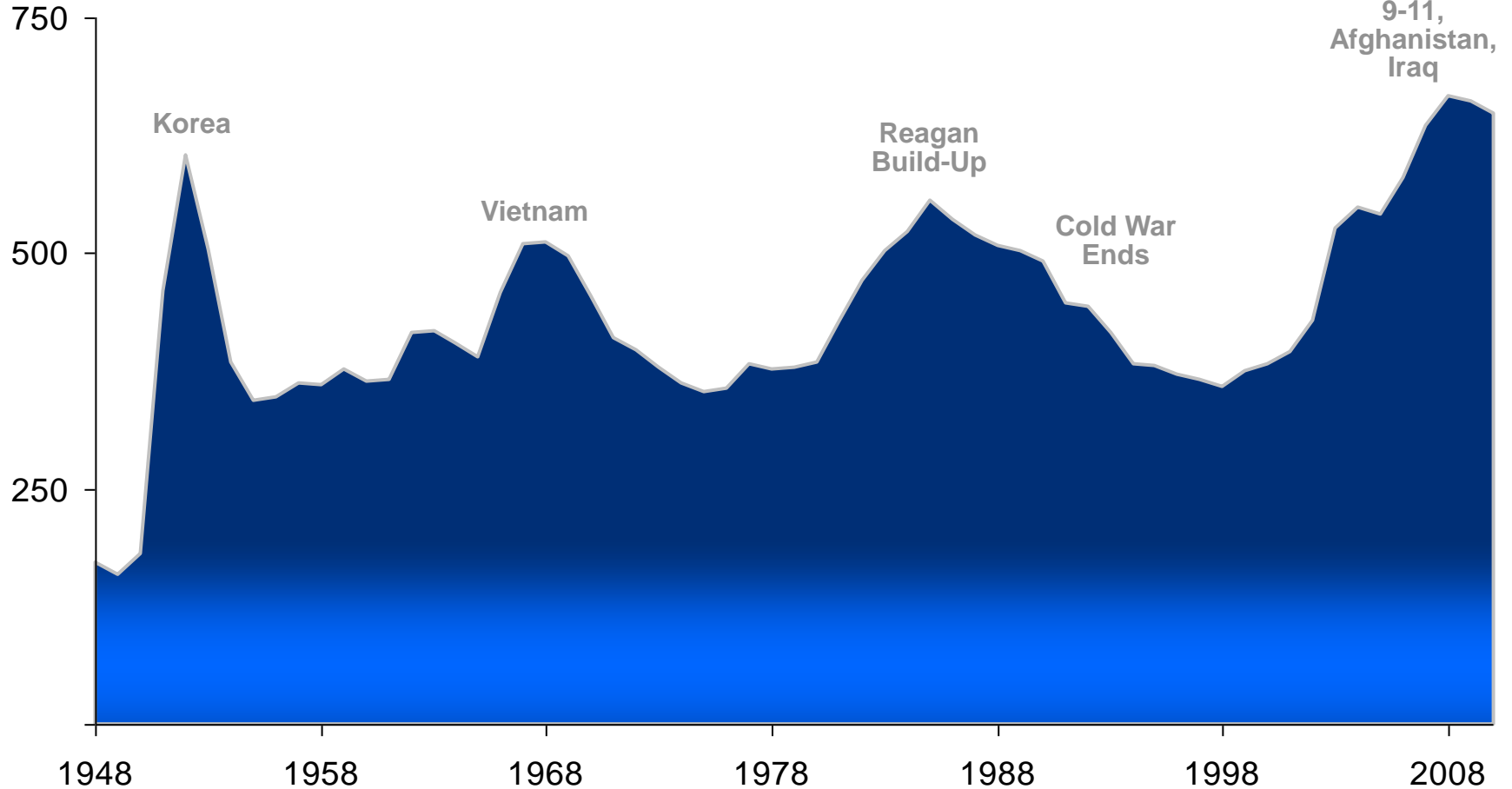


# DoD Top-Line Budget

1948 – 2010

(FY 2009 Constant Dollars in Billions)

