Department of Defense (DoD) Program Inventory

May 31, 2013

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Introduction

The Department of Defense (DoD) 2013 Program Inventory reflects how specific programs align to the Strategic Goals of the organization in the Quadrennial Defense Review (QDR) Report, dated February 2010. Information on contributions made by the programs to the Department's Agency Priority Goals and Cross-Agency Priority (CAP) Goals is available on www.Performance.gov. The Department currently contributes to the Cybersecurity and Veteran Career Readiness CAP Goals.

Background

The Government Performance and Results Act (GPRA) Modernization Act of 2010 (GPRAMA) requires a government-wide inventory of federal programs, with accompanying descriptions, to facilitate coordination across programs and to identify programs with shared goals. With the release of the DoD Program Inventory for 2013, the Department is publicly reporting on its inventory of programs in response to this requirement.

DoD Strategic Goals

1. Prevail in Today's Wars
2. Prevent and Deter Conflict
3. Prepare to Defeat Adversaries in a Wide Range of Contingencies
4. Preserve and Enhance the All-Volunteer Force
5. Reform the business and support functions of the Defense enterprise

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Figure 1: DoD Strategic Goals

Approach

The QDR goals set the strategic priorities for the DoD, including a number of business and management improvements. The DoD's five Strategic Goals are listed in Figure 1. The 2012 Strategic Planning Guidance, which reflects the President's strategic direction to the Department, reaffirmed these goals and emphasized continuing efforts "to reduce the cost of doing business" as one of the principles that will guide DoD force structure and program development in the coming years.   The Strategic Management Plan (SMP) further amplifies the Department's business goals and includes specific initiatives and performance targets. Business goals are directly aligned to the Department's overall strategy as outlined in the DoD Strategic Plan.

The DoD reviewed budget structures and their associated attributes within the context of Program Inventory groups and areas as related to each strategic goal, such as Land Forces and Strategic Defense. The DoD Program Inventory is grouped and aligned to the five DoD Strategic Goals. The program budget authorizations are aggregated by strategic goals and aligned with the Presidential Budget Request for FY2012, FY2013, and FY2014 in Total Obligation Authority (TOA). The programs are aligned to the strategic goals that they support.

*The dollar amounts displayed figures 3, 4 and 5 do not represent the amounts enacted by Congress and do not account for subsequent budget execution adjustments, such as sequestration. Funds for Overseas Contingency Operations (OCO) and other supplemental and emergency funds are **not** included in these totals.*

Summary of Program Inventory Area

DoD Program Area	Definition
Strategic Offense	Consists of all strategic bomber forces, land based missile forces, and sea based missile forces. Also includes activities supporting bombers and intercontinental ballistic missiles (ICBMs).
Strategic Defense	Consists of space defense, ballistic missile defense, interceptors, North American Aerospace Defense Command (NORAD) and Space Command (SPACECOM) support, surveillance, and air defense initiative Including the programs that directly support them.
Strategic C3	Consists of all surveillance and warning systems, command centers, and communications in support of strategic forces.
Land Forces	Consists of all Army and Marine Corps division increments, non-divisional combat units, and tactical support units.
Tactical Air Forces	Consists of air-to-air combat squadrons, air-to-ground combat squadrons, defense suppression forces, tactical reconnaissance squadrons, tactical command, control and communications (C3), tanker/cargo squadrons, other tactical air warfare forces, non-strategic tactical forces plus research and development (R&D), operations, and base operations and management headquarters support activities.
Naval Forces	Consists of all submarines, surface combat ships, amphibious forces, service forces, mine warfare forces, maritime patrol and undersea surveillance forces, sea based Anti-submarine Warfare (ASW) air forces, non-strategic nuclear forces plus fleet, navy systems, navy research & development, base operations and management headquarters, and other operational support activities.
Mobility Forces	Consists of all multimode and intermodal lift forces, airlift forces, sealift forces, land mobility forces, and the programs that directly support them.
Special Operations Forces	Special operations forces training, general support, force enhancements, advanced research development, and acquisition and management headquarters.
General Purpose Support	Consists of general support applicable to all tactical forces.
Theater Missile Defense	Consists of anti-tactical ballistic missile programs.
Counterdrug Support	Includes all service and defense agency support to the Office of the Secretary of Defense (OSD) Counterdrug program.
Defense-Wide Intelligence	Consists of intelligence and related programs.
Communications	Consists of centrally managed communications activities and satellite communications activities.
Command & Control	Includes Worldwide Military Command & Control System (WWMCCS) related programs and other Command and Control (C2) activities.
Information Management	Includes programs related to information management activities.
Science & Technology Program	Consists of all technology base and advanced development programs.
Undistributed Demonstration/Validation	Consists of all undistributed advanced and engineering development programs.

(DemVal), EMD Programs	
RDT&E Management & Support	Consists of all R&D support and R&D base operations and management headquarters programs.
Geophysical Sciences	Consists of all geophysical activities and the programs that directly support them.
Space Launch Support	Includes DoD applications for the space shuttle, consolidated space operations center, space test program and other space support activities.
Nuclear Weapons Support	Includes the Defense Nuclear Agency (DNA), Joint Atomic information Exchange Group Support, management headquarters at DNA and Defense Communications System support to the DNA.
International Support	Includes North Atlantic Treaty Organization (NATO) infrastructure, technology transfer functions, NATO research and development, military assistance groups, and other international activities.
Security & Investigative Functions	Includes security and investigative activities of Defense Security Service (DSS) and the services not related to counterintelligence activities.
Supply Operations	Includes supply depot operations, inventory control points and supply management functions, procurement operations, operation and management of commissary retail sales stores, cash requirements of stock funds, and other activities in support of the supply system.
Maintenance Operations	Includes depot level maintenance of equipment at depots, missile facilities, munitions facilities, and avionics facilities plus ship and ordnance maintenance activities. Also includes costs for depot level maintenance work performed under contract.
Other Logistics Support	Consists of logistics support to R&D, procurement and military construction activities, logistics base operations and management headquarters and other logistics support.
Personnel Acquisition	Consists of all personnel acquisition activities and the programs that directly support them.
Training	Consists of all military personnel tra1ning, civilian personnel training, flight training, intelligence skill training, health personnel training, and training base operations and management headquarters.
Medical	Consists or all hospitals and other medical activities and the programs that directly support them.
Individuals	Includes military personnel placed In the personnel holding account because they are not available for assignment to a unit for medical or disciplinary reasons, or are about to be discharged. Includes military personnel not assigned to a unit because they are In transit to the next permanent duty station, to schooling, or other training. Also includes other costs related to permanent change of station travel for military personnel and their dependents.
Federal Agency Support	Includes civilian and military personnel assigned on a nonreimbursable basis to activities or functions not part of the military functions of the Department of Defense such as the Executive Offices of the President. Commerce Department, Interior Department, Justice Department, State Department, or Transportation Department.
Other Personnel Support	Consists of all family housing, dependent education, and other personnel support activities and the programs that directly support them.
Departmental	Consists of departmental headquarters activities and their direct support.

