Army Regulation 1–1

Administration

Planning, Programming, Budgeting, and Execution System

Headquarters
Department of the Army
Washington, DC
30 January 1994

Unclassified
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This revision describes an enhanced Army Planning, Programming, and Budgeting, and Execution System (PPBES) that responds to the following--

- The new biennial cycle that began with the Program Objective Memorandum (POM) for fiscal years (FY) 1990-1994 (para 1-5).


- Implementation of recommendations of the President’s Blue Ribbon Commission on Defense Management adopted into law (section 2436, title 10, United States Code) (para 1-5).

- A 1987 statutory requirement to submit to Congress the Future Years Defense Program (FYDP) underlying the President’s Budget (section 221, Title 10, United States Code) (para 1-5). (Beginning in 1990, the new 6-year Future Years Defense Program replaced the former Five-Year Defense Program) (para 2-2).

- Initial actions from the Defense Management Review directed by the President in February 1989 (paras 2-3 through 2-6 and 3-2 through 3-6).

- Change in which:
  --Army major commands (MACOMS) and other operating agencies (now including program executive offices (PEOs)), submit operating requirements using field POMs instead of Program Analysis and Resource Reviews (PARRS) used before the FY 1992-1997 PPBES cycle (para 2-16 and chap 4).

  --The Headquarters, Department of the Army (HQDA) staff uses appropriation-based Program Evaluation Groups (PEGs) instead of functional panels to help build the Army program (POM), which then, unlike the functional panels, remain in operation throughout the PPBES cycle to track the program through budget analysis, program and budget defense, and execution (paras 2-15, 4-8, and 5-9).

  --Commands and agencies submit a Command Budget Estimate (CBE) in the even year and Resource Management Update (RMU) in the odd year replacing yearly submission of a Command Operating Budget (COB) (para 6-7).
This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

**Summary.** The regulation defines responsibilities for managing the Army Planning, Programming, Budgeting, and Execution System (PPBES) and performing its operational tasks. The regulation sets system policy, outlines the organizational framework within which the system operates, and describes the phase-by-phase PPBES process. The regulation implements DODD 7045.14 and DODI 7045.7, which cover the parent DOD Planning, Programming, and Budgeting System (PPBS).

**History.** This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

**Effective 28 February 1994**

**Interim changes.** Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DACS–DPD), WASH DC 20310–0200.

**Distribution.** Distribution of this publication is made in accordance with DA Form 12–09–E, block number 2001, intended for command level D for Active Army, Army National Guard, and U.S. Army Reserve.

**Contents**

**Chapter 1**

**Introduction, page 1**

**Section I**

Overview, page 1

Purpose • 1–1, page 1

References • 1–2, page 1

Explanation of abbreviations and terms • 1–3, page 1

System and procedure • 1–4, page 1

**Section II**

System Responsibilities, page 1

Oversight and system management • 1–5, page 1

Secretarial oversight • 1–6, page 1

System management • 1–7, page 1

**Section III**

Planning, Programming, Budgeting, and Execution Responsibilities, page 2

Deputy Chief of Staff for Operations and Plans • 1–8, page 2

Director of Program Analysis and Evaluation • 1–9, page 2

Assistant Secretary of the Army (Financial Management) • 1–10, page 2

Assistant Secretary of the Army (Manpower and Reserve Affairs) • 1–11, page 3

Assistant Secretary of the Army (Research, Development, and Acquisition) • 1–12, page 3

Deputy Chief of Staff for Intelligence • 1–13, page 3

Deputy Chief of Staff for Logistics • 1–14, page 3

Deputy Chief of Staff for Personnel • 1–15, page 3

Chief, National Guard Bureau (CNGB) • 1–16, page 3

Chief, Army Reserve (CAR) • 1–17, page 3

Other principal officials • 1–18, page 3

Commanders of major Army commands and other operating agencies • 1–19, page 3

Commanders of major Army commands serving as Army component commanders • 1–20, page 4

Staff managers and sponsors for congressional appropriations • 1–21, page 4

**Chapter 2**

**System Description, page 9**

**Section I**

The Department of Defense Planning, Programming, and Budgeting System, page 9

The DOD PPBS concept • 2–1, page 9

The Future Years Defense Program • 2–2, page 9

*This regulation supersedes AR 1–1, 9 July 1986, and DA Pam 5–9, 1 August 1986.*
Contents—Continued

Roles of core DOD managers • 2–3, page 10
DOD Executive Committee • 2–4, page 10
Defense Resources Board • 2–5, page 10
Program Review Group • 2–6, page 10
Defense Acquisition Board and Joint Requirements Oversight Council • 2–7, page 10

Section II
The Army Planning, Programming, Budgeting, and Execution System, page 11
The PPBES: the Army’s primary resource management system • 2–8, page 11
The Army PPBES concept • 2–9, page 11
PPBES objectives • 2–10, page 11
Control of planning, programming, and budgeting documents • 2–11, page 11
Management Decision Packages • 2–12, page 12
Adjusting program and budget resources • 2–13, page 12
Principal PPBES committees • 2–14, page 13
Other committees • 2–15, page 13
Program Evaluation Groups • 2–16, page 13
Process and structure • 2–17, page 14

Chapter 3
Planning Phase, page 14

Section I
PPBS Planning, page 14
OSD and joint strategic planning • 3–1, page 14
Joint strategic planning • 3–2, page 14
Joint Strategy Review • 3–3, page 14
JSPS documents and plans • 3–4, page 14
Special assessments • 3–5, page 14
OSD planning products • 3–6, page 15

Section II
PPBES Planning, page 15
Army Planning • 3–7, page 15
Role of long-range planning • 3–8, page 15
Army Long-Range Planning Guidance • 3–9, page 15
Army Modernization Plan • 3–10, page 15
Enhanced Concept Based Requirements System • 3–11, page 15
Long-Range Research, Development, and Acquisition Plan • 3–12, page 15
The Army Plan (TAP) • 3–13, page 15
Force development and Total Army Analysis • 3–14, page 16
Force management • 3–15, page 16

Section III
Operational Planning Link to the PPBES, page 17
Operational planning • 3–16, page 17
Missions and tasks • 3–17, page 17
OPLAN development and review • 3–18, page 17

Chapter 4
Programming Phase, page 17
Army programming • 4–1, page 17
Defense Planning Guidance • 4–2, page 17
Army Program Guidance • 4–3, page 17
Program administrative instructions • 4–4, page 17
Program and Budget Guidance • 4–5, page 17
Transition from planning • 4–6, page 18
Program development • 4–7, page 18
Program development process • 4–8, page 18
Army program reviews • 4–9, page 19
POM preparation and submission • 4–10, page 19
OSD program review • 4–11, page 19
Program Decision Memorandum • 4–12, page 19

Chapter 5
Budgeting Phase, page 19

Section I
Army Budgeting, page 19
Budget process • 5–1, page 19
Budget guidance • 5–2, page 19
Defense Business Operations Fund: a recent managerial initiative • 5–3, page 19

Section II
Formulation, page 20
Command budget submissions • 5–4, page 20
Other budget submissions by MACOMs • 5–5, page 20
Acquisition reviews • 5–6, page 20
Final adjustments • 5–7, page 20
Review and approval • 5–8, page 20
OSD-OMB budget review • 5–9, page 20
President’s Budget • 5–10, page 20

Section III
Justification, page 21
Budget hearings • 5–11, page 21
Legislative approval and enactment • 5–12, page 21
Continuing resolution authority • 5–13, page 21

Chapter 6
Execution Phase, page 21

Section I
Budget Execution, page 21
Execution • 6–1, page 21
Financial management • 6–2, page 21
Apportionment, allocation, and allotment • 6–3, page 21
Funds control • 6–4, page 21
Obligation and outlay plans • 6–5, page 21
Financing unbudgeted requirements • 6–6, page 21

Section II
Program Performance and Review, page 21
Program implementation • 6–7, page 21
Formal program performance evaluation • 6–8, page 22
OSD execution review • 6–9, page 22

Appendix A. References, page 23

Table List
Table 1–1: Army managers for manpower and force structure issues, page 2
Table 1–2: Army appropriation and fund managers, page 6
Table 1–3: Budget activity management structure for operation and maintenance appropriations, page 7
Table 1–3: Budget activity management structure for operation and maintenance appropriations—continued, page 8
Table 1–4: Program Evaluation Groups listing proponent agency and areas of activity, page 9
Table 1–5: Composition of Program Evaluation Groups, page 9
Table 2–1: Major force programs, page 9

Figure List
Figure 2–1: Future Years Defense Program, page 10
Figure 2–2: Fiscal year structure of resources in a Management Decision Package (MDEP) reflecting the FY 1994–1999 Program Objective Memorandum (POM), page 12
Contents—Continued

Figure 2–3: Fiscal year structure of resources in a Management Decision Package (MDEP) reflecting the President’s FY 94–95 budget, page 12
Figure 5–1: Fiscal year structure of resources, page 20

Glossary

Index
Chapter 1
Introduction

Section I
Overview

1–1. Purpose
a. This regulation describes the Army Planning, Programming, Budgeting, and Execution System (PPBES). It explains how an integrated Secretariat and Army Staff, with the full participation of major Army commands (MACOMs), Program Executive Offices (PEOs), and other operating agencies—
(1) Plan, program, budget, and then allocate and manage approved resources.
(2) Provide the commanders in chief (CINCs) of United States unified and specified commands with the best mix of Army forces, equipment, and support attainable within available resources.

b. The regulation assigns responsibilities and describes policy and procedures for using the PPBES to:
(1) Establish the Army long-range plan, midterm plan and program, and near-term budget.
(2) Identify resource requirements of the approved program.
(3) Request and justify resources from the Office of the Secretary of Defense (OSD) and Congress.
(4) Monitor the use of appropriated funds and authorized manpower to achieve intended purposes.

1–2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. System and procedure
Sections II and III assign responsibilities for system oversight, management, and operation. Chapters 2 through 6 describe system policy and procedure.

Section II
System Responsibilities

1–5. Oversight and system management
The responsibilities assigned in sections II and III reflect new ways in which the Army oversees, manages, and operates the PPBES in which—

a. The Department of Defense (DOD) now—
(1) Plans, programs, and budgets on a biennial cycle.
(2) Submits to Congress the 6-year Future Years Defense Program (FYDP) underlying the President’s Budget (section 221, title 10, United States Code (10 USC 221)).

b. The CINCs now play a greater role in Service and DOD resource decisions affecting Service components assigned to the CINC. Several new measures stress support of CINC warfighting capabilities:
(1) Each Army component command (ACC) integrates the CINC’s operational requirements with other missions of the command.
(2) Headquarters, Department of the Army (HQDA) presents a formal briefing to each CINC on the resource status of the CINC’s issues in the Army program submitted to OSD.
(3) HQDA coordinates directly with each CINC on major budget issues affecting the CINC’s resource requirements.

c. The Army Secretariat has assumed overall responsibility for executing selected functions formerly carried out by the Army Staff. The Secretariat now exercises sole responsibility for auditing, inspector general functions, legislative affairs, and public affairs. Concerning functions that figure prominently in the PPBES, the Secretariat now has sole responsibility for acquisition, financial management, and information management. The Army Staff, meanwhile, retains overall responsibility for determining requirements. Also, with functional cohorts from the Army Secretariat, the Staff programs, the Army Plan (TAP), develops the Army program, and tracks Army program performance. Related to the changes—
(1) A designated Army Acquisition Executive (AAE), PEOs, and program and project managers (PMs) now operate under the policy of a designated Defense Acquisition Executive (DAE) (section 2436, title 10, United States Code (10 USC 2436)).
(2) The Assistant Secretary of the Army (Financial Management) (ASA(FM)) now supervises and directs preparation of Army budget estimates and financial execution of the congressionally approved budget.

1–6. Secretarial oversight
a. PPBES oversight and Armywide policy development. The ASA(FM) will oversee—
(1) The PPBES and the development and promulgation of Armywide PPBES policy.
(2) All Army appropriations and will serve as the sponsor for all appropriations except Army National Guard (ARNG) and U.S. Army Reserve (USAR) appropriations.

b. Functional oversight. Principal officials of the Office of the Secretary of the Army (OSA) will oversee operation of the PPBES process within assigned functional areas and will provide related policy and direction.

1–7. System management
The ASA(FM), with the Director of Program Analysis and Evaluation (DPAE), will manage the overall PPBES. As provided in a through d, below, the Deputy Chief of Staff for Operations and Plans (DCSOPS), DPAE, and ASA(FM) will manage functional phases of the system, each establishing and supervising policies and procedures necessary to carry out phase functions.

a. Planning. The DCSOPS will manage the PPBES planning phase and will—
(1) Administer the Army Planning System (APS) to meet and complement the demands of the Joint Strategic Planning System (JSPS) and the Joint Operational Planning and Execution System (JOPES).

b. Programming. The DPAE will manage the PPBES programming phase and will—
(1) Provide the SA and CSA with independent assessments of program alternatives and priorities.

(2) Serve as the authoritative source of the FYDP resource position for the Army as a whole and, specifically, for CINC issues.

(3) Exercise HQDA staff responsibility over the Program Objective Memorandum (POM) and the FYDP to include interaction with OSD and the Joint Staff.

c. Budgeting. The ASA(FM) will manage the PPBES budgeting phase and will supervise and direct preparation of Army budget estimates, as well as incorporating the budgets of the ARNG and USAR.

d. Execution.
(1) The ASA(FM) will manage the PPBES execution phase and will—
(a) Apply funds appropriated by Congress to carry out authorized programs to include apportioning, allocating, and allotting funds, obligating and disbursing them.
(b) Track and report on budget execution and help in reviews of program performance.

(2) The DPAE will coordinate the evaluation of overall program
performance to make sure that total resources are applied to achieve approved objectives and to gain feedback for adjusting resource requirements.

Section III
Planning, Programming, Budgeting, and Execution Responsibilities

1–8. Deputy Chief of Staff for Operations and Plans
The DCSOPS will:
   a. Determine force-related requirements of the Total Army—Active Army, ARNG, and USAR.
   b. Through TRADOC, integrate CINC requirements and those developed through the JSPS and JOPES into the Enhanced Concept Based Requirements System (ECBRS).
   c. Integrate required capabilities identified through the ECBRS into Army planning.
   d. Develop near-, mid-, and long-term force requirements. Develop requirements for organization, force structure, personnel, materiel, command and control, mobilization, facilities, and training devices.
   e. Prepare Army Long Range Planning Guidance (ALRPG).
   f. Document in the TAP policy set by the senior Army leadership and leadership priorities for force-related resource requirements, midterm objectives for long term functional goals, and approved base force levels.
   g. Develop the preliminary program force.
   h. Exercise staff supervision of joint matters and assign, coordinate, and review Joint Staff actions.
   i. Provide the operational link between HQDA, the Joint Staff, and, through ACCs, the CINCs.
   j. Participate with DPAE in preparing—
      (1) Army input to the OSD Program Projection and Army comments on the Defense Planning Guidance (DPG) directed in 1–9 b., below.
      (2) Briefings on resource status of CINC issues directed in 1–9 j., below.
      (3) Participate with ASA(FM) in coordinating CINC major budget issues directed in 1–10 d., below.
      (4) Serve as Army manager for force structure issues (table 1–1), and perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

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<th>Table 1–1</th>
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1–9. Director of Program Analysis and Evaluation
The DPAE will—
   a. With DCSOPS, develop programming guidance for incorporation in the TAP.
   b. Develop guidance for, and with functional proponents, prepare responses to, OSD program guidance documents.
   c. With functional proponents—
      (1) Develop and defend the Army program, manage its codification in the POM, and monitor program execution.
      (2) Review CINC integrated priority lists (IPLs) and MACOM-PEO POMs.
      d. Serve as HQDA executive agent for OSD Execution Review of selected Army programs.
      e. During the programming phase, guide and integrate the work of Program Evaluation Groups (PEGs) (tables 1–4 and 1–5 (para 1–21) and para 2–15). With the PEG chair, translate and recommend resource levels for the overall Army program.
      f. Direct the review and analysis of Army programming actions, perform selected studies, and develop alternatives for resource planning and programming.
      g. Review Reserve component programming actions to make sure they are coordinated before interacting with the Army Secretariat.
      h. Manage the Management Decision Package (MDEP) architecture.
      i. Make sure that the force structure and manpower information included in FYDP submissions to OSD matches the positions in the force structure and accounting data bases for the Active Army, ARNG, USAR, and civilian work force. (Data in the FYDP and in the force structure and manpower data bases must match before the FYDP can be provided to OSD.)
      j. With DCSOPS and ACCs, brief each CINC on the resource status of the CINC’s issues after the submission of each POM.
   k. With ASA(FM)—
      (1) Maintain the data architecture of the Army Management Structure (AMS) to meet management needs for each phase of the PPBES and to support FYDP submissions (including annexes).
      (2) Maintain a resource management architecture to support the integration of PPBES processes and systems.
      (3) Maintain the data base architecture for the PPBES Data Management System (PROBE), including managing data entry into PROBE, making sure that PROBE data elements are consistent both internally and with AMS and FYDP reporting requirements (including annexes).
      (4) Maintain the official data base for submitting the Army portion of the FYDP.
      (5) Produce the FYDP resource position in paper and machine-readable form for periodic issue of Program and Budget Guidance (volume II).
      (6) Generate machine-readable data in support of Army budget estimates.
   l. With appropriate HQDA principal officials develop automated management systems, decision support systems, and predictive models to support program development and management through program and budget execution.