(FY 2009  
\$ in Billions)



Notes: FY 1949 – 2010 data includes supplementals, as applicable

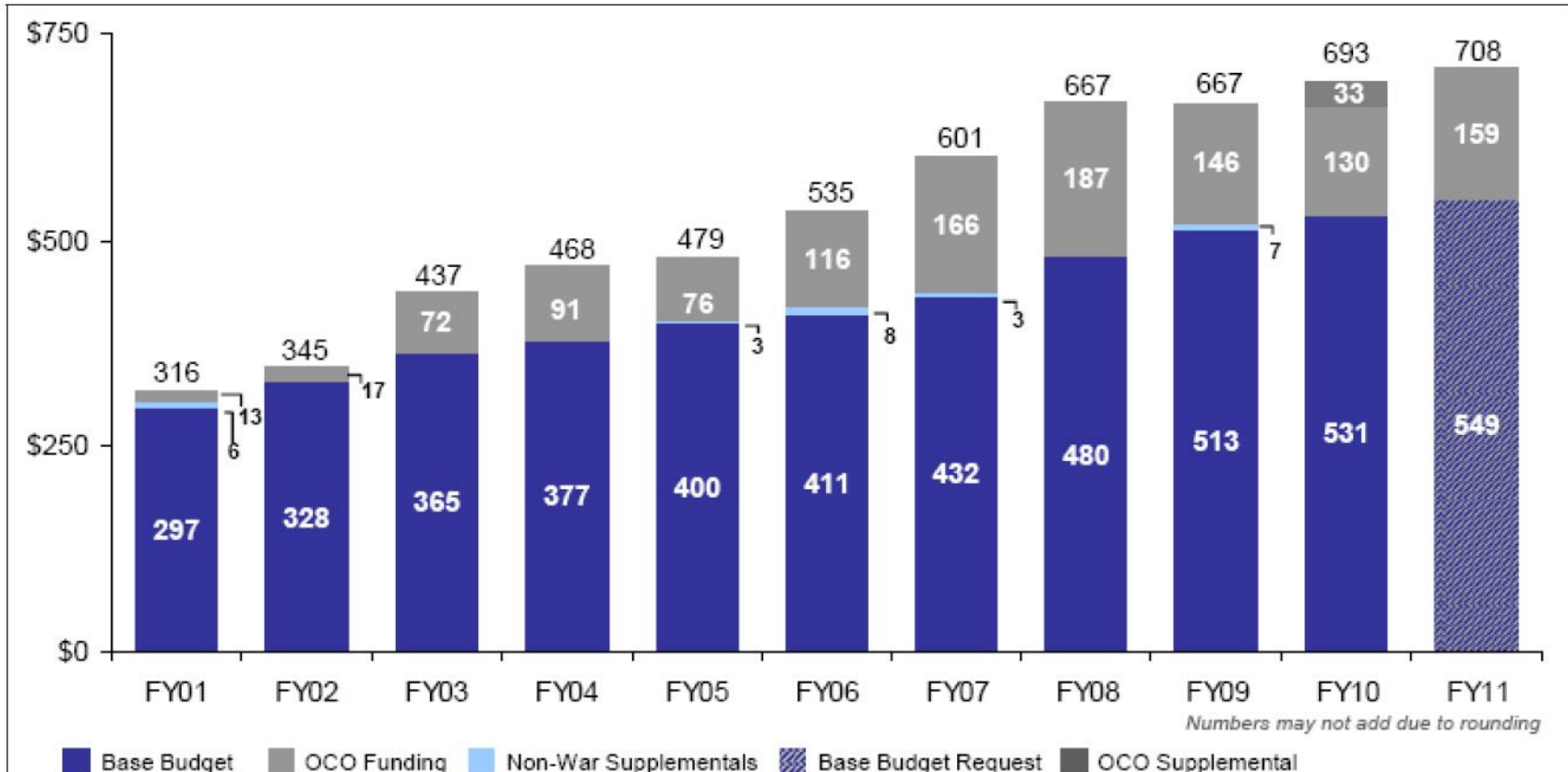
Source: Department of Defense National Defense Budget Estimates for FY 2008, Budget Authority in 2009 Constant Dollars