Figure 2: Summary of the DoD Program Inventory

FY2012 - FY2014 Program Inventory Dollars by Strategic Goal

	1. Prevail Today	2. Prevent and Deter	3. Prepare to Defeat	4. Preserve AVF	5. Reform Business Functions
Sum of FY2012 PB Request Amount	$284,118,480	$26,136,242	$108,358,163	$89,365,754	$45,603,393
Sum of FY2013 PB Request Amount	$269,055,401	$24,517,734	$100,404,764	$86,241,766	$45,780,667
Sum of FY2014 PB Request Amount	$267,862,445	$25,675,761	$101,104,175	$86,242,784	$46,509,724
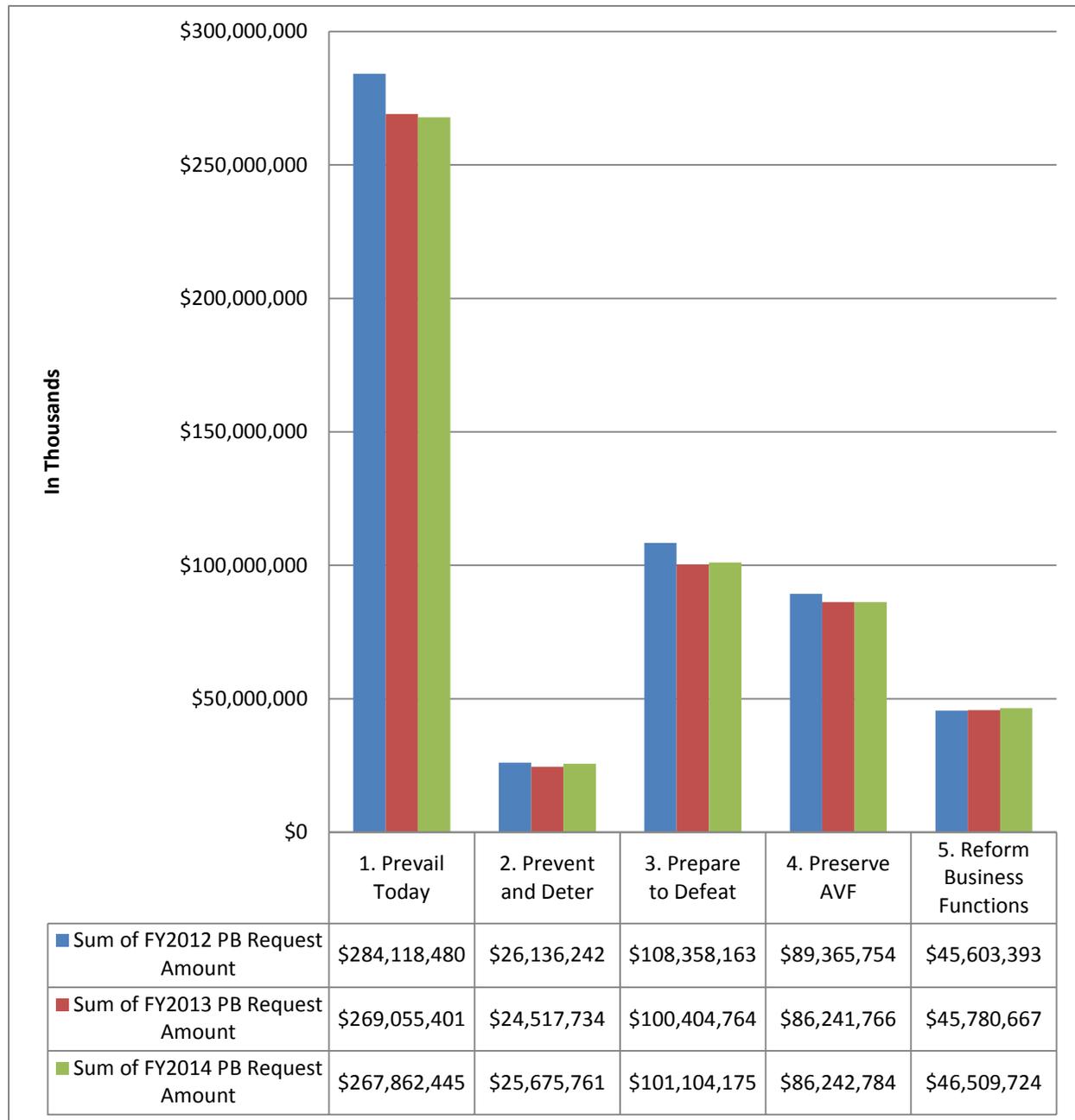
Figure 3: FY2012 - FY2014 Program Inventory by Strategic Goal

Note: The dollar amounts displayed figures 3, 4 and 5 represent the President's Budget Fiscal Years 2012, 2013 and 2014 in Total Obligation Authority (TOA). They do not represent the amounts enacted by Congress and do not account for subsequent budget execution adjustments, such as sequestration. Funds for Overseas Contingency Operations (OCO) and other supplemental and emergency funds are not included in these totals.

FY2012 - FY2014 Program Inventory Dollars by Strategic Goal
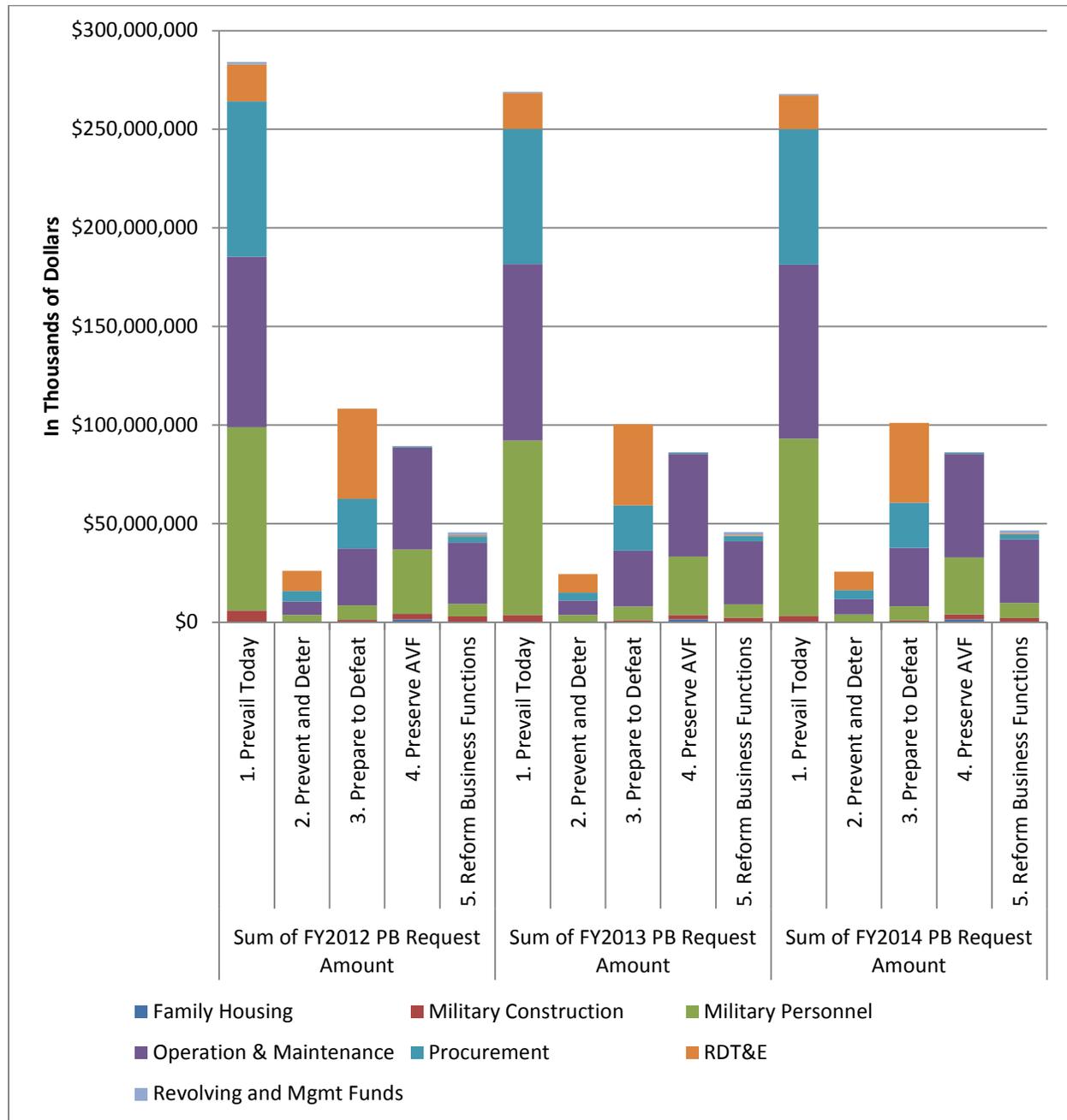
Figure 4: FY2012 - FY2014 Program Inventory Dollars by Strategic Goal

Note: The dollar amounts displayed figures 3, 4 and 5 represent the President's Budget Fiscal Years 2012, 2013 and 2014 in Total Obligation Authority (TOA. They do not represent the amounts enacted by Congress and do not account for subsequent budget execution adjustments, such as sequestration. Funds for Overseas Contingency Operations (OCO) and other supplemental and emergency funds are not included in these totals.

