



U.S. Department of Defense

Agency Strategic Plan | Fiscal Years 2015-2018

Version 1.0



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FOREWORD



The responsibility of the Department of Defense is the security of our country. That requires thinking ahead, planning for a wide range of contingencies and ensuring our military is ready to respond quickly, effectively, and safely. We are faced with addressing today's challenges while at the same time preparing for tomorrow's threats against our national security.

To meet these challenges, the Department of Defense's priority is helping the President make the best possible national security decisions for protecting our country – and then implementing those decisions with excellence. The Department is working to ensure the strength and health of you who make up the greatest fighting force the world has ever known - our soldiers, sailors, airmen, marines, civilians, and contractors all around the world. To build a force of

the future, we must balance all parts of our defense budget so that we continue to attract the best people to the Department's mission. With a leaner organization, less overhead, reformed business and acquisition practices, we can keep pace with our adversaries' advances in technology and attract the next generation of talented, dedicated Americans to join our calling.

The 2015-2018 Department of Defense Agency Strategic Plan version 1.0 presents the Department's strategic goals, objectives, and a performance management framework that we will use to evaluate our effectiveness and better inform our management decisions. We will leverage the Government Performance and Results Act Modernization Act of 2010 to drive improvements within the Department of Defense to ensure we have the right capability at the right cost as we build the force of the future. It is through the alignment of these goals and priorities that we will maintain the strength of our global force, monitor our effectiveness in achieving efficiencies, and respond effectively to current and future challenges in the defense of our Nation.

My aim is that this strategic plan will help me achieve my three priorities: (1) to help the Commander-in-Chief make decisions with wisdom and care, (2) to provide our warfighters with what they need to fight and win our nation's wars, and (3) to ensure the welfare and dignity of our women and men in uniform, their families, and the entire DoD workforce.


Ash Carter

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DEPARTMENT AND MISSION OVERVIEW

The Department of Defense (DoD) provides military forces needed to deter war and protect the security of the United States of America. The DoD provides the unified strategic direction of combatant forces, for operations under unified command, for the integration into an efficient team of land, naval, and air forces, and for a more effective, efficient, and economical administration of the nation's defense. The DoD is the successor agency to the National Military establishment created by the National Security Act of 1947, (50 U.S.C. §401) and was established as an executive department of the United States Government by the National Security Act Amendments of 1949, with the Secretary of Defense as its head (5 U.S.C. §101).

PERFORMANCE-BASED ORGANIZATION

The DoD is a performance-based organization, as defined by the Office of Management and Budget's (OMB) [Circular A-11](#). As such, the DoD is committed to managing towards specific, measurable goals derived from a defined mission, using performance data to continually improve operations. The concept of a performance-based organization was codified in the [Government Performance and Results Act \(GPRA\)](#) of 1993, and updated in the [GPRA Modernization Act \(GPRAMA\)](#) of 2010. In compliance with GPRAMA, the DoD has set concrete strategic goals and is holding itself accountable through a transparent framework of performance goals, measures, and targets. As a performance-based organization, the DoD is dedicated to results-driven management focused on optimizing value to the American public.

MISSION & VALUES¹

Mission: To provide and support the military forces and capabilities needed to deter war and protect the security of our country.

The Department's scope of responsibility includes overseeing, directing, and controlling the planning for and employment of global or theater-level military forces and the programs and operations essential to the defense mission.

The DoD shall maintain and use armed forces to:

- Support and defend the Constitution of the United States against all enemies, foreign and domestic.
- Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest.
- Uphold and advance the national policies and interests of the United States.

Values: * Duty * Integrity * Ethics * Honor * Courage * Loyalty

¹ www.defense.gov

The DoD mission depends on our military and civilian personnel and equipment being in the right place, at the right time, with the right capabilities, and in the right quantities to protect our national interests. This has never been more important as America fights terrorists who plan and carry out attacks outside of the traditional boundaries of the battlefield.

CORE MISSION AREAS²

- Provide a Stabilizing Presence
- Operate Effectively in Cyberspace and Space
- Defend the Homeland and Provide Support to Civil Authorities
- Conduct Stability and Counterinsurgency Operations
- Conduct Humanitarian, Disaster Relief, and Other Operations
- Maintain a Safe, Secure, and Effective Nuclear Deterrent
- Counter Terrorism and Irregular Warfare
- Counter Weapons of Mass Destruction
- Project Power Despite Anti-Access/Area Denial Challenges
- Defeat and Deter Aggression

ORGANIZATIONAL STRUCTURE

The DoD is one of the nation's largest employers, with approximately 1.4 million Active Component, 836,000 Selected Reserve and 245,000 Individual Ready Reserve forces; and 735,000 appropriated and 126,000 non-appropriated civilian employees. Our military service members and civilians operate in every time zone and in every climate, and more than 450,000 of our employees serve overseas. As one of the nation's largest health-care providers, the DoD cares for almost 9.5 million beneficiaries. DoD executes a multibillion dollar global supply chain, manages a five million item inventory, and operates with a \$500 billion dollar budget. The DoD's real property infrastructure includes over 561,975 facilities (buildings and structures) located on 4,800 sites worldwide. These sites represent nearly 25 million acres; sized from the training ranges of nearly 3 million acres, such as Nellis Air Force Base, to single weather towers or navigational aids isolated on sites of less than one one-hundredth (0.01) of an acre. To protect the security of the United States, the Department operates approximately 5,285 aircraft and 293 ships.

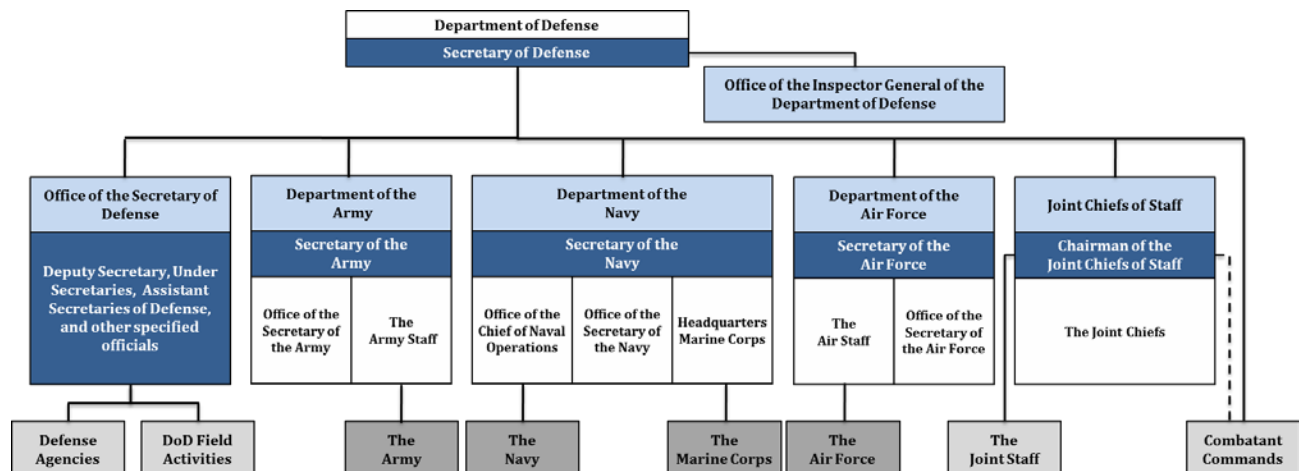
The President of the United States of America is the Commander-in-Chief of the Armed Forces and the vast amount of resources available for mission execution. The Secretary of Defense is the leader and chief executive officer (CEO) of the DoD, second only to the President in exercising

² Defense Strategic Guidance, 2012 and Quadrennial Roles and Missions Review Report, 2009

authority, direction, and control over all defense forces for both operational and administrative purposes. The Deputy Secretary, the second-highest ranking official in the DoD, is chief operating officer (COO) and chief management officer (CMO) delegated full power and authority to act for the Secretary on any and all matters for which the Secretary is authorized to act. The Chairman of the Joint Chiefs of Staff is the principal military advisor to the Secretary of Defense and the President. Authority and control of the Armed Forces is executed through two chain of command branches: 1) the President, through the Secretary of Defense, to the Combatant Commanders (CCDRs) for missions and forces assigned to their commands and 2) the President through the Secretary of Defense to the Secretaries of the Military Departments for purposes other than operational direction of forces assigned to the combatant commands.

The DoD maintains and uses armed forces to support and defend the Constitution and ensure the security of the United States, its possessions, and areas vital to its interest. To accomplish this mission, DoD is organized into the Office of the Secretary of Defense (OSD), Joint Chiefs of Staff, Joint Staff, Office of the Inspector General, the Combatant Commands, Military Departments, Defense Agencies, DoD Field Activities, and other offices, agencies, activities, organizations, and commands established or designated by law, the President, or the Secretary of Defense (See Figure 1).

FIGURE 1. DOD ORGANIZATIONAL STRUCTURE



The DoD Office of Inspector General is an independent and objective unit within the Department that conducts and supervises audits and investigations relating to the Department’s programs and operations. The OSD is the principal staff element of the Secretary of Defense in the exercise of policy development, planning, resource management, fiscal and program evaluation, oversight, interface and exchange with other U.S. Government departments and agencies, foreign governments, and international organizations. The OSD also performs oversight and management of the Defense Agencies and DoD Field Activities. The Defense Agencies and DoD

Field Activities provide, on a DoD-wide basis, a supply or service activity common to more than one Military Department or DoD headquarters function when it is more effective, economical, or efficient to do so.

The Military Departments consist of the Departments of the Army, the Navy (of which the Marine Corps is a component), and the Air Force. Upon the declaration of war, if Congress so directs in the declaration or when the President directs, the U.S. Coast Guard becomes a special component of the Navy; otherwise, it is part of the Department of Homeland Security. The National Guard Bureau is a DoD joint activity. The three Military Departments organize, staff, train, equip, and sustain America's military forces and are composed of the four Military Services (or five when including the U.S. Coast Guard when directed). The Military Departments operate under the authority, direction, and control of the Military Department Secretaries. When the President determines military action is required, these trained and ready forces are assigned or allocated to a Combatant Command responsible for exercising command authority over them. The Joint Chiefs of Staff and Chairman are responsible to the President and the Secretary of Defense for the functions assigned to them; the Chairman of the Joint Chiefs of Staff transmits the orders of the President or the Secretary to the Commanders of the Combatant Commands. The Combatant Commands accomplish assigned military missions as directed.