# Department of Defense Topline

FY 2001 – FY 2011

Figure I. Total DOD Appropriations, FY2001-FY2011

(dollars in billions)

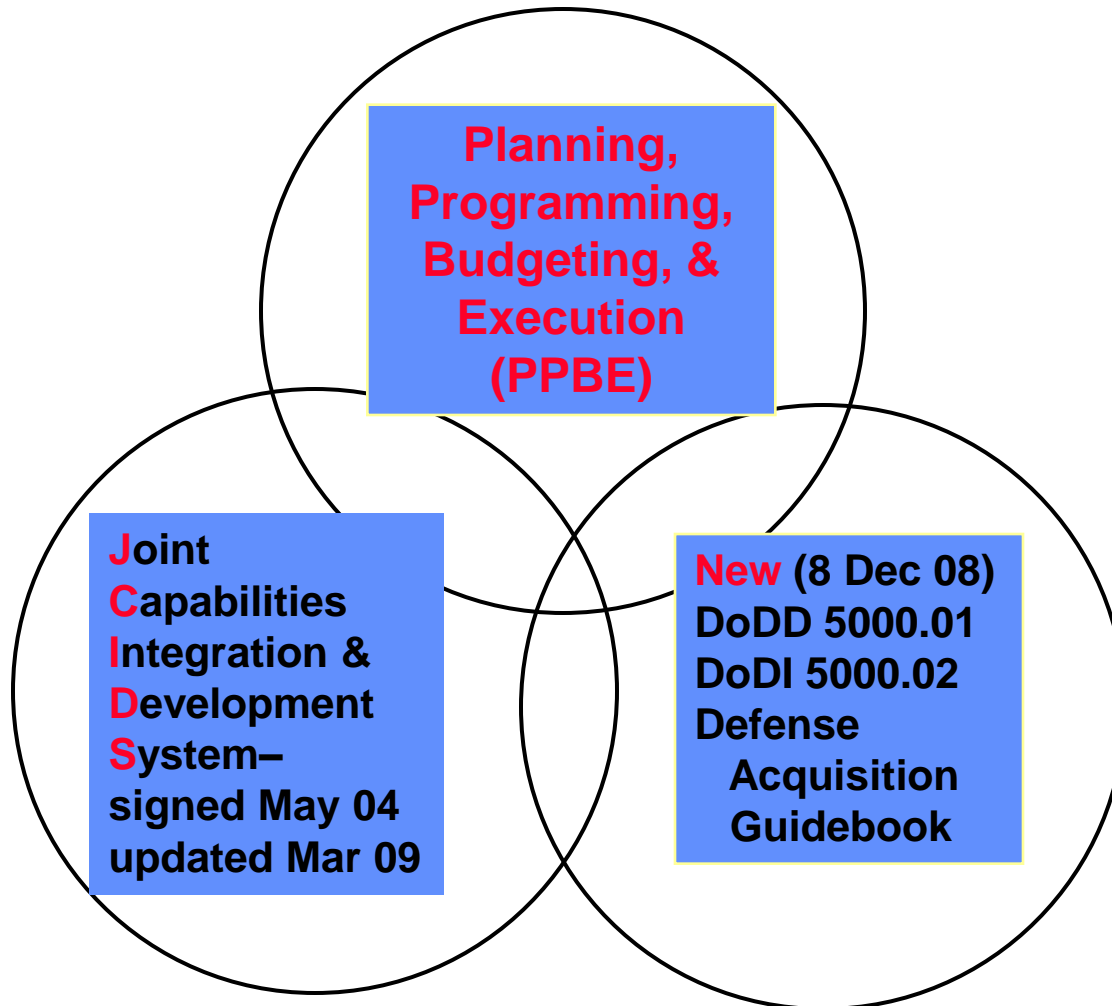


Note: FY 2009 Non-War Supplemental was appropriated through the American Recovery and Reinvestment Act of 2009