1–10. Assistant Secretary of the Army (Financial Management)
The ASA(FM) will—
   a. With functional proponents, prepare the Army budget from the approved Army program.
   b. Review and consolidate the ARNG and USAR budgets with the Active Army budget for submission to OSD and Congress.
   c. During the budgeting phase, guide and integrate the work of designated PEGs (tables 1–4 and 1–5 (para 1–21) and para 2–16). With DCSOPS, coordinate with each CINC on major budget issues affecting the CINC’s resource requirements.
   d. Supervise and direct financial execution of the congressionally approved budget.
   e. Develop and approve the Independent Cost Estimate (ICE) to check the reasonableness of the Baseline Cost Estimate (BCE) for selected major weapon and information systems and establish the Army Cost Position (ACP) that certifies or modifies the BCE as appropriate.
   f. Validate economic analyses supporting new programs.
   g. Maintain the HQDA Program Performance and Budget Execution Review System (PPBERS).
   h. Oversee policy and guidance to account for and report on Army managed funds.
   i. Oversee accounting for and reporting on use of Army managed funds to OSD and Congress by appropriation. As applicable to each
appropriation include FYDP program, program element (PE), project number, budget line item number (BLIN), budget activity (BA), budget activity group (BAG), budget subactivity (BSA), element of resource (EOR), and financing data. Also as applicable to an appropriation, account for and report on the use of manpower by man-power category.

k. Develop and maintain nonstandard Army systems in support of financial review and analysis and implement nonstandard Army systems in support of fund distribution, accounting, and reporting of funds. Oversee the development and maintenance of standard Army systems, such as the Standard Army Financial Inventory Accounting and Reporting System (STARFIARS) in support of financial analysis; and oversee implementation of the same standard Army systems in support of distribution, accounting, and reporting of funds.

l. With DPAE, perform the system and data management functions directed in I–9 k, above.

m. Issue before each PROBE update resource controls for authorized or projected levels of total obligation authority (TOA), manpower, and force structure.

n. Perform budget and appropriation sponsor assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

1–11. Assistant Secretary of the Army (Manpower and Reserve Affairs)
The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(MRA)) will—

a. Approve policy for, and oversee, manpower, force structure, and personnel activities conducted throughout the Army.

b. Oversee development and promulgation of ARNG and USAR policy.

c. Perform PPBES functions and responsibilities outlined in AR 10–5 and related functions affecting manpower, including review of proposed manpower levels before approval by the SA and CSA.

d. Serve as Army manager for Army Management Headquarters Activities (AMHA) (table 1–1, para 1–8, above), and perform programming and budgeting assignments listed in table 1–5 (para 1–21).

1–12. Assistant Secretary of the Army (Research, Development, and Acquisition)The Assistant Secretary of the Army (Research, Development, and Acquisition) (ASA(RDA)) will—

a. Perform Army acquisition management activities as the designated AAE and will—


(2) Advise the Secretary of the Army on matters of acquisition management.

(3) With the Vice Chief of Staff, Army, co-chair the Army Systems Acquisition Review Council (ASARC).

b. Manage the Army Baselining Program and make sure that baseline documentation reflects the current Army cost position.

c. Integrate the development and acquisition of materiel into all phases of the PPBES process and will—

(1) Exercise responsibility for the research, development, and procurement (RDA) appropriations in formulating, presenting, and executing the budget and in related data base areas as outlined in the Memorandum of Understanding between ASA(FM) and ASA(RDA).

(2) With the ASA(FM), prepare and justify budget estimates for the RDA appropriations.

(3) Perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (see para 1–21).

1–13. Deputy Chief of Staff for Intelligence

The Deputy Chief of Staff for Intelligence (DCSINT) will—

a. Prepare, justify, and submit the program and budget for the Army portion of the National Foreign Intelligence Program (NFIP) per the policy, resource, and administrative, guidance of the Director of Central Intelligence and DOD NFIP Program Managers.

b. Perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

1–14. Deputy Chief of Staff for Logistics

The Deputy Chief of Staff for Logistics (DCSLOG) will—

a. Review the program and budget for its capability to sustain the force.

b. Perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

1–15. Deputy Chief of Staff for Personnel

The Deputy Chief of Staff for Personnel (DCSPER) will—

a. Manage the individuals’ account for Active Army military manpower not included in Army operating strength.

b. Allocate Active Army military and civilian end strength and civilian work years to MACOMs, PEOs, and other operating agencies.

c. Collect for reimbursable manpower allocated to revolving funds and non-Army agencies.

d. Serve as Army manager for manpower issues as assigned in table 1–1, paragraph 1–8 above, and perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

1–16. Chief, National Guard Bureau (CNGB)
The Chief, National Guard Bureau (CNGB) will—

a. Prepare and justify the budget for ARNG appropriations and perform operational tasks listed in paragraph 1–21, below.

b. Serve as Army manager for ARNG manpower issues as listed in table 1–1, paragraph 1–8 above, and perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

1–17. Chief, Army Reserve (CAR)
The Chief, Army Reserve (CAR) will—

a. Prepare and justify the budget for USAR appropriations.

b. Serve as Army manager for USAR manpower issues as listed in table 1–1, paragraph 1–8 above, and perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

1–18. Other principal officials

Other HQDA principal officials, as assigned, will serve as Army managers for manpower issues (table 1–1, para 1–8 above) and will perform programming and budgeting assignments listed in tables 1–2, 1–3, and 1–5 (para 1–21).

1–19. Commanders of major Army commands and other operating agencies

MACOM commanders, PEOs, and heads of other operating agencies will—

a. Plan, program, and budget for assigned missions, responsibilities, and functions.

b. Document manpower in their subordinate organizations per allocated manpower levels.

c. Execute the approved MACOM or agency program within allocated resources, applying the inherent flexibility allowed by law and regulation.

d. Assess MACOM or agency program performance and budget execution and will—

(1) Account for and report on use of allocated funds by appropriation and hereafter. As applicable to each appropriation, include FYDP program and subprogram, Army Management Structure Code (AMSCO), PE, project number, BLIN, BAG, and EOR. Also account for and report on use of allocated manpower by unit identification code (UIC).

(2) Use manpower data (especially the Civilian Employment
Level Plan (CELP)) and financial data from budget execution in developing future requirements.

1–20. Commanders of major Army commands serving as Army component commanders
MACOM commanders serving as ACC commanders will identify and integrate with their other missions and operational requirements the requirements of the CINC.

1–21. Staff managers and sponsors for congressional appropriations
Separate resource allocation structures for congressional appropriations and the FYDP are essential to obtaining Army resources. Table 1–1, above, assigns staff managers for manpower and force structure issues. Tables 1–2 and 1–3 assign staff managers and sponsors for Army appropriations and funds and 0–1 level budget activities of the Operation and Maintenance appropriations. Table 1–5 shows PEG assignments for these managers and sponsors. The responsibilities of the designated staff managers and sponsors are as outlined below:

a. Manager for manpower and force structure issues. The manager for manpower issues and the manager for force structure issues will work together to maintain a continuous exchange of information and collaboration. As appropriate, they will—

(1) Coordinate instructions to the field, and the processing of requests from the field, for manpower or force changes.

(2) Align and balance manpower and unit information among the Structure and Manpower Allocation System (SAMAS), The Army Authorization Documents System (TAADS), PROBE, and the FYDP.

(3) Provide lead support to the PEG chair on manpower issues.

b. Manager for requirements determination. The manager for requirements determination will—

(1) Determine the scope, quantity, and qualitative nature of functional requirements for planning, programming, and budgeting.

(2) Check how commands and agencies apply allocated manpower and dollars to be sure their use fulfills program requirements.

(3) Review unresource programs submitted by MACOMs, PEOs, and other operating agencies.

(4) Resolve conflicts involving unresource requirements or decrements on which MACOMs, PEOs, and other operating agencies fail to reach agreement in developing the program or budget.

(5) Recommend to the Program and Budget Committee (PBC) (para 2–14 c, below) the allocation of available resources, unresource programs, and offsetting decrements.

(6) During program and budget reviews, and throughout the process, coordinate resource changes with agencies having proponency for affected MDEPs.

b. Manager for program and performance. The manager for program and performance will—

(1) Represent the functional program and monitor its performance.

(2) As required, act with the appropriation sponsor or help the appropriation sponsor perform the duties listed in d (1) through (5), below.

(3) Translate budget decisions and approved manpower and funding into program changes and make sure that data transactions update affected MDEPs.

(4) Check budget execution from the functional perspective.

(5) For investment appropriations—

(a) Operate and maintain data bases in support of PROBE.

(b) During budget formulation, determine how changes in fiscal guidance affect budget estimates and review and approve the documentation of budget justification.

(c) During review of the budget by OSD and Office of Management and Budget (OMB) and by Congress, serve as appropriation advocate, help prepare the Army response to OSD program budget decisions (PBDs), and prepare congressional appeals.

(d) During execution determine fund recipients, monitor execution, perform decrement reviews, plan reprogrammings, and control below threshold reprogrammings. On RDA matters and otherwise as required, testify before OSD and Congress.

f. Appropriation sponsor. The appropriation sponsor will—

(1) Control the assigned appropriation or fund.

(2) Serve as Army spokesperson for appropriation resources.

(3) Help resource claimants solve manpower and funding deficiencies.

(4) Issue budget policy, instructions, and fiscal guidance.

(5) Prepare supplemental budgets.

(6) During budget formulation

(a) Provide lead support to the PEG chair.

(b) Bear responsibility for PROBE updates.

(c) Prepare and justify budget estimates.

(7) During budget justification testify before Congress.

(8) During budget execution manage financial execution of the appropriation and reprogram allocated manpower and funds to meet unforeseen contingencies.
<table>
<thead>
<tr>
<th>Resource Identification code</th>
<th>Appropriation (fund)</th>
<th>Manager for requirements determination</th>
<th>Manager for program and performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RDTE</td>
<td>Research, Development, Test, and Evaluation, Army</td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>ACFT (APA)</td>
<td>Aircraft Procurement, Army</td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>MSLB (MIPA)</td>
<td>Missile Procurement, Army</td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>WTCV</td>
<td>Procurement of Weapons and Tracked Combat Vehicles, Army</td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>AMMO (PAA)</td>
<td>Procurement of Ammunition, Army</td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>OPA</td>
<td>Other Procurement, Army</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OPA 1</td>
<td></td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>OPA 2</td>
<td></td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>OPA 3</td>
<td></td>
<td>DCSOPS</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>MCA</td>
<td>Military Construction, Army</td>
<td>ACSI M</td>
<td>ACSI M</td>
</tr>
<tr>
<td>MCNG</td>
<td>Military Construction, Army National Guard</td>
<td>CNGB</td>
<td>CNGB</td>
</tr>
<tr>
<td>MCAR</td>
<td>Military Construction, Army Reserve</td>
<td>CAR</td>
<td>CAR</td>
</tr>
<tr>
<td>AFHC</td>
<td>Family Housing, Army (Construction)</td>
<td>ACSI M</td>
<td>ACSI M</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OMA</td>
<td>Operation and Maintenance, Army</td>
<td>Table 1-3</td>
<td>Table 1-3</td>
</tr>
<tr>
<td>OMNG</td>
<td>Operation and Maintenance, Army National Guard</td>
<td>CNGB</td>
<td>CNGB</td>
</tr>
<tr>
<td>OMAR</td>
<td>Operation and Maintenance, Army Reserve</td>
<td>CAR</td>
<td>CAR</td>
</tr>
<tr>
<td>MPA</td>
<td>Military Personnel, Army</td>
<td>DCSPER</td>
<td>DCSPER</td>
</tr>
<tr>
<td>NGPA</td>
<td>National Guard Personnel, Army</td>
<td>CNGB</td>
<td>CNGB</td>
</tr>
<tr>
<td>RPA</td>
<td>Reserve Personnel, Army</td>
<td>CAR</td>
<td>CAR</td>
</tr>
<tr>
<td>AFHO</td>
<td>Family Housing, Army (Operation)</td>
<td>ACSI M</td>
<td>ACSI M</td>
</tr>
<tr>
<td>NBRP</td>
<td>National Board for the Promotion of Rifle Practice, Army</td>
<td>DCSOPS</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>DBOF</td>
<td>Business Operations Fund</td>
<td>ASA(FM)</td>
<td>ASA(FM)</td>
</tr>
<tr>
<td>DM</td>
<td>Depot Maintenance</td>
<td>DCSLOG</td>
<td>ASA(FM)</td>
</tr>
<tr>
<td>SMA</td>
<td>Supply Management, Army</td>
<td>DCSLOG</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>CAWCF</td>
<td>Army Conventional Ammunition Working Capital Fund</td>
<td>ASA(RDA)</td>
<td>ASA(RDA)</td>
</tr>
<tr>
<td>IMET</td>
<td>International Military Education and Training Transfer Appropriation</td>
<td>DCSLOG</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>FMF</td>
<td>Foreign Military Financing Program</td>
<td>DCSLOG</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>FMS</td>
<td>Foreign Military Sales Program</td>
<td>DCSLOG</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>HOA</td>
<td>Home Owners Assistance Fund, Defense</td>
<td>COE</td>
<td>COE</td>
</tr>
<tr>
<td>ATF</td>
<td>Department of the Army Trust Funds</td>
<td>ASA(FM)</td>
<td>ASA(FM)</td>
</tr>
</tbody>
</table>

Notes:
1 ASA(FM) serves as appropriation sponsor for all appropriations (funds) except ARNG and USAR appropriations, whose sponsors are the Chief, National Guard Bureau and Chief, Army Reserve, respectively.
2 See table 1-3.
### Table 1–3

**Budget activity management structure for operation and maintenance appropriations**

#### I. Army manpower and total obligation authority

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><strong>BA 1: Operating forces</strong></td>
<td>DCSOPS</td>
</tr>
<tr>
<td>11</td>
<td>Land forces</td>
<td></td>
</tr>
<tr>
<td>111</td>
<td>Combat units</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>112</td>
<td>Tactical support</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>113</td>
<td>Theater defense</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>114</td>
<td>Force related training/special activities</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>115</td>
<td>Force communications</td>
<td>DISC4</td>
</tr>
<tr>
<td>116</td>
<td>JCS exercises</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>117</td>
<td>Base support</td>
<td>ACSIM</td>
</tr>
<tr>
<td>118</td>
<td>Depot maintenance</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>12</td>
<td>Land operations support</td>
<td></td>
</tr>
<tr>
<td>121</td>
<td>Combat developments</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>122</td>
<td>Unified commands</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>2.</td>
<td><strong>BA 2: Mobilization</strong></td>
<td>DCSOPS</td>
</tr>
<tr>
<td>21</td>
<td>Mobility operations</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>211</td>
<td>Strategic mobility</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>212</td>
<td>War reserves</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>213</td>
<td>Industrial preparedness</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>214</td>
<td>POMCUS</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td><strong>BA 3: Training and recruiting</strong></td>
<td>DCSOPS</td>
</tr>
<tr>
<td>31</td>
<td>Accession training</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>311</td>
<td>Officer acquisition</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>312</td>
<td>Recruit training</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>313</td>
<td>One station unit training</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>314</td>
<td>Reserve Officers’ Training Corps (ROTC)</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>315</td>
<td>Service academy base support</td>
<td>ACSIM</td>
</tr>
<tr>
<td>32</td>
<td>Basic skill and advanced training</td>
<td></td>
</tr>
<tr>
<td>321</td>
<td>Specialized skill training</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>322</td>
<td>Flight training</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>323</td>
<td>Professional development education</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>324</td>
<td>Training support</td>
<td>DCSOPS</td>
</tr>
<tr>
<td>325</td>
<td>Base support</td>
<td>ACSIM</td>
</tr>
<tr>
<td>33</td>
<td>Recruiting, and other training and education</td>
<td></td>
</tr>
<tr>
<td>331</td>
<td>Recruiting and advertising</td>
<td>DCSPER</td>
</tr>
<tr>
<td>332</td>
<td>Examining</td>
<td>DCSPER</td>
</tr>
<tr>
<td>333</td>
<td>Off-duty and voluntary education</td>
<td>DCSPER</td>
</tr>
<tr>
<td>334</td>
<td>Civilian education and training</td>
<td>DCSPER</td>
</tr>
<tr>
<td>335</td>
<td>Junior ROTC</td>
<td>DCSPER</td>
</tr>
<tr>
<td>336</td>
<td>Base support—recruiting &amp; examining</td>
<td>ACSIM</td>
</tr>
</tbody>
</table>

##### Code Description

- **BA 4:** Administration and servicewide activities
  - 41 Security programs
  - 411 Security programs
  - 42 Logistics operations
  - 421 Servicewide transportation
  - 422 Central supply activities
  - 423 Logistic support activities
  - 424 Ammunition management
  - 43 Servicewide support
  - 431 Administration
  - 432 Servicewide communications
  - 433 Manpower management
  - 434 Other personnel support
  - 435 Other service support
  - 436 Army claims activities
  - 437 Real estate management
  - 438 Base support
  - 439 Defense Environmental Restoration Account (DERA)
  - 44 Support of other nations
  - 441 International military headquarters
  - 442 Miscellaneous support of other nations

### II. Manpower-only activity structure

PROBE generates categories 8 and 9 below to meet manpower reporting requirements.