STAKEHOLDER ENGAGEMENT

The President, as Commander-in-Chief of the armed forces, is the senior military authority in the nation ultimately responsible for the protection of the U.S. from all enemies, foreign and domestic. We report to our Commander-in-Chief and execute the directions of the administration elected to serve the nation. The U.S. Congress is our Board of Directors as part of the Constitution's system of checks and balances. We further have responsibility to our armed forces who risk their well-being for the nation. The American people are our citizen stockholders we exist to protect. In developing this strategic plan, periodic consultations have included solicitation and consideration of views and suggestions with our interested stakeholders.

STRATEGIC ALIGNMENT

The DoD Agency Strategic Plan (ASP) presents the strategic goals and objectives the DoD aims to accomplish over Fiscal Years 2015-2018, describing near and long-term defense performance and priority goals, and the federal cross-agency priority (CAP) goals the DoD contributes toward achieving. The DoD will continue to mature the ASP to better inform internal and external stakeholders, enhance substance for improved decision-making, planning, alignment of actions and resources to realize goals and deal with challenges or risks – while also addressing requirements of GPRAMA and the [National Defense Authorization Act of 2008](#). The DoD's ASP builds from the strategic authorities and direction as depicted in Figure 2 to align national defense efforts and resources ultimately enabling warfighter mission execution.

FIGURE 2. DOD AGENCY STRATEGIC PLAN ALIGNMENT



FEDERAL CROSS-AGENCY PRIORITY GOALS

In partnership with the OMB and other federal agencies, the DoD has shared in the identification and refinement of federal Cross Agency Priority (CAP) Goals. Each CAP goal is identified within the construct of DoD performance and priority goals to aid understanding of alignment and integration efforts going forward. CAP goals are outcome focused areas where progress can be improved through increased cross-agency coordination. CAP goals were published concurrent with a President's Management Agenda (PMA) and are accessible on www.performance.gov. As federal cross-agency council (CxOs) members work together to mature CAP goals, DoD's engagement is increasingly wide-spread across nearly all 15 CAP goals, with the exception of Job-creating Investments and Customer Service due to the nature of the DoD mission.

FEDERAL GOVERNMENT ACCOUNTABILITY OFFICE HIGH RISK AREAS

Since 1990, the Government Accountability Office (GAO) has identified and reported on Government programs and operations at risk. GAO's Biennial High Risk Series Report provides a status of major Government operations that GAO considers high risk due to their vulnerability to waste, fraud, abuse, and mismanagement or are in need of broad-based transformation. GAO has made hundreds of recommendations to the Congress and Executive Branch agencies aimed at improving programs.

[GAO High Risk Series Update](#) releases at the start of each new Congress with the most recent update released in February 2015. This report helps set Congressional oversight agendas and helps the Executive Branch carry out responsibilities, while improving the Government's performance and enhancing accountability. The Department is responsible for seven of the high risk areas and shares responsibility with other Federal agencies for ten additional high risks. The DoD high risk areas have been mapped to show where they align and integrate with ASP strategic goals and objectives (See Appendix A). The DoD's action plan for implementing this strategic plan will include GAO high risk area corrective action elements and progress will be monitored against its strategic goals and objectives.

The GAO High Risk Areas that fall under the responsibility of the DoD are areas of enduring management interest and strategic importance. The Department seeks to improve in these areas to better support the warfighter and exercise responsible financial stewardship of the American people's tax dollars.

GOAL 1: Defeat our Adversaries, Deter War, and Defend the Nation

The nation's ability to project power is inextricably tied to the DoD's ready and trained forces, the ability to move forces rapidly from place to place, and operate anywhere around the world. The DoD will retain and strengthen its power projection capabilities to deter conflict, and if deterrence fails, to win decisively against any aggressor, anywhere in the world. U.S. power projection goes beyond defeating threats and includes the readiness and capabilities to respond to a wide range of crises, partnering with civilian authorities, and supporting humanitarian relief efforts by aiding when and where the DoD is needed most. Cooperative involvement with U.S. interagency in stabilization activities strengthens overall deterrence and defense.

The DoD is working with other Agencies through the National Security Council (NSC)-led Counterterrorism Security Group (CSG) and Counterterrorism Board of Directors (CT BOD) to develop counterterrorism partnership concepts that will guide efforts over the next two years towards building partnership capacity under the auspices of the Counterterrorism Partnerships Fund (CTPF), which was established by Congress in FY 2015, in response to the President's budget request. The DoD will consult with Congress on these partnership concepts once they are endorsed by the CSG and/or approved by the CT BOD.

The DoD will take advantage of enduring U.S. capability advantages to restore and maintain U.S. global power projection capability. To identify and invest in innovative ways to sustain and advance military dominance for the 21st century, focusing investments that sharpens the DoD's military edge in a fiscally constrained environment. The DoD is "offsetting" the investments that adversaries are making in anti-access/area-denial (A2/AD) capabilities-particularly their expanding missile inventories to counter the DoD's traditional military strengths and deepen our cooperation with our close allies and partners.

The DoD conducts planning and coordination activities, working with Department of Homeland Security (DHS), the Department of Health and Human Services (HHS), and other departments/agencies, aimed at enhancing the Department's preparedness to provide Defense Support to Civil Authorities (DSCA) during natural or man-made disasters in response to requests for support from a Primary Federal Agency. These activities help identify gaps or vulnerabilities in the government's ability to implement the National Response Framework, which provides context for how response efforts relate to other parts of national preparedness.

Congress has provided legislative authorities and funding to enhance the Department's support to civil authorities. 50 U.S.C. §2313 assigns responsibility to Assistant Secretary of Defense Homeland Security Defense for the coordination of DoD assistance to Federal, State, and Local officials in responding to Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) threats and related materials, including assistance in identifying, neutralizing, dismantling, and disposing of CBRN weapons and related materials and technologies. The DoD has created a domestic CBRN Response Enterprise (CRE), which integrates State commanded National Guard and Title 10 Federal forces manned, trained, and equipped to provide response to three simultaneous or one major Chemical, Biological, Nuclear or Radiological incidents.

The DoD maintains and updates campaign and contingency plans, reviewed on a biennial basis, and publishes Executive Orders, reviewed as required, to ensure effective DSCA response. The DoD also coordinates interagency wide on the development and update of Federal Interagency Operations Plans (FIOP) and FIOP annexes developed to address whole community response to specific types of incidents, including CBRN, explosives, and natural disasters. The DoD conducts a series of activities referred to as Support for Strategic Analysis (SSA) aimed at identifying vulnerabilities known and emerging threats. Among the Department's SSA activities is maintaining, and updating as necessary, a set of Defense Planning Scenarios aimed at identifying vulnerabilities and stressing the future force's ability to address known and emerging threats.

Execution of programs developed to support the CTPF partnership concepts will present a major challenge across the DoD (including Security Cooperation Offices located in partner nations) as organizations designed to execute approximately \$350 million worth of building partner capacity (BPC) programs annually endeavor to execute over \$1.65B worth of BPC programs in FY 2015 and FY 2016. The DoD will address this challenge by surging existing staff into organizations affected by the increase and hiring temporary employees and contractors to supplement existing staff.

The DoD will be evolving and implementing continuous evaluation to detect potential security and insider threats much earlier than in five year periodic investigations. The cost of conducting security clearance investigations is increasing and annual checks are inefficient and resource-intensive. In the long term, continuous evaluation will bring significant savings to the costs of conducting these investigations. This effort supports Executive Order 13467 and DoD 5200.2 mandates that individuals who have been determined to be eligible for or who currently have access to classified information shall be subject to continuous evaluation. This evaluation reviews the background of an individual to include additional or new checks of commercial databases, Government databases, and other information lawfully available to security officials at any time during the period of eligibility to determine whether that individual continues to meet eligibility requirements for access to classified information.

The DoD also issues internal planning guidance, in the form of goals, priorities, and objectives, including fiscal constraints, for the development of each Military Department's Program Objective Memorandum (POM) and Budget Estimate Submissions (BES). The internal planning guidance also includes direction to conduct studies and assessments of specified issues and challenges in addition to the program and budget guidance related to addressing identified threats and challenges.

Key Strategic Initiatives
Operationalizing the Rebalance to Asia-Pacific
Improving DoD Cyber Posture and Capabilities
Improving Space Warfighting Posture and Capabilities
Thinking through Policy and Posture towards Iran

Strategic Goal 1: Defeat our Adversaries, Deter War, and Defend the Nation						
DoD Owner	Performance Goal (PG) Agency Priority Goal (APG) Cross-Agency Priority Goal (CAP Goal)	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
Strategic Objective (SO) 1.1: Refocus counterterrorism efforts towards building partnership capacity while retaining robust capabilities for direct action.						
USD(P)	PG 1.1.1: Develop counterterrorism partnership concepts for the Levant, Yemen, East Africa, Maghreb/Sahel, and the Lake Chad Basin, and execute programs in support of these partnership concepts, to build partner capacity in countries and regions where violent extremist organizations pose a serious threat to U.S. national interests.	Partnership concepts established.	2	2	TBD	TBD
		Program-level proposals executed.	\$350M	\$350M	TBD	TBD
SO 1.2: Maintain a sufficient missile defense capability to protect the U.S. and establish partnerships with our friends and allies to support their efforts to provide defense from missile attacks.						
	Under Development for ASP v2.0					
SO 1.3: Enhance the effectiveness of the Department's support to civil authorities.						
USD(P)	PG 1.3.1: Maintain a defense response enterprise that is capable and prepared to effectively support civil authorities in response to complex catastrophes.	Number of formal plans developed and coordinated to ensure support to civil authorities during complex catastrophes.	5	5	5	5
		Cumulative number of Homeland Response Forces (HRFs) trained, equipped, evaluated, and validated at a reduced response time of 6-12 hours.	10	10	10	10