Source: Department of Defense Appropriation Acts, FY 2001 – FY 2010; FY 2011 President's Budget documents; OMB Historical Tables, FY 2011

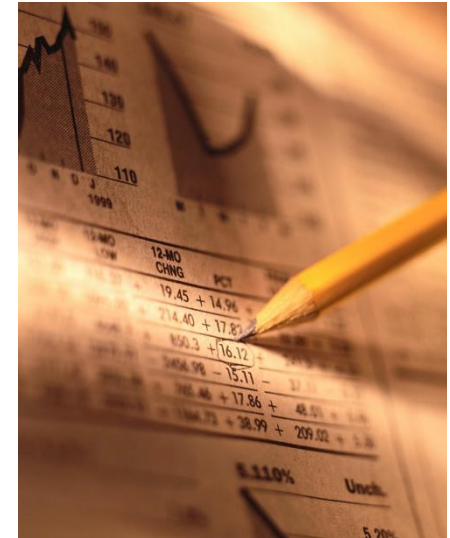
# Decision Support Systems

Prior to May 2003



# PPBE Phases

- **Planning**
  - Assess capabilities / review threat
  - Develop guidance
- **Programming**
  - Turn guidance into achievable, affordable packages
  - Five-year program (FYDP)
- **Budgeting**
  - Scrub budget years
  - Test for efficient funds execution
  - Prepare defensible budget
- **Execution Review**
  - Develop performance metrics
  - Assess actual output against plan
  - Adjust resources to achieve goals
  - Concurrent with program/budget review



# PPBE – Planning Phase

**FEB/MAR**

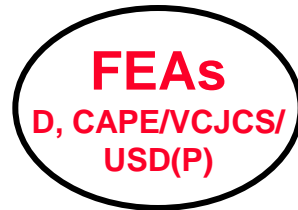
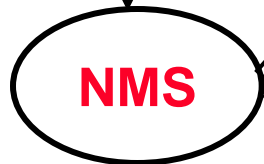
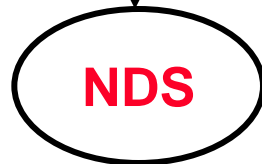
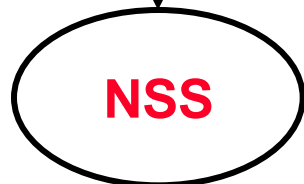
**APR/SEP**

**President  
National Security Council  
CIA/DIA/JCS/OSD**

CIA – Central Intelligence Agency  
COCOM – Combatant Commander  
CPR – Chairman’s Program Recommendation  
DIA – Defense Intelligence Agency  
DPPG – Defense Planning & Programming Guidance  
FEAs – Front End Assessments  
JCS – Joint Chiefs of Staff  
NDS – National Defense Strategy  
NMS – National Military Strategy  
NSS – National Security Strategy  
OSD – Office of the Secretary of Defense  
QDR – Quadrennial Defense Review

**Planning Phase focus:**

- Threat vs. Capabilities
- Update strategy
- Guidance for programming & budgeting