- Category 8 records resources for AMSCO 84nxx, where n-1, 6, 7, or 9 designates the budget subactivity. Category 9 records resources for AMSCO 9nxxxx, where n-1, 2, 3, or 4 designates the 0-1 level structure.

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>84</td>
<td>Medical manpower—reimbursable</td>
<td>TSG</td>
</tr>
<tr>
<td>841</td>
<td>Examining activities</td>
<td></td>
</tr>
<tr>
<td>846</td>
<td>Training-medical spaces</td>
<td></td>
</tr>
<tr>
<td>847</td>
<td>Care in Army medical centers</td>
<td></td>
</tr>
<tr>
<td>849</td>
<td>Defense medical spaces</td>
<td></td>
</tr>
</tbody>
</table>

- Category 9: Other—manpower only
  - 91 Special operations forces manpower—reimbursable
  - 92 Defense agency manpower (military only)
  - 93 Outside Department of Defense
  - 94 Transients, holdees, and operating strength deviation

**Continued—**
Table 1–3
Budget activity management structure for operation and maintenance appropriations—continued

<table>
<thead>
<tr>
<th>Account</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Real estate leases</td>
<td>ACSIM</td>
</tr>
<tr>
<td>B. Installation supply operations</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>C. Direct and general support (DS/SS) maintenance of nontactical equipment</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>D. Transportation services</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>E. Laundry and dry cleaning services</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>F. The Army food services program</td>
<td>DCSLOG</td>
</tr>
<tr>
<td>G. Personnel support</td>
<td>DCSPER</td>
</tr>
<tr>
<td>H. Unaccompanied personnel housing operation</td>
<td>ACSIM</td>
</tr>
<tr>
<td>J. Operation of utilities</td>
<td>ACSIM</td>
</tr>
<tr>
<td>K. Maintenance and repair of real property</td>
<td>ACSIM</td>
</tr>
<tr>
<td>L. Minor construction</td>
<td>ACSIM</td>
</tr>
<tr>
<td>M. Engineer support</td>
<td>ACSIM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA 1: Operating forces</td>
<td>CNGB</td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>Mission operations</td>
<td></td>
</tr>
<tr>
<td>Training operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruiting and retention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depot maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base support*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BA 4: Administration &amp; servicewide activities</td>
<td>CNGB</td>
<td></td>
</tr>
<tr>
<td>54</td>
<td>Administration &amp; servicewide activities</td>
<td></td>
</tr>
<tr>
<td>Information management</td>
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<tr>
<td>Public affairs</td>
<td></td>
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<tr>
<td>Personnel administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: *Manager for requirements determination and for program and performance.
*Manager responsibilities shared by various functional proponents.
*Follows support recording structure used for Operation and Maintenance, Army.
Table 1–4
Program Evaluation Groups listing proponent agency and areas of activity

<table>
<thead>
<tr>
<th>Title</th>
<th>Proponent</th>
<th>Area of activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manpower and Force Structure</td>
<td>DCSOPS</td>
<td>Active Army and reserve component modified table of organization and equipment (MTOE) and table of distribution (TDA) units; Individuals Account (TTHS: trainees, transients, holdees, and students); force manning decisions, civilian and military.¹²</td>
</tr>
<tr>
<td>General Purpose Forces</td>
<td>DCSOPS</td>
<td>Program 2, General Purpose Forces; Program 10, Support of Other Nations.</td>
</tr>
<tr>
<td>Information Management (Sustaining)</td>
<td>DISC4</td>
<td>Servicewide Communications; Information Systems for Command and Control, Communications, and Computers (C4); Automation MDEPs (including MSxx, MUXx, and Information Management PEO MDEPs).</td>
</tr>
<tr>
<td>Intelligence</td>
<td>DCSINT</td>
<td>Program 3 (Intelligence) (Operation and Maintenance, Army (OMA), Budget Subactivity 411—Security-Programs).</td>
</tr>
<tr>
<td>Army National Guard (ARNG)</td>
<td>CNGB</td>
<td>Military Construction, Army National Guard (MCNG); Operation and Maintenance, Army National Guard (OMNG); National Guard Personnel, Army (NGPA).</td>
</tr>
<tr>
<td>U.S. Army Reserve (USAR)</td>
<td>CAR</td>
<td>Military Construction, Army Reserve (MCAR); Operation and Maintenance, Army Reserve (OMAR); Reserve Personnel, Army (RPA).</td>
</tr>
<tr>
<td>Modernization (Battlefield)</td>
<td>DCSOPS</td>
<td>Research, Development, Test, and Evaluation, Army (RDTE); procurement appropriations; fielding support costs.¹²</td>
</tr>
<tr>
<td>Supply and Maintenance</td>
<td>DCSLOG</td>
<td>OMA Budget Activity (BA) 1, Operating Forces (Depot Maintenance); BA 2, Mobilization (War Reserves, Industrial Preparedness); BA 4, Administrations and Servicewide Activities (Servicewide Transportation, Central Supply Activities, Logistic Support Activities, Ammunition Management, Miscellaneous Support of Other Nations); and Defense Business Operations Fund (DBOF).</td>
</tr>
<tr>
<td>School and Institutional Training</td>
<td>DCSOPS</td>
<td>OMA BA 3, Training and Recruiting (Training).</td>
</tr>
<tr>
<td>Medical</td>
<td>TSG</td>
<td>Army health care program.</td>
</tr>
<tr>
<td>Personnel Activities</td>
<td>DCSPER</td>
<td>Personnel Activities, OMA Budget Subactivities 331-335, 433, and 434; Military Personnel, Army (MPA).</td>
</tr>
<tr>
<td>Administrative</td>
<td>AASA</td>
<td>Program 9, Administration and Associated Activities and other subprograms within OMA.</td>
</tr>
<tr>
<td>Base Operations (BASOPS)</td>
<td>ACSIM</td>
<td>Base support functions in OMA Budget Subactivities 117, 315, 325, 336, and 438. (See Base Support, fig 1–3.)</td>
</tr>
<tr>
<td>Construction and Housing</td>
<td>ACSIM</td>
<td>Military Construction, Army (MCA); Army Family Housing (AFH); Home Owners Assistance (HOA)</td>
</tr>
</tbody>
</table>

Notes:
¹ The Manpower and Force Structure PEG and Modernization PEG address fundamental, strategy driven operational requirements. Remaining PEGs address functional requirements to sustain the force and to maintain readiness and the support base.
² The Manpower and Force Structure PEG administers unit counts and end strength for the Active Army, without dollars. Other PEGs deal with manpower and dollars.
Chapter 2
System Description

Section 1
The Department of Defense Planning, Programming, and Budgeting System

2–1. The DOD PPBS concept
The DOD Planning, Programming, and Budgeting System (PPBS) is the primary system for managing the department’s military functions. It is also the parent system of the Army’s PPBES. The purpose of the PPBS is to produce a plan, a program, and finally the defense budget.

2–2. The Future Years Defense Program

a. The term Future Years Defense Program (FYDP) replaces the term Five-Year Defense Program used through the FY 91 President’s Budget. The FYDP officially summarizes the programs developed within the PPBS and approved by the Secretary of Defense (SECDEF). The FYDP exists in machine readable form, which lists resources by program element (PE), resource identification code, fiscal year (FY), and value. The FYDP exists also in paper form, which sums resource data in various management arrays.

b. The FYDP has two dimensions. Its first dimension specifies 11 major force programs (table 2–1). Constructed from PE building blocks, the programs offer an output or mission-oriented structure, within which each PE represents an organizational or functional entity and its associated resources. DOD uses the structure for internal program review. In its second dimension, the FYDP records program decisions on dollars and manpower applying the input-oriented appropriation structure of congressional budget requests (table 1–2). The FYDP includes separately published annexes for procurement; construction; and research, development, test, and evaluation.

Table 2–1
Major force programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strategic forces</td>
</tr>
<tr>
<td>2</td>
<td>General purpose forces</td>
</tr>
<tr>
<td>3</td>
<td>Intelligence and communications</td>
</tr>
<tr>
<td>4</td>
<td>Airlift and sealift</td>
</tr>
</tbody>
</table>

Notes:
1 A program integrator representing the director of Program Analysis and Evaluation (DPAE) serves as an additional core member of the Program Evaluation Group (PEG). The manager for requirements determination chairs the PEG.

2 Other representatives from offices and agencies of the Secretariat and Army Staff may attend PEG meetings according to subjects considered. The additional representatives provide oversight or act in behalf of functional interests. For example, a DCSLOG member of the information Management PEG might represent DCSLOG’s propensity of tactical logistics systems. An open door policy invites attendance by major Army commanders (MACOMs) and Program Executive Offices (PEOs).

3 The Manpower and Force Structure PEG administers unit counts and end strength. It affects appropriations indirectly only.
The SECDEF relies on a core of key DOD officials to help manage the PPBS and make major program decisions.

a. The SECDEF and, in his absence, the DEPSECDEF, chair the DRB. Members include the CJCSC, VCJCSC, JCS, and the Service Secretaries. Members from within OSD include the USD(A), ASD (Personnel and Readiness), and the Comptroller, DOD. The chairman also invites other OSD principals to participate when necessary. The Director for Program Analysis and Evaluation serves as the executive secretary.

b. The DRB helps promote long-range planning and stability in the defense program. Among other functions, the DRB—

1. Considers broad policy and develops guidance on high-priority objectives.
2. Reviews guidance for planning and programming.
3. Examines high priority programs.
4. Considers the effect of resource decisions on baseline cost, schedule, and performance of major acquisition programs and aligns the programs with the PPBS.
5. Helps tie the allocation of resources for specific programs and forces to national policies.
6. Reviews the program and budget.
7. Reviews execution of selected programs.
8. Advises the SECDEF on policy, PPBS issues, and proposed decisions.

2–6. Program Review Group
The SECDEF uses a Program Review Group (PRG) to identify major issues, analyze them, and develop decision options for presentation to the DRB. The USD(A) chairs the group, with the VCJCSC serving as the vice chair. Members include representatives from OSD (Personnel and Readiness), USD(A), ASD (Reserve Affairs), and the DAB. The chairman also invites others to participate when necessary, and the DAB serves as the executive secretary.

2–7. Defense Acquisition Board and Joint Requirements Oversight Council
The SECDEF uses the Defense Acquisition Board (DAB) to guide the Defense Acquisition Board (DAB). The DAB oversees defense system acquisition, providing discipline through review of major programs. At each milestone in the system life cycle, the Board assures that programs meet performance requirements, including program-specific exit criteria.

b. Helping the DAB and USD(A) is the Joint Requirements
Oversight Council (JROC) chaired by the VCICS. The JROC explains military needs and validates performance goals and program baselines at successive milestones for each DAB program.

b. The USD(A), with the DAB and JROC, helps link the acquisition process to planning, programming, and budgeting. Serving as a key advisor to the SECDEF and DEPSECDEF, the USD(A) participates in all resource decisions affecting the baselines of major acquisition programs.

Section II
The Army Planning, Programming, Budgeting, and Execution System

2–8. The PPBES: the Army’s primary resource management system

The PPBES is the Army’s primary resource management system. A major decisionmaking process, the PPBES interfaces with OSD and joint planning and links directly to OSD programming and budgeting. It develops and maintains the Army portion of the defense program and budget. It supports Army planning, and it supports program development and budget preparation at all levels of command. It supports execution of the approved program and budget by both headquarters and field organizations. During execution, it provides feedback to the planning, programming, and budgeting processes.

2–9. The Army PPBES concept

a. The PPBES ties strategy, program, and budget together. It helps build a comprehensive plan in which budgets flow from programs, programs from requirements, requirements from missions, and missions from national security objectives. The patterned flow from end purpose to resource cost defines requirements in progressively greater detail.

(1) Long range planning creates a vision of the Army 10 to 20 years into the future. In the 2- to 15-year midterm, long range macro estimates give way to a specified size, composition, and quality of divisional and support forces. Derived from joint strategic planning and intermediate objectives to achieve long range goals, this base force provides the planning foundation for program requirements.

(2) Guided by base force requirements and still in the midterm, programming distributes available resources. It seeks to support priorities and policies of the senior Army leadership while achieving balance among Army organizations, systems, and functions.

(3) In the 0- to 2-year near term, budgeting converts program requirements into requests for manpower and dollars. When enacted into appropriations and manpower authorizations, these resources become available to carry out approved programs.

(4) Formally adding execution to traditional emphasis on planning, programming, and budgeting emphasizes Army concern for how well program performance and financial execution apply allocated resources to meet requirements.

b. Documents produced within the PPBES support defense decisionmaking, and the review and discussion that attend their development help shape the outcome. The following are examples.

(1) The Army helps prepare the DPG and planning documents produced by the JSPS. The participation influences policy, strategy, and force objectives considered by the SECDEF and the JCS, including policies for development, acquisition, and other resource allocation issues.

(2) MACOM commanders similarly influence positions and decisions taken by the SA and CSA. They develop and submit force structure, procurement, and construction requirements; command programs; and budget estimates. They also make their views known through periodic commander’s conferences held by the CSA on the proposed plan, program, and budget.

(3) The CINC’s influence Army positions and decisions through MACOM commanders serving as ACC commanders, who integrate CINC operational requirements into their POMs. They also highlight pressing requirements in an integrated priorities list (IPL) that receives close review during program development.

2–10. PPBES objectives

The objectives of the PPBES are:

a. During all phases of the PPBES, to provide an essential focus on Departmental policy and priorities for Army functional activities.

b. Through planning, to size, structure, man, equip, and train the Army force to support the national military strategy.

c. Through programming, to distribute available manpower, dollars, and materiel among competing requirements per Army resource allocation policy and priorities.

d. Through budgeting, to convert program decisions on dollars and manpower into requests for congressional authorization and appropriations.

e. Through program execution, to—

   (1) Apply resources to achieve approved program objectives.

   (2) Adjust resource requirements based on execution feedback.

   (3) Adjust resource requirements based on execution feedback.

f. Through program and budget execution, to manage and account for funds to carry out approved programs.

2–11. Control of planning, programming, and budgeting documents

a. Papers and associated data sponsored by the DOD PPBS give details of proposed programs and plans. The proposals state candidate positions and competing options that remain undecided until final approval.

(1) Access to the material by persons other than those directly involved in planning and allocating resources would frustrate the candor and privacy of leadership deliberations.

(2) Access by private firms seeking DOD contracts would imperil competition and pose serious ethical, even criminal, problems for those involved.

b. For reasons in a (1) and (2), above, DOD closely controls documents produced through the DOD PPBS and its supporting data bases. Thus, OSD restricts access to DOD and other governmental agencies directly involved in planning, programming, and budgeting defense resources, primarily OMB. The list that follows cites major documents illustrative of but not limiting PPBS-sponsored material requiring restricted access.


   (a) Fiscal guidance.

   (b) Program Objective Memorandum (POM).

   (c) Future Years Defense Program (FYDP) documents for the POM, including procurement annex and RDT&E annex.

   (d) Program review proposals.

   (e) Issue papers (for example, major issue papers, tier II issue papers, cover briefs).

   (f) Proposed military department program reductions (or program offsets).

   (g) Tentative issue decision memoranda.

   (h) Program Decision Memorandum (PDM).

   (i) Budgeting phase.

   (a) Future Years Defense Program (FYDP) documents for the September budget estimates submission and President’s Budget, including procurement, RDT&E, and construction annexes classified P–1, R–1, and C–1.

   (b) Program Budget Decisions (PBDs) and Defense Management Review (DMR) Decisions.