FY 2012 – 2014 Budget by Account

DoD Goal by Budget Account	FY2012 PB Request	FY2013 PB Request	FY2014 PB Request
1. Prevail Today	**$284,118,480**	**$269,055,401**	**$267,862,445**
Family Housing	$61,090	$27,798	$3,826
Military Construction	$5,928,267	$3,782,635	$3,301,657
Military Personnel	$92,981,761	$88,382,577	$89,893,410
Operation & Maintenance	$86,390,916	$89,500,446	$88,254,674
Procurement	$78,788,104	$68,574,933	$68,564,687
R,D,T&E	$18,841,958	$18,178,876	$17,113,491
Revolving and Mgmt. Funds	$1,126,384	$608,136	$730,700
2. Prevent and Deter	**$26,136,242**	**$24,517,734**	**$25,675,761**
Military Construction	$112,968	$188,348	$320,925
Military Personnel	$3,635,455	$3,558,355	$3,687,428
Operation & Maintenance	$6,815,590	$7,291,975	$7,785,420
Procurement	$5,355,116	$4,044,689	$4,558,449
R,D,T&E	$10,217,113	$9,434,367	$9,323,539
3. Prepare to Defeat	**$108,358,163**	**$100,404,764**	**$101,104,175**
Family Housing	$53,670	$54,429	$58,214
Military Construction	$1,275,912	$1,013,297	$983,049
Military Personnel	$7,304,874	$6,922,212	$7,149,562
Operation & Maintenance	$28,831,907	$28,411,135	$29,490,204
Procurement	$25,156,920	$22,818,500	$22,935,973
R,D,T&E	$45,734,880	$41,185,191	$40,487,173
4. Preserve AVF	**$89,365,754**	**$86,241,766**	**$86,242,784**
Family Housing	$1,577,402	$1,566,768	$1,478,893
Military Construction	$2,687,009	$2,221,208	$2,580,360
Military Personnel	$32,575,496	$29,473,600	$28,799,322
Operation & Maintenance	$51,684,739	$52,140,740	$52,491,495
Procurement	$701,547	$746,546	$799,511
R,D,T&E	$74,189	$47,452	$31,472
Revolving and Mgmt. Funds	$65,372	$45,452	$61,731
5. Reform Business Functions	**$45,603,393**	**$45,780,667**	**$46,509,724**
Family Housing	$2,184	$1,786	$1,780
Military Construction	$3,067,545	$2,366,441	$2,282,929
Military Personnel	$6,331,262	$6,775,055	$7,546,909
Operation & Maintenance	$31,109,331	$31,966,086	$32,178,152
Procurement	$3,026,491	$2,638,686	$2,450,806
R,D,T&E	$556,942	$561,881	$564,561
Revolving and Mgmt. Funds	$1,509,638	$1,470,732	$1,484,587
Grand Total	**$553,582,032**	**$526,000,332**	**$527,394,889**

Figure 5: FY2012 - FY2014 Budget Dollar Request by Budget Account

Strategic Offense

This program inventory category represents strategic bomber forces, land based missile forces, and sea based missile forces, and activities supporting bombers and Intercontinental Ballistic Missiles (ICBMs).

Strategic Offense programs include:

- All strategic bomber and tanker forces including the programs that directly support them.
- Strategic land-based missile (SLBM) forces and the programs that directly support them.
- Sea-launched ballistic missile forces and the programs that directly support them.
- Activities that support Air Force strategic bomber, missile, and command, control and communications (C3) forces.

Strategic Offense Program Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Strategic Offense		
Bomber Forces	Includes all long range strategic bomber forces and associated programs including directly-related R&D. Also includes tanker assets with a primary strategic offense mission.	2. Prevent and Deter Conflict
ICBMs	Includes ICBM forces and the programs that directly support those including Army test sites.	2. Prevent and Deter Conflict
SLBMs	Consists of sea-launched ballistic missile forces and the programs that support them. Includes Fleet Ballistic Missile and the programs that directly support them.	2. Prevent and Deter Conflict
Activities Supporting Bombers & ICBMs	Includes operational Headquarters, training and mission evaluation activities. Also includes real property maintenance, base operations and management headquarters activities which support the strategic forces.	2. Prevent and Deter Conflict

Figure 6: Strategic Offense Program Alignment to DoD Strategic Goals

Strategic Defense

This program inventory category represents space defense, ballistic missile defense, interceptors, North American Aerospace Defense Command (NORAD) and Space Command (SPACECOM) support, surveillance, and air defense initiatives including the programs that directly support them.

Strategic Defense programs include:

- Programs dealing with defense against space based objects or the defense of U.S. space assets.

- All ballistic missile defense forces and the programs that directly support them.
- Interceptor forces and the programs that directly support them.
- North American NORAD support activities and base operations and management headquarters at NORAD and Space Command.
- Surveillance forces and the programs that directly support them.
- Air Defense Initiative programs.

Strategic Defense Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Strategic Defense		
Space Defense	Consists of elements dealing with defense against space based objects or the defense of US space assets.	2. Prevent and Deter Conflict
Ballistic Missile Defense	Consists of all ballistic missile defense systems and the programs that support them. Includes missile defense systems and the programs of the strategic defense initiative. Also includes base operations and management headquarters for ballistic missile defense forces.	2. Prevent and Deter Conflict
Interceptors	Consists of interceptor forces and the programs that directly support them. Includes interceptor aircraft squadrons and anti-aircraft missile systems and the programs that directly support them.	2. Prevent and Deter Conflict
NORAD/SPACECOM Support	Includes Space Command and NORAD training, mission evaluation and other activities in support of NORAD mission. Includes real property maintenance, base operations and management headquarters at fixed locations with a primary mission of supporting NORAD.	2. Prevent and Deter Conflict
Surveillance	Includes property and systems with a primary mission of providing early warning of a bomber or cruise missile attack.	2. Prevent and Deter Conflict
Air Defense Initiative	Includes Research and Development projects for defense, surveillance and other air defense measures.	2. Prevent and Deter Conflict

Figure 7: Strategic Defense Alignment to DoD Strategic Goals

Strategic Command, Control and Communications (C3)

This program inventory category represents surveillance and warning systems, command centers, and communications in support of strategic forces.

Strategic C3 programs include:

- Surveillance and warning programs.
- Command Centers programs.
- Communication systems programs.

Strategic C3 Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Strategic C3		
Surveillance/Warning	Consists of surveillance and warning programs. Includes early warning sensors for detection of a ballistic a launch.	2. Prevent and Deter Conflict
Command Centers	Includes the national military command system and command posts and the programs that directly support them.	2. Prevent and Deter Conflict
Communications	Includes communications systems and networks with a primary mission of supporting strategic mission objectives.	2. Prevent and Deter Conflict

Figure 8: Strategic C3 Alignment to DoD Strategic Goals

Land Forces

This program inventory category represents Army and Marine Corps division increments, non-divisional combat units, and tactical support units.

Land Forces programs include:

- Army division increment units and related programs.
- Army non-division combat increment units and related programs.
- Army tactical support increment.
- Marine divisions, non-divisional combat increment, and tactical support increment.
- Army theater defense brigades, air defense units, non-strategic forces, and special mission forces.
- Base operations and management headquarters.
- Operational support to forces.
- R&D support for aircraft, missiles, weapons and tracked combat vehicles, ammunition, and other combat systems.
- Product improvement programs.
- Base operations and management headquarters, operational support, and R&D support to Marine Corps ground forces.