To DoD “Large Group”/Integrated Program/Budget Submission & Review

**OSD Level**

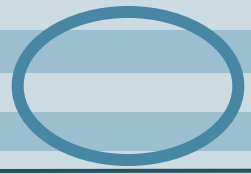
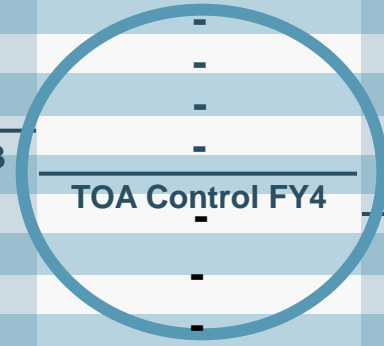
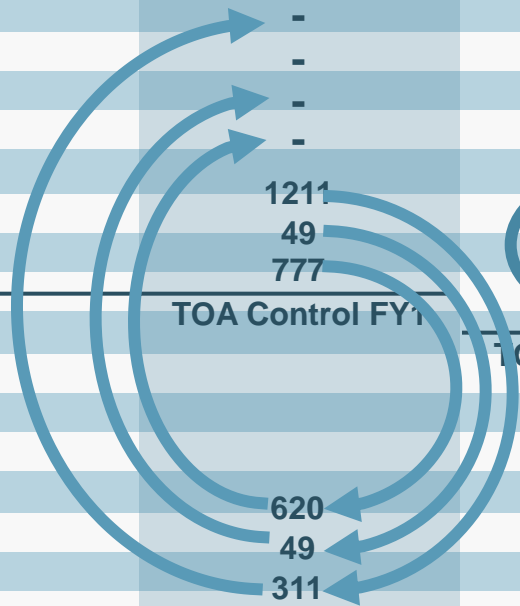
**JCS Level**

(JCS, COCOMs, SERVICES)