   (c) Reports Generated by the Automated Budget Review System (BRS).

   (d) DD 1414 Base for Reprogramming.

   (e) DD 1416 Report of Programs.

   (f) Congressional data sheets.

   (g) Exceptions to the limitation of b , above, require SECDEF approval. After coordination with the General Counsel, an Army proponent may request an exception, but only for compelling need. The Select Committee (SELCOM) (para 2–14) will consider requests on a case-by-case basis. Statutes and other procedures govern
2–12. Management Decision Packages

a. Early in the PPBES process, the resource management architecture distributes program and budget resources to MDEPs by appropriation and program element. MDEPs serve as a resource management tool used internally by the Army. Taken collectively, MDEPs account for all Army resources. They describe the capability of the Total Army—Active, Guard, and Reserve. Individually, an MDEP describes a particular organization, program, or function. It also records the resources associated with the intended output. An individual MDEP applies uniquely to one of the following six management areas:

(1) Missions of MTOE units.
(2) Missions of TDA units and Army-wide standard functions.
(3) Missions of standard installation organizations (SIOS).
(4) Acquisition, fielding, and sustainment of weapon and information systems. (Linkage to units exists through HQDA decision support systems, such as Force Builder, Single Army Battlefield Requirements Evaluator, and Logistics DSS.)
(5) Special visibility programs (SVPs).
(6) Short term projects (STPs).

b. Maintained in the PROBE data base, each MDEP records manpower and total obligation authority over 9 fiscal years. (System MDEPs also show item quantities over the same period.) Resources recorded in the MDEP shift forward each January as follows.

(1) A 2-year shift forward occurs in MDEP resources each even (or POM submission) year. PROBE drops the 2 earliest years from the data base and adds 2 new years. The MDEP then displays the 6 years of the new program and the 3 preceding years (fig 2–2). The first of the preceding years is the prior fiscal year (PY). It records resources spent in executing the budget the year before the current fiscal year (CY). The CY shows resources in the budget being executed. The last preceding year is called the budget year (BY). It lists resources requested in the President’s Budget being reviewed by Congress.

(2) Another shift occurs in the odd year (the year in which the President submits the next 2-year defense budget). The shift leaves each year’s resources intact but changes their relative position in the program or budget process as shown in figure 2–3. Budget years 91 and 92 both become prior years; budget year 93 becomes the current year; and the first 2 program years both become budget years 94 and 95. The last 4 years (years 96 through 99) remain program years.

c. During programming, MDEPs provide useful visibility. They help Army managers, decisionmakers, and leaders assess program worth, confirm compliance, and rank resource claimants. During budgeting, MDEPs help convey approved programs and priorities into budget estimates. Providing the vehicle for data entry, MDEPs also help PEGs post program changes caused by budget decisions and approved funding. During execution, the posted MDEPs help HQDA principal officials, MACOM commanders, PEOs, and heads of other operating agencies track program and financial performance. The financial data they get as feedback help determine future requirements.

Figure 2-2. Fiscal year structure of resources in a Management Decision Package (MDEP) reflecting the FY 1994–1999 Program Objective Memorandum (POM)

Figure 2-3. Fiscal year structure of resources in a Management Decision Package (MDEP) reflecting the President’s FY 94–95 budget

2–13. Adjusting program and budget resources

a. Recurring changes.

(1) Changes in resources occur throughout the PPBES process. HQDA staff agencies update MDEPs through their respective feeder systems to reflect the position of the last program or budget event. During programming, competition may reduce programmed amounts originally recorded. Decisions during OSD POM and budget reviews will further alter amounts initially approved. Sometimes the decisions affect requests in the President’s Budget already before Congress, as do authorization and appropriation decisions by Congress. Budget execution often results in different rates and quantities from those planned, and at times it results in different purposes.

(2) The changes require that resource managers continually weigh how the stream of program and budget actions—

(a) Change MDEP resource levels.
(b) Shift resources between years.
(c) Affect resources in related MDEPs.

b. Manpower and fund flexibility. Flexibility in managing Army manpower and funds differs depending on whether the resources apply to the program or budget.

(1) In the program or POM years, manpower is restricted by total end strength for military and civilians rather than by operation and maintenance appropriation or budget subactivity. Similarly program dollars are restricted by TOA only, rather than by individual appropriations within TOA. The distinctions give the Army latitude in redistributing previously programmed manpower and dollars to meet changing requirements. In later POM or budget submissions, for example, the Army can, as needed, move program year resources between MDEPs, appropriations, and PEs.

(2) In contrast, tight controls govern the redesignation of manpower and funding once the President’s Budget has gone to Congress.

(a) The Army can reallocate previously budgeted manpower and dollars between MDEPs or operating agencies but not between 0–1 level budget activities or appropriations. Once the budget goes to Congress, the Army must leave budget manpower and dollars unchanged until current year appropriations become law.

(b) Some flexibility during execution allows financing unbudgeted requirements to meet unforeseen needs or changes in operating conditions. Even so, congressional rules and specified dollar thresholds severely restrict spending for purposes other than those originally justified and approved. Also during execution, military and civilian manpower transfer within 0–1 level budget activities and appropriations may occur without a corresponding transfer of funds.

c. Investment accounts. For investment accounts (RDA and construction), managers first allocate program and budget resources by AMSCO, PE, project number, and BLIN. They then distribute the resources to MDEPs within the six management areas.
2–14. Principal PPBES committees

a. Select Committee.
   (1) The SELCOM is co-chaired by the Vice Chief of Staff, Army (VCSA) and the Under Secretary of the Army. The SELCOM convenes either as a full committee or an Executive SELCOM.
   (2) Members of the full SELCOM consist of the following:
      (a) From the Secretariat—Assistant Secretaries, the General Counsel, the Administrative Assistant, DISC4, Inspector General, Deputy Under Secretary of the Army (Operations Research), Chief of Legislative Liaison, Chief of Public Affairs, Comptroller of the Army, Military Deputy to ASA(RDA), and Deputy Assistant Secretary of the Army for Army Budget (DAB).
      (b) From the Army Staff—Director of the Army Staff; Deputy Chiefs of Staff; Assistant Chief of Staff for Installation Management; Chief of Engineers; The Surgeon General; Chief, National Guard Bureau; Chief, Army Reserve; The Judge Advocate General; Director of Management; and Director of Program Analysis and Evaluation.
   (c) As required—representatives from other offices and agencies of the Army Secretariat and Staff, the Commander of the U.S. Army Strategic Defense Command, and liaison and advisory representatives from other MACOMs and PEOs.
   (3) The SELCOM functions as HQDA’s senior committee. The forum helps the Army leadership review, coordinate, and integrate PPBES actions. The SELCOM considers and integrates guidance from the SECDEF, SA, and CSA. It reviews Army policy, plans, programs, and budgets. It reviews program performance and budget financial execution. When possible, the SELCOM disposes of actions on its own. It refers issues of major importance or other special management interest to the SA and CSA, presenting, as appropriate, alternatives and recommendations for decision.
   (d) As needed, the chair convenes the Executive SELCOM as an ad hoc group to consider matters of narrow interest inappropriate for a full session. SELCOM minutes inform the full membership on decisions and recommendations made in executive sessions.

b. Strategy and Planning Committee.
   (1) The Strategy and Planning Committee (SPC) is chaired by the Assistant DCSOPS (ADCOPS). Alternate chair for international activities is the ADCOPS (Joint Affairs). Members consist mainly of officials responsible for planning in the various Army Staff agencies and offices of the Army Secretariat. Membership includes the DPAE and DAB.
   (2) The SPC provides an integrating forum for Army planning. It considers guidance and analyses related to strategy and planning and makes recommendations to the SELCOM. The SPC—
      (a) Recommends force structure guidance to SA and CSA for approval.
      (b) Monitors force development to be sure the program force meets requirements identified through the ALRPG and ECBRS and those related to CINC IPLs.
      (c) Serves as coordinating body for TAP.
   c. Program and Budget Committee.
   (1) The Program and Budget Committee (PBC) is co-chaired by the DPAE and DAB. Either presides, depending on the subject. PBC members consist mainly of officials responsible for programming or budgeting in the various offices and agencies of the Army Secretariat and Staff.
      (a) The PBC oversees the programming, budgeting, and execution phases of the PPBES, including information feedback among the phases. The PBC serves in both a coordinating and executive-advisory role. It provides a continuing forum in which program and budget managers review, adjust, and decide issues. An aim of the PBC is to make sure of the internal consistency and support of Army policy.
      (b) The PBC may return the results of committee deliberations to the Army Staff or Secretariat for action. It may pass them to the SELCOM for review or approval and later presentation to the SA and CSA.
   (2) The PBC may set up standing committees or working groups to resolve difficulties in managing the program or budget. An example is the Transportation Working Group formed to develop priorities and controls for managing transportation. An example of a standing committee is the PBC Systems Subcommittee. This subcommittee consists of general officers and members of the Senior Executive Service (SES). It is co-chaired by representatives of the DPAE and DAB. It broadly represents the Army Staff and Secretariat and includes appropriate representation from the field. The subcommittee reviews programs, budget, and cost estimates for the life cycle of major weapon and information systems. It assigns agency responsibilities for issues needing further review and follows up on the action taken. As appropriate, the subcommittee presents the results of its deliberations to the PBC.
   d. Prioritization Steering Group.
   (1) The Prioritization Steering Group (PSG) serves as another PPBES deliberating body. The DCSOPS chairs the PSG. Members consist of the Director of the Army Staff and other primary Army Staff principals. Membership includes the DPAE and DAB and, when requested by DCSOPS, extends to selected representatives of the Army Secretariat.
   (2) The PSG, as required—
      (a) Reviews unresourced programs submitted by MACOMs and PEOs and proposed decrements recommended by the PBC.
      (b) Resolves differences involving unresourced requirements or decrements on which the PBC fails to reach agreement during program or budget development.
      (c) Reviews prioritized and integrated lists of unprogrammed and decrements against fiscal and manpower constraints imposed by OSD.
      (d) Makes recommendations on unprogrammed programs and proposes offsetting decrements to the SELCOM.

2–15. Other committees

The following additional committees meet as required to handle specific needs within their areas of responsibility.

a. Army System Acquisition Review Council (ASARC).

b. Materiel Acquisition Review Board (MARB).

c. Army Major Automated Information Systems Review Council (MAISRC).

d. Study Program Coordination Committee (SPCC).

e. Construction Requirements Review Committee (CRRC).

f. Stationing and Installations Planning Committee (SIPC).

g. Installation Management Steering Committee (IMSC).

h. Army Defense DBOF Board of Directors.

2–16. Program Evaluation Groups

a. HQDA supports planning, programming, and budgeting using PEGs sponsored by designated principal officials. PEGs help build TAP and Army program and help convert the program into budget-level detail. The Modernization PEG functions during the programming phase only, its core members being convened as required during other PPBES phases by DCSOPS for planning, DAB for budgeting and financial execution, and DPAE for program execution. Other PEGs remain in operation throughout the PPBES cycle.
   b. PEGs help maintain program consistency during planning and program review, and later during budget analysis and defense. During execution, PEGs track program and budget performance. Typically, within assigned functional areas, PEGs—
      (1) Set the scope, quantity, and qualitative nature of functional requirements.
      (2) Review CINC IPLs and MACOM-PEO POMs to develop the Army program for the assigned functional area and incorporate the program in the POM, to include:
         (a) Reconciling conflicts involving unresourced requirements or decrements on which commands fail to reach agreement.
         (b) Recommending the allocation of available resources and offsetting decrements to support approved unresourced programs.
         (3) Help prepare the Army budget from the approved program.
         (4) During execution, check how commands apply allocated manpower and dollars to be sure their use fulfills program requirements.
Chapter 3
Planning Phase

Section I
PPBS Planning

3–1. OSD and joint strategic planning
a. OSD and joint strategic planning make up PPBS planning. The planning—
   (1) Examines the military posture of the United States in comparison with national security objectives and resource limitations.
   (2) Develops the national military strategy.
   (3) Identifies force levels to achieve the strategy.
   b. OSD and joint strategic planning provides a framework of requirements, priorities, and risk. OSD uses the framework to provide each CINC the best mix of forces, equipment, and support attainable within defined fiscal constraints.

3–2. Joint strategic planning
a. Joint strategic planning examines the global security situation. It develops national military strategy to achieve national security objectives and sets related force requirements. It also prepares strategic and contingency plans, prepares supporting joint logistic and mobility plans, and conducts capability assessments.
   b. Joint strategic planning helps the CJCS discharge the functions prescribed by 10 USC 153 (a) and 10 USC 163 (b) (2). Specifically, joint strategic planning underlies the military advice the Chairman gives to the President and SECDEF—
      (1) Provide strategic direction to the armed forces.
      (2) Form defense policy, programs, and budgets.
   c. Led by the Joint Staff, joint strategic planning involves each of its directorates and the Defense Intelligence Agency. Moreover, it entails close consultation with the combatant commands, Services, and other defense agencies.
   d. Joint strategic planning takes place within the context of the Joint Strategic Planning System (JSPS). Featuring a continuous review of the national military strategy (para 3–3), the JSPS yields four principal products (para 3–4). The products help the joint community relate strategic planning to both the Joint Operation Planning and Execution System (JOPES) and PPBS.

a. The Joint Strategy Review (JSR) lies at the core of JSPS. The review helps the Joint Staff integrate strategy, operational planning, and program assessments. It covers the short-, mid-, and long-range periods: 0-2, 2-10, and 10-20 years in the future.
   b. A continuous process, the JSR assesses the global strategic setting for issues affecting the national military strategy.
      (1) The Joint Staff, with the Services, combatant commands, and defense agencies develop issue papers highlighting how changed conditions affect current strategy. Key judgments, if not earlier acted on, appear in the next JSR Annual Report.
      (2) Provided to the CJCS, Chiefs of Services, and CINC, the report, when approved by the Chairman, becomes guidance for maintaining or revising the NMS and other JSPS products.
      c. As needed the JSR produces a long-range vision paper addressing plausible strategic settings 10-20 years in the future.

3–4. JSPS documents and plans
As mentioned, the JSPS generates four products. Shown in figures 2–5 and 2–6, they are described below:
   a. National Military Strategy. The CJCS approves and issues the National Military Strategy (NMS). The strategy advises the SECDEF and, after SECDEF review, the President and National Security Council on the strategic direction of the armed forces. A standing document changed when needed, the NMS applies to program years, 2-8 years in the future. The NMS—
      (1) Summarizes the global strategic setting from the JSR.
      (2) Recommends military foundations and strategic principles to support national security objectives.
      (3) Provides a strategy and force levels that conform with NCA Fiscal Guidance.
   b. Joint Planning Document. The Joint Planning Document (JPD) derives from the NMS. Prepared by the Joint Staff with the Service Chiefs and the CINCs, the document exists as seven stand-alone volumes. Each volume advises the SECDEF on requirements and programming priorities in a specific functional area. Published in September in the odd year, the JPD receives distribution in time to influence the biennial DPG (para 3–6 a ).
   c. Joint Strategic Capabilities Plan.
      (1) The Joint Strategic Capabilities Plan (JSCP) underlies the capabilities-based military advice the CJCS gives the President and SECDEF. Another standing document, the JSCP, undergoes revision as needed, receiving formal review early each even year.
      (2) Covering the 2-year, near term planning period, the JSCP—
         (a) Gives strategic guidance to the CINCs, JCS members and heads of defense agencies.
         (b) Apportions resources to the CINCs.
         (c) Tasks the CINCs to develop major and lesser regional plans to employ the force resulting from completed program and budget actions (para 3–16).
   d. Chairman’s Program Assessment. The Chairman’s Program Assessment (CPA) checks the balance and capabilities of composite force and support levels recommended by the Service POMs. It compares the recommended capabilities and levels with priorities posed by U.S. strategic plans and requirements of the CINCs, completed about 45 days after the Services submit their POMs, the document helps the SECDEF make program decisions.

3–5. Special assessments
a. Four related assessments shown in figure 2–5 support the JSPS documents and plans. One is the Joint Military Net Assessment (JMA). Closely involving the CINCs and other members of the JCS, the CICS prepares the JMA. The document compares defense capabilities and programs of the United States and its Allies with those of potential adversaries. The SECDEF reviews and approves the JMA, then sends it to Congress with the defense budget per 10 USC 1139 (j) (1).
   b. Included among these other assessments is the Logistics Sustainability Analysis (LSA). The analysis considers logistics capabilities and limiting factors of individual OPLANs prepared by the CINCs. Another, the Chairman’s Preparedness Assessment Report (PAR), checks the ability of the combatant commands to carry out
assigned missions. Still another, the Chairman’s Contingency Capabilities Assessment, considers the effect of critical deficiencies faced in contingency planning.