Strategic Goal 1: Defeat our Adversaries, Deter War, and Defend the Nation						
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 1.3: Enhance the effectiveness of the Department's support to civil authorities.						
USD(P)	PG 1.3.1: Maintain a defense response enterprise that is capable and prepared to effectively support civil authorities in response to complex catastrophes.	Cumulative number of Chemical, Biological, Radiological, Nuclear and High- Yield Explosives Enhanced Response Force Packages (CERFPs) trained, equipped, evaluated, and validated at a response time of 6-12 hours.	17	17	17	17
		Number of Defense CBRNE Response Forces (DCRFs) trained, equipped, evaluated, and certified at a response time of 24 - 48 hours.	1	1	1	1
		Number of Command and Control (C2) DSCAE Response Elements (C2CREs) trained, equipped and evaluated, as well as certified or validated as applicable at a response time of 96 hours.	2	2	2	2
SO 1.4: Remain vigilant regarding national vulnerabilities to known and emergent military threats posed by internal and external agents, and in concert with other federal departments and agencies, be prepared to execute Defense missions to disrupt, dismantle and defeat military threats.						
USD(I)	PG 1.4.1: Evolve and implement continuous evaluation. Conduct pilots and expand capability in order to perform continuous automated checks on 250,000 personnel by Q4FY16.	Annual number of evaluations.	100,000	250,000	TBD	TBD
	CAP Insider Threat and Security Clearance: Mitigate the inherent risks and vulnerabilities posed by personnel with trusted access to government information, facilities, systems and other personnel. See www.performance.gov .	Annual Continuous Evaluation capability (capacity)	100,000	225,000	500,000	1,000,000
		Joint submission to Congress a report on the metrics and an assessment using the metrics of the effectiveness of the DoD Modernization Strategy in meeting its objectives.	N/A	1	1	1

GOAL 2: Sustain a Ready Force to Meet Mission Needs

The national security challenges are not only numerous and geographically disparate, but many are unconventional. Reflecting this diverse range of challenges, the DoD will implement strategies to facilitate a focused shift in the types of conflict for which the military forces are prepared to execute. After years of protracted, expensive military engagements throughout the Middle East, the Joint Force is currently out of balance. The DoD will set the personnel and readiness conditions to find the most efficient Active and Reserve force mix that ensures acceptable risk in military capabilities and capacity. This is provided through policies that promote a seamlessly integrated Total Force supporting national security at home and abroad. The ideal Total Force will be an efficient mix of a viable operational Active Component and a Reserve Component that can provide strategic hedge, predictable operational support as well as surge times extended need. Both the Active and Reserve Components need access to installations and training lands to maintain their readiness in order for these components to be available when needed.

Turmoil around the world continues, ranging from the threat presented by ISIL in Iraq to the potential of an Ebola pandemic. Despite the continued high operations tempo, the DoD remains committed to ensuring deployed forces around the globe are trained, equipped, and ready to perform their assigned missions. Finding proper balance between maintaining readiness, force structure sizing, modernization, and future threats remains an important component of the Department's mission and the highest priority of the Department's leadership. In order to ensure appropriate Congressional oversight and reporting, the DoD will continue measuring and reporting Readiness via the Quarterly Readiness Report to Congress (QRRC), a comprehensive analytical product which is classified to safeguard sensitive matters.

Strategic Goal 2: Sustain a Ready Force to Meet Mission Needs

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 2.1: Rebalance the Joint Force for a broad spectrum of conflict.						
	Under Development for ASP v2.0					
SO 2.2: Deliver, position, and sustain forces from any point of origin to any point of employment.						
USD (AT&L)	PG 2.2.1: DoD will maintain the Army's average customer wait time at or below 15 days.	Army customer wait time.	15	TBD	TBD	TBD
	PG 2.2.2: DoD will maintain the Navy's average customer wait time at or below 15 days.	Navy customer wait time.	15	TBD	TBD	TBD
	PG 2.2.3: DoD will maintain the Air Force's average customer wait time at or below 7.5 days.	Air Force customer wait time.	7.5	TBD	TBD	TBD
	PG 2.2.4: By FY 2016, DoD will reduce and maintain the percentage of excess on-hand secondary inventory to eight percent of total on-hand secondary inventory.	Percentage of excess on-hand secondary item inventory.	9%	TBD	TBD	TBD
	PG 2.2.5: By FY 2016, DoD will reduce and maintain the percentage of secondary item excess on-order inventory to four percent of total on-order secondary item inventory.	Percentage of excess on-order secondary item inventory.	5%	TBD	TBD	TBD

GOAL 3: Strengthen and Enhance the Health and Effectiveness of the Total Workforce

People are the DoD's most valuable assets and critical to achieving all aspects of the DoD mission. Taking care of DoD Service members, their families, and civilian staff, especially during the ongoing drawdown after more than a decade of conflict and in this fiscal landscape, is a commitment that DoD continues to honor. DoD will make the most efficient use of the Total Force by targeting areas such as transition and strategic human capital planning to remain agile and responsive regardless of the current fiscal challenge and to enable resilience with our workforce.

The DoD will focus on how to achieve lasting success for transitioning Service members both in preparing them for careers beyond the military and ensuring a smooth transition from active duty to veteran status. To effectively address these issues, DoD continues to implement policies and practices that focus on Readiness and supporting Service members and their families, as well as the civilian staff.

The DoD will go beyond optimization of the DoD total workforce mix to address critical support areas to allow Service members and civilians to better focus on mission; by addressing quality of life of military and civilian personnel and their families. Initiating efforts to provide and maintain quality housing for military members and their families through a combination of privatization and military construction.

The DoD will initiate efforts to reinvent the Defense civilian workforce everywhere bringing in highly skilled people; rewarding people and promoting on the basis of performance and talent; and thinking about ways to broaden experiences for military service members. DoD will be more flexible in order to recruit and retain quality people and to create choices that open up opportunities to infuse a new generation of young citizens to pursue a career in the DoD in career fields that are technical, competitive, and have greater educational requirements, such as cybersecurity, engineers and scientists, etc.

Key Strategic Initiatives
Improving competitiveness through attracting and retaining talent
Compensation Reform
Health Care Reform
Wellness Initiatives (e.g. Sexual assault prevention and response Suicide prevention)
All Volunteer Force and Civilian Workforce of the Future

Strategic Goal 3: Strengthen and Enhance the Health and Effectiveness of the Total Workforce						
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 3.1: Service members separating from Active Duty are prepared for the transition to civilian life.						
USD (P&R)	<p>FY14/15 APG 3.1.1: By September 30, 2015, DoD will improve the career readiness of Service Members' transitioning to Veteran status by: 1) ensuring at least 85 percent of eligible Service Members complete new required transition activities prior to separation: pre-separation counseling, a Department of Labor (DoL) employment workshop, and Veterans Affairs' (VA) benefits briefings; 2) verifying that at least 85 percent of separating service members meet newly-established Career Readiness Standards prior to separation; 3) accelerating the transition of recovering Service Members into Veteran status by reducing disability evaluation processing time; and 4) supporting the seamless transition of recovering Service Members by sharing active recovery plans with the VA.</p>	Percent of eligible Service members who separated and attended (a) pre-separation counseling; (b) Department of Labor Employment workshop, and (c) Veterans Affairs Benefits briefings prior to their separation	85%	N/A	N/A	N/A
		Percent of eligible Service members who separated and met Career Readiness Standards prior to their separation	85%	N/A	N/A	N/A
		Percent of Service members who meet DoD Core IDES Process Time and Satisfaction goals	80%	N/A	N/A	N/A
		Percent of wounded, ill and injured (WII) Service members who are enrolled in a Service recovery coordination program and have an established and active recovery plan administered by a DoD trained Recovery Care Coordinator	100%	N/A	N/A	N/A
	<p>DRAFT APG FY16-17 3.1.2: By September 30, 2017, DoD will improve the career readiness of Service Members' transitioning to Veteran status by: 1) ensuring at least 85% of eligible active duty Service Members and 85% of Reserve Service Members complete new required transition activities prior to separation: pre-separation counseling, a Department of Labor (DoL) employment workshop, and Veterans Affairs' benefits briefings; 2) verifying that at least 85% of eligible separating active duty Service Members and 85% of eligible separating Reserve Service Members meet newly established Career Readiness Standards prior to separation; and 3) accelerating the transition of recovering Service Members into Veteran status by reducing the disability evaluation processing time and 4) supporting the seamless transition of recovering Service Members by sharing active recovery plans with the VA.</p>	Under development	N/A	TBD	TBD	TBD

Strategic Goal 3: Strengthen and Enhance the Health and Effectiveness of the Total Workforce						
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 3.2: Foster and encourage workforce initiatives that ensure employees are trained, engaged, and benefitting from a quality work life.						
USD (P&R)	PG 3.2.1: By the end of FY 2018, 66% of the students entering the Defense Language Institute Foreign Language Center Basic Course will have graduated.	% of students entering the Defense Language Institute Foreign Language Center Basic Course who graduate.	64%	65%	66%	66%
USD (AT&L)	PG 3.2.2: The DoD will maintain at least 90% of worldwide government-owned Family Housing inventory at a facility condition index of 80% or more.	% of world-wide government-owned Family Housing inventory at a facility condition index of 80% or more.	80%	80%	80%	80%
	PG 3.2.3: DoD will maintain at least 90% of the worldwide government-owned permanent party unaccompanied housing a facility condition index of 80% or more.	% of the worldwide inventory for government-owned permanent party unaccompanied housing a facility condition index of 80% or more.	80%	80%	80%	80%
USD (AT&L)	PG 3.2.4: In FY 2015, DoD will fund facilities sustainment at a minimum of 80% of the Facilities Sustainment Model (FSM) requirement.	Average Facilities Sustainment Rate (USD(AT&L)).	80%	80%	TBD	TBD
SO 3.3: Ensure that we maintain a highly-skilled military and civilian workforce shaped for today's and tomorrow's needs.						
USD (AT&L)	PG 3.3.1: The DoD will increase the percent of acquisition positions filled with personnel meeting Levels II and III certification requirements from the previous fiscal year.	Percent of acquisition positions filled with personnel meeting Levels II and III certification requirements.	>80.6%	>80.6%	TBD	TBD
USD (P&R)	PG 3.3.2: By the end of FY 2018, the Department will improve and maintain its timeline for all internal and external (direct hire authority, expedited hire authority, and delegated examining) civilian hiring actions at 80 days or less.	Time-to-Hire (days).	80	80	80	80
	PG 3.3.3: By the end of FY 2018, no less than 90% of non-prior service AC accessions will be Tier 1 High School Diploma Graduates (HSDG); no less than 60% of non-prior service AC accessions will be Category I-III; and no more than 4% of non-prior service AC accessions will be Category IV.	Active Components Enlisted Recruiting – Quality (HSDG).	90%	90%	90%	90%
		Active Components Enlisted Recruiting – Quality (Cat I- IIIA).	60%	60%	60%	60%
		Active Components Enlisted Recruiting – Quality (Cat IVs).	<4%	<4%	<4%	4%

Strategic Goal 3: Strengthen and Enhance the Health and Effectiveness of the Total Workforce						
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 3.3: Ensure that we maintain a highly-skilled military and civilian workforce shaped for today’s and tomorrow’s needs.						
USD (P&R)	<p>CAP Service Members and Veterans Mental Health: Improve mental health outcomes for Service members, Veterans, and their Families.</p> <p>See www.performance.gov.</p>	Increase visibility of current DoD, VA and HHS information campaigns related to outreach and reducing barriers.	TBD	TBD	TBD	TBD
		A participant feedback satisfaction survey will be designed to follow-up with participants to gauge quality and effectiveness measures of non-medical counseling services provided via the Military OneSource and Military and Family Life Counseling Programs	1	N/A	N/A	N/A
		Increase the number of Army telemental health providers to support Child and Family Behavioral Health Services	TBD	TBD	TBD	TBD
		Increase service member and Family access to behavioral health services within primary care settings to include retired service members and their adult family members	TBD	TBD	TBD	TBD
		Continue to expand and promote vetted resources to aid community-based providers, including the military culture training, VA Community Provider Toolkit	TBD	TBD	TBD	TBD
		Expand the pilot to users that includes all of the information in both AHLTA and VistA	1000	TBD	TBD	TBD
		Real Warriors: Expand reach through targeted media activity (4 per quarter)	12	TBD	TBD	TBD
		Military OneSource: Percent of participants receiving non-medical counseling who report being satisfied with services	90%	TBD	TBD	TBD
		USA will be a 10 percent increase in Army telemental health encounters in FY15	30,457	TBD	TBD	TBD

Strategic Goal 3: Strengthen and Enhance the Health and Effectiveness of the Total Workforce						
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 3.3: Ensure that we maintain a highly-skilled military and civilian workforce shaped for today’s and tomorrow’s needs.						
USD (P&R)	<p>CAP People & Culture: Innovate by unlocking the full potential of the workforce we have today and building the workforce we need for tomorrow.</p> <p>See www.performance.gov.</p>	Increased employee engagement, as measured by the EVS Engagement Index	>3%	>3%	>3%	>3%
		Increase in hiring manager satisfaction with quality of SES applicants	70%	TBD	TBD	TBD
		Increase in percent of managers who indicate they are involved in the workforce planning process	76%	76%	TBD	TBD
		Increase in hiring managers who indicate they actively and personally participated in recruitment and outreach for their job vacancies	10%	TBD	TBD	TBD

GOAL 4: Achieve Dominant Capabilities through Innovation and Technical Excellence

The nation's long-term security depends on whether the DoD can address today's crises while preparing for tomorrow's threats. Continued fiscal pressure reinforces the need for DoD to innovate to respond to long-term challenges. In order to overcome challenges to the DoD's military superiority, the DoD must preserve those capabilities that give it a technological edge. At the same time, the DoD must prioritize investments that allow the nation to combat new technologies, national powers and non-state actors, as well as emerging asymmetric threats. The required speed of response is increasing every day, and processes and people must be in place to ensure continued technical superiority.

To counter the growing threat in Cyberspace, the DoD is building a Cyber Mission Force (CMF) to increase its capability and capacity to defend priority DoD networks and support joint warfighting requirements. The DoD supports the cyber mission by recruiting and hiring qualified, clearable cybersecurity personnel able to meet target fill rates within the Military Intelligence Program (MIP) and Information Systems Security Program (ISSP).

Threats to the DoD's networks, national critical infrastructure, and U.S. companies and interests continue to evolve, so it is vital to adequately organize, train, and equip the Cyber Mission Force to counter the threat. The Department continues to support the maturation of United States Cyber Command as an operational command to fulfill the DoD's three cyber missions:

1. Defend DoD networks and systems.
2. Defend the United States against cyberspace attacks that have potential to result in significant consequences.
3. Provide full-spectrum cyber options to support contingency plans and military operations.

To fulfill these missions, the DoD works closely with other U.S. Departments and agencies to support investigations of cyber-attacks, and protection of national critical infrastructure. To ensure the DoD can execute these missions, the DoD invests in the following priorities:

- Building the Cyber Mission Force: The Services continue to present personnel to create 133 fully operational teams by the end of FY18.
- Training the Cyber Mission Force: The Department is investing in innovative approaches to provide a virtual environment for cyber personnel to consistently train and mission rehearse across a wide range of threat environments.
- Equipping the Cyber Mission Force: The DoD continues to invest in diverse tools, platforms, and infrastructure to be able to conduct all three of its core missions.

To ensure tomorrow's military capabilities maintain a decisive technological edge, DoD relies on Intelligence Mission Data (IMD) (intelligence used for programming platform mission systems in development, testing, operations, and sustainment) to support acquisition programs that carry out combat identification, ISR, and targeting. In order to better provide intelligence support to acquisition and reduce intelligence gaps in support of major weapons systems, DoD will standardize processes for identifying and understanding consequences of IMD gaps, balancing risk and cost, understanding tradeoffs, and making informed investment decisions.

In order to prevent strategic surprise and serve as the nation's first line of defense in tomorrow's national security environment, DoD must continue to adapt and transform, by protecting and enhancing key capabilities supporting Global Coverage, Anti Access/Area Denial, and Counterterrorism. These capabilities include a persistent, integrated, and resilient overhead architecture; assured persistent Intelligence, Surveillance, and Reconnaissance (ISR); and extended range Reaper with advanced sensors. Ensuring that these capabilities meet key performance parameters and are delivered on schedule and on budget will improve the DIE's ability to enable U.S. strategic and operational advantage.

Robotic and autonomous systems are an increasingly important element of 21st century military and counter-terrorism operations. This importance includes unmanned systems in the land, air, space, and maritime domains; antimunitions systems, defensive weapons systems, cyber-attack and cyber defense systems. DoD will reshape the future force by deeper integration of robotic and autonomous systems across all Joint Capability Areas. Unmanned air, space, land, and sea vehicles and other robotic systems capabilities provide flexible options for Joint Warfighters and exploit the inherent advantages of these technologies, including persistence, size, speed, maneuverability, and reduced risk to human life. The DoD, in concert with industry, must pursue investments and business practices that drive down life-cycle costs for robotic and autonomous systems and further develop technologies related to their application across the force.

The rapid evolution of emerging commercial technologies and integration with military systems and novel concepts of operation is increasingly the source of adversarial battlefield advantage. DoD will pivot efforts towards fostering a robust and enduring relationship with the networks of innovation in the commercial technology sector, a foundational component to the nation's warfighting prowess, ensuring continued progression towards achieving technical superiority by the United States.

Key Strategic Initiatives
Improving competitiveness through operational excellence and technical superiority
Future Strategy-Program-Posture
Technological "Big Bets"

Strategic Goal 4: Achieve Dominant Capabilities through Innovation and Technical Excellence

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 4.1: Preserve investments to maintain our decisive technological superiority.						
USD (AT&L)	PG 4.1.1: By FY 2017, the DoD will have delivered 297 SM-3 Interceptors (all variants) to counter aerial threats.	Cumulative number of Standard Missile - Model 3 (SM-3) Interceptors (all variants) delivered.	210	210	297	TBD
	PG 4.1.2: Maintain a strong technical foundation within the Department's Science and Technology (S&T) Program by transitioning completed demonstration programs.	% of completing demonstration programs transitioning each year.	40%	40%	40%	40%
SO 4.2: Seek innovative approaches to improve cyber capability against growing threats.						
CIO	<p>CAP Cybersecurity: Improve awareness of security practices, vulnerabilities, and threats to the operating environment, by limiting access to only authorized users and implementing technologies and processes that reduce the risk from malicious activity.</p> <p>See www.performance.gov.</p>	Personal Identity Verification (PIV) Logical Access \geq 75% (All Users - NIPR).	\geq 75%	85%	95%	95%
		Personal Identity Verification (PIV) Logical Access \geq 75% (All Users - SIPR).	\geq 75%	85%	95%	95%
		Privileged Users using an alternative two-factor credential for Privileged Access use. (NIPRnet).	100%	100%	100%	100%
		Privileged Users using an alternative two-factor credential for Privileged Access use. (SIPRnet).	N/A	100%	100%	100%
		All contracts handling Sensitive Information contain clauses on protection/detection/reporting of information.	N/A	100%	100%	100%
		All outward (Public) facing servers in approved DoD DMZs.	N/A	80%	90%	95%
		All computers configured to DoD security standard.	N/A	60%	80%	90%

Strategic Goal 4: Achieve Dominant Capabilities through Innovation and Technical Excellence

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 4.2: Seek innovative approaches to improve cyber capability against growing threats.						
USD (AT&L)	PG 4.2.1: By FY 2016, the DoD will include in all new contracts, and as necessary modify contracts associated with critical programs and technology, the DFARS clause 252.204-7012 Safeguarding of Unclassified Controlled Technical Information (CTI).	% of all new contracts plus critical programs and technology contracts that include DFARS clause 252.204-4102.	>75%	>95%	TBD	TBD
USD(I)	PG 4.2.2: Build the Military Intelligence Program portion of the Cyber Mission Force (CMF) to improve cyber capability and defend against growing threats.	Fill rate of Military Intelligence Program (MIP) and Information Systems Security Program (ISSP) billets of CMF.	75%	75%	TBD	TBD
SO 4.3: Improve acquisition processes from requirements definition to execution phase and through lifecycle enhancements, to acquire and sustain military-unique and commercial items.						
USD (AT&L)	FY14-15 APG 4.3.1: By September 30, 2015, DoD will improve its acquisition process by ensuring that the median cycle time for Major Defense Acquisition Programs (MDAPs) will not increase by more than 2 percent from the previous year; the average rate of acquisition cost growth for MDAPs will not exceed 3 percent from the previous year; the annual number of MDAP breaches--significant or critical cost overruns for reasons other than approved changes in quantity--will be zero; and DoD will increase the amount of contract obligations that are competitively awarded from 58 percent in FY 2014 to 59 percent in FY 2015.	Average rate of acquisition cost growth from the previous year for Major Defense Acquisition Programs (MDAPs) starting in FY 2002 and after.	</=3	N/A	N/A	N/A

Strategic Goal 4: Achieve Dominant Capabilities through Innovation and Technical Excellence

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 4.3: Improve acquisition processes from requirements definition to execution phase and through lifecycle enhancements, to acquire and sustain military-unique and commercial items.						
USD (AT&L)	<p>FY14-15 APG 4.3.1 (Continued): By September 30, 2015, DoD will improve its acquisition process by ensuring that the median cycle time for Major Defense Acquisition Programs (MDAPs) will not increase by more than 2 percent from the previous year; the average rate of acquisition</p>	Median percentage cycle time deviation from the previous year active Major Defense Acquisition Programs (MDAPs) starting in FY 2002 and after.	</=2	N/A	N/A	N/A
		Number of Major Defense Acquisition Program (MDAP) breaches (equal to or greater than 15 percent of current Acquisition Program Baseline (APB) unit cost or equal or greater than 30 percent of original APB unit cost).	0	N/A	N/A	N/A
		Percentage of contract obligations that are competitively awarded.	59%	N/A	N/A	N/A
	<p>DRAFT APG FY16-17 4.3.2: The DoD will improve its acquisition process by ensuring that the median growth in cycle time for Major Defense Acquisition Programs (MDAPs) will not increase by more than 15 percent from the Milestone B baseline; the average rate of quantity adjusted unit procurement cost growth for MDAPs will not exceed 6 percent from the previous year; the annual number of MDAP breaches--significant or critical cost overruns for reasons other than approved changes in quantity--will be zero; percent of acquisition positions filled with personnel meeting Levels II and III certification requirements (USD(AT&L)); and DoD will increase the amount of contract obligations that are competitively awarded from 58 percent in FY 2014 to 59 percent in FY 2015.</p>	Under development.	N/A	TBD	TBD	TBD

Strategic Goal 4: Achieve Dominant Capabilities through Innovation and Technical Excellence

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
USD (AT&L)	<p>CAP Strategic Sourcing: Expand the use of high-quality, high-value strategic sourcing solutions in order to improve the government's buying power and reduce contract duplication across government. See www.performance.gov.</p>	<ul style="list-style-type: none"> - Savings achieved through implementation of the Federal Strategic Sourcing Initiative (FSSI) solution. Expressed as the sum of savings achieved through existing FSSI solutions. - Percent of SSLC agency spending going through the FSSI solution. Is expressed by legacy solutions (those in place for longer than one year) and new (those in place less than one year) to allow time for agencies to transition to new solutions. Captures progress in how much targeted spending is moving through the FSSI solution. - Percent of FSSI solutions meeting or exceeding prior small business spending in an area. For each solutions, small business participation is assessed pre and post solution implementation. The reported figure represents what percent of those solutions are meeting small business expectations. - Increased efficiency by optimizing the FSSI solutions. Currently represented by the amount of reduction in contract duplication. Is the sum of all duplication as assessed one year after the start of an effort. 				
SO 4.4: Expand core capabilities in support of military interest						
USD (AT&L)	<p>CAP STEM Education: Improve science, technology, engineering, and mathematics (STEM) education by implementing the Federal STEM Education 5-Year Strategic Plan, announced in May 2013. See www.performance.gov.</p>	<p>The DoD will increase student engagement and duration in the DoD STEM activities. The number of students with interactions with DoD agency S&E assets (e.g. laboratories, engineering test centers, and bases), to include supported scholarships and fellowships, and educational activities with DoD STEM professionals, shall increase each year.</p>	>FY14	>FY15	>FY16	>FY17
	<p>CAP Lab-to-Market: Increase the economic impact of federally-funded research and development by accelerating and improving the transfer of new technologies from the laboratory to the commercial marketplace. See www.performance.gov.</p>	<ul style="list-style-type: none"> - Number of researcher teams successfully completing a rigorous entrepreneurship education curriculum (e.g. NSF I-Corp™) - Number of comprehensive IP and R&D facility data sets available in open and machine-readable format on Data.gov - Launch of at least one unified and comprehensive Federal search tool across all open solicitations 				
JS (J8)	<p>PG 4.4.1: By the end of FY16, the DoD will achieve a deeper integration of the Joint Concept for Robotic and Autonomous Systems (JCRAS) in the future Joint Force.</p>	% JCRAS implemented.	N/A	100%	TBD	TBD
		% JCRAS	50%	100%	TBD	TBD

GOAL 5: Reform and Reshape the Defense Institution

The DoD will continue to experience downward fiscal pressure, forcing detailed consideration of trades among operations and maintenance, readiness, procurement, and modernization expenditures. This pressure is coupled with the imperative to remain focused on actual mission outcomes, thus continued attention to controlling and reducing the cost of overhead and management structures is essential. Any reduction to these costs will allow the Department to continue to sustain investments in readiness and modernization activities while ensuring that the reductions don't negatively impact these activities. Collaboration across the DoD will occur to reform the Defense institution in an effort to reduce complexity and dramatically lower the cost of back-office business areas, including human resources, procurement, logistics, service contracting, real estate and property management, health care, and financial management. Creating the internal management capacities and capabilities to address these challenges will not only reduce costs, but create a 21st century corporate office better suited to support and resource the warfighter of the future. Improving the processes that drive the Defense institution will help the DoD better understand the costs and risks associated with mission outcomes. Instilling a strong cost culture across the DoD is critical to enabling the Business Mission Area to deliver value to the warfighter. Knowing what it costs to deliver business capabilities will allow DoD leaders to assess the return on investment leading to improved decision making across the organization.

The DoD's challenge is to synchronize the investment activities of all the DoD Components that manage the DoD intelligence data, information, and information technology (IT) services. The Defense Intelligence Information Enterprise (DI2E) is the unifying construct among the DoD Joint Information Environment (JIE), the Intelligence Community Information Technology Enterprise (IC ITE), and the International Partner intelligence enterprises. The DoD will ensure seamless integration of intelligence information capabilities into both the JIE and the IC ITE by coordinating intelligence enterprise IT efforts across the DoD, IC, and with international partners across all security domains. This seamless integration requires the implementation of DI2E services within the mission architectures of MIP funded programs in the following areas: Identity and Access Management, Data Tagging, Content Discovery and Retrieval, Cross Domain, Domain Name Services, Time Synchronization, Collaboration Tools, Visualization Capabilities, Service Directory, and Cyber Security. Implemented DI2E services must conform to Technical Data Profile Package standards and specifications to ensure interoperability with DoD, IC, and International Partner enterprises.

Improving audit readiness across the DoD's financial entities is a critical step in achieving sustained cost savings and improving business outcomes. A key component of the DoD's audit readiness goal is to validate the existence and accountability of "mission critical assets," such as real property, military equipment, general equipment, operating materials and supplies, and inventory balances. The DoD reporting entities and service providers' requirements focus on improving controls and processes to support information that is often used to manage the DoD, while continuing to work towards financial, information technology, and support documentation improvements. The DoD has expanded its priorities in support of readiness goals to include not only budgetary information and mission critical asset information, but also proprietary accounting data and information and valuation.

Key Strategic Initiatives
Improving competitiveness through accountability and efficiency
Reform: Acquisition, Compensation, Infrastructure

Strategic Goal 5: Reform and Reshape the Defense Institution

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 5.1: Achieve efficiencies and effectiveness to redirect resources to direct support of combat, combat support, and combat service support elements of the DoD.						
CIO	<p>CAP Smarter IT Delivery: Improve outcomes and customer satisfaction with federal services through smarter IT delivery and stronger agency accountability for success.</p> <p>See www.performance.gov.</p>	<ul style="list-style-type: none"> - # of digital projects in production that a digital services expert has been involved with - # agencies with at least one digital services expert hire - Average time (in days) to register to do business (contract with) federal government in SAM.gov - % new IT award dollars going to small businesses - # of agencies that have stood up “buyers’ clubs” to promote innovative and more efficient IT contracting practices - % of IT projects within 10% of their budgeted cost - % of IT projects within 10% of their delivery schedule 				
	<p>CAP Open Data: Fuel entrepreneurship and innovation and improve government efficiency and effectiveness by unlocking the value of government data and adopting management approaches that promote interoperability and openness of this data.</p> <p>See www.performance.gov.</p>	<ul style="list-style-type: none"> - Demonstrated value and outcomes for external entities using government data - % increase in usage statistics on data views from Data.gov - % of agencies with Digital Analytics Program (DAP) installed on their agency.gov/data/ page to assist in identify data users - # of additional usage reports on Data.gov/impact/ - % of bureaus and programs in the agency which have data sets represented in the Enterprise Data Inventory - Y/N—Does inventory include data sets posted to the agency website, addressed in the agency’s System of Record Notices or Privacy Impact Assessments, and any purchased data sets? 				
USD (AT&L)	<p>APG FY14-15 5.1.1: By September 30, 2015, the DoD will improve its facility energy performance by: 1) reducing average facility energy intensity by 30 percent from the 2003 baseline of 117,334 BTUs per gross square foot, and 2) producing or procuring renewable energy equal to 12 percent of its annual electric energy usage.</p>	Cumulative average percent reduction in building energy intensity.	30%	N/A	N/A	N/A
		Percentage of renewable energy produced or procured based on DoD's annual electric energy usage.	12%	N/A	N/A	N/A
	<p>DRAFT APG FY16-17 5.1.2: By FY 2017, the DoD will reduce building energy intensity measured in British Thermal Units per gross square foot by 2.5%, relative to the FY 2015 baselines. To this goal, by FY 2016, the DoD will reduce building energy intensity measured in British Thermal Units per gross square foot by 2.5%, relative to the FY 2015 baselines.</p>	Under development	N/A	TBD	TBD	TBD

Strategic Goal 5: Reform and Reshape the Defense Institution						
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 5.1: Achieve efficiencies and effectiveness to redirect resources to direct support of combat, combat support, and combat service support elements of the DoD.						
USD (AT&L)	<p>CAP: Climate Change (Federal Actions): More than double Federal government consumption of electricity from renewable sources to 20% by FY 2020 and improve energy efficiency at Federal facilities including \$4 billion in performance contracts by FY 2016 as part of the wider strategy to reduce the Federal Government's direct greenhouse gas emissions by 28% and indirect greenhouse gas emissions by 13% by FY 2020 (2008 baseline).</p> <p>See www.performance.gov.</p>	<ul style="list-style-type: none"> - Increase the amount of electricity produced and/or consumed from renewable sources to 20% by FY 2020. - Complete climate change vulnerability assessments of the Department's key plans, programs, and operations (at the DoD, Combatant Command, Service, and installation-levels). Implement integrated adaptation strategies as appropriate to address significant vulnerabilities. 				
USD (AT&L)	<p>CAP Infrastructure and Permitting Modernization: Modernize the Federal permitting and review process for major infrastructure projects to reduce uncertainty for project applicants, reduce the aggregate time it takes to conduct reviews and make permitting decisions by half, and produce measurably better environmental and community outcomes.</p>	See www.performance.gov .	N/A	N/A	N/A	N/A
USD(I)	<p>PG 5.1.3: By Q4FY 2016, ensure key capabilities meet cost, schedule, and performance requirements to protect and/or enhance defense intelligence capabilities in the areas of global coverage, Anti- Access/Area Denial (A2/AD) environments, counterterrorism, and counter proliferation.</p>	Defense Intelligence Capabilities Index (Aggregate cost (CPI), schedule (SPI) and performance (Key Performance Parameters) of top 15 capabilities).	Baseline	TBD	TBD	TBD

Strategic Goal 5: Reform and Reshape the Defense Institution						
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 5.1: Achieve efficiencies and effectiveness to redirect resources to direct support of combat, combat support, and combat service support elements of the DoD.						
USD(I)	PG 5.1.4: Achieve improved mission effectiveness, efficiency, and security across the DoD, IC, and with our international partners through seamless integration of intelligence information enterprise IT capabilities into both the Joint Information Environment (JIE) and the IC ITE. By Q4FY2016 ensure 50% of services in the Defense Intelligence Information Enterprise (DI2E) conform to Technical Profile Package standards and specifications.	% conformance of DI2E services with Technical Profile Package standards and specifications.	25%	50%	TBD	TBD
ODCMO	CAP Shared Services: Strategically expand high-quality, high value shared services to improve performance and efficiency throughout government. See www.performance.gov .	<ul style="list-style-type: none"> - Explore opportunities to expand “shared first”. - Foster adoption of New Data Act Accounting Standards. - Study Possibilities for Organizational Alignment. 				
SO 5.2: Improve financial processes, controls, and information via audit readiness.						
USD(C)	APG FY14-15 5.2.1: By FY 2015, DoD will validate 83 percent of its mission critical assets for existence and completeness; validate audit readiness for 99 percent of the Funds Balance with Treasury (FBwT) for DoD components financed with General Funds; and validate audit readiness for all material Schedules of Budgetary Activity (SBA) for DoD components financed with General Funds.	Percent of DoD mission- critical assets (Real Property, Military Equipment, General Equipment, Operating Materials and Supplies, and Inventory balances) validated as audit-ready for existence and completeness.	83%	N/A	N/A	N/A
		Percent of DoDs general funds Statement of Budgetary Activity for material Components validated as audit-ready.	99%	N/A	N/A	N/A
		Percentage of DoDs General Funds, Funds Balance with Treasury validated as audit ready.	47%	N/A	N/A	N/A
		Valuation of Mission Critical Assets.	18%	N/A	N/A	N/A
	DRAFT APG FY16-17 5.2.2: The Department's financial statements will be audit ready by September 30, 2017.	Under development.	N/A	TBD	TBD	TBD

Strategic Goal 5: Reform and Reshape the Defense Institution

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18

SO 5.3: Establish an enterprise framework for valuation and accountability of results, outcomes, cost, and risk.

ODCMO	<p>CAP Benchmarking: Improve administrative efficiency and increase the adoption of effective management practices by establishing cost and quality benchmarks of mission-support operations and giving agency decision-makers better data to compare options, allocate resources, and improve processes. Focus Areas: Contracting, Financial Management, Human Capital, Information Technology, and Real Property.</p> <p>See www.performance.gov.</p>	<p>See Benchmarking for Contracting, Financial Management, Human Capital, Information Technology, and Real Property for details.</p>
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USD (AT&L)	<p>CAP Benchmarking for Contracting.</p> <p>See www.performance.gov.</p>	<ul style="list-style-type: none"> - Acquisition Cost to Spend - Competition Rate by category of spend, contract type, award type, and use of set-asides - One-bid rate for competitive acquisitions - Certification rate of contracting Professionals - % reduction in the number of procurement transactions by contract type, action, and category of spend - Federal Awardee Performance and Integrity Information System (FAPIIS) compliance rate - Past Performance Information Retrieval System (PPIRS) compliance rate, based on 3 years of rolling data - PPIRS contractor performance rating for “Cost Control” - Contracting Professional Technical Proficiency Score - Contracting Officer’s Representative (COR) technical proficiency score - Program/Program Manager technical proficiency score - % of contractors that the government rated as not having the ability to execute the contract requirements - % positive GS-1102 responses to “How would you rate the overall quality of work done by your work unit?” - Job satisfaction of contracting professionals - PPIRS contractor performance “Technical Quality of Product or Service” rating for IT software products and services - Satisfaction with the quality of support and solutions in the following contracting service areas: Simplified Procurements, Pre-Award Activities, Contract Administration, and Vendor Engagement
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Strategic Goal 5: Reform and Reshape the Defense Institution				
DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets	
			FY15	FY16
SO 5.3: Establish an enterprise framework for valuation and accountability of results, outcomes, cost, and risk.				
USD(C)	<p>CAP Benchmarking for Financial Management</p> <p>See www.performance.gov.</p>	<ul style="list-style-type: none"> - Financial Management Spend to Agency Spend - Financial Management FTE Spend to Total Organizational FTE Spend - Financial Management Contract Spend to Total Financial Management Spend - Financial System Costs per User - Cost per Vendor Invoice - Number of Vendor Invoices Processed per Accounts Payable FTE - Interest Paid on Vendor Invoices - Vendor Invoices Paid On-Time - Cost Per Public Receivable Transaction - Number of Public Receivable Transactions Per Accounts Receivable FTE - Eligible Debt Referral Rate - Vendor Invoices Manually Entered into the Financial System - Delinquent Debt Closeouts - Budgetary Accounts Solvency - Intra-Governmental Transaction (IGT) Differences - Treasure Account Symbol (TAS) Certifications - Suspense Account Reconciliation - Shared Accounting Module (SAM) Default Account Reconciliation - Satisfaction with the quality of support and solutions in the following FM service areas: Budget Formulation, Financial Risk Mgmt, Budget Execution, and FM Information and Analysis - Customer Satisfaction with FM Shared Service Provider (Comparison of Providers) 		
USD (P&R)	<p>CAP Benchmarking for Human Capital</p> <p>See www.performance.gov.</p>	<ul style="list-style-type: none"> - Percent of Unused Certificates of Eligible - Talent Development Index. - Satisfaction with the quality of support and solutions in the following HC service areas: Recruiting and Hiring, Training and Development, Other Core HR Services, and Work / Life Support. - Customer Satisfaction with HR Shared Service Center and/or Payroll Provider (Comparison of Providers). - Hiring Process Servicing Satisfaction Index. 		

Strategic Goal 5: Reform and Reshape the Defense Institution

DoD Owner	PG, APG, or CAP Goal	Performance Measure Indicators	Targets			
			FY15	FY16	FY17	FY18
SO 5.3: Establish an enterprise framework for valuation and accountability of results, outcomes, cost, and risk.						
CIO	CAP Benchmarking for IT See www.performance.gov .	<ul style="list-style-type: none"> - IT Spend as a share of Total Agency Spend - IT Development, Modernization & Enhancement (DM&E) Spend as a share of IT Operations and Maintenance (O&M) Spend - Cost per Help Desk Ticket - Cost per Terabyte of Network Storage - Network Storage Refresh Year (Y/N) - Cost per Desktop End User - Desk Top Services Refresh Year (Y/N) - Cost per Email Inbox - Email Refresh Year (Y/N) - Percent of Help Desk Tickets Escalated Above Tier 1 - Help Desk First Contact Te solution Rate - Help Desk Abandonment Rate - Help Desk Speed to Answer - Network Storage Percent Uptime - Total Number of Desktop Configurations - Email Percent Uptime - Email Inbox Maximum Storage - Satisfaction with the quality of support and solutions in the following IT service areas: Email, IT Equipment, IT Help Desk, Design, Modification and Enhancement (DM&E), Network Storage, and Operations & Maintenance (O&M) 				
USD (AT&L)	CAP Benchmarking Real Property See www.performance.gov .	<ul style="list-style-type: none"> - Operation and Maintenance (O&M) Cost per square foot (\$/sqft) – Owned Offices - Operation and Maintenance (O&M) Cost per square foot (\$/sqft) – Owned Warehouse - Rent per square foot – Direct Leased – Offices - Rent per square foot – Direct Leased Warehouse - Rent per square foot – Occupancy Agreement – Offices - Rent per square foot – Occupancy Agreement – Warehouse - Square feet per person – Direct Leased – Offices - Square feet per person – Occupancy Agreement – Offices - Square feet per person – Owned – Offices - Current Portfolio Square Feet as a share of “Freeze the Footprint” Baseline Square Feet - From GSA’s Tenant Satisfaction Survey, satisfaction with the quality of support and solutions in a variety of building service areas and attributes, including: Air Quality, Building Cleanliness, Building Condition, Lighting, Noise Level, Personal Workspace, Security, and Temperature 				

AGENCY PRIORITY GOALS

The Government Performance and Results Act, Modernization Act of 2010 requires federal agencies to identify two to eight Agency Priority Goals (APG) in their strategic plans. An APG is an ambitious near-term achievement that supports near-term customer service or efficiency improvements, while advancing longer-term, outcome-focused strategic goals and objectives. The DoD APGs reflect top implementation-focused, performance improvement priorities of DoD leadership and the Administration, and therefore do not reflect the full scope of the agency mission.

DoD leaders report progress towards achieving APG outcomes, quarterly through www.performance.gov. In addition, goal leaders provide quarterly progress updates and analysis to DoD governance bodies outlined in figure 5, ensuring all levels of the organization are focused on the goals and ensuring sufficient time, resources, and attention are allotted to address specific problems or related opportunities. OMB reviews APGs for alignment with the priorities of the Administration, DOD senior leaders, views of Congress, and other stakeholders, goal ambitiousness, quality, and completeness. DoD is in the process of constructing new Agency Priority Goals for fiscal years 2016 and 2017. For the most current APGs, please go to www.performance.gov.

FIGURE 3. DOD'S DRAFT AGENCY PRIORITY GOALS

Strategic Objective	DoD Owner	FY 16-FY17 Agency Priority Goal
SO 3.1	USD (P&R)	By September 30, 2017, DoD will improve the career readiness of Service Members' transitioning to Veteran status by: 1) ensuring at least 85% of eligible active duty Service Members and 85% of Reserve Service Members complete new required transition activities prior to separation: pre-separation counseling, a Department of Labor (DoL) employment workshop, and Veterans Affairs' benefits briefings; 2) verifying that at least 85% of eligible separating active duty Service Members and 85% of eligible separating Reserve Service Members meet newly established Career Readiness Standards prior to separation; and 3) accelerating the transition of recovering Service Members into Veteran status by reducing the disability evaluation processing time.
SO 4.3	USD (AT&L)	For FY2016-2017, the Department will continue to monitor quarterly progress against the Better Buying Power Initiatives by measuring cost breaches in the Major Defense Acquisition Programs not caused by approved changes in quantity, and the percentage of contracts awarded competitively. The DoD will not have any MDAP breaches (significant cost overruns) for reasons other than approved changes in quantity. The DoD will meet 100% of its Small Business prime contract obligation goal.
SO 5.1	USD (AT&L)	By FY2017, the DoD will reduce building energy intensity measured in British Thermal Units per gross square foot by 2.5%, relative to the FY2015 baselines. To this goal, by FY2016, the DoD will reduce building energy intensity measured in British Thermal Units per gross square foot by 2.5%, relative to the FY2015 baselines.
SO 5.2	USD (C)	The Department's financial statements will be audit ready by September 30, 2017.

Note: The Draft FY16-17 APGs, once approved by OMB, will replace the FY14-FY15 APGs. For more information on the FY14-FY15 DoD APGs please visit www.performance.gov.

MAJOR MANAGEMENT PRIORITIES AND CHALLENGES

The DoD is faced with turbulent and dangerous times: disturbance in the Middle East and North Africa; ongoing struggles in Afghanistan; reversion to dated security philosophy in parts of Europe; tension in Asia-Pacific; the proliferation of weapons of mass destruction; and increased threats in cyberspace. While there is no shortage of national security challenges, there are rising challenges within the Department with rapidly growing and unsustainable increases in personnel costs, system inefficiencies, and deteriorating purchasing power. Declining defense budgets and the post-conflict drawdown will further intensify the impact of inefficiencies on military capabilities and readiness. The Department must address these internal threats in order to maintain the combat power necessary to safeguard U.S. national security, now and in the future. Our effort to build effective governance is important and the DoD will continue to partner with the State Department to address these challenges.

While the DoD continues to experience downward fiscal pressure, we are taking detailed considerations with overhead and management structures to continue to sustain investments in readiness and modernization efforts. One of the Department's priorities to address these internal threats is reforming military compensation that not only saves money and ensures fairness, but also sustains and strengthens the all-volunteer force (AVF). Gaps in the financial framework harm the accuracy, reliability, and timeliness of budgetary and accounting data of financial reporting, reducing the effectiveness of decisions made by leaders at all levels. By addressing unnecessary overhead in the Pentagon, the defense agencies and headquarters staffs will need to remove unnecessary management layers and work towards right-sizing organizations that have grown substantially over 14 years of war. By optimizing the relationship between components, the Department will need to strike the right balance between Active and Reserve forces to maintain both capacity and capability – and also leverage the unique strengths of each component. Finally, the Department has yet to meet the 1994 Government Management and Reform Act mandate for full auditability and must establish accountability for everything within its purview – financial, material, and personnel.

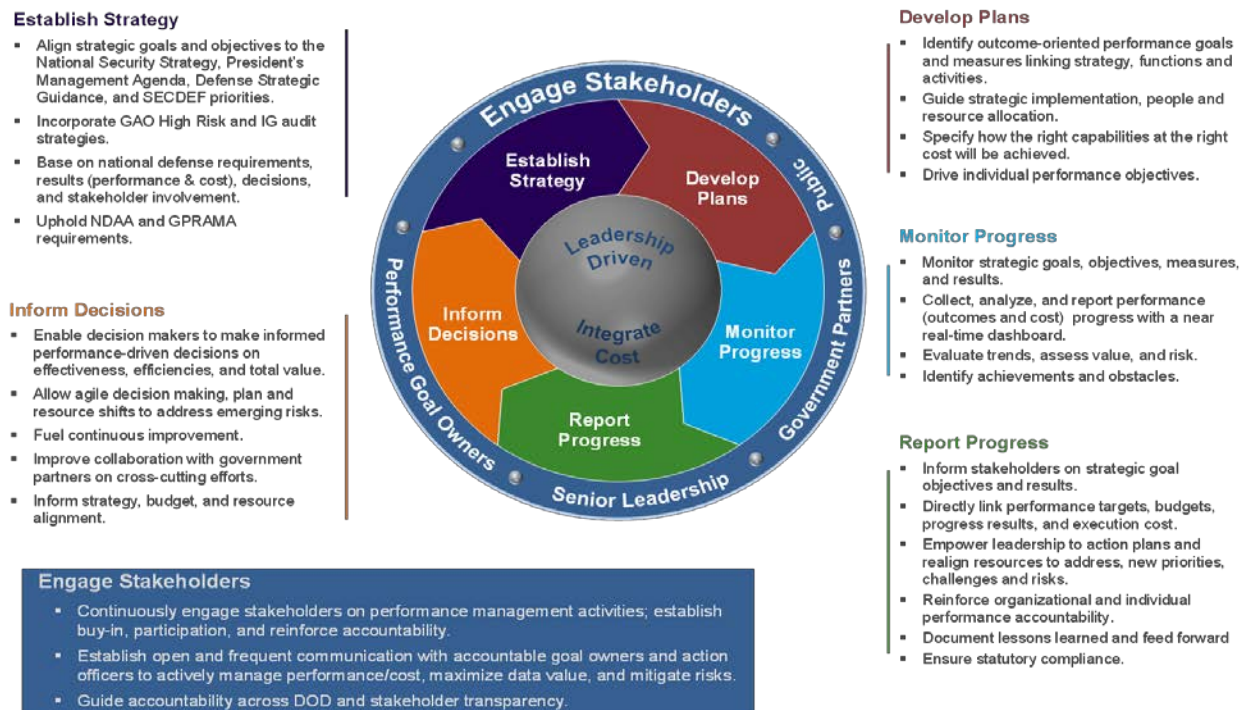
The Department has a serious challenge to slow the erosion of America's military-technological edge by revitalizing procurement and modernization efforts. To accurately assess the technology landscape, much of which is now driven by a commercial revolution in information technology, the Department will continue to invest in emerging areas to renew U.S. advantages. The Department will remain focused on continuous improvement approaches with a new emphasis on initiatives that encourage innovation and promote technical excellence with the overarching goal of ensuring that the United States' military has the dominant capabilities to meet future national security requirements.

Major management priorities for Fiscal Year 2015 focus on joint warfighting and readiness, cyber security, health care, financial management, acquisition management and modernization, supply chain management, and contract management. These are areas most likely to achieve

efficiencies, including improvements in ongoing efforts and new efficiencies that the DoD could implement. Improvements in these areas will also increase the effectiveness of programs and operations; detect and prevent fraud, waste, and abuse; ensure compliance with laws; assist the DoD in achieving financial statement audit readiness; improve security; and ensure the needs of Service members and their families.

Figure 4 depicts the DoD's Management Strategy that institutes a disciplined approach to providing leadership with a linkage between performance management and resourcing decisions through strategy, planning, monitoring, and reporting; and manages progress towards achieving improvements. By informing decisions with performance management analysis the DoD leadership is empowered to focus on both efficiency and effectiveness to build value across the Department.

FIGURE 4. DOD'S MANAGEMENT STRATEGY



MEASURING, TRACKING, AND REPORTING PROGRESS

Sound management will drive the successful implementation of the Department's strategic goals to 21st century strategic outcomes. Leaders at all levels must collaborate and take action to institutionalize the Department's strategy and realize efficiencies. The Office of the Deputy Chief Management Office leads a collaborative strategic planning effort among the OSD, the DoD

Components, and other stakeholders. The focus is on integrated performance goals, measures, targets, lines of business, key programs, and activities to address important performance issues. Major programs and activities are based on overcoming a significant management challenge, the ability to drive needed change, or importance to improving Combatant Commanders (CCDRs) support. Performance goals, measures, targets, lines of business, key programs, and activities will be aggressively tracked and monitored on a quarterly basis throughout the year of execution, and goal owners will discuss progress and recommendations to the DoD executive governance bodies.

The Secretary and the Deputy Secretary's executive-level governance bodies play critical roles in providing oversight and guidance that will help implement the DoD ASP. Designated lead organizations are responsible for cross-Departmental coordination on the execution of priority and performance goals. Key stakeholders identified in Figure 5 are responsible for managing this implementation and working together under the purview of the Deputy's Management Action Group (DMAG) and Defense Business Council (DBC) to proactively improve the Department's strategic outcomes.

FIGURE 5. DOD GOVERNANCE FORUMS, STAKEHOLDER ROLES, AND RESPONSIBILITIES

Stakeholder	Responsibility
Deputy's Management Action Group (DMAG)	Acts on behalf of the Deputy Secretary of Defense for executing a common management approach across disparate Departmental processes.
Defense Business Council (DBC)	Provide unified direction and leadership for the Department's business mission area, including approving the ASP.
4th Estate Working Group + Military Departments	Prioritize investments in functional and cross-functional transformation initiatives.
Deputy Chief Management Officer (DCMO)	Oversee the cross-functional development and execution of an integrated ASP and facilitate the monitoring, analysis and reporting of results.
Principal Staff Assistants (PSA)	Develop and manage the execution of business goals and initiatives.
Components and Agencies	Implement and report on initiative performance and milestone attainment.

In October 2012, the Office of the Deputy Chief Management Officer (ODCMO) chartered the DBC to provide unified direction and leadership among the DoD's Components to synchronize cross-functional actions across the DoD's business areas to optimize business operations and promote cost transparency. The DBC is co-chaired by the OSD, the DCMO and the DoD Chief Information Officer. The DBC implements the Secretary's management agenda by facilitating the identification, development, and prioritization of business process improvements and overseeing the DoD's performance management initiatives and programs.

OPERATIONALIZING THE BUSINESS OF DEFENSE

Improving the DoD's business operations requires a robust management and substantially benefits the enterprise. Through existing governance forums (see Figure 5), the DoD will continuously mature the ASP, refining its objectives and performance measures to reflect emerging strategies. Future versions will reflect operational efficiencies as contributing programs, initiatives, activities, operational processes, human capital, competencies, training, technology, information, and budgeted dollars critical to mission delivery are aligned to the strategy. This plan describes the performance goals and measures for improving and evaluating the overall efficiency and effectiveness of the Department of Defense and achieving an integrated management system for business support areas within the Department of Defense, consistent with both GPRAMA and section 904 of Public Law 110-181 (NDAA 2008). The framework below illustrates the iterative management process approach that will operationalize the DoD ASP and lead the Department to accomplish the GPRAMA and 2008 National Defense Authorization Act (NDAA) objectives.

FIGURE 6. PERFORMANCE MANAGEMENT PROCESS



1. Establish priorities. The DoD ASP sets the strategic priorities for the Department. To achieve these priorities and objectives, the Component PSAs identified their most important goals and objectives as documented in this plan. The Component PSA will also work to base their funding priorities on the ASP goals and objectives.

2. Align Initiatives. Leaders throughout the enterprise must work to ensure that the mission and goals of the DoD are achieved through appropriate levels of strategic and performance planning, execution, measurement, analysis, regular assessment of progress, and use of performance information to improve the results achieved. Leaders at all levels will base program activities and resources on efforts that contribute to achievement of DOD goals and objectives and ensure accountability. This includes administering personnel appraisal methods of performance according to individual and organizational established performance requirements. The DBC will ensure alignment of the ASP strategy through actions such as:

- **Reporting.** The DBC will require quarterly reports to monitor how Components are progressing towards the achievement of ASP goals, critical strategic initiatives, and other areas of strategic priority (e.g. CAP Goals and GAO High Risk Areas).
- **Analysis.** The DBC will require the Components to present supporting analysis using authoritative data systems to report progress on their performance measures. The DMAG will conduct additional assessments to ensure the Components are meeting the established milestones within time and budget constraints.
- **Issue identification and resolution.** To ensure risks and issues are addressed and managed, the DBC and DMAG will ask the Components to provide mitigation plans for measures and milestones not meeting their targets. If major gaps exist, the DBC and DMAG may establish an Integrated Project Team (IPT) to develop recommendations and Courses of Action (COAs).
- **Open dialogue with a Guiding Principles perspective.** The DBC and DMAG members will discuss defense business issues with all stakeholders and specifically address the following: strategic alignment, performance management, budget, risk and mitigation strategies, modernization and rationalization, and cost.

3. Make investment decisions. The DBC deliberations and other discussions inform investment decisions on business operations across the Department. When convened as the Investment Review Board, DBC members have specific responsibility for overseeing defense business systems. Cross-functional DBC collaboration helps inform defense business system investments in support of business operations made at the Component level.

4. Drive business initiatives. The DBC and DMAG oversight, with Component activities will drive implementation of transformational business operations. These initiatives include policy guidance, and detailed activities outlined in the Component strategies.

5. Refine strategy and adjust budget. The DoD organizations will revise their business goals, key initiatives, and future investments via the budget process based on ASP strategic goals and objectives, and funding priorities. DBC deliberations on the ASP goals and other business activities will inform those refinements and will also facilitate coordination with other DoD business governance forums.

APPENDIX A: STRATEGIC LINKAGE TO CROSS-AGENCY PRIORITY GOALS AND GAO HIGH RISK AREAS

Going forward the DoD must look closely at how we are addressing the President’s Management Agenda (PMA) and Congressional Interest Areas. Below is a matrix of the Defense Strategic Plan Strategic Objectives cross referenced against the PMA Cross-Agency Priority Goals and GAO High Risk Areas. DoD led CAP Goals and owned GAO High Risk Areas are identified by an asterisk.

DoD Strategic Goals and Objectives		Cross-Agency Priority Goals	GAO High Risk Areas
Goal 1: Defeat our Adversaries, Deter War, and Defend the Nation	SO 1.1: Refocus counterterrorism efforts towards building partnership capacity while retaining robust capabilities for direct action.	<ul style="list-style-type: none"> C1: Cyber Security C2: Strategic Sourcing C3: Insider Threat & Security Clearance C4: Service Members and Veterans Mental Health C5: People and Culture C6: Benchmarking C7: Infrastructure and Permitting Modernization C8: STEM Education C9: Lab-to-Market C10: Smarter IT Delivery C11: Open Data C12: Climate Change (Federal Actions) C13: Shared Services 	<ul style="list-style-type: none"> G1: DoD Approach to Business Transformation G2: DoD Business Systems Modernization G3: DoD Support Infrastructure G4: DoD Financial Management G5: DoD Supply Chain Management G6: DoD Weapon System Acquisition G7: DoD Contract Management G8: Strategic Human Capital Management G9: Limiting Federal Government Fiscal Exposure by Better Managing Climate Change Risk G10: Ensuring the Security of Federal Information Systems and Cyber Critical Infrastructure and Protecting the Privacy of PI G11: Establishing Effective Mechanisms for Sharing and Managing Terrorism Related Information to Protect the Homeland G12: Managing Federal Real Property G13: Mitigating Gaps in Weather Satellite Data G14: Ensuring Effective Protection of Technologies Critical US National Security Interests G15: Improving and Modernizing Federal Disability Programs G16: Improving the Management of IT Acquisitions G17: Managing Risks and Improving VA Health Care
	SO 1.2: Maintain a sufficient missile defense capability to protect the U.S. and establish partnerships with our friends and allies to support their efforts to provide defense from missile attacks.		
	SO 1.3: Enhance the effectiveness of the Department’s support to civil authorities.		
	SO 1.4: Remain vigilant regarding national vulnerabilities to known and emergent military threats posed by internal and external agents, and in concert with other federal departments and agencies, be prepared to execute Defense missions to disrupt, dismantle and defeat military threats.		
SO 2.1: Rebalance the Joint Force for a broad spectrum of conflict.			
Goal 2: Sustain a Ready Force to Meet Mission Needs	SO 2.2: Deliver, position, and sustain forces from any point of origin to any point of employment.		
	SO 3.1: Service members separating from Active Duty are prepared for the transition to civilian life.		
Goal 3: Strengthen and Enhance the Health and Effectiveness of the Total Workforce	SO 3.2: Foster and encourage workforce initiatives that ensure employees are trained, engaged, and benefitting from a quality work life.		
	SO 3.3: Ensure that we maintain a highly-skilled military and civilian workforce shaped for today’s and tomorrow’s needs.		
	SO 4.1: Preserve investments to maintain our decisive technological superiority.		
Goal 4: Achieve Dominant Capabilities through Innovation and Technical Excellence	SO 4.2: Seek innovative approaches to improve cyber capability against growing threats.		
	SO 4.3: Improve acquisition processes from requirements definition to execution phase and through lifecycle enhancements, to acquire and sustain military-unique and commercial items.		
	SO 4.4: Expand core capabilities in support of military interest.		
	SO 5.1: Achieve efficiencies and effectiveness to redirect resources to direct support of combat, combat support, and combat service support elements of the DoD.		
Goal 5: Reform and Reshape the Defense Institution	SO 5.2: Improve financial processes, controls, and information via audit readiness.		
	SO 5.3: Establish an enterprise framework for valuation and accountability of results, outcomes, cost, and risk.		

	C1*	C2*	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	G1*	G2*	G3*	G4*	G5*	G6*	G7*	G8	G9	G10	G11	G12	G13	G14	G15	G16	G17
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APPENDIX B: ACRONYMS AND ABBREVIATIONS

Acronym/Abbreviation	Definition
A2/AD	Anti-Access/Area-Denial
ASP	Agency Strategic Plan
APGs	Agency Priority Goals
APP	Annual Performance Plan
BES	Budget Estimate Submissions
BCT	Brigade Combat Team
BPC	Building Partnership Capacity
BTU	British Thermal Unit
C2	Command and Control
C2CRE	Command and Control DSCAE Response Elements
CAP Goals	Cross-Agency Priority Goals
CAC	Common Access Card
CBRN	Chemical, Biological, Nuclear, and Radiology
CCDR	Combatant Commander
CEO	Chief Executive Officer
CGS	Counterterrorism Steering Group
CMO	Chief Management Officer
CMR	Cyber Mission Force
COO	Chief Operating Officer
CT BOD	Counterterrorism Board of Directors
CTI	Controlled Technical Information
CTPF	Counterterrorism Partnerships Fund
CxO	Cross-Agency Council
DBC	Defense Business Council
DCRF	Defense CBRNE Response Forces
DFARS	Defense Federal Acquisition Regulation Supplement
DHS	Department of Homeland Security
DHH	Department of Health and Human Services
DoD	Department of Defense
DSCA	Defense Support to Civil Authorities
DMAG	Deputy Management Action Group
FBWT	Funds Balance with Treasury
FIOP	Federal Interagency Operations Plans
FSM	Facilities Sustainment Model
FY	Fiscal Year
GAO	Government Accountability Office
GPF	General-Purpose Force

Acronym/Abbreviation	Definition
GRPA	Government Performance and Results Act of 1993
GPRAMA	Government Performance and Results Modernization Act of 2010
HSDG	High School Diploma Graduate
HRF	Homeland Response Forces
IDES	Integrated Disability Evaluation System
IG	Inspector General
IMD	Intelligence Mission Data
ISSP	Information Systems Security Program
IT	Information Technology
JCRAS	Joint Concept for Robotic and Autonomous System
JIE	Joint Information Environment
JRSS	Joint Regional Security Stack
MDAP	Major Defense Acquisition Program
MEU	Marine Expeditionary Unit
NDAA	National Defense Authorization Act
NIPR	National Insurance Producer Registry
NSC	National Security Council
ODCMO	Office of the Deputy Chief Management Office
OMB	Office of Management and Budget
OSD	Office of Secretary of Defense
PIV	Personal Identity Verification
PG	Performance Goal
PMA	Presidential Management Agenda
POM	Program Objective Memorandum
POTUS	President of the United States
QRRC	Quarterly Readiness Report to Congress
SATCOM	Satellite Communication
SBR	Statement of Budgetary Resources
SECDEF	Secretary of Defense
SL	Senior Leader
SM	Standard Missile
SSA	Support for Strategic Analysis
S&T	Science and Technology
STEM	Science, Technology, Engineering, and Mathematics
U.S.	United States
U.S.C.	United States Code
VOW	Veterans Opportunity to Work Act

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