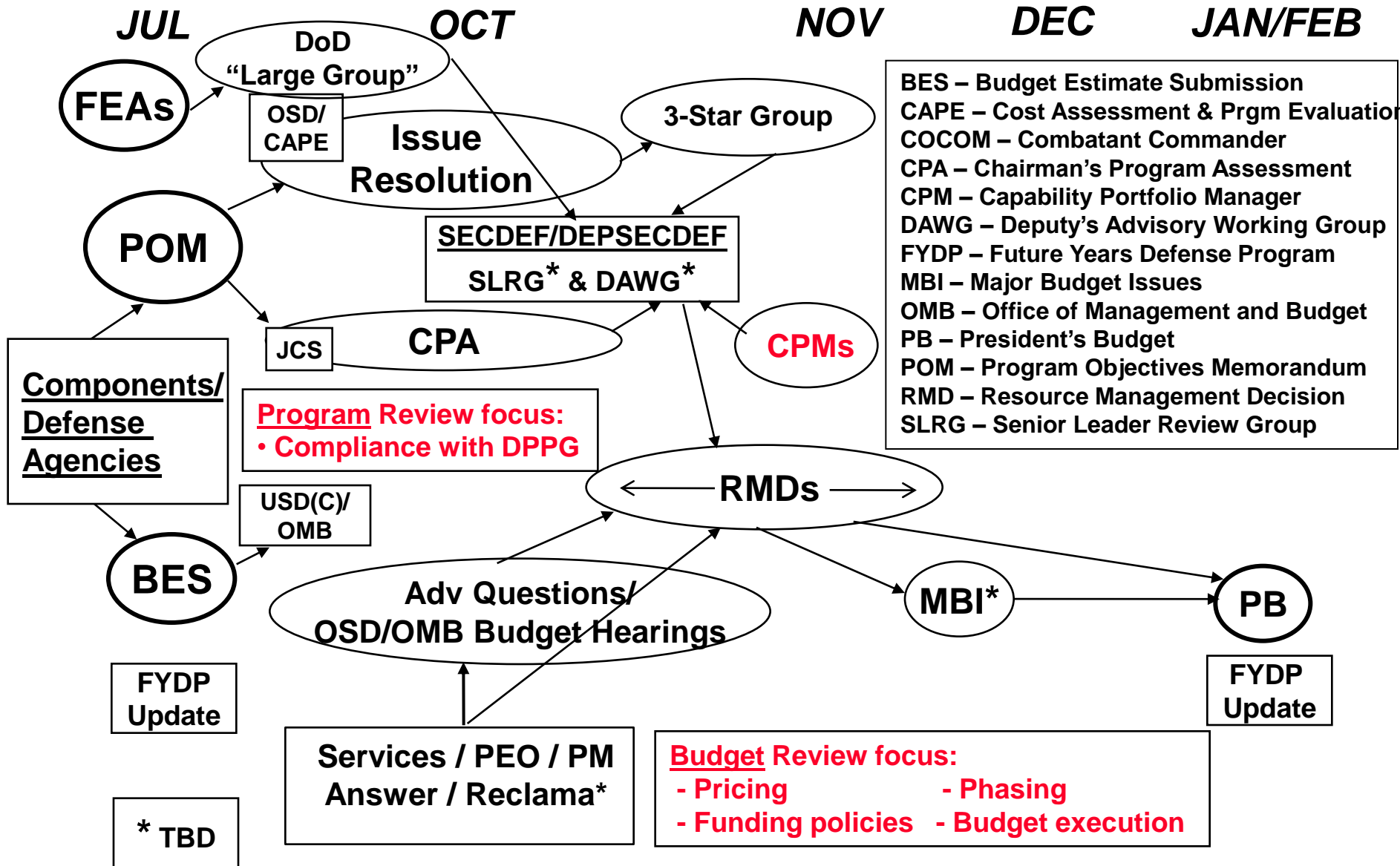
# Service Prioritization

\$ (M)

Programs (1-N)	FY 1	FY 2	FY 3	FY 4	FY 5
1	120	140	160	140	50
2	2144	3176	4462	6471	5981
3	761	540	27	-	-
4	-	630	949	1176	1421
5	3694	720	-	-	-
6	-	-	-	-	-
7	-	-	-	-	-
8	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	1211	-	-	-	-
-	49	-	-	-	-
N	777	-	-	-	-
<hr/>					
	TOA Control FY1	TOA Control FY2	TOA Control FY3	TOA Control FY4	TOA Control FY5
-	620	966	431	-	-
-	49	270	566	-	-
-	311	69	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	444	-	-	-	-