Land Forces Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Land Forces		
Army Division Increment	Consists of the Army division increment. Includes Army Divisions. Formerly divisions were shown by region.	1. Prevail in Today's Wars
Army Non-Divisional Combat Increment	Consists of the Army non-division combat increment. Includes combat brigades, regiments and smaller sized combat units such as armored cavalry regiments, air defense battalions, artillery battalions and others that are not part of an Army division.	1. Prevail in Today's Wars
Army Tactical Support Increment	Consists of the Army tactical support increment. Includes tactical support units for communications, intelligence, medical, logistic, administrative, and other support to division forces	1. Prevail in Today's Wars
Marine Ground Forces	Consists of the Marine divisions, non-divisional combat increment and tactical support increment. Includes Marine division forces also includes helicopter squadrons and air defense battalions that are not part of a Marine division; and the Marine Force Service Support Group that provides supply, transportation, maintenance, engineering, medical and field logistical support to all Fleet Marine Force units.	1. Prevail in Today's Wars
Army Special Mission Forces	Consists of Army theater defense brigades, air defense units, non-strategic forces and special mission forces. Includes theater defense brigades, air defense units, non-strategic forces, and special mission forces.	1. Prevail in Today's Wars
Army Base Operations Support (BOS) and Mgmt., Headquarters (HQ)s	Consists of base operations and management headquarters. Includes real property maintenance, base communications, base operations and management headquarters at fixed installations.	1. Prevail in Today's Wars
Army Operational Support	Consists of operational support to forces. Includes operational command headquarters, force related training, maintenance and administrative support.	1. Prevail in Today's Wars
Army Research and Development Support (R&D)	Consists of R&D support for aircraft, missiles, weapons and tracked combat vehicles, ammunition and other combat systems. Includes R&D programs for aircraft weapons, avionics, engines and other subsystems as well as full scale development programs for helicopters and other aircraft related R&D projects.	1. Prevail in Today's Wars

DoD Programs		Strategic Goal
Army Systems Support	Consists of product improvement programs. Includes improvements and upgrades to battlefield systems, war reserve material including ammunition and spare parts, industrial and stock fund support and other support to Army battlefield systems. Includes Army missile systems.	1. Prevail in Today's Wars
Marine Ground Forces Support	Consists of base operations and management headquarters, operational support, and R&D support to Marine Corps ground forces. Includes real property maintenance, base communications, base operations and management headquarters at fixed installations world-wide. Includes operational command headquarters, force related training, war reserve materials, systems support and other support to combat systems. Includes R&D projects for advanced Marine weapons systems.	1. Prevail in Today's Wars

Figure 9: Land Forces Alignment to DoD Strategic Goals

Tactical Air Forces

This program inventory category represents air-to-air combat squadrons, air-to-ground combat squadrons, defense suppression forces, tactical reconnaissance squadrons, tactical C3, tanker/cargo squadrons, other tactical air warfare forces, non-strategic tactical forces plus R&D, operations, and base operations and management headquarters support activities.

Tactical Air Forces programs include:

- Air Force tactical aircraft squadrons and the programs that directly support them.
- Marine air-to-air/air-to-ground combat aircraft squadrons and defense suppression, tactical reconnaissance, tactical C3, tanker/cargo, and other tactical air warfare forces.
- Naval air-to-air/air-to-ground combat aircraft squadrons, defense suppression, tactical reconnaissance, tactical C3, and other tactical air warfare forces.

Tactical Air Forces Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Tactical Air Forces		
Air Force	Consists of Air Force tactical aircraft squadrons and the programs that directly support them. Includes air-to-air combat aircraft squadrons, missiles and direct R&D support. Includes air-to-ground combat aircraft squadrons, missiles, and direct R&D support. Includes other support for systems with a primary mission of defense suppression. Includes reconnaissance squadrons and R&D and other support for tactical reconnaissance systems. Includes fixed and deployable command and control systems, airborne early warning and control aircraft, and R&D and other support to tactical C3. Includes mission activities such as special tactical unit detachments, general R&D and other support to tactical air warfare. Consists of Air Force non-strategic forces. Consists of R&D programs specifically for the tactical air forces. Includes world-wide operational command headquarters, training and training munitions, civil engineering squadrons and R&D and other support to tactical air forces. Includes real property maintenance, base communications, base operations and management headquarters at installations with a primary mission of supporting tactical air forces and management headquarters at major commands world-wide.	1. Prevail in Today's Wars
Marine	Consists of Marine air-to-air/air-to-ground combat aircraft squadrons and defense suppression, tactical reconnaissance, C3, tanker/cargo and other tactical air warfare forces. Includes air-to-air combat aircraft squadrons Includes attack and fighter aircraft squadrons with a primary mission of air-to-ground combat and associated air-launched ordnance and missiles. Includes tactical electronic warfare squadrons. Includes reconnaissance squadrons. Includes the Marine tactical air control system and. Includes tanker aircraft squadrons. Includes miscellaneous mission activities such as Marine tactical airwing staff flying, tactical combat support activities, aviation support and general support to tactical air warfare. Consists of R&D programs specifically for the Marine tactical air forces. Includes aviation support and air-launched weapons.	1. Prevail in Today's Wars

DoD Programs		Strategic Goal
Navy	Includes air-to-air combat aircraft squadrons, missiles and direct R&D support. Includes air-to-ground combat aircraft squadrons, missiles, and direct R&D support. Includes direct R&D support for systems with a primary mission of defense suppression. Includes reconnaissance squadrons and direct R&D support. Includes early warning aircraft squadrons. Includes miscellaneous mission activities such as airwing staff flying, readiness (training) squadrons, aviation support, ordnance support equipment, other squadrons and general R&D support to tactical air warfare.	1. Prevail in Today's Wars

Figure 10: Tactical Air Forces Alignment to DoD Strategic Goals

Naval Forces

This program inventory category represents submarines, surface combat ships, amphibious forces, service forces, mine warfare forces, maritime patrol and undersea surveillance forces, sea based Anti-submarine Warfare (ASW) air forces, non-strategic forces plus fleet, navy systems, navy research & development, base operations and management headquarters, and other operational support activities.

Naval Forces programs include:

- Non-strategic submarines and related systems.
- Carriers, battleships, cruisers and destroyers plus frigates, patrol combatants, and craft.
- Amphibious forces and the programs that directly support them.
- Forces that resupply combatants at sea.
- Mine warfare forces and the programs that directly support them.
- Maritime patrol and undersea surveillance forces.
- Sea-based ASW air forces.
- Navy non-strategic forces.
- Fleet support to various segments of naval forces including general naval forces, surface forces, surface and air forces, and air forces alone.
- Systems support to various segments of naval forces including general naval forces surface forces, surface and air forces, and air forces alone.
- R&D support to naval ships and aircraft plus general R&D support activities.
- Base operations and management headquarters support.
- Other operational support to various segments of naval forces including general naval forces, surface forces, subsurface forces, air forces, and projection forces.

Naval Forces Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Naval Forces		
Submarines	Consists of non-strategic submarines and related systems. Includes submarines, submarine tenders, submarine ordnance and missiles, deep submergence systems and supporting systems.	1. Prevail in Today's Wars
Surface Combatants	Consists of carriers, battleships, cruisers and destroyers, and frigates, patrol combatants and craft. Includes battleships. Includes cruisers and destroyers and supporting stems including standard missiles, guns, fire control systems, vertical launch systems and others. Includes the frigates, patrol combatants, hydrofoils, coast guard support and supporting programs.	1. Prevail in Today's Wars
Amphibious Forces	Consists of amphibious forces and the programs that directly support them. Includes amphibious assault and support ships and tactical support units.	1. Prevail in Today's Wars
Service Forces	Consists of forces that resupply combatants at sea. Includes aircraft and ships used for resupply of forces at sea such as carrier onboard delivery (COD) Squadrons, underway replenishment ships and major/minor fleet support ships.	1. Prevail in Today's Wars
Mine Warfare Forces	Consists of mine warfare forces and the programs that directly support them. Includes offensive mine warfare capabilities including the procurement and support of mines, the material readiness of prepositioned mine stocks, and mine countermeasures forces including ships, minesweepers and mine countermeasure helicopters.	1. Prevail in Today's Wars
Maritime Patrol & Undersea Surveillance	Consists of maritime patrol and undersea surveillance forces. Includes Anti-Submarine Warfare (ASW) land-based patrol squadrons and supporting systems. Includes fixed and towed array undersea surveillance systems and facilities, communications and other support to undersea surveillance.	1. Prevail in Today's Wars
Sea Based ASW Air Forces	Consists of sea-based ASW air forces. Includes aircraft and helicopters with a primary mission of anti-submarine warfare that are capable of operating from aircraft carriers and/or smaller ships.	1. Prevail in Today's Wars
Non-Strategic Nuclear Naval Forces	Consists of Navy non-strategic nuclear forces.	1. Prevail in Today's Wars

