



# PPBE and Congress

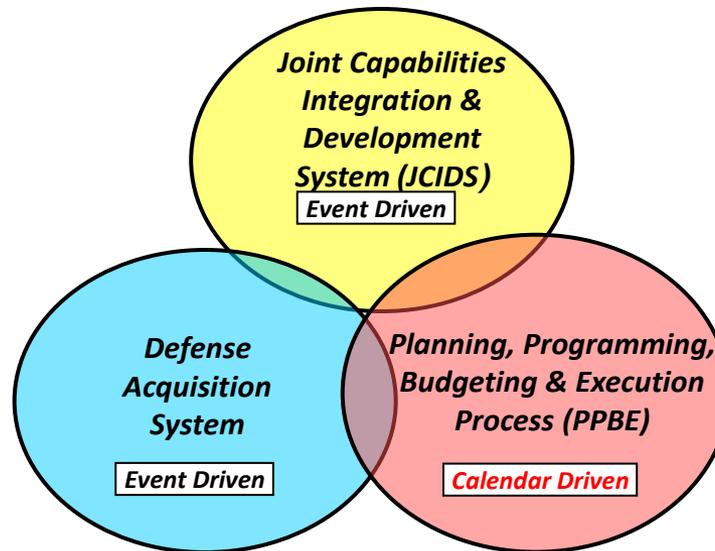


**EMDEC**  
**7 Feb 2014**



# PPBE is...

- A DoD-wide annual process which...
  - Provides civilian control and strategic direction
  - Ensures DoD stakeholders have a voice in the development of the President's Budget
  - Provides a basis for justifying budget requests to the White House and Congress for both peace-time budgets and cost-of-war budgets, but not for Supplemental Requests
- Calendar driven!

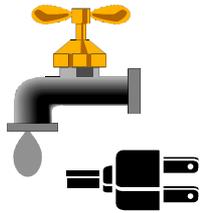


# Agenda

- Background
- Planning
- Programming and Budgeting
  - Navy
  - OSD
- Role of Congress
- Execution
- Wrap-Up

# Colors of Money -- Appropriation Time Line

*One Year*

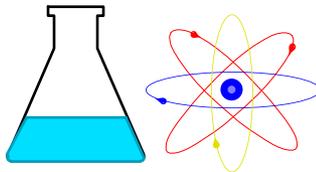


**OPERATIONS &  
MAINTENANCE**



**MILITARY  
PERSONNEL**

*Two Year*



**RESEARCH &  
DEVELOPMENT**

*Three Year*



**PROCUREMENT**

*Five Year*



**SHIPBUILDING &  
CONVERSION/  
MILITARY  
CONSTRUCTION**

**OPERATIONS & SUPPORT**

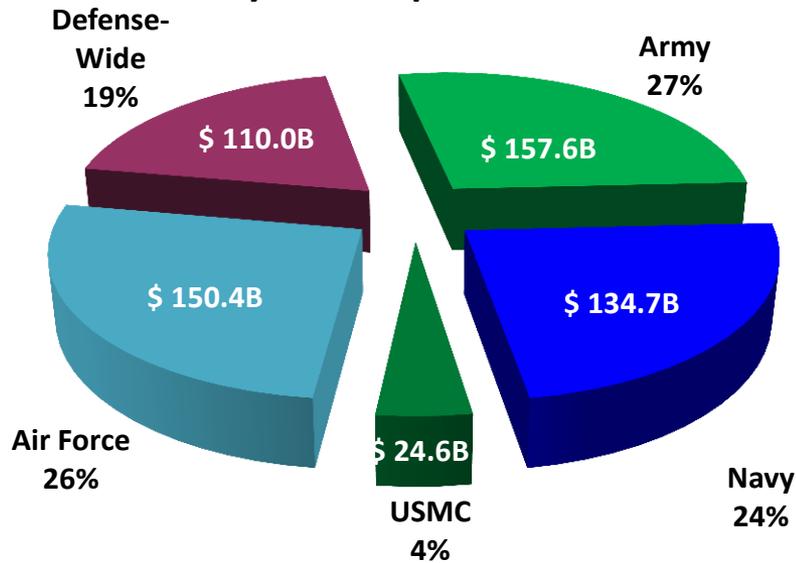
**INVESTMENT**

# DoD FY14 - Enacted by Congress

**FY 2014 Defense Budget Enacted by Congress**

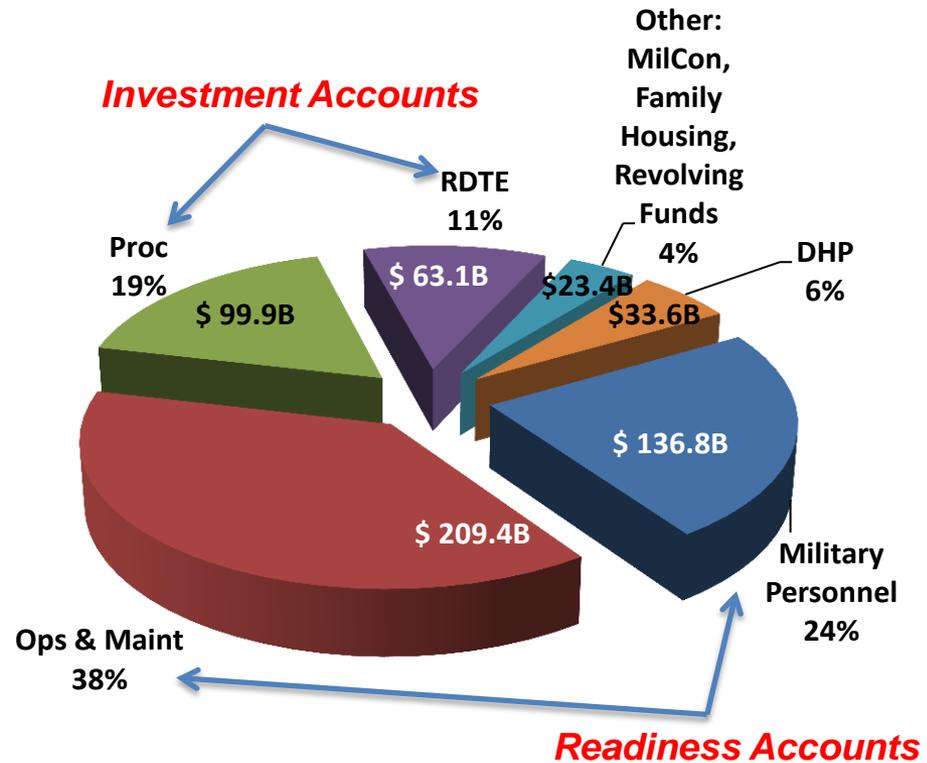
**Base: \$ 493.2B**  
**OCO: \$ 85.2B**  
**Total: \$ 578.4B**

**By DoD Department**

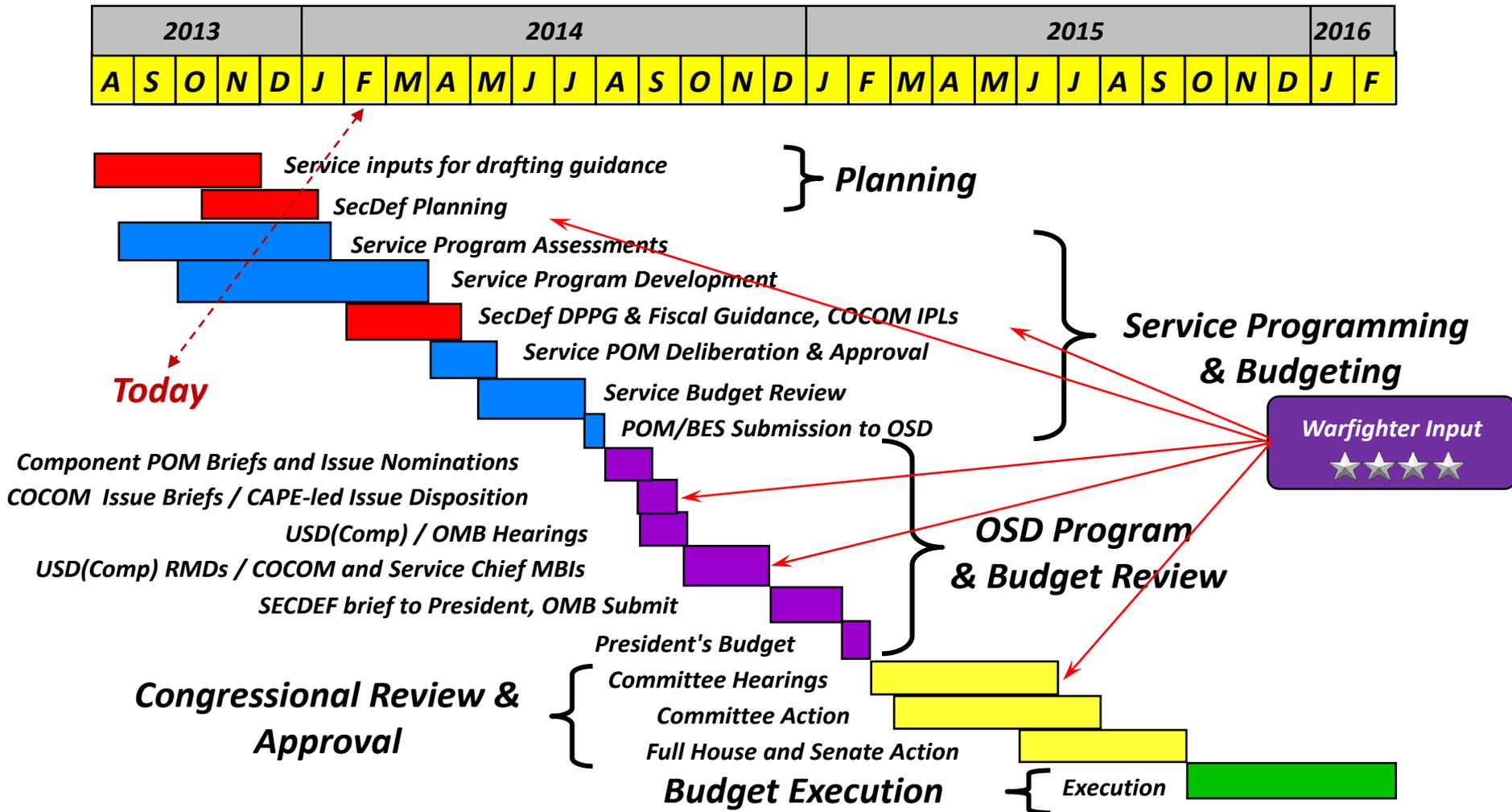


*These numbers do NOT exceed the Budget Control Act limits and are not subject to sequestration.*

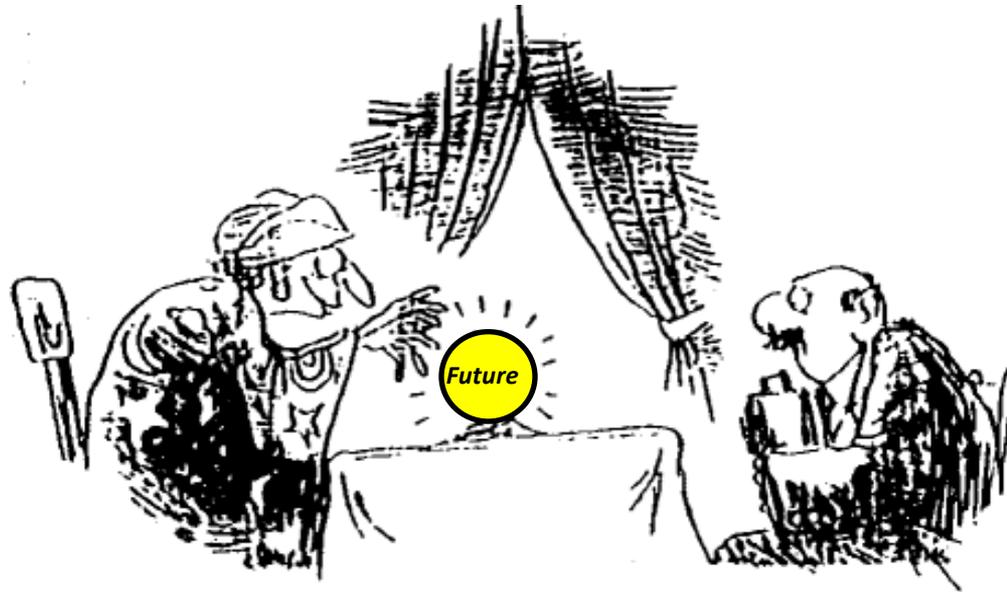
**Investment Accounts**



# Preview of One Cycle – Building POM 16



# Planning Phase



**FY16-20  
PPBE Cycle**

**SECDEF**

**Service Secretary**

2013				2014								2015								2016										
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F



*Service inputs to draft Planning Guidance*

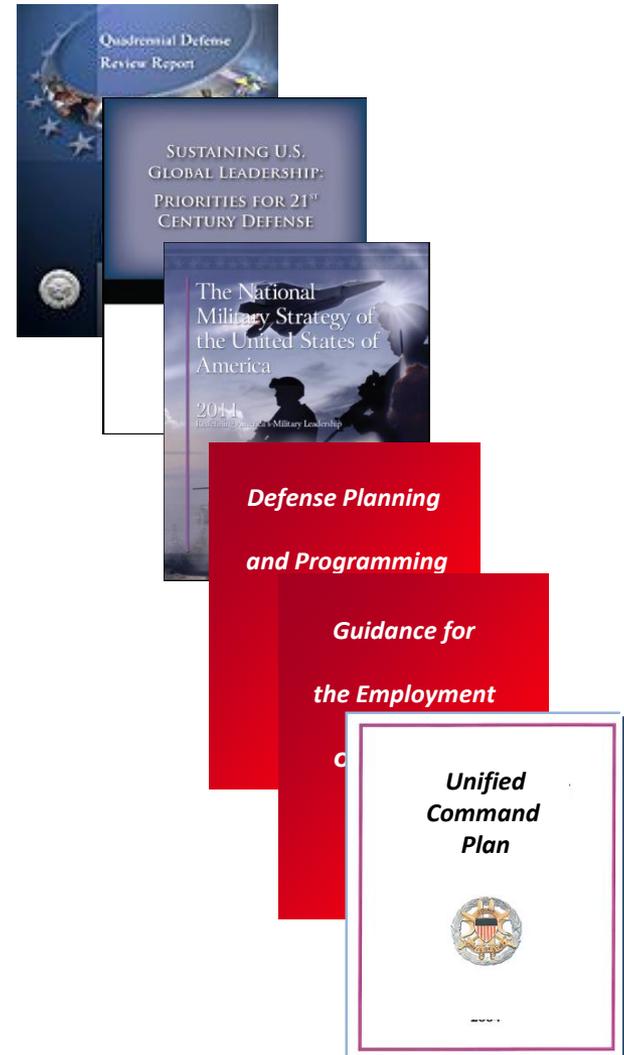


*SecDef Guidance for Service Planning*

**August  
thru  
January**

# DOD Planning

- Six **“Gold Standard”** documents:
  - *Quadrennial Defense Review (QDR)*
  - *Strategic Choices and Management Review (SCMR)*
  - *National Defense Strategy (NDS)*
  - *National Military Strategy (NMS)*
  - *Defense Planning and Programming Guidance (DPPG)*
  - *Guidance for the Employment of the Force (GEF)*
  - *Unified Command Plan (UCP)*



**Generally published every two to four years**

# Primary Missions of U.S. Armed Forces

SUSTAINING U.S.  
GLOBAL LEADERSHIP:  
PRIORITIES FOR 21<sup>ST</sup>  
CENTURY DEFENSE



1 Counter  
Terrorism and  
Irregular Warfare



10 Conduct Humanitarian,  
Disaster Relief, and  
Other Operations

2 Deter and  
Defeat  
Aggression



9 Conduct Stability  
and  
Counterinsurgency  
Operations

3 Project Power Despite  
Anti-Access/Area

8 Provide a  
Stabilizing  
Presence

4 Counter  
Weapons of  
Mass  
Destruction

5 Operate  
Effectively in  
Cyberspace and  
Space

6 Maintain a Safe,  
Secure, and  
Effective Nuclear  
Deterrent

7 Defend the Homeland  
and Provide Support to  
Civil Authorities



 = Basis for establishing DoD Capacity

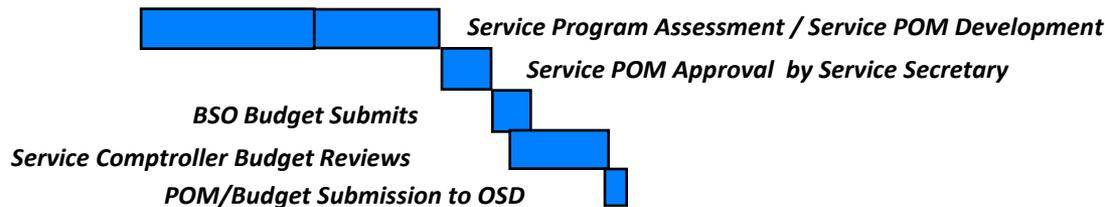
# Service Programming and Budgeting Process



**FY16-20  
PPBE Cycle**

"Hey, bucko...I'm through begging."

2013					2014					2015					2016															
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F



**September  
Through  
July**

# OPNAV Organization



**Chief of Naval Operations**  
 ★ ★ ★ ★  
 Admiral Jon Greenert

**Vice Chief of Naval Operations**  
 ★ ★ ★ ★  
 ADM Mark Ferguson

**Strategic Studies Group**  
 Admiral Hogg (ret)

**Chief of Navy Reserve (095)**  
 ★ ★ ★ ★  
 VADM Braun

**Director Navy Staff**  
 ★ ★ ★ ★  
 VADM Swift

**Surgeon General (093)**  
 ★ ★ ★ ★  
 VADM Nathan

**Chief of Chaplains (097)**  
 ★ ★  
 RADM Tidd

**Commander Operational Test & Evaluation Force (COTF)**  
 ★  
 RDML Penfield

**N1**  
 DCNO  
 Manpower, Personnel, Training and Education  
 ★ ★ ★ ★  
 VADM Moran

**N2/N6**  
 DCNO  
 Information Dominance  
 ★ ★ ★ ★  
 VADM Branch

**N3/N5**  
 DCNO  
 Information, Plans & Strategy  
 ★ ★ ★ ★  
 VADM Howard

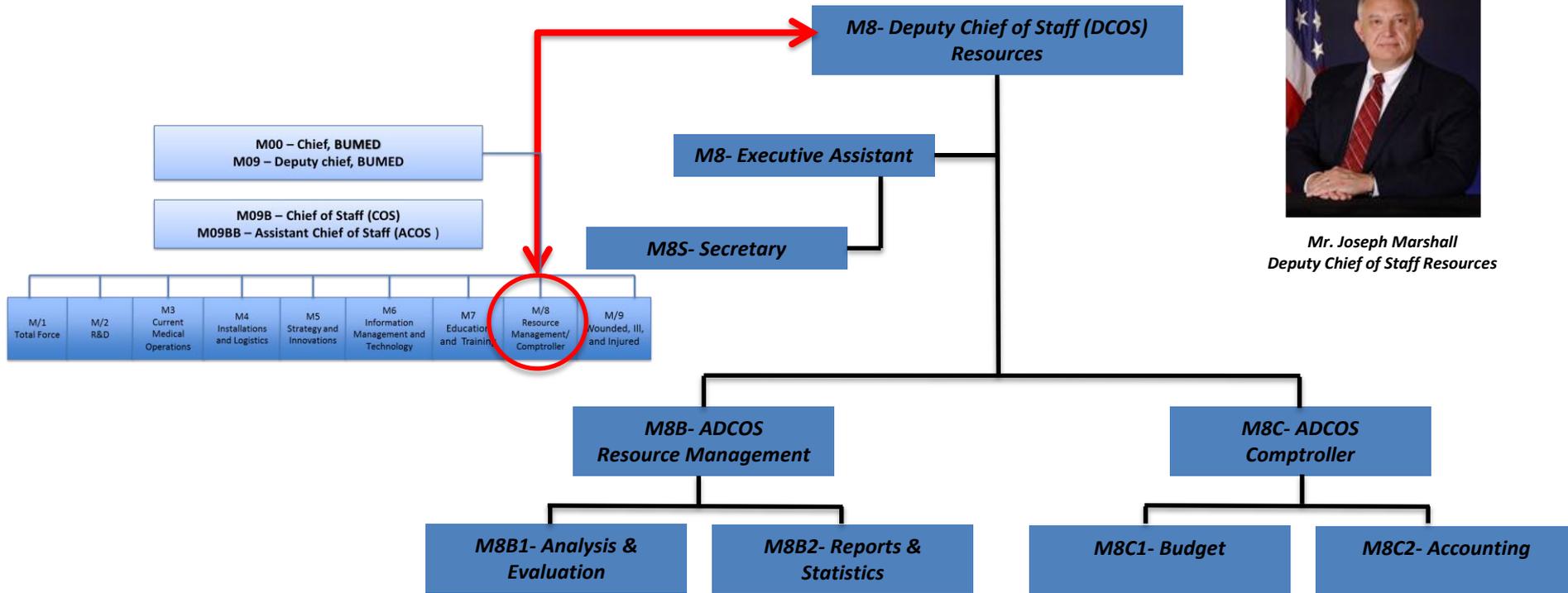
**N4**  
 DCNO  
 Fleet Readiness, Logistics, Installations  
 ★ ★ ★ ★  
 VADM Cullom

**N8**  
 DCNO  
 Integration of Capabilities and Resources  
 ★ ★ ★ ★  
 VADM Myers

**N9**  
 DCNO  
 Requirements  
 ★ ★ ★ ★  
 VADM Aucoin