# PPBE – Integrated Program/Budget Review



# PPBE – Integrated Program/Budget Review

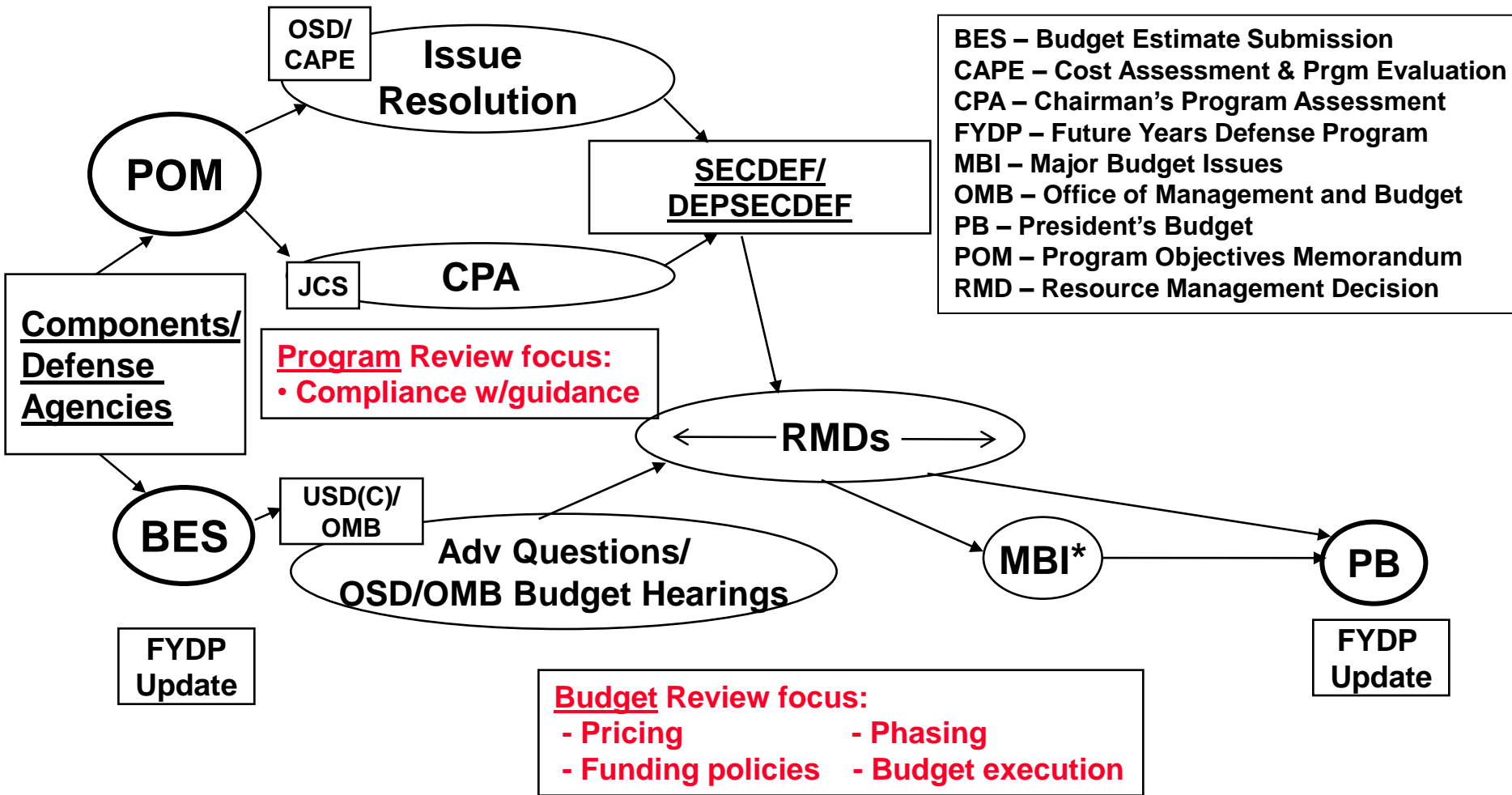
JUL

OCT

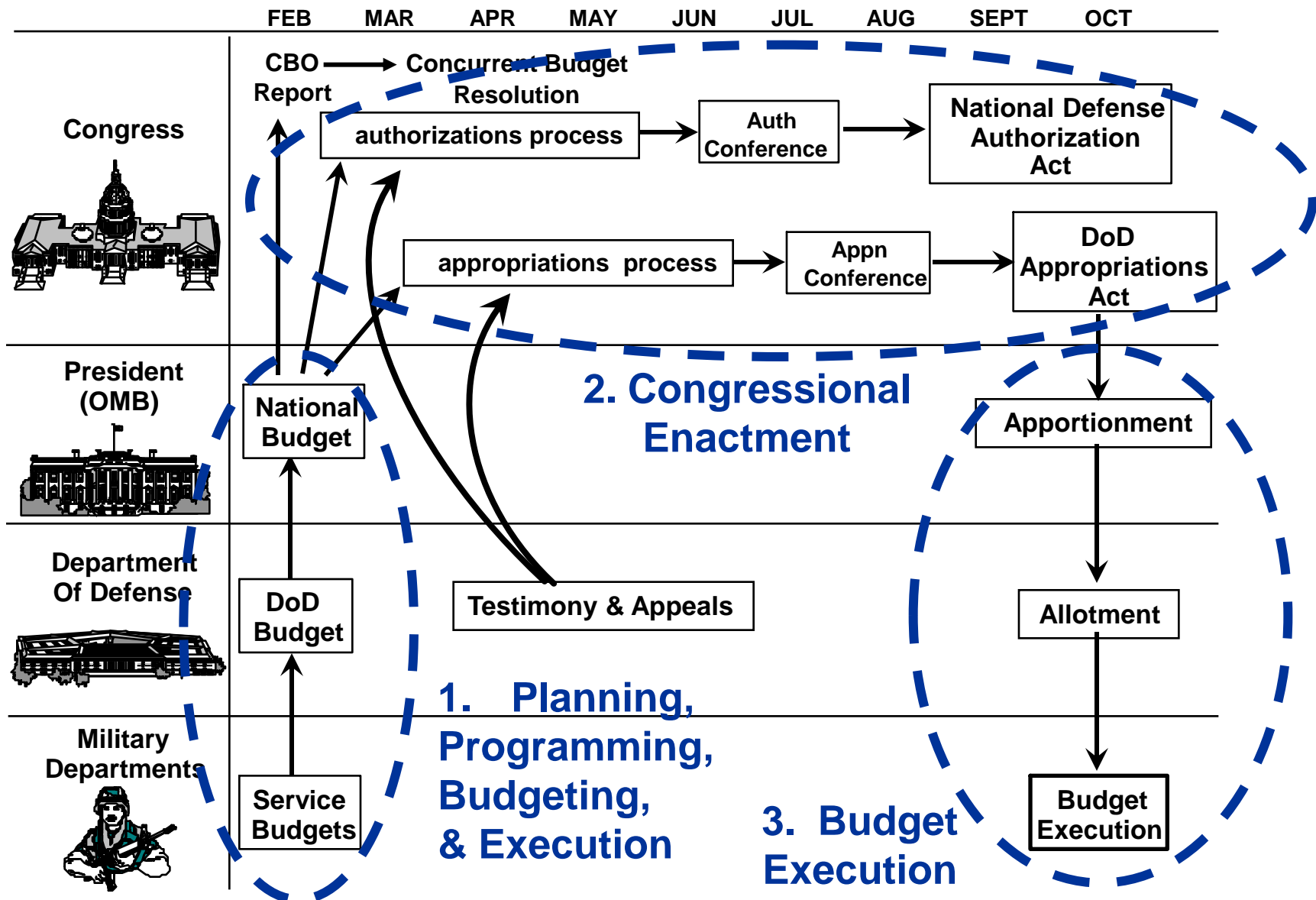
NOV

DEC

JAN/FEB



# DoD Budget Processes



# Budget Exhibit Documentation

**C-Forms (MILCON); M-Forms (MILPERS); O-Forms (O&M);  
P-Forms (procurement); R-Forms (RDT&E)**

- Documentation goes to OSD with BES and to Congress with the President's Budget
  - Budget decisions are based on this documentation, whether data shown are right or wrong
  - If data are confusing, inaccurate or inconsistent, the program will probably lose funding at OSD and/or Congress
- Prepared by the Program Office multiple times each calendar year to coincide with the following:
  - Budget Preparation / Review within each Service (if required)
  - Budget Estimate Submission (BES)
  - President's Budget (PB) submitted to Congress
  - Preparation date is set by Higher HQ coincident with purpose (e.g., Feb 08 for PB FY 09)
- What should Program Office understand?
  - Linkage with other budget documents
  - Budget review techniques
  - Perspective of the Service Headquarters, OSD and Congress

# Key PPBE Action Officers

- **ARMY: Department of Army Systems Coordinator (DASC)**