3–6. OSD planning products
Two SECDEF documents influence products of the JSPS. One is Defense Planning Guidance (DPG), the other Contingency Planning Guidance (CPG).

a. Defense Planning Guidance. The SECDEF places responsibility and authority for program execution with the Services and other DOD components but maintains central direction. Serving this central purpose, the DPG presents the SECDEF’s strategic plan for developing and employing future forces. Prepared by OSD and published by 1 October in the odd year, the DPG is a principal product of OSD planning. It reflects—

(1) Military advice and information recommended by the CJCS.
(2) Service long-range plans and positions on policy and other matters advanced by Service Secretaries.
(3) CINC appraisals of major issues and problems bearing on command missions.

b. Contingency Planning Guidance. The CPG provides the CJCS written policy guidance for preparing and reviewing contingency plans. Focusing NMS and DPG guidance on contingency planning, the CPG bears directly on the JSCP. The SECDEF prepares the document annually in coordination with the Joint Staff. Then, on approval by the President, the SECDEF provides guidance to the Chairman.

Section II
PPBES Planning

3–7. Army Planning
Army, or PPBES, planning responds to and complements OSD and joint strategic planning. PPBES planning—

a. Helps the senior Army leadership determine force requirements and objectives and set priorities.

b. Provides the basis for positions and comments supporting Army participation in OSD and joint processes.

c. Lays the planning basis for the Army program.

3–8. Role of long-range planning
Long-range planning looks 10-20 years ahead. In the process, the senior Army leadership creates a vision of the future Army. Fleshing out the design, commands and agencies develop long-range plans in their respective mission and functional areas. Long-range planning guides the midterm vision to develop the force and set program requirements.

3–9. Army Long-Range Planning Guidance

a. Distributed in October in the even year, the ALRPG reflects the vision of the senior Army leadership. The ALRPG—

(1) Describes a framework for defining future requirements.
(2) Examines national security objectives against a range of potential requirements.
(3) Lays out long-range planning assumptions and objectives.
(4) Lists underlying conditions likely to hold over the 10-20 year period.

b. The ALRPG goes on to examine political, military, economic, and technological events. Its examination—

(1) Identifies trends and determines a range of possible results that bound the future operating environment.
(2) Draws implications for future missions and for achieving required capabilities.

c. The biennial document helps commands and agencies translate leader vision into long-range plans. Command and agency long-range plans, in turn, help fashion the midterm vision by setting goals and strategies to get the capabilities to meet future requirements. Together, the ALRPG and command and agency long-range plans guide the preliminary TAP (para 3–13). Released in December

in the odd year, the preliminary TAP sets the course for requirements determination and force development for the next PPBES cycle. For the draft and final TAP published in the base cycle, the ALRPG updates guidance given the cycle before.

3–10. Army Modernization Plan
The Army Modernization Plan (AMP) outlines the vision for modernizing the future force and provides a strategy for near- to midterm force development and long-term evolution. The AMP codifies required capabilities programmed through the PPBES and assesses the impact of required capabilities remaining to be programmed. Its modernization objectives guide program prioritization at HQDA. Interacting with the ALRPG, the AMP provides a starting point for developing the Long Range Research, Development, and Acquisition Plan (LRRDAP) (para 3–12). It supports also the approved POM (para 4–10). As does the ALRPG, the document receives distribution in October in the even year.

3–11. Enhanced Concept Based Requirements System
The ALRPG and AMP interact with TRADOC’s ECBRS. Through a biennial process known as Warfighting Lens Analysis (WFLA), the ECBRS considers warfighting needs using insights from Louisiana Maneuvers and analyses from Army branches, proponents, and TRADOC Battle Labs. Defined for the long-term, each capability required to meet a warfighting need falls within one of several functional domains: doctrine, training, leader development, organization, or materiel, all of which focus on the soldier. Two products emerge from the process. One is TRADOC’s WFLA, the other, a corresponding Science and Infrastructure Support Analysis (SISA), prepared by the U.S. Army Materiel Command (AMC). Prioritizing materiel solutions and optimizing dollars spent on modernization programs, the WFLA and SISA provide the analytical underpinning for the LRRDAP. Required capabilities for all five ECBRS domains receive consideration during program development and the next Total Army Analysis (TAA) (para 3–14).

3–12. Long-Range Research, Development, and Acquisition Plan
One of eight functional and special area long-range plans, the LRRDAP plays a key role. It maps the effort to develop and produce technology and equipment for the Army’s modernization program. In the process it focuses research, development, and acquisition programs on solving battlefield needs derived from warfighting requirements.

a. LRRDAP development begins with the AMP, followed by the LRRDAP Guidance document prepared by DCSOPS and ASA(RDA) with TRADOC and AMC. HQDA issues the document in the spring of the odd year.

b. TRADOC and AMC with the PEOs and ISC consider LRRDAP Guidance and required capabilities identified through the ECBRS. Jointly, these agencies prioritize required capabilities to get the best return for dollars spent under the LRRDAP and record the results in the WFLA and SISA.

c. HQDA then reviews and integrates the WFLA and SISA. On approval by the senior Army leadership, the issues recorded in the two documents, as amended, become the Army LRRDAP. Responding to force structure and sustainability guidance, the LRRDAP informs the TAA process of RDA programs planned for the Army modernization program. Information concerning the early planning years forms the basis of the RDA portion of the POM.

3–13. The Army Plan (TAP)
a. TAP documents policy of the senior Army leadership and gives resource guidance. TAP concurrently documents force levels stabilized initially through force requirements planning and then refined through objectives planning that features—

(1) TAA used to develop for each program year a proposed program force that:

(a) Meets projected mission requirements within expected end strength and equipment levels.
(b) Considers unalterable earlier decisions.
(2) Force Integration Analysis (FIA) (para 4–6 b ), used to make sure that the force is affordable and executable in each program year.

b. TAP covers the midterm (or POM period). It distills Army missions and coalesces information from such sources as the DPG, JSPS planning products, ALRPG, and other guidance, including HQDA and MACOM-PEO interaction. TAP also captures long-range objectives from the long-range plans (LRPs) of Army functional proponents. It links them to supporting midterm objectives, which, to be achieved, require resources during program development.

c. DCOPS drafts TAP in coordination with the HQDA staff, MACOMs, and PEOs. Preparation occurs in three stages:

1. A preliminary TAP, in December of the odd year, guides the developing and updating of the TAA base force. As a minimum, the preliminary TAP codifies planning assumptions and sets parameters for modeling and structuring the program force.

2. About 1 year later, in January of the next odd year, a draft TAP records the base force update and revises planning assumptions given in the preliminary TAP as a basis for a following FIA. Published as the resource section of TAP, draft Army Program Guidance (APG) (paras 4–3 a and 4–6) translates planning objectives into an initial plan of what the Army hopes to achieve in the next POM. (3) TAP, in its final version, appears the following August, after the FIA. The final TAP documents the preliminary program force approved by the SA and CSA. Together with its included Army Program Guidance (paras 4–3 b and 4–6), TAP—

a. Provides early direction to the programming, budgeting, and execution phases of the PPBES.

b. Outlines national military strategy and security policy for the Army.

c. Summarizes the existing view of the current force, the POM force at the end of the 6th program year, and the projected force 10 years beyond.

d. Introduces midrange planning objectives, derived from long-range plans, into the POM development and prioritization process.

e. Links programming guidance to midrange planning objectives.

f. States the Army’s priorities within expected resource levels.

3–14. Force development and Total Army Analysis

a. The thrust of PPBES planning is to develop an achievable force structure for the Total Army that supports the national military strategy. The approach centers on TAA, a computer-aided force development process that gets under way about January of the even year.

b. Led by DCOPS, TAA receives HQDA agency and MACOM-PEO participation. It draws guidance from the TAP and other sources and generates requirements for manpower and equipment. The TAA helps assess force capabilities and helps determine, verify, and justify Army requirements. For each program year, TAA develops a base force that meets projected mission requirements within expected end strength and equipment levels.

c. A related FIA gets under way in January of the odd year. It determines executability of the TAA base force by examining projected resources and developing force structure alternatives. The decision of the CSA, after reviewing the alternatives, establishes a preliminary program force (para 4–6 b ).

d. DCOPS issues the final TAP in August of the odd year, documenting the decision and making the preliminary program force the force structure basis for the Army program.

3–15. Force management

Detailed integration and documentation of the force centers on the management of change (MOC) window which occurs the first and third quarter of each calendar year (fig 2–6). The Army uses the semiannual periods to create MTOE and TDA documents. These documents officially record decisions on missions, organizational structure, and requirements and authorizations for personnel and equipment. The updated MTOE and TDA apply for the current year through the first program year.

a. The process begins with the Command Plan (CPLAN) Guidance message released by HQDA (DCOPS) at the start of the MOC window. CPLANs incorporate MACOM reprogramming and provides force structure allowances (FDA). MACOMs and other operating agencies then submit a proposed troop list at unit (UIC) level. Proposed CPLANs incorporate force decisions reflected in HQDA guidance, including the program force approved in TAP and the Troop Program Guidance. CPLANs reflect the current and projected force structure of each command and show both military and civilian manpower. After HQDA review, DCOPS publishes a Master Force (M-Force) reflecting the approved CPLAN. The M-Force provides the basis for documenting personnel and equipment in MTOE and TDA.

b. The Army Authorization Document System (TAADS) applies to the Total Army—Active Army, Army National Guard, Army Reserve, and civilian work force. The Army uses the system to record changes in requirements and authorizations that result from changes in unit missions, organizational structure, and equipment.

(1) TAADS defines requirements for MTOE units at various levels of organization using data from the Tables of Organization and Equipment System (TOE).

(2) TAADS records data from the Basis of Issue Plan (BOIP) to identify quantitative and qualitative requirements for new items of equipment, including the personnel requirements needed to accommodate them.

(3) Requirements for TDA derive from manpower surveys and a manpower standard application.

c. The Structure and Manpower Allocation System (SAMAS) serves as the force development database that records the authorized level of manpower and force structure for the Army program and budget. SAMAS has two primary files. One is a force file, which reflects the approved and documented force structure position. The force file produces the M-Force. The second file is a budget file, which reflects the approved CPLAN force structure plus additional budgeting assumptions. The budget file produces a Manpower Addendum to the Program and Budget Guidance (PBG) document that provides resource guidance to MACOMs and other operating agencies.

(1) HQDA submits TAADS to OSD as the Army’s billet file, a file that must accord with the manpower and force structure of the Army’s programmed and budgeted force by unit, PE, and military and civilian identity.

(2) Toward this end, the Automatic Update Transaction System (AUTS) compares the CPLAN M-Force against the TAADS documents submitted by MACOMs and other operating agencies. When discrepancies are discovered, the TAADS documents are corrected to reflect the approved CPLAN force structure. The comparison occurs within a month of the close of each MOC window (31 March and 30 September). After matching the CPLAN M-Force and TAADS documents, HQDA approves the TAADS documentation for use by the fields and other operating agencies. When discrepancies are discovered, the TAADS documents are corrected to reflect the approved CPLAN force structure. The comparison occurs within a month of the close of each MOC window (31 March and 30 September). After matching the CPLAN M-Force and TAADS documents, HQDA approves the TAADS documentation for use by the fields and SACS (d, below). HQDA also publishes a new M-Force showing which units have corresponding TAADS documentation. This latest M-Force provides the basis for updating the Personnel Management Authorization Document (PMAD) and Army Stationing and Installation Plan (ASIP).

d. The Structure and Composition System (SACS) produces the Army’s time-phased demands for manpower and equipment over the current, budget, and program years. SACS consists of a series of computational programs that combine information from SAMAS, TOE, BOIP, and TAADS data.

(1) A key output is the Personnel Structure and Composition System (PERSACS). PERSACS summarizes time-phased requirements and authorizations for personnel, specifying grade and branch as well as areas of concentration (AOC) and military occupational specialty (MOS).

(2) Another key product is the Logistics Structure and Composition System (LOGSACS). LOGSACS summarizes time-phased requirements and authorizations for equipment by line item number (LIN).
Section III
Operational Planning Link to the PPBES

3–16. Operational planning

a. Operational planning addresses the 0-2 year short-range planning period. It takes place under JOPES and the counterpart Army Mobilization and Operations Planning and Execution System (AMOPES).

b. Through JOPES, the CINCs and their Service component commands develop concept plans (CONPLANs) and operation plans (OPLANs).

c. Capabilities based, the plans employ the current force to carry out military tasks assigned in the JSCP (para 3–4 c). Plan preparation and review return information about shortfalls and limiting factors for consideration in current planning, programming, and budgeting.

3–17. Missions and tasks

The JSCP carries out the NMS through unified command OPLANS. Its accompanying intelligence estimate assesses potential threats and their impact on available U.S. forces. Based on the assessment, the document assigns missions and planning tasks to the CINCs. It also apportions the combat forces expected to be available. Annexes amplify guidance, capabilities, and tasks in specified functional areas.

3–18. OPLAN development and review

a. HQDA provides ACCs, supporting MACOMs, and reserve components additional guidance through AMOPES. AMOPES provides planning assumptions, policy, and procedures. It applies both to mobilization and to military operations before the involuntary call up of reserve component forces.

(1) AMOPES Annex A describes the availability of Army combat, combat support, and combat service support units for developing Time-Phased Force and Deployment Data (TPFDD).

(2) AMOPES Annex S (will supersede AMOPS Volume V in early 1994) guides planning to—

(a) Survive a nuclear attack on the United States.

(b) Recover and reconstitute essential HQDA missions and functions.

b. ACC TPFDDs specify arrival priorities for force augmentation, resupply, and troop replacement. TPFDD review and later logistics and transportation assessments help refine the priorities to accord with CINC OPLANs. Issues remaining after negotiation become the subject of a force conference in December of the even year and logistics and transportation conferences the following August. ACCs, supporting MACOMs, and HQDA agencies participate in these deliberations. The participants bring information about current shortfalls and limitations to bear on future requirements through the FIA and program development processes.

c. In July (odd year), the CINCs submit their OPLANs for final JCS review and approval. The OPLANs provide a basis for CINC IPLs, which influence program development, their earlier drafts having influenced the ECBRS process and MACOM POM development.

Chapter 4
Programming Phase

4–1. Army programming

a. Army programming helps the senior Army leadership distribute resources to support Army roles and missions. Programming,

translates planning decisions, OSD programming guidance, and congressional guidance into a comprehensive allocation of forces, manpower, and funds. In the process, the PPBES integrates and balances centrally managed programs for manpower; operations; research, development, and acquisition; and stationing and construction. Concurrently, the PPBES incorporates requirements stated by MACOMs and PEOs for manpower, operation and maintenance, housing, and construction.

b. The result is the Army POM. The POM presents the Army’s proposal for a balanced allocation of its resources within specified constraints. OSD reviews the POM and issues a Program Decision Memorandum (PDM) to reflect SECDEF program decisions.

c. The program, as approved by the SECDEF, provides the basis for preparing Army Budget Estimates.

d. During execution (chap 6), program reviews help HQDA, MACOMs, PEOs, and other operating agencies make sure that financial allocations support approved program objectives.

4–2. Defense Planning Guidance

The DPG (para 3–6 a) provides programming direction from the SECDEF.

4–3. Army Program Guidance

a. Army Program Guidance (APG) guides program development. HQDA issues a draft of the document (para 4–6 a) with the draft TAP in January of the even year. It issues a final version (para 4–7 a) the following August, also included as part of TAP.

c. The format of the APG parallels that of the POM, whose standard topics are:

1. Force structure.
2. Force deployment and prepositioning.
3. Modernization and investment.
4. Force readiness and sustainability.
5. Facilities, construction, and maintenance.
6. Manpower.
7. Information management.
8. Reconstitution.
10. International agreements.

4–4. Program administrative instructions

a. MACOM POM Development Instructions. HQDA issues MACOM POM Development Instructions (MPDI) in August of the odd year. The document gives administrative instructions to guide MACOMs and PEOs in preparing their program submission and to MACOMs for submitting CINC high priority warfighting needs.

b. Army POM Preparation Instructions. HQDA issues the Army POM Preparation Instructions (APPI) in January of the even year. For HQDA staff agencies, the document augments OSD’s PPI.

4–5. Program and Budget Guidance

a. The PBG provides resource guidance to MACOMs, PEOs, and other operating agencies. The document covers—

1. The force structure and associated manpower.
2. Appropriations of immediate MACOM and PEO interest, such as:

(a) Operation and Maintenance, Army (OMA) and Army Reserve (OMAR).

(b) Military Construction, Army (MCA) and Army Reserve (MCAR).

(c) Army Family Housing (Operation and Maintenance) (AFHO) and (Construction) (AFHC).

3. Construction, using trust funds for commissary construction and nonappropriated funds (NAF) for morale, welfare, and recreation (MWR) construction.

b. HQDA typically publishes a PBG five times during the biennial PPBES cycle.

1. In the odd years it issues a PBG after the President’s Budget goes to Congress in January and after the draft TAP and APG. The issue reflects the President’s Budget and preliminary program force and guides agency program development. It also guides preparation
of the Resource Management Update (RMU), refining the Command Budget Estimate (CBE) submitted the previous even year. Later, a PBG update follows publication of the final TAP and APG in August. The issue reflects the preliminary program force approved by the SA and CSA. It also records the result of the July RMU submissions and publishes probable fiscal guidance for MACOM and PEO use in completing the field POMs submitted in late November.

(2) In even years, the President usually submits an amended budget. When this occurs, soon after the budget goes to Congress, HQDA will issue a PBG for the information of MACOMs and PEOs. A PBG follows submission of the POM to OSD in April. Reflecting the new program, it guides preparation of CBEs. A PBG update in the fall reflects Army Budget Estimates submitted to OSD in September.

4–6. Transition from planning

The new program cycle for the next POM begins in the fall of the even year. It occurs after OSD program review and near the end of the even-year TAA process. In this early stage of the cycle, planning and programming at HQDA centers on publishing the draft TAP which includes preliminary programming guidance. The activity continues at HQDA with an FIA to establish the preliminary program force.

(a) Army Program Guidance. HQDA publishes the draft APG in January of the odd year as the resource section of the draft TAP. The draft APG translates planning objectives into an initial plan of what the Army hopes to achieve in the POM. It conveys CSA directions for future programs. It applies constrained resources for building an integrated and balanced Army program to achieve Army goals. The document whose guidance reflects the President’s Budget applies to HQDA, MACOMs, PEOs, and other operating agencies.

(1) The draft APG reflects the base force updated through the TAA process and the planning goals and objectives set in TAP. It considers positions taken by Congress in its review of near-year programs. It incorporates program adjustments from the OSD PDM.

(2) The draft APG projects the availability of manpower and dollars as the resource base for developing the program. Economic assumptions in the draft APG cover such issues as the rate of real growth, amount of a projected pay raise, and estimates of foreign currency changes for each year of the new POM.

(3) The draft APG describes preliminary program guidance. It typically covers the following—

(a) Base force proposed for the program period.
(b) Military end strength.
(c) Force readiness goals.
(d) Equipment modernization.
(e) Secondary item levels.
(f) Base operations support levels.
(g) Unit training goals.
(h) Forces stationing.
(i) Other key program areas.

(b) Force Integration Analysis. From January through the end of August, DCSOPS conducts an FIA of the TAA base force. Serving as a link between midterm planning and projections for the availability of resources, the FIA develops and costs major force alternatives. From these alternatives, the SA and CSA select and lock the preliminary program force.

(1) The analysis examines the affordability of each alternative of the TAA base force, adjusting the force to reflect applied resource constraints. It concurrently examines the capability of force units to perform assigned missions in support of CINC operational requirements.

(2) The objective of the analysis is to answer such questions as: Can the force be equipped, manned, and trained? Can the force be sustained and provided facilities? Mobilized and deployed?

(3) Considerations include the following—

(a) Effect of deliveries from earlier budget and execution cycles on the first 2 years of the program.

(b) Execution and current production rates.

(c) Program impacts resulting from OSD budget review.

(d) Fiscal guidance issued by OSD following submission of the President’s Budget to Congress.

4–7. Program development

Army program development formally gets under way when HQDA publishes the final TAP and its included APG in August of the odd year, nearly 1 year before submitting the POM to OSD. Reflecting affordability analyses from the FIA process, TAP and the APG lock in the preliminary program force and stabilize manpower and key equipment requirements for program development. The provisions of the TAP and APG apply to HQDA, MACOMs, PEOs, and other operating agencies.

a. Work in developing the APG section of TAP serves as the program baseline for the following—

(1) An Army Force Posture Statement submitted earlier to SECDEF on 1 April.

(2) The LRRDAP POM years.

(3) ACC, other MACOM, and PEO POM requirements submitted to HQDA in late November.

b. The APG directs HQDA agencies to prepare alternative programs to support the preliminary program force. An alternative, for example, might vary the distribution of resources to readiness and sustainability. Such alternatives provide insights on various ways to apply resources to achieve Army goals and flexibility to adapt to variations in resource levels (and since they are presented in MDEP structure, the alternatives readily convey to management information system data bases.)

4–8. Program development process

Using the MDEP as a building block, program development applies information from the APG published in August of the odd year to refine and extend the program of the previous PPBES cycle.

(a) Program development by MACOMs, PEOs, and other operating agencies gets under way early in the odd year. The resource position reflected in the FYDP for the President’s Budget and related PBG serve as the base for developing program requirements. On publication of the APG in August, MACOMs, PEOs, and other operating agencies adjust requirements to respond to its guidance and related PBG. They then prepare and present to HQDA—

(1) RMUs submitted in July, updating even-year CBEs.

(2) Command plans validating the latest force structure changes or requesting internal reprogramming to meet them.

(3) MACOM and PEO POMs submitted about 1 November.

(4) A validated economic analysis for the POM years when a program is first funded, prepared per AR 11–18 and instructions in the PBG.

b. Information for the early years of the approved LRRDAP serves as the RDA program equivalent to MACOM and PEO POMs.

(1) An Army Force Posture Statement submitted earlier to SECDEF on 1 April.

(2) Command plans validating the latest force structure changes or requesting internal reprogramming to meet them.

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(3) MACOM and PEO POMs submitted about 1 November.

(4) A validated economic analysis for the POM years when a program is first funded, prepared per AR 11–18 and instructions in the PBG.

b. Information for the early years of the approved LRRDAP serves as the RDA program equivalent to MACOM and PEO POMs.
MACOM, PEO, and other agency POMs. The PEG also reviews command and agency zero-sum realignments, which reallocate programmed resources to meet existing shortfalls and changed requirements. The purpose of the review is to make sure that proposed reallocations—
(a) Conform to legal restrictions and Army policy and priorities.
(b) Avoid imprudently high risk.
(c) Do not cause a mandatory program or subprogram to become inexecutable.

4–9. Army program reviews
The program undergoes review by the senior Army leadership in January and February of even years.

a. Army Commanders’ Conference. The Army Commanders’ Conference scheduled during this period provides field commanders with the chance to review and influence program alternatives.

b. SELCOM. The SELCOM then reviews program alternatives, incorporating views expressed at the Army Commanders’ Conference. The SELCOM recommends program alternatives to the SA and CSA.

c. SA and CSA reviews. Throughout January and February, the SA and CSA hold a series of in-process reviews. Then, after the joint SELCOM has completed its work, the SA and CSA decide on the Army program.

4–10. POM preparation and submission
HQDA prepares the POM in March each even year. The POM reflects program actions fleshed out by the HQDA staff with DPAAE. It also documents the program decision of the SA and CSA. Sent to OSD in April, the POM submits the Army program for OSD review.

4–11. OSD program review

a. Also known as the summer issue cycle, the OSD program review begins early in April and continues until late July.

b. The review features Program Review Proposals (PRPs) that recommend alternatives to POM submitted programs. PRPs are two- or three-page issue papers that fully describe the proposed alternative and give evidence for its adoption.

c. PRPs arise early in the process. They develop from review by members of the DRB and nonmember Assistant Secretaries of Defense who manage specific programs. Each reviewer prepares a set of PRPs that offsets recommended program additions with recommended reductions. Submitted to the DEPSECDEF, the balanced sets remain within manpower and fiscal levels originally programmed, thus leaving program costs unchanged. CINC also may submit PRPs but need not balance theirs.

d. PRPs divide into three tiers, which determine their treatment—

(1) Tier I—major issues. Tier I topics and issues become major issues. The DRB deliberates these issues in a series of meetings throughout May and August. Tier I major issues typically fall into one of the following groups:

(a) CINC issues.
(b) Policy and risk assessment.
(c) Nuclear forces.
(d) Conventional forces.
(e) Modernization and investment.
(f) Readiness and logistics.
(g) Manpower.
(h) Intelligence.
(i) Management.
(j) Special Defense agency issues.

(2) Tier II—issue papers. Tier II topics become individual issue papers. As a topic surfaces, ASD(P&E) staffs it within OSD and with the services and defense agencies. In late June, members of the DRB review the topics along with the results of staffing. Members then submit written comments and a recommended course of action for decision by the DEPSECDEF. The DEPSECDEF entertains reclamas, provided reductions offset additions, and convenes the DRB if required.

4–12. Program Decision Memorandum
In mid- to late-July, after the DRB has debated all outstanding issues, the DEPSECDEF signs the PDM. The PDM approves the POM with specific changes as the program basis for Army Budget Estimates submitted to OSD.

Chapter 5
Budgeting Phase
Section I
Army Budgeting

5–1. Budget process
Army budgeting proceeds in three stages: formulation, justification, and execution. Budget formulation converts into Army Budget Estimates the first 2 years of the program approved by the DEPSECDEF’s PDM. Budget justification, presents the estimates to Congress and defends them before that body. Budget execution applies congressionally approved resources consisting of authorized manpower and appropriated funds to carry out approved programs.

5–2. Budget guidance
Adding to a DOD budget guidance manual and OSD budget call memorandum, ASA(FM) administrative instructions guide HQDA in preparing Army Budget Estimates. The President’s Budget and POM PBG guide MACOMs and PEOs in preparing their CBES.


a. Two initiatives by OSD change the way DOD components program and budget for designated support functions. To increase cost visibility, in August 1989 DOD adopted a financial management system based on cost per output or unit cost. Then, beginning at the outset of fiscal year 1992, DOD instituted the Defense Business Operations Fund (DBOF), to further improve tools available to managers of DOD support functions.

b. DBOF expands the current revolving fund concept to finance the business operations of defense industrial, commercial, and support activities. It provides a structure for each included business area to identify the products or services produced and the total cost of operations. DBOF incorporates the Army Industrial Fund; Army Stock Fund; Surcharge Collections, Sales of Commissary Stores, Army; and other selected DOD funds.

(1) DBOF is essentially a business-type financial system. For each activity providing support through the fund, DBOF captures...
the total costs of doing business, accounting for both operating and
capital costs.

(a) Operating costs include the usual administrative, supply, and
material expenses. They also include personnel costs associated with
operating and maintaining a support activity. Moreover, depreciation
costs for plant and equipment are included in the operating budget.
(b) Capital costs include the cost of minor construction over $15,
000 with a life expectancy greater than 2 years. They also include
the costs of developing information systems and procuring
equipment.

(2) DBOF recovers the support activity’s cost of operations
through stabilized prices that it charges customers receiving support.
Fixed prices remaining throughout the year protect customers from
unforeseen inflationary pressures and other cost uncertainties. The
fund shows the true cost implication of management decisions to
both the providers of support and supported operating forces.

Section II

5–4. Command budget submissions

a. In the even years, MACOMs and PEOs develop their CBEs
based on the latest PBG, which reflects fiscal levels approved for
the POM. MACOMs and PEOs submit their CBEs to HQDA in
July. Projected for the coming budget, fiscal years of the CBE
typically cover the current (or execution) year through the 4 pro-
gram outyears (fig 5–1).

b. A major aim during budgeting and execution is to maintain
consistency with the program. Acceptance of any change to pro-
gram levels in the approved POM requires determining program
tradeoffs to achieve a zero-sum change. That is, adjustments during
budget formulation must remain within the levels approved for
Army TOA. Proposed program changes submitted in the CBE re-
formulation must remain within the levels approved for
tradeoffs to achieve a zero-sum change. That is, adjustments during
gram levels in the approved POM requires determining program
consistency with the program. Acceptance of any change to pro-


Figure 5-1. Fiscal year structure of resources

<table>
<thead>
<tr>
<th>budget years</th>
<th>program years</th>
</tr>
</thead>
<tbody>
<tr>
<td>CT BY BY</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>FY 93 94 95</td>
<td>96 97 98 99</td>
</tr>
<tr>
<td>$TOA $TOA</td>
<td>$TOA $TOA</td>
</tr>
<tr>
<td>Manpower</td>
<td>Manpower</td>
</tr>
</tbody>
</table>

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consistency with the program. Acceptance of any change to pro-
gram levels in the approved POM requires determining program
tradeoffs to achieve a zero-sum change. That is, adjustments during
budget formulation must remain within the levels approved for
Army TOA. Proposed program changes submitted in the CBE re-
ceive review from functional proponents and appropriation sponsors.
Changes accepted by the PBC and SELCOM make their way into
the budget.

c. Used in support of the Army budget submission to OSD, CBE
schedules have the most impact on the 2 budget years. This is
because CBE changes make a difference in the request that will go
to Congress as the President’s Budget. (Changes in the coming
execution year must be met within the limits of the congressional
appropriation or manpower authorization, essentially by reprogram-
ing either within the MACOM and PEO or at DA level.)

d. In July in the odd years, MACOMs and PEOs forward RMUs
to HQDA. The RMUs refine budget estimates and selected sched-
ules of the CBE submitted the previous year.

5–5. Other budget submissions by MACOMs

Certain other budget submissions and processes parallel those for
the CBE. They apply to appropriate MACOMs for RDTE, procure-
ment, and military construction resources as well as for National
Guard and Reserve resources.

5–6. Acquisition reviews

Material development and procurement programs undergo evalua-
tion during acquisition reviews held in the spring and summer. The
reviews consider recent execution experience in pricing and proj-
ected program changes Pr PE, project number, and BLIN. Major
issues failing to receive required resources at these levels go to the
PBC and SELCOM for review. If necessary, they go to the SA and
CSA for decision.

5–7. Final adjustments

On receipt of the PDM, the DPAE, with the Army Staff and Secre-
tariat, adjusts the program. The DPAE then forwards the result to
the DAB. The DAB, through appropriation sponsors—

a. Develops budget estimates from POM dollar and manpower
levels as adjusted by the PDM.

b. Revises the estimates to incorporate changes determined
through review of CBEs and centralized programs for the RDTE,
procurement, construction, and military personnel appropriations.

c. Adjusts budget estimates to conform to changes required by
pending authorization and appropriation legislation.

5–8. Review and approval

a. Appropriation sponsors (table 1–2) present their proposed revi-
sions to the PBC and SELCOM.

b. After the SELCOM review, the ASA(FM) presents the budget
to the SA and CSA for approval. Once proposed estimates receive
approval, appropriation sponsors, aided by managers for program
and performance, prepare detailed justification books and furnish
update tapes reflecting the CBE. The DAB prepares the executive
summary of the budget and a forwarding letter from the SA to the
SEDEF. Separately, the DAB submits the justification books by
appropriation to OSD, and the DPAE submits an update tape for the
FYDP.

c. During the PBD cycle, each Service identifies certain pending
decrements as major budget issues (MBIs). Army MBIs center on
decrements to specific initiatives that would significantly impair
ability to achieve program intentions. An MBI addresses the adverse
impact that would occur if the decrement were to prevail. An MBI
affecting a combatant command undergoes coordination to get
CINC comments and, if appropriate, CINC support. At the end of
the PBD process, the SA and CSA meet with the SEDEF and
DEPSECDEF on major unresolved issues. The SEDEF decides
whether a meeting with the President to request fund restoration or
reconsider other action is necessary.

d. The DAB supervises the PBD and MBI processes. The DAB
also:

(1) Maintains coordination between the Comptroller of the DOD
and HQDA.

(2) Makes sure that adjustments to fiscal and manpower controls
are correct on all records for each PBD.

(3) Gives special attention to any PBD under appeal, since the
DEPSECDEF may revise the pending adjustments on review.

5–10. President’s Budget

a. In late November or early December, at the end of the PBD
cycle, OSD issues a final PBD incorporating any changes from MBI
deliberations.

b. Completing the review phase, OSD-OMB and the Military
Departments submit required budget information in the form of the
President’s Budget. The budget covers prior year obligations and
updated resource estimates for the current year. It also covers esti-
mates of total obligation authority for the budget year and budget
year plus 1.
c. The DPAE uses these controls to update the FYDP to reflect the President’s Budget submission. (As mentioned, a 1987 statutory change (10 USC 221) requires DOD each year to submit to Congress the FYDP coinciding with the President’s Budget.)

d. Managers for program and performance and appropriation sponsors update their internal systems and the PROBE data base. Their action reflects changes resulting from budget review and approval. Under the guidance and direction of DPAE, PEGs translate the changes into program changes, posting MDEPs as required.

Section III
Justification

5–11. Budget hearings

a. During budget justification, the Army presents and defends its portion of the President’s program before Congress. The process proceeds formally and informally under the staff supervision of the Chief of Legislative Liaison and ASA(FM).

b. After the President formally submits the budget, the Army provides detailed budget justification to the authorizing and appropriations committees. First, however, appropriation sponsors will have prepared material in Army justification books to conform with decisions of the President and SECDEF and congressional requirements for formats and supporting information. Justification books undergo internal Army review under ASA(FM) and are then sent to OSD for final review.

c. The authorizing and appropriation committees hold formal hearings to discuss the issues in the budget request. The SA and the CSA normally testify first. ASA(FM) and Chief of Legislative Liaison help appropriation managers in presenting and defending the details of the budget.

d. The Omnibus Budget Reconciliation Act of 1990, as codified in section 901, title 2, United States Code (2USC 901) significantly changed the congressional budget process of the preceding 5 years. The Act—

(1) Replaced the automatic spending cuts under the Gramm-Rudman deficit law by three discrete sequesters.

(2) Set discretionary spending caps for defense and also for foreign aid and domestic spending for fiscal years 1992 and 1993.

(3) Provided for triggering the first sequester only if the discretionary spending caps are exceeded.

5–12. Legislative approval and enactment

Budget justification ends when the President signs the authorization and appropriation bills for the coming fiscal year. Enacted into law, Army appropriations provide the legal authority to incur obligations and make payments.

5–13. Continuing resolution authority

When Congress fails to pass an appropriation by 30 September, it may pass a continuing resolution. Continuing resolution authority (CRA) derives from emergency legislation that authorizes the funding of Government operations in the absence of appropriations. A temporary measure, the CRA usually restricts funding to the prior year level and prohibits new initiatives. HQDA separately publishes specific policy on how the Army will operate under the CRA.

Chapter 6
Execution Phase

Section I
Budget Execution

6–1. Execution

a. During execution the Army—

(1) Manages and accounts for funds and manpower to carry out approved programs.

(2) Checks how well HQDA, MACOMs, PEOs, and other operating agencies use allocated resources to carry out approved programs.

(3) Adjusts resource requirements based on execution feedback.

b. This section describes budget execution. Section II, below, addresses program performance and review.

6–2. Financial management

Budget execution applies the funds appropriated by Congress to carry out approved programs. The procedure entails:

a. Apportioning, allocating, and allotting funds; obligating and disbursing them; and associated reporting and review.

b. Financing unbudgeted requirements caused by changed conditions unforeseen when submitting the budget and having higher priority than the requirements from which funds have been diverted.

6–3. Apportionment, allocation, and allotment

a. An apportionment distributes funds by making specified amounts available for obligation. Appropriation sponsors request apportionment from OMB by submitting justification through the DAB and OSD at the time of budget review. OMB approves the requests, returning apportionments through OSD.

b. Guided by appropriation (and fund) sponsors at HQDA, the Defense Finance and Accounting Services Center (DFAS) allocates apportioned funds to operating agencies. Operating agencies, in turn, make funds available to subordinate commands and installations by an allotment. Allotments authorize users to place orders and award contracts for products and services to carry out approved programs. Installations obligate funds as orders are placed and contracts awarded. They make payments as materiel is delivered or as service is performed.

6–4. Funds control

a. The Army must receive OSD program authorizations and provide them to executing agencies before any funds can be obligated.

b. OSD controls procurement accounts through program releases that specify the quantity of an authorized item that may be bought. Similarly, program releases control the obligation and expenditure of RDTE funds by program elements and construction funds by construction project.

c. Authorization controls for OMA apply quarterly. However, they impose few restrictions on budget programs and activities funded by operating accounts. Instead, OSD sets dollar thresholds that govern rates of expenditure. Within these thresholds, execution focuses on meeting changes in pricing and in adjusting command priorities.

6–5. Obligation and outlay plans

a. Early in the fiscal year, DAB prepares initial obligation and outlay plans. The obligation plans address unexpired funds for all Army appropriations. The outlay plans address unexpired, and expired funds. After an appropriation act passes, DAB and appropriation sponsors revise the plans based on MACOM and PEO estimates of annual obligations.

b. The ASA(FM) sends completed obligation and outlay plans to the Comptroller of the DOD. The plans are tied to obligations and outlays as defined in President’s Budget.

6–6. Financing unbudgeted requirements

Congress recognizes the need for flexibility during budget execution to meet unforeseen requirements or changes in operating conditions. Congress accepts that rigid adherence to program purposes and amounts originally budgeted and approved would jeopardize businesslike performance. Thus, within stated restrictions and specified dollar thresholds, Congress allows Federal agencies to reprogram existing funds to finance unbudgeted requirements.
Section II
Program Performance and Review

6–7. Program implementation
MACOMs, PEOs, and other operating agencies carry out the approved program within manpower and funds provided. They review budget execution, account for, and report on use of allocated funds by appropriation and MDEP. As applicable to each appropriation they include the 0–1 level budget activity, AMSCO, PE, project number, BLIN, BAG, and EOR. They also account for use of allocated manpower by UIC. The manpower and financial data obtained help MACOMs and agencies develop future requirements.

6–8. Formal program performance evaluation
   a. Selected Army programs.
      (1) HQDA conducts a quarterly management review of selected Army programs under the Program Performance and Budget Execution Review System (PPBERS). The review compares actual program performance with objectives set by the SA and CSA at the beginning of the fiscal year. It then takes corrective action to improve goal accomplishment.
      (2) The PBC receives the quarterly PPBERS presentations, from which it selects topics for further presentation to the SELCOM.
   b. Reviews of selected Army systems. Means for checking system program performance include the following—
      (1) Milestone reviews of designated acquisition programs by the Army Systems Acquisition and Review Council conducted by ASA(RDA).
      (2) Milestone and in-process reviews (IPRs) of designated automated information systems by the MAISRC conducted by DISC4.

6–9. OSD execution review
   a. OSD has introduced a biennial execution review of selected programs as a scheduled event in the DOD PPBS process. The measure focuses exclusively on execution of the defense program. It gives the senior leadership a chance to assess the effect of program and policy initiatives.
   b. The review considers subjects selected by the DEPSECDEF from candidates nominated by OSD principals, the Services, and CINCs. OSD uses review findings to influence future DOD policy and the Defense program. For example, the findings help decide DPG content, topics for OSD summer program review, and need for special studies. The findings also lead to new guidance for conducting current efforts.
Appendix A
References

Section I
Required Publications

AR 10–5
Headquarters, Department of the Army. (Cited in para 1-11.)

AR 10–87
Major Army Commands in the Continental United States

AR 11–18
The Cost and Economic Analysis Program. (Cited in para 4-8.)

Section II
Related Publications

AR 37–1
Army Accounting and Fund Control.

Section III
Prescribed Forms
There are no entries for this section.

Section IV
Referenced Forms
There are no entries for this section.
Glossary

Section I
Abbreviations

AAE
Army Acquisition Executive

AASA
Administrative Assistant to the Secretary of the Army

ACC
Army component command

ACFT
Aircraft Procurement, Army (appropriation)

ACP
Army Cost Position

ACSIM
Assistant Chief of Staff for Installation Management

ADCSOPS
Assistant Deputy Chief of Staff for Operations and Plans

AFH
Army Family Housing

AFHC
Army Family Housing (Construction)

AFHO
Army Family Housing (Operations)

ALRPG
Army Long Range Planning Guidance

AMC
U.S. Army Materiel Command

AMHA
Army Management Headquarters Activities

AMMO
Procurement of Ammunition, Army (appropriation)

AMOPES
Army Mobilization, Operations Planning, and Execution System

AMOPS
Army Mobilization and Operations Planning System

AMP
Army Modernization Plan

C4
command and control, communications, and computers

AOC
area of concentration

AOL
authorized organization level

APA
see ACFT

APG
Army Program Guidance

APP
Army POM Preparation Instructions

APS
Army Planning System

AR
Army Regulation

ARNG
Army National Guard

ASA
Assistant Secretary of the Army

ASA(CW)
Assistant Secretary of the Army (Civil Works)

ASA(FM)
Assistant Secretary of the Army (Financial Management)

ASA(IIE)
Assistant Secretary of the Army (Installations, Logistics, and Environment)

ASA(MRA)
Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASA(RDA)
Assistant Secretary of the Army (Research, Development, and Acquisition)

ASARC
Army Systems Acquisition Review Council

ASD(PA&E)
Assistant Secretary of Defense (Program Analysis and Evaluation)

ASIP
Army Stationing and Installation Plan

ATF
Department of the Army Trust Funds

AUTS
Automatic Update Transaction System

BAC
budget activity

BAG
budget activity group

BASOPS
base operations

BCE
Baseline Cost Estimate

BES
Budget Estimates Submission

BLIN
budget line item number

BOIP
Basis of Issue Plan

BRS
automated budget review system

BSA
budget subactivity

By
budget year

C4
command and control, communications, and computers

C4
command and control, communications, and computers

C1
Chairman’s Contingency Capabilities Assessment

CC
Chief of Chaplains

CCA
Chairman’s Guidance

CIDC
U.S. Army Criminal Investigation Command

CINC
commander in chief, unified or specified command

CINC
commander in chief, unified or specified command

CINC
Commander in Chief, U.S. Special Operations Command

CJCS
Chairman of the Joint Chiefs of Staff

CLL
Chief, Legislative Liaison

CNGB
Chief, National Guard Bureau

COE
Chief of Engineers
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>PRP</td>
<td>Program review proposal</td>
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<tr>
<td>PSG</td>
<td>Prioritization Steering Group</td>
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<tr>
<td>PY</td>
<td>Prior year</td>
</tr>
<tr>
<td>RDA</td>
<td>Research, development, and acquisition</td>
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<tr>
<td>RDT&amp;E</td>
<td>Research, Development, Test and Evaluation</td>
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<tr>
<td>RDTE</td>
<td>Research, Development, Test and Evaluation, Army (appropriation)</td>
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<tr>
<td>RMU</td>
<td>Resource Management Update</td>
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<td>ROTC</td>
<td>Reserve Officers' Training Corps</td>
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<td>RPA</td>
<td>Reserve Personnel, Army (appropriation)</td>
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<td>RPM</td>
<td>Real Property Maintenance</td>
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<td>SA</td>
<td>Secretary of the Army</td>
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<td>SAC</td>
<td>Senate Appropriations Committee</td>
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<td>SACS</td>
<td>Structure and Composition System</td>
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<td>SAMAS</td>
<td>Structure and Manpower Allocation System</td>
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<td>SASC</td>
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<td>SBC</td>
<td>Senate Budget Committee</td>
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<td>SECDEF</td>
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<td>SELCOM</td>
<td>Select Committee</td>
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<td>SES</td>
<td>Senior Executive Service</td>
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<td>SIO</td>
<td>Standard Installation Organization</td>
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<td>Stationing and Installations Planning Committee</td>
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<td>SISA</td>
<td>Science and Infrastructure Support Analysis</td>
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<td>SMA</td>
<td>Supply Management, Army (business area)</td>
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<td>SPC</td>
<td>Strategy and Planning Committee</td>
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<td>SPCC</td>
<td>Study Program Coordination Committee</td>
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<tr>
<td>STP</td>
<td>Short Term Project</td>
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<tr>
<td>STARFIARS</td>
<td>Standard Army Financial Inventory Accounting and Reporting System</td>
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<td>SVP</td>
<td>Special Visibility Program</td>
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<tr>
<td>SSN</td>
<td>Standard Study Number</td>
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<td>TAA</td>
<td>Total Army Analysis</td>
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<td>TAADS</td>
<td>The Army Authorization Documents System</td>
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<td>TAE DP</td>
<td>Total Army Equipment Distribution Program</td>
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<td>The Army Plan</td>
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<td>TDA</td>
<td>Table of Distribution and Allowances</td>
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<td>TIG</td>
<td>The Inspector General</td>
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<tr>
<td>TJAG</td>
<td>The Judge Advocate General</td>
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<tr>
<td>TOA</td>
<td>Total Obligational Authority</td>
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<tr>
<td>TOE</td>
<td>Table(s) of Organization and Equipment, Tables of Organization and Equipment System</td>
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<tr>
<td>TPFDD</td>
<td>Time-Phased Force Deployment Data</td>
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<tr>
<td>TRADOC</td>
<td>U.S. Army Training and Doctrine Command</td>
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<tr>
<td>TSG</td>
<td>The Surgeon General</td>
</tr>
<tr>
<td>TTHS</td>
<td>Trainees, Transients, Holders, and Students</td>
</tr>
<tr>
<td>TUSA</td>
<td>Third U.S. Army</td>
</tr>
<tr>
<td>UIC</td>
<td>Unit Identification Code</td>
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<td>USA</td>
<td>Under Secretary of the Army</td>
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<td>USACE</td>
<td>U.S. Army Corps of Engineers</td>
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<td>USAISC</td>
<td>U.S. Army Information Systems Command</td>
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<td>USAR</td>
<td>U.S. Army Reserve</td>
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<td>USAREUR</td>
<td>U.S. Army Europe</td>
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<td>USARLANT</td>
<td>U.S. Army Atlantic</td>
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<tr>
<td>USARPAC</td>
<td>U.S. Army Pacific</td>
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<tr>
<td>USARSO</td>
<td>U.S. Army South</td>
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<tr>
<td>USARSPACECOM</td>
<td>U.S. Army Space and Strategic Defense Command</td>
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<td>USASOC</td>
<td>U.S. Army Special Operations Command</td>
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<td>USCENTCOM</td>
<td>U.S. Central Command</td>
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<td>USD(A)</td>
<td>Under Secretary of Defense for Acquisition</td>
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<tr>
<td>USD(P)</td>
<td>Under Secretary of Defense for Policy</td>
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<td>USEUCOM</td>
<td>U.S. European Command</td>
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<td>U.S. Forces Japan</td>
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<td>U.S. Forces Korea</td>
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<td>USSPACECOM</td>
<td>U.S. Space Command</td>
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<td>USTRANS COM</td>
<td>U.S. Transportation Command</td>
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<td>VCSA</td>
<td>Vice Chief of Staff, U.S. Army</td>
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<tr>
<td>WFLA</td>
<td>Warfighting Lens Analysis</td>
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Section II
Terms

Army leadership
See senior Army leadership.

HQDA
The executive part of the Department of the Army at the seat of Government. Consists of the Office of the Secretary of the Army and the Army Staff.

HQDA principal officials
A designated member of the Army Secretariat or Army Staff.

Major Army commands
Major Army commands (MACOMs) consist of the command organizations of Army Forces in the continental United States (other than HQDA), the Army components of unified commands, and one Army specified command.

Military Traffic Management Command (MTMC), assigned to U.S. Transportation Command (USTRANSCOM)

National command authorities
The President and Secretary of Defense or their duly authorized alternates or successors.

Operating agency
A command, headquarters, or agency assigned a code designation for consolidating fiscal data for budgetary analysis. (See AR 37–1, paragraph 3–9.

Principal official
See HQDA principal official.

Program (budget) execution
Act of carrying out the approved program (budget).

Program planning
Act of working out beforehand how to develop the program.

Senior Army leadership
The Secretary of the Army; Chief of Staff, Army; Undersecretary of the Army; and Vice Chief of Staff, Army.

Section III
Special Abbreviations and Terms
Index

This index is organized alphabetically by topic and subtopic. Topics and subtopics are identified by paragraph number, selected topics by table number.

Acquisition reviews, 2-7, 5-6, 6-8
Appeals of Program Budget Decisions (PBDs), 5-9
Allocation, 6-2, 6-3
Allotment, 6-2, 6-3
Apportionment, 6-2, 6-3
Appropriation(s)
And funds, list of, table 1-2
As representing program requirements, 2-10
Bills, 5-12
For Reserve Components, responsibility for, table 1-2
Included in Program and Budget Guidance, 4-5
Justification books for, 5-8, 5-11
Management latitude in changing, 2-13
Manager assignments for, tables 1-2, 1-3, and 1-5
Manager for program and performance 1-21
Manager for requirements determination 1-21
Of immediate interest to major Army commands, 4-5
Sponsor assignments for, tables 1-2, 1-3 and 1-5
Appropriation sponsor, 1-21d
Army Acquisition Executive (AAE), 1-5c, 1-12
Army Budget Estimates
Cover first 2 years of Army program, 5-1
Administrative instructions for preparing, 5-2
Army Long Range Planning Guidance (ALRPG)
Considered by Strategy and Planning Committee, 2-14
Described, 3-9
Use of, by The Army Plan, 3-13
Army Major Automated Information Systems Review Council (MAISRC), 2-15, 6-8
Army Modernization Plan (AMP), 3-10
Army Plan. See The Army Plan (TAP)
Army planning. See PPBES planning
Army Modernization Plan (AMP), 3-10
Army Plan. See The Army Plan (TAP)
Army Program Guidance (APG), 3-13, 4-3, 4-6, 4-7
Army POM Preparation Instructions (APP), 4-4
Army PPBES. See PPBES
Army Systems Acquisition and Review Council (ASARC), 2-15, 6-8
Authorization
Bill, 5-12
Controls, 6-4
Automatic Update Transaction System (AUTS), 3-15
Basis of Issue Plan (BOIP), 3-15
Budget execution. See also funding
Described, 6-1
Financing unbudgeted requirements, 6-6
Budget justification
Budget hearings, 5-11
Legislative approval and enactment, 5-12
Budget preparation
Guidance for, 5-2
Incorporates final adjustments, 5-7
President’s Budget, 5-10
Program and Budget Guidance, 5-2
Reviewed by PBC and SELCOM, 5-8
Budget process as budget formulation, justification, and execution, 5-1
Budget review
By HQDA, 5-8
By OSD-OMB, 5-9
Candor and privacy of leadership deliberations during PPBES process, 2-11
Chairman's Guidance (CG), 3-3b
Chairman's Program Assessment (CPA), 3-4d
CINC requirements
Briefings on status of, 1-9j
Influence program manager development as integrated priority lists (IPLs), 3-10
Integration of, into programs of major
Army commands, 1-20
Linkage of, to U.S. Training and Doctrine Command (TRADOC), 1-7a(2)
Validated by Deputy Chief of Staff for Operations and Plans, 1-7a(2)
Command plan, 3-15
Continuing resolution authority, 5-13
Control of planning, programming, and budgeting documents, 2-11
DBOF. See Defense Business Operations Fund
Defense Acquisition Board (DAB), 2-7
Defense Business Operations Fund (DBOF), 5-3, table 1-2
Defense Resources Based (DRB), 2-5
Defense Planning Guidance (DPG), 3-6a
DOD
Core managers of, 2-3
Executive Committee (EXCOM) of, 2-4
DOD PPBS
Concept of, 2-1
Role of Defense Resources Board (DRB) in, 2-5
Enhanced Concept Based Requirements System (ECBRS), 3-11
Fall budget review. See budget review
Financing unbudgeted requirements, 2-13b, 6-6
Force development, 3-14. See also PPBES planning
Force documentation, 3-15
Force Integration Analysis (FIA), 3-13, 3-14, 4-6b, 4-7
Funding. See also appropriations; authorization; funding authority
Controls, 2-13, 6-4
Through apportionment, 6-3
Of unbudgeted requirements, 6-6
Funding authority, continuing resolution, 5-13
Future Years Defense Program (FYDP)
Data for, must match data in force structure and manpower databases, 1-9i
Described, 2-2
Director of Program Analysis and Evaluation point of contact for, 1-7b
Submitted to Congress, 1-5, 2-2, 5-10
FYDP. See Future Years Defense Program (FYDP)
Gramm-Rudman-Hollings (GRH) anti deficit law, 5-11
Hearings
Congressional, 5-11
OSD-OMB, 5-9
HQDA principal officials
Functional oversight by, 1-6
Functional tasks of, 1-8 through 1-18
Views of, considered in assessing Army missions and capabilities, 1-7a
Integrated priority lists (IPLs), See CINC requirements
Issue papers, 4-11, 5-9
Joint Military Net Assessment (JMNA), 3-5a
Joint Requirements Oversight Council (JROC), 2-7c
Joint Strategic Capabilities Plan (JSPS), 3-4c, 3-17
Joint Strategic Planning System (JSPS)
Products produced by, 3-4
Supported by PPBES planning, 3-7
Joint Strategy Review (JSR), 3-3
Logistics Structure and Composition System (LOGSACS), 3-15
Long-Range Research, Development, and Acquisition Plan (LRRDAP), 3-12, 4-7, 4-8
MACOM POM Development Instructions (MPDI), 4-4
Major defense programs, 2-2
Major issues, 4-11, 5-9
Management Decision Package (MDEP)
Described, 2-12
Each assigned to a specific Program Evaluation Group, 4-8
Posted by Program Evaluation Groups (PEGs) to reflect budget decisions and approved funding, 5-10d
Use of, required by commanders to track and report on program and financial performance, 1-19d, 6-7
Use of, as building block in developing Army program, 4-8
Management of change (MOC) window, 3-15
Manager for manpower and force structure issues, table 1-1
Manpower standard application, 3-15
Materiel acquisition reviews. See acquisition reviews
National Military Strategy (NMS), 3-4a
Objectives of PPBES, 2-10
Obligation and outlay plans, 6-5
Omnibus Budget Reconciliation Act of 1990, 5-11
Operational planning
Described, 3-16
Guided by Joint Strategic Capabilities Plan (JSCP), 3-17
Operation plans (OPLANs), a product of, 3-16, 3-18
OSD-OMB budget review, 5-9
OSD program authorizations, 6-4
OSD program review, 4-11
Out-of-court settlements, 4-11
PBC. See Program and Budget Committee (PBC)
PBC Systems Subcommittee, 2-14
Personnel Structure and Composition System (PERSACS), 3-15
Planning, Programming, and Budgeting System (PPBS). See DOD PPBS.
POM. See Program Objective Memorandum (POM)
POM Preparation Instructions (PPI), 4-4
PPBES. See also DOD PPBS
Baseline events of, 2-17
Changes in, 1-5
Concept of, 2-9
How used, 1-1
Objectives of, 2-10
Organizational framework for, 2-17
Phases of, 2-17
Principal committees for, 2-14
Related committees, 2-15
Responsibilities for managing operation of, 1-7
Responsibilities for performing functional tasks of, 1-8 through 1-21
Serves as Army’s primary resource management system, 2-8
PPBES planning, 3-7. See also PPBS planning
PPBS, 3-1. See also PPBS planning
President’s Budget, 5-10
Principal officials. See HQDA principal officials
Prioritization Steering Group, 2-14
Privacy and candor, preserving during leadership deliberations, 2-11
Program and Budget Committee (PBC)
Described, 2-14
Review of budget, 5-8
Review of performance of selected Army programs, 6-8
Review of program, 4-9
Review of program changes proposed by Command Budget Estimates, 5-4
Systems Subcommittee of, 2-14
Program and Budget Guidance (PBG)
As budget guidance, 5-2
As program guidance, 4-5
Program Budget Decision (PBD), 5-9
Program Decision Memorandum (PDM), 4-12
Program development
Guidance for, 4-2 through 4-7
Described, 4-7 through 4-12
Latitude in adjusting resources during, 2-13
Use of Program Evaluation Groups (PEGs) in, 2-16, 4-8
Program Evaluation Groups (PEGs)
Composition and focus of, 2-16, tables 1-4 and 1-5
Role of, in program development, 4-8
Use of, to translate adjustments from budget review and approval into program change, 5-10
Program Objective Memorandum (POM)
Approved by Program Decision Memorandum (PDM), 4-12
Format of, 4-3
Preparation of, 4-10
Product of Army programming, 4-1
Review of, by OSD, 4-12
Submits Army program for OSD review, 4-10
Program Performance and Budget Execution Review System (PPBERS), 6-8
Program review by Army, 4-9
Program review by OSD
Classifies issues in three tiers, 4-11
Out-of-court settlements during, 4-11
Program Decision Memorandum (PDM) issued at completion of, 4-12
Program Review Group, 2-6
Program Review Proposals, 4-11
Reprogramming. See financing unbudgeted requirements
Requirements for manpower and equipment considered during Total Army Analysis, 3-14
Resources, changes in during programming and budgeting, 2-13
Resource management architecture, 2-12
Responsibilities
For Armywide policy development and oversight of the PPBES, 1-6
For functional oversight of the PPBES, 1-6
For managing the PPBES, 1-7
For PPBES functional tasks, 1-8 through 1-21
Science and Infrastructure Support Analysis (SISA), 3-11, 3-12
SELCOM. See Select Committee
Select Committee (SELCOM)
Described, 2-14
Review of acquisition issues during budgeting, 5-6
Review of program, 4-9
Review of program changes proposed by Command Budget Estimates, 5-4
Review of budget, 5-8, 5-9, 5-11
Review of performance of selected Army programs, 6-8
Strategy and Planning Committee (SPC), 2-14
Structure and Composition System (SACS), 3-15
Structure and Manpower Allocation System (SAMAS), 3-15
Summer issue cycle. See program review
Systems Subcommittee of PBC, 2-14
Table of Organization and Equipment System (TOE), 3-15
The Army Authorization Document System (TAADS), 3-15
The Army Plan (TAP), 3-13, 4-6, 4-7
Total Army Analysis (TAA), 3-14
Warfighting Lens Analysis (WFLA), 3-11, 3-12
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAE</td>
<td>Army Acquisition Executive</td>
</tr>
<tr>
<td>ASA</td>
<td>Administrative Assistant to the Secretary of the Army</td>
</tr>
<tr>
<td>ACC</td>
<td>Army component command</td>
</tr>
<tr>
<td>ACOSIM</td>
<td>Assistant Chief of Staff for Installation Management</td>
</tr>
<tr>
<td>ADCSOPS</td>
<td>Assistant DCSOPS</td>
</tr>
<tr>
<td>AMC</td>
<td>U.S. Army Materiel Command</td>
</tr>
<tr>
<td>ASA</td>
<td>Assistant Secretary of the Army</td>
</tr>
<tr>
<td>ASA(CW)</td>
<td>ASA (Civil Works)</td>
</tr>
<tr>
<td>ASA(FM)</td>
<td>ASA (Financial Management)</td>
</tr>
<tr>
<td>ASA(ILE)</td>
<td>ASA (Installations, Logistics, and Environment)</td>
</tr>
<tr>
<td>ASA(MRA)</td>
<td>ASA (Manpower and Reserve Affairs)</td>
</tr>
<tr>
<td>ASA(RDA)</td>
<td>ASA (Research, Development and Acquisition)</td>
</tr>
<tr>
<td>BIP</td>
<td>Battlefield Initiatives Program</td>
</tr>
<tr>
<td>CAR</td>
<td>Chief, Army Reserve</td>
</tr>
<tr>
<td>CBE</td>
<td>Command budget estimate</td>
</tr>
<tr>
<td>CBO</td>
<td>Congressional Budget Office</td>
</tr>
<tr>
<td>CC</td>
<td>Chief of Chaplains</td>
</tr>
<tr>
<td>CINC</td>
<td>commander in chief, unified or specified command</td>
</tr>
<tr>
<td>CJCS</td>
<td>Chairman, Joint Chiefs of Staff</td>
</tr>
<tr>
<td>CLL</td>
<td>Chief, Legislative Liaison</td>
</tr>
<tr>
<td>CNGB</td>
<td>Chief, National Guard Bureau</td>
</tr>
<tr>
<td>COE</td>
<td>Chief of Engineers</td>
</tr>
<tr>
<td>CPA</td>
<td>Chief of Public Affairs</td>
</tr>
<tr>
<td>CSA</td>
<td>Chief of Staff, U.S. Army</td>
</tr>
<tr>
<td>DAB</td>
<td>Defense Acquisition Board, Deputy Assistant Secretary of the Army for Army Budget</td>
</tr>
<tr>
<td>DAS</td>
<td>Director of the Army Staff</td>
</tr>
<tr>
<td>DCB</td>
<td>Deputy Chief of Staff</td>
</tr>
<tr>
<td>DCSINT</td>
<td>DCS for Intelligence</td>
</tr>
<tr>
<td>DCSLOG</td>
<td>DCS for Logistics</td>
</tr>
<tr>
<td>DCSOPS</td>
<td>DCS for Operations and Plans</td>
</tr>
<tr>
<td>DCSPER</td>
<td>DCS for Personnel</td>
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<tr>
<td>DEPSECDEF</td>
<td>Deputy SECDEF</td>
</tr>
<tr>
<td>DISC4</td>
<td>Director of Information Systems for Command, Control, Communications, and Computers</td>
</tr>
<tr>
<td>DM</td>
<td>Director of Management</td>
</tr>
<tr>
<td>DPAA</td>
<td>Director of Program Analysis and Evaluation</td>
</tr>
<tr>
<td>DRB</td>
<td>Defense Resources Board</td>
</tr>
<tr>
<td>EXCOM</td>
<td>Executive Committee</td>
</tr>
<tr>
<td>ECBS</td>
<td>Enhanced Concept Based Requirements System</td>
</tr>
<tr>
<td>FYDP</td>
<td>Future Years Defense Program</td>
</tr>
<tr>
<td>GAO</td>
<td>General Accounting Office</td>
</tr>
<tr>
<td>Gen</td>
<td>general</td>
</tr>
<tr>
<td>HAC</td>
<td>House Appropriations Committee</td>
</tr>
<tr>
<td>HASC</td>
<td>House Armed Services Committee</td>
</tr>
<tr>
<td>HBC</td>
<td>House Budget Committee</td>
</tr>
<tr>
<td>HDQA</td>
<td>Headquarters Department of the Army</td>
</tr>
<tr>
<td>ISCOM</td>
<td>U.S. Army Information Systems Command</td>
</tr>
<tr>
<td>ISR</td>
<td>Infrastructure Support Requirements</td>
</tr>
<tr>
<td>JCS</td>
<td>Joint Chiefs of Staff</td>
</tr>
<tr>
<td>JROSC</td>
<td>Joint Requirements Oversight Council</td>
</tr>
<tr>
<td>LRRDAP</td>
<td>Long Range Research, Development, and Acquisition Plan</td>
</tr>
<tr>
<td>MACOM</td>
<td>major Army command</td>
</tr>
<tr>
<td>MILCON</td>
<td>military construction</td>
</tr>
<tr>
<td>OSA</td>
<td>Office of the Secretary of the Army</td>
</tr>
<tr>
<td>OSD</td>
<td>Office of the Secretary of Defense</td>
</tr>
<tr>
<td>PBC</td>
<td>Program and Budget Committee</td>
</tr>
<tr>
<td>PEO</td>
<td>Program Executive Officer</td>
</tr>
<tr>
<td>PM</td>
<td>project/product manager</td>
</tr>
<tr>
<td>POM</td>
<td>Program Objective Memorandum</td>
</tr>
<tr>
<td>PRI</td>
<td>priority</td>
</tr>
<tr>
<td>PRG</td>
<td>Program Review Group</td>
</tr>
<tr>
<td>PSG</td>
<td>Prioritization Steering Group</td>
</tr>
<tr>
<td>RDTE</td>
<td>Research, Development, Test, and Evaluation, Army (appropriation)</td>
</tr>
<tr>
<td>SA</td>
<td>Secretary of the Army</td>
</tr>
<tr>
<td>SAC</td>
<td>Senate Appropriations Committee</td>
</tr>
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<td>SASC</td>
<td>Senate Armed Services Committee</td>
</tr>
<tr>
<td>SBC</td>
<td>Senate Budget Committee</td>
</tr>
<tr>
<td>SECDEF</td>
<td>Secretary of Defense</td>
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<tr>
<td>SELCOM</td>
<td>Select Committee</td>
</tr>
<tr>
<td>SPC</td>
<td>Strategy and Planning Committee</td>
</tr>
<tr>
<td>TIG</td>
<td>The Inspector General</td>
</tr>
<tr>
<td>TJAG</td>
<td>The Judge Advocate General</td>
</tr>
<tr>
<td>TRADOC</td>
<td>U.S. Army Training and Doctrine Command</td>
</tr>
<tr>
<td>TSG</td>
<td>The Surgeon General</td>
</tr>
<tr>
<td>USA</td>
<td>Under Secretary of the Army</td>
</tr>
<tr>
<td>USD(A)</td>
<td>Under Secretary of Defense for Acquisition</td>
</tr>
<tr>
<td>VCSA</td>
<td>Vice Chief of Staff, U.S. Army</td>
</tr>
</tbody>
</table>
Figure 2-5
PPBES Baseline Events I

Notes. – 1. The bold track highlights events that typically occur during the 4-year PPBES cycle. The names, relationships, and timing of events constitute a system baseline. Relatively constant, the baseline remains subject to cycle specific and evolutionary change.

2. Selected other events appear in regular line widths. These events reflect some but not all events of overlapping PPBES cycles. Some of the selected events occur during one of the two preceding cycles. Some occur during the next, or following, cycle.

3. Baseline Events I differs from Baseline Events II (fig 2-6) in that Baseline Events I, for simplicity, shows fewer concurrent events from other cycles.
Figure 2-6
PPBES Baseline Events II

Notes. 1: The bold track highlights events that typically occur during the 4-year PPBES cycle. The names, relationships, and timing of events constitute a system baseline. Relatively constant, the baseline remains subject to cycle specific and evolutionary change.

2. Selected other events appear in regular line widths. These events reflect some but not all events of overlapping PPBES cycles. Some of the selected events occur during one of the two preceding cycles. Some occur during the next, or following, cycle.

3. Baseline Events II differs from Baseline Events I (Fig 2-5) in that Baseline Events II shows more concurrent events from other cycles.