DoD Programs		Strategic Goal
Fleet Support	Consists of fleet support to various segments of naval forces including general naval forces, surface forces, surface and air forces, and air forces alone. Includes support activities of a general nature that apply to the entire fleet such as fleet telecommunications, ordnance disposal forces, special combat support forces and others. Includes destroyer tenders, replacement or modification of surface combatant equipment, ordnance and missiles for surface combatants and other improvements. Includes aircraft intermediate maintenance, modifications and spares, readiness squadrons, air-launched ordnance and missiles, and direct support squadron aircraft.	1. Prevail in Today's Wars
Navy Systems Support	Consists of systems support to various segments of naval forces including general naval forces, surface forces, surface and air forces, and air forces alone. Includes investments in navigational systems, tactical data systems, laboratory fleet support and other support items of a general nature applying to all Naval forces. Includes surface ship sonar modernization, ASW combat systems integration, torpedoes and support equipment and other items supporting Naval surface ships. Includes aircraft equipment reliability/maintainability programs, aircraft general flight tests and other aircraft system support activities.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies
Navy R&D Support	Consists of R&D support to Naval ships and aircraft and general R&D support activities. Includes development projects on surface ships and ship subsystems including propulsion, weapons systems, sonars, radar and fire control systems and others. Includes development projects for aircraft avionics, propulsion, armament, radar and other subsystems that apply generally to several aircraft families. Includes development projects of a general nature that apply to all Naval Forces. Examples are development projects for conventional munitions, manufacturing technology, tactical command systems, navigation systems and many others.	1. Prevail in Today's Wars

DoD Programs		Strategic Goal
Navy BOS & Mgmt., HQs	Consists of base operations and management headquarters support. Includes real property maintenance, base communications, base operations and management headquarters at fixed installations with a primary mission of fleet support and at installations with supporting missions. Includes real property maintenance, base communications, base operations and management headquarters at installations having a primary mission of supporting naval surface forces. Includes real property maintenance, base communications, base operations and management headquarters at installations with a primary mission of supporting Naval air forces. Includes management headquarters for sea control/projection aircraft squadrons	1. Prevail in Today's Wars
Other Operational Support	Consists of other operational support to various segments of naval forces including general naval forces, surface forces, subsurface forces, air forces and projection forces. Includes world-wide major command activities, naval construction forces, special projects, space activities, and numerous miscellaneous support activities of a general nature that apply to all naval tactical forces. Includes operational headquarters of Navy forces.	1. Prevail in Today's Wars

Figure 11: Naval Forces Alignment to DoD Strategic Goals

Mobility Forces

This program inventory category represents multimode and intermodal lift forces, airlift forces, sealift forces, land mobility forces, and the programs that directly support them.

Mobility Forces programs include:

- C3 plus base operations and management headquarters of multimodal and intermodal lift forces.
- Airlift C3; intertheater, aeromedical, commercial, and intratheater airlift; airlift rescue; recovery forces; and the programs that directly support them.
- C3, sea based prepositioning, intertheater and commercial sealift, and direct support of sealift activities.
- C3, land based prepositioning, intertheater land mobility, and direct support of land mobility forces.

Mobility Forces Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Mobility Forces		
Multimode & lntermodal Lift	Consists of C3 and base operations and management headquarters of multimodal and intermodal lift forces. Includes personnel, equipment and facilities associated with the Joint Deployment Agency. Includes the Defense Business Operations Fund program elements. Includes personnel, equipment and facilities associated with the US Transportation Command.	1. Prevail in Today's Wars
Airlift Forces	Consists of airlift C3, intertheater, aeromedical, commercial, and intratheater airlift, airlift rescue and recovery forces and the programs that directly support them. Includes C3 systems of the Air Mobility Command (AMC). Includes intertheater airlift squadrons and airlift support activities. Includes Reserve Associate units. Includes tactical aeromedical airlift squadrons, aeromedical airlift and evacuation units and aeromedical systems development. Includes commercial airlift for movement of passengers, cargo and mail and modification of civilian passenger aircraft into cargo-capable configuration for allocation to the Civil Reserve Air Fleet. Includes aircraft squadrons with a primary mission of intratheater airlift. Includes aircraft squadrons and detachments with a primary mission of aerospace rescue and recovery and NASA space activity support. Includes real property maintenance, base operations and management headquarters at installations with a primary mission of supporting airlift mobility forces. Includes aerial port squadrons and airlift support services including administrative and command functions of airlift groups and wings. Includes revenues from the Airlift Services Industrial Fund.	1. Prevail in Today's Wars

DoD Programs		Strategic Goal
Sealift Forces	Consists of C3, sea based prepositioning, intertheater and commercial sealift and direct support of sealift activities. Includes the Command area headquarters and traffic management functions. Includes Maritime Prepositioning Ships and afloat prepositioning of ammunition, supplies and support equipment to support combat operations of the Marine Corps, Army and Air Force units. Includes troop/cargo ships, fast deployment logistics ships, forward floating depots, tankers, container off-loading and transfer ships and other activities in support of military intertheater sealift capabilities. Includes movement of passengers, cargo and fuel that cannot be met by Navy fleet ships and for long term commercial leases of tankers and roll-on/roll-off cargo ships. Includes Command headquarters activities. Includes revenues from goods or services furnished by any of the Command industrially funded activities.	1. Prevail in Today's Wars
Land Mobility Forces	Consists of C3, land based prepositioning, intertheater land mobility and direct support of land mobility forces. Includes the military traffic management functions performed by the Military Traffic Management Command (MTMC). Includes material and supplies to be prepositioned in specific locations outside of the continental United States to meet Marine Corps combat deployment schedules. Includes railcar maintenance, repair and leasing for the defense freight railway interchange fleet. Includes real property maintenance, base operations and management headquarters at Military Traffic Management Command installations. Includes transportation engineering supporting the Land Mobility system. Includes revenues for goods or services furnished by the industrially-funded activities of the Military Traffic Management Command.	1. Prevail in Today's Wars

Figure 12: Mobility Forces Alignment to DoD Strategic Goals

Special Operations Forces

This program inventory category represents special operations forces operational and support activities.

Special Operations Forces programs include:

- Special operations forces operations.
- Special operations forces training, general support, force enhancements, advanced research development, and acquisition and management headquarters.

Special Operations Forces (SOF) Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Special Operations Forces		
SOF Operations	Consists of special operations forces operations. Includes Special Operations Forces (SOF) units.	1. Prevail in Today's Wars
SOF Support Activities	Consists of special operations forces training, general support, force enhancements, advanced research development and acquisition and management headquarters. Includes training exercises, language training and training in other skills required for conduct of special operations. Includes personnel, medical, logistics and other support identifiable to the Special Operations Forces. Includes development and procurement of new systems and modification of existing equipment to enhance the capabilities of SOF forces. Includes management headquarters at the Special Operations Forces Command	1. Prevail in Today's Wars

Figure 13: Special Operations Forces (SOF) Alignment to DoD Strategic Goals

General Purpose Support

This program inventory category represents general support applicable to all tactical forces.

General Purpose Support programs include:

- General support applicable to all tactical forces.

General Purpose Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
General Purpose Support		
General Purpose Support	Includes special projects, JCS directed and coordinated exercises and other support of a general nature applying to all tactical forces	1. Prevail in Today's Wars

Figure 14: General Purpose Support Alignment to DoD Strategic Goals

Theater Missile Defense

This program inventory category represents anti-tactical ballistic missile programs.

Theater Missile Defense programs include:

- Anti-tactical ballistic missile systems.

Theater Missile Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Theater Missile Defense		
Theater Missile Defense	Consists of anti-tactical ballistic missile systems. Includes programs for anti-tactical ballistic missile defense systems.	1. Prevail in Today's Wars

Figure 15: Theater Missile Support Alignment to DoD Strategic Goals

Counterdrug Support

This program inventory category represents service and defense agency support to the Office of Secretary of Defense (OSD) Counterdrug program.

Counterdrug Support programs include:

- All service and defense agency support to the OSD Counterdrug program.

Counterdrug Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Counterdrug Support		
Counterdrug Support	Includes all service and defense agency support to the OSD Counterdrug program.	1. Prevail in Today's Wars

Figure 16: Counterdrug Support Alignment to DoD Strategic Goals

Defense-Wide Intelligence

This program inventory category represents intelligence and related programs.

Defense-Wide Intelligence programs include:

- Intelligence and related programs.

Defense-Wide Intelligence Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Defense-Wide Intelligence		
Defense-Wide Intelligence Program	Consists of the national intelligence program, other intelligence activities, counter-intelligence and investigative activities. Consists of intelligence program activities and the programs that directly support them. Includes general defense intelligence program activities at major commands world-wide. Includes real property maintenance, base operations and management headquarters at installations with a primary mission of security and management headquarters supporting the general defense intelligence program,. Includes military and industrial security and investigative activities. Includes management headquarters supporting security and investigative activities.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 17: Defense-Wide Intelligence Alignment to DoD Strategic Goals

Communications

This program inventory category represents centrally managed communications activities and satellite communications activities.

Communications programs include:

- Centrally managed communications activities and the programs that directly support them.
- Satellite communications programs.

Communications Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Communications		
Centrally Managed Communications	Consists of centrally managed communications and command and control activities. Consists of centrally managed communications activities and the programs that directly support them. Includes the common-user Defense Communications Services including all long-haul, point-to-point, leased and Government- owned communications facilities identifiable to the Defense Communications System (DCS). Also included are costs for satellite communications systems and other systems support activities. Includes real property maintenance, base communications, base operations and management headquarters at installations with a primary mission of telecommunications activity.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies
Satellite Communications	Consists of satellite communications programs. Includes those programs which are--or support--satellite communications.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 18: Communications Alignment to DoD Strategic Goals

Command & Control

This program inventory category represents Worldwide Military Command and Control System (WWMCCS) related programs and other C2 activities.

Command & Control programs include:

- WWMCCS related programs and other C2 activities.

Command & Control Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Command & Control		
Command & Control Activities	Consists of World-Wide Military Command and Control (WWMCCS) ADP and information systems. Includes the WWMCCS ADP and information system.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 19: Command & Control Alignment to DoD Strategic Goals

Information Management

This program inventory category represents programs related to information management activities.

Information Management programs include:
- Programs related to information management activities.

Information Management Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Information Management		
Information Management Activities	Programs related to information management activities.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 20: Information Management Alignment to DoD Strategic Goals

Science & Technology Program

This program inventory category represents technology base and advanced research and development programs.

Communications programs include:
- All basic research and exploratory development programs.
- Advanced Technology Budget Category programs.

Science & Technology Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Science & Technology Program		
Technology Base	Consists of all basic research and exploratory development programs. Includes basic investigations into broad technology areas such as information processing, materials, aircraft weapons, aircraft avionics, ballistics technology, clothing, equipment, shelter and numerous others. Exploratory Development funds allow for the investigation of new ideas, concepts and techniques with limited feasibility testing. Many successful concepts continue to full scale development and deployment	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies
Advanced Development	Consists of Advanced Technology programs. Includes advanced development and feasibility testing of programs not related to specific combat systems such as advanced development in areas of logistics, medicine, aviation, munitions, materials, health and human factors, and simulation and training devices. Specifically excluded are technology base R&D programs.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 21: Science & Technology Alignment to DoD Strategic Goals

Undistributed Demonstration/Validation (DemVal), Engineering and Manufacturing Development (EMD) Programs

This program inventory category represents undistributed advanced and engineering development programs.

Undistributed DemVal, EMD programs include:

- Classified and other technology programs not identified to a force element.
- Classified and engineering development programs not identified to a specific force element.

Undistributed DemVal, EMD Programs Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Undistributed Demonstration / Validation (DemVal), Engineering and Manufacturing Development (EMD) Programs		
Undistributed Demonstration / Validation (DemVal) Programs	Consists of other technology programs not identified to a force element.	3. Prepare to Defeat
Undistributed Engineering and Manufacturing Development (EMD) Programs	Consists of development programs not identified to a specific force element.	3. Prepare to Defeat

Figure 22: Undistributed DemVal, EMD Programs Alignment to DoD Strategic Goals

Research Development Test and Evaluation (RDT&E) Management & Support

This program inventory category represents R&D support and R&D base operations and management headquarters programs.

RDT&E Management & Support programs include:

- All R&D support programs.
- Real Property management Activities (RPMA), base operations and management headquarters functions for R&D activities.

RDT&E Management & Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
RDT&E Management & Support		
R&D Support Activities	Consists of all R&D support programs. Includes several types of supporting activities such as studies and analyses, test centers and ranges, threat simulators, technical information activities, international cooperative R&D, and others.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies
R&D BOS & Mgmt. HQs	Consists of RPMA, base operations and management headquarters functions for R&D activities. Includes real property maintenance, base operations and management headquarters at installations with a primary mission of research, development, test and evaluation.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 23: RDT&E Management & Support Alignment to DoD Strategic Goals

Geophysical Sciences

This program inventory category represents geophysical activities and the programs that directly support them.

Geophysical Sciences programs include:

- All geophysical activities and the programs that directly support them.
- Mapping, chartering and geodesy activities and the Navigation Satellite Timing and Ranging System (NAVSTAR) program.
- Real Property Maintenance Activities (RPMA) and management headquarters support of Geophysical activities

Geophysical Sciences Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Geophysical Sciences		
Geophysical Activities	Consists of mapping activities and programs. Includes production, handling and processing of mapping, charting and geodesy products. Also included are oceanography, weather service, and the space, ground control and user equipment for the Global Positioning System.	1. Prevail in Today's Wars
Geophysical BOS & Mgmt., HQs	Consists of RPMA and management headquarters support of Geophysical activities. Includes real property maintenance, base communications, base operations and management headquarters for oceanographic, mapping, charting, geodesy, weather service and other miscellaneous (non-intelligence and non-communications) activities.	1. Prevail in Today's Wars

Figure 24: Geophysical Sciences Alignment to DoD Strategic Goals

Space Launch Support

This program inventory category represents DoD applications for the consolidated space operations center, space test program and other space support activities.

Space Launch Support programs include:

- DoD applications for the space shuttle, consolidated space operations center, space test program and other space support activities.

Space Launch Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Space Launch Support		
Space Launch Support	Includes DoD applications for the consolidated space operations center, space test program and other space support activities.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 25: Space Launch Support Alignment to DoD Strategic Goals

Nuclear Weapons Support

This program inventory category represents the Defense Nuclear Agency (DNA), Joint Atomic information Exchange Group Support, management headquarters at DNA and Defense Communications System support to the DNA.

Nuclear Weapons Support programs include:

- DNA, Joint Atomic information Exchange Group Support, management headquarters at DNA, and Defense Communications System support to the DNA.

Nuclear Weapons Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Nuclear Weapons Support		
Nuclear Weapons Support	Includes the DNA, Joint Atomic Information Exchange Group Support, management headquarters at DNA, and Defense Communications System support to the DNA.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 26: Nuclear Weapons Support Alignment to DoD Strategic Goals

International Support

This program inventory category represents International Support programs that includes:

- NATO infrastructure, technology transfer functions, NATO research and development, military assistance groups, and other international activities.

International Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
International Support		
International Support	Includes NATO infrastructure, technology transfer functions, NATO research and development, military assistance groups, and other international activities.	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 27: International Support Alignment to DoD Strategic Goals

Security & Investigative Functions

This program inventory category represents security and investigative activities of DSS and the services not related to counterintelligence activities.

Security & Investigative Functions programs include:

- Security and investigative activities of DSS and the services not related to counterintelligence activities.

Security & Investigative Functions Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Security & Investigative Functions		
Security & Investigative Activities	Security and investigative activities of DSS and the services not related to counterintelligence activities	3. Prepare to Defeat Adversaries and Succeed in a Wide Range of Contingencies

Figure 28: Security & Investigative Functions Alignment to DoD Strategic Goals

Supply Operations

This program inventory category represents supply depot operations, inventory control points and supply management functions, procurement operations, operation and management of commissary retail sales stores, cash requirements of stock funds, and other activities in support of the supply system.

Supply Operations programs include:

- Supply depot operations, inventory control points and supply management functions, procurement operations, operation and management of commissary retail sales stores, cash requirements of stock funds, and other activities in support of the supply system.

Supply Operations Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Supply Operations		
Supply Operations	Includes supply depot operations, inventory control points and supply management functions, procurement operations, operation and management of commissary retail sales stores, cash requirements of stock funds, and other activities in support of the supply system.	5. Reform the Business and Support Functions of the Defense Enterprise

Figure 29: Supply Operations Alignment to DoD Strategic Goals

Maintenance Operations

This program inventory category represent depot level maintenance of equipment at depots, missile facilities, munitions facilities, and avionics facilities plus ship and ordnance maintenance activities. Also includes costs for depot level maintenance work performed under contract.

Maintenance Operations programs include:

- Depot level maintenance of equipment at depots, missile facilities, munitions facilities, and avionics facilities plus ship and ordnance maintenance activities. Also includes costs for depot level maintenance work performed under contract.

Maintenance Operations Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Maintenance Operations		
Maintenance Operations	Includes depot level maintenance of equipment at depots, missile facilities, munitions facilities, avionics facilities and for ship and ordnance maintenance activities. Costs for depot level maintenance work performed under contract are also included.	5. Reform the Business and Support Functions of the Defense Enterprise

Figure 30: Maintenance Operations Alignment to DoD Strategic Goals

Other Logistics Support

This program inventory category represents logistics support to R&D, procurement and military construction activities, logistics base operations and management headquarters and other logistics support.

Other Logistics Support programs include:

- Test ranges and the Space and Missile Test Center (SAMTEC).
- Delivery of production items from the manufacturer's plant or source of procurement to the point of delivery where the Military Components or DoD Agency takes possession or ownership of that item.
- Construction planning, design, and other support activities including contracts for the services of professional architects.
- Real property maintenance, base communications, base operations and management headquarters at industrially funded and non-industrially funded logistics installations.
- A number of miscellaneous logistics support activities such as industrial preparedness, second destination transportation, administrative support, printing plants and laundries (industrially funded), information automation, and others.

Other Logistics Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Other Logistics Support		
Logistics Support to R&D Activities	Includes test ranges and the Space and Missile Test Center (SAMTEC).	5. Reform the Business and Support Functions of the Defense Enterprise
Logistics Support to Procurement Activities	Includes delivery of production items from the manufacturer's plant or source of procurement to the point of delivery where the Military Components or DoD Agency takes possession or ownership of that item.	5. Reform the Business and Support Functions of the Defense Enterprise
Logistics Support to MILCON Activities	Includes construction planning and design including professional architects' services contracts and other construction support activities.	5. Reform the Business and Support Functions of the Defense Enterprise
Logistics BOS & Mgmt. HQs	Includes real property maintenance, base communications, base operations and management headquarters at industrially funded and non-- industrially funded logistics installations. Revenues from industrially funded activities are included as a negative entry to partially offset this program.	5. Reform the Business and Support Functions of the Defense Enterprise
Other Logistics Support	Includes a number of miscellaneous logistics support activities such as industrial preparedness, second destination transportation, administrative support, printing plants and laundries (industrially funded), information automation, and others.	5. Reform the Business and Support Functions of the Defense Enterprise

Figure 31: Other Logistics Support Alignment to DoD Strategic Goals

Personnel Acquisition

This program inventory category represents personnel acquisition activities and the programs that directly support them.

Personnel Acquisition programs include:

- Recruiting, examining and processing personnel into the military service and for advertising in support of recruiting activities. Also includes the service Academies and Reserve Officers' Training Corps (ROTC) programs.
- Management headquarters at the Headquarters U. S. Army Recruiting Command, base operations at Army entrance processing stations and recruiting station leases.

Personnel Acquisition Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Personnel Acquisition		
Personnel Acquisition	Includes recruiting, examining and processing personnel into the military service and for advertising in support of recruiting activities. Also includes the service Academies and ROTC programs.	4. Preserve and Enhance the All-Volunteer Force
Personnel Acquisition Base Operations	Includes management headquarters at the Headquarters U. S. Army Recruiting Command, base operations at Army entrance processing stations and recruiting station leases.	4. Preserve and Enhance the All-Volunteer Force

Figure 32: Personnel Acquisition Alignment to DoD Strategic Goals

Training

This program inventory category represents military personnel training, civilian personnel training, flight training, intelligence skill training, health personnel training, and training base operations and management headquarters.

Training programs include:

- Recruit training, general skills training, professional military training, other professional training, and training support programs.
- Civilian training and education plus professional development programs for DoD civilian executives, supervisors, and employees specifically identified to centrally managed or controlled programs.
- Undergraduate pilot and navigator training, other flight training, and flight training support activities.
- General intelligence and signal intelligence skill training.

- Education and training of health personnel at military and civilian training institutions, health professional scholarship program, University of the Health Sciences, and other health personnel acquisition programs.
- Real property maintenance, base communications, base operations and management headquarters at training bases, unit locations, and Service Academies.

Training Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Training		
Military Personnel Training	Includes recruit training, general skill training, professional military and other professional training, and training support programs.	4. Preserve and Enhance the All-Volunteer Force
Civilian Personnel Training	Includes civilian training, education, and development specifically identified to centrally managed or controlled programs for DoD civilian executives, supervisors, and employees.	4. Preserve and Enhance the All-Volunteer Force
Flight Training	Includes undergraduate pilot and navigator training, other flight training, and flight training support activities.	4. Preserve and Enhance the All-Volunteer Force
Intelligence Skill Training	Includes general intelligence and signal intelligence skill training.	4. Preserve and Enhance the All-Volunteer Force
Health Personnel Training	Includes education and training of health personnel at military and civilian training institutions, health professional scholarship program, University of the Health Sciences, and other health personnel acquisition programs.	4. Preserve and Enhance the All-Volunteer Force
Training BOS & Management. HQs	Includes real property maintenance, base communications, base operations and management headquarters at training bases, unit locations, and Service Academies.	4. Preserve and Enhance the All-Volunteer Force

Figure 33: Training Alignment to DoD Strategic Goals

Medical

This program inventory category represents hospitals and other medical activities and the programs that directly support them.

Medical programs include:

- Medical care for active duty personnel, retired military personnel, and their dependents. Includes provisions for patient care in regional defense facilities, station hospitals and medical clinics, and dental facilities as well as care in non-defense facilities. Also

includes the civilian health and medical program of the uniformed services and other health support activities.

- Real property maintenance, base communications, base operations and management headquarters at medical centers and other installations with a primary mission of health care.

Medical Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Medical		
Hospitals & Other Medical Activities	Includes medical care for active duty and retired military personnel and their dependents. Included are provisions for care in regional defense and non-defense facilities, station hospitals and medical clinics, dental care activities, the civilian health and medical program of the uniformed services (CHAMPUS), and other health support activities	4. Preserve and Enhance the All-Volunteer Force
Medical BOS & Mgmt. HQs	Includes real property maintenance, base communications, base operations and management headquarters at medical centers and other installations with a primary mission of health care.	4. Preserve and Enhance the All-Volunteer Force

Figure 34: Medical Alignment to DoD Strategic Goals

Individuals

This program inventory category represents military personnel placed in the personnel holding account because they are not available for assignment to a unit for medical or disciplinary reasons, or are about to be discharged. Includes military personnel not assigned to a unit because they are in transit to the next permanent duty station, to schooling, or other training. Also includes other costs related to permanent change of station travel for military personnel and their dependents.

Individuals programs include:

- Military personnel placed in the personnel holding account because they are not available for assignment to a unit for medical or disciplinary reasons, or are about to be discharged. Includes military personnel not assigned to a unit because they are in transit to the next permanent duty station, to schooling, or other training. Also includes other costs related to permanent change of station travel for military personnel and their dependents.

Individuals to DoD Strategic Goals

DoD Programs		Strategic Goal
Individuals		
Individuals	Includes military personnel placed in the personnel holding account because they are not available for assignment to a unit for medical or disciplinary reasons, or are about to be discharged. Also included are military personnel not assigned to a unit because they are in transit to the next permanent duty station, to schooling or other training, and costs of permanent change of station travel for military personnel and their dependents.	4. Preserve and Enhance the All-Volunteer Force

Figure 35: Individuals to DoD Strategic Goals

Federal Agency Support

This program inventory category represents support programs that include:

- Civilian and military personnel assigned on a nonreimbursable basis to activities or functions not part of the military functions of the DoD such as the Executive Offices of the President, Commerce Department, Interior Department, Justice Department, State Department, or Transportation Department.

Federal Agency Support to DoD Strategic Goals

DoD Programs		Strategic Goal
Federal Agency Support		
Federal Agency Support	Includes civilian and military personnel assigned on a nonreimbursable basis to activities or functions not part of the military functions of the Department of Defense such as the Executive Offices of the President, Commerce Department, Interior Department, Justice Department, State Department, or Transportation Department.	4. Preserve and Enhance the All-Volunteer Force

Figure 36: Federal Agency Support to DoD Strategic Goals

Other Personnel Support

This program inventory category represents family housing, dependent education, and other personnel support activities and the programs that directly support them.

Other Personnel Support programs include:

- Dwelling units, community facilities, roads, driveways, walkways, and utilities for use by family housing occupants (primarily active duty military personnel and their dependents). Also includes costs for new construction, improvements, debt payments, leasing, and operations and maintenance of family housing and support facilities.
- The education of dependents of federal employees in overseas assignments and for eligible dependents of federal employees residing on federal property where an appropriate public education is unavailable in the nearby community.
- The former American Forces Information Service, other personnel support activities dedicated to enhancing morale and improving community relations-including bands and choruses, ceremonial and public relations activities, processing deceased military personnel, behavioral and motivational rehabilitation, disciplinary barracks and correctional facilities, and others.
- Real property maintenance, base communications, base operations and management headquarters in support of Other Personnel Support Activities.

Other Personnel Support Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Other Personnel Support		
Family Housing	Includes dwelling units, community facilities, roads, driveways, walkways, and utilities for use by family housing occupants, primarily active duty military personnel and their dependents. Costs are for new construction, improvements, debt payments, leasing, and operations and maintenance of family housing and support facilities.	4. Preserve and Enhance the All-Volunteer Force
Dependent Education	Includes the education of dependents of federal employees in overseas assignments and for eligible dependents of federal employees residing on federal property where an appropriate public education is unavailable in the nearby community.	4. Preserve and Enhance the All-Volunteer Force
Other Personnel Support Activities	Includes the American Forces Information Service, other personnel support activities dedicated to enhancing morale and improving community relations--including bands and choruses, ceremonial and public relations activities, processing deceased military personnel, behavioral and motivational rehabilitation, disciplinary barracks and correctional facilities, and others.	4. Preserve and Enhance the All-Volunteer Force
Personnel BOS & Mgmt., HQs	Includes real property maintenance, base communications, base operations and management headquarters in support of other personnel support activities.	4. Preserve and Enhance the All-Volunteer Force

Figure 37: Other Personnel Support Alignment to DoD Strategic Goals

Departmental

This program inventory category represents departmental headquarters activities and their direct support.

Departmental programs include:

- A wide range of department-wide service support activities such as the Army's Adjutant General, publications centers, and postal service agency; the Navy's accounting and finance center and its petroleum reserve; the Air Force's audit agency, Intelligence Service, finance and accounting center; and many others. Also includes department-wide activities such as public affairs, personnel administration, service support to OSD and other defense agencies, Washington Headquarters Services, Office of Economic Adjustment, and other support activities.
- Real property maintenance, base communications, base operations, and management headquarters in support of department-wide administrative activities.

Departmental Alignment to DoD Strategic Goals

DoD Programs		Strategic Goal
Departmental		
Departmental HQ	Includes a wide range of department-wide service support activities such as the Army's Adjutant General, publications centers, and postal service agency; the Navy's accounting and finance center and petroleum reserve; the Air Force audit agency, Intelligence Service, finance and accounting center; and many others. Also included are department-wide activities such as public affairs, personnel administration, service support to OSD and other defense agencies, Washington Headquarters Services, Office of Economic Adjustment, and other support activities.	5. Reform the Business and Support Functions of the Defense Enterprise
Departmental Services	Includes pay of retired military personnel, including reserve components, retired lists, and payments to survivors of retired military personnel under the retired serviceman's family protection plan. Includes personnel inventories in excess or short of the force structure strength requirement (force structure deviation) in the program years, budget year, and current year. Also included are costs to fund selected high productivity investments and costs temporarily assigned to program element 090490 I, Undistributed Adjustments, pending appropriate program element distribution of resources.	5. Reform the Business and Support Functions of the Defense Enterprise

Departmental BOS & Mgmt., HQs	Includes real property maintenance, base communications, base operations, and management headquarters in support of department-wide administrative activities.	5. Reform the Business and Support Functions of the Defense Enterprise

Figure 38: Departmental Alignment to DoD Strategic Goals

Acronyms and Abbreviations

ASW	Anti-submarine Warfare
BOS	Base Operations Support
C2	Command and Control
C3	Command, Control, and Communications
DNA	Defense Nuclear Agency
DemVal	Demonstration/Validation
DSS	Defense Security Service
EMD	Engineering and Manufacturing Development
HQ	Headquarters
ICBM	Intercontinental Ballistic Missiles
MILCON	Military Construction
NATO	North Atlantic Treaty Organization
NAVSTAR	Navigation Satellite Timing and Ranging System
NORAD	North American Aerospace Defense Command
OSD	Office of the Secretary of Defense
QDR	Quadrennial Defense Review
R&D	Research and Development
RDT&E	Research Development Test & Evaluation
ROTC	Reserve Officers' Training Corps
RPMA	Real Property Maintenance Activities
SLBM	Submarine/Sea-Launched Ballistic Missiles
SOF	Special Operations Forces
SPACECOM	Space Command
TOA	Total Obligation Authority
WWMCCS	Worldwide Military Command and Control System

Appendix A: Quadrennial Defense Review (QDR) Strategic Goals

The QDR is the strategic plan for the DoD. It sets out the priority objectives for the Department and the major actions to be taken to accomplish these objectives. It also highlights a number of business and management improvements that are intended to enable greater effectiveness. In order to help defend and advance our national interests, the Department of Defense balances resources and risk among five Strategic Goals:

1. Prevail in Today's Wars

"We must ensure the success of our forces in the field—in Afghanistan, Iraq, and around the world. Along with our allies and partners, we have renewed efforts to help the governments of Afghanistan and Pakistan disrupt, dismantle, and defeat Al Qaeda and eliminate its safe havens within both nations…as the responsible drawdown of the U.S. military presence proceeds, U.S. forces will continue to play important roles advising, training, and…work[ing] with partners and allies to locate and dismantle terrorist networks." (QDR 2010)

2. Prevent & Deter Conflict

"Preventing the rise of threats to U.S. interests requires the integrated use of diplomacy, development, and defense, along with intelligence, law enforcement, and economic tools of statecraft to help build the capacity of partners to maintain and promote stability. Such an approach also requires working closely with our allies and partners to leverage existing alliances and create conditions to advance common interests." (QDR 2010)

3. Prepare to Defeat Adversaries & Succeed in a Wide Range of Contingencies

"If deterrence fails and adversaries challenge our interests with the threat or use of force, the United States must be prepared to respond in support of U.S. national interests. Not all contingencies will require the involvement of U.S. military forces, but the Defense Department must be prepared to provide the President with options across a wide range of contingencies..." (QDR 2010)

4. Preserve & Enhance the All-Volunteer Force

"Given the continuing need for substantial and sustained deployments in conflict zones, the Department must do all it can to take care of our people - physically and psychologically. To reflect the urgency that the Department's leadership places on these issues, the QDR has striven to include them as core components of our policy, planning, and programming considerations." (QDR 2010)

"Our policies, programs, and oversight activities will support this ultimate goal. "Care for Our People" embodies those policies and programs that promote well-being where our Service

members, their families, and civilian personnel can thrive in their careers, social and community engagements, finances, and health." (USD P&R Strategic Plan FY12-16)

5. Reform the business and support functions of the Defense enterprise

"A centerpiece of this defense strategy is its focus on reforming how the Department operates. Our operations in Iraq and Afghanistan and the projections of a complex future environment demand more agile, innovative, and streamlined processes and institutions…" (QDR 2010) Strategic Management Plan Amplifying the QDR's call for business improvements, this Strategic Management Plan (SMP) establishes specific business goals that directly support the Strategic Goals of the QDR, as well as further articulates changes needed in the Department's business domain, while ensuring unity of effort across the enterprise. This SMP covers a two year period, Fiscal Years 2012-2013 and includes seven overarching business goals:

1. Strengthen and right-size the DoD total workforce

2. Strengthen DoD financial management

3. Build agile and secure information technology capabilities

4. Increase the buying power of the DoD

5. Increase operational and installation energy efficiency

6. Re-engineer/use end-to-end business processes

7. Create agile business operations that support contingency missions