  - Interfaces with using Commands, Development Commands, Army Staff, Army Secretariat, and OSD
  - Interface between Program Manager (PM) and Congress (through proper Legislative Liaison Offices)
- **NAVY: Requirements Officer (RO)**
  - Works Navy position on Resource Allocation by “Warfighting Specialty”
  - Interfaces with using Commands, Development Commands, CNO Staff, Navy Secretariat and OSD
- **AIR FORCE: Program Element Monitor (PEM)**
  - Interfaces with using Commands, Development Commands, Air Staff, Air Secretariat, OSD and sometimes, Congress



# Summary – Planning, Programming, Budgeting & Execution

***Best Practice: Stabilize budgets over program life cycle***

## Techniques:

- Watch pricing, phasing, and funding policies
- Fully fund program in Future Years Defense Program
- Actively defend program during budget reviews

## DAU Resources:

- Acquisition Community Connection:  
<https://acc.dau.mil/fm>
- Continuous Learning Modules: <http://clc.dau.mil>  
*CLB 009 PPBE and Budget Exhibits*  
*CLB 011 Budget Policy*
- Distance Learning Courses: <http://www.dau.mil/>  
*BCF 103 Fundamentals of Business Financial Management*
- Classroom Courses: <http://www.dau.mil/>  
*BCF 211 Acquisition Business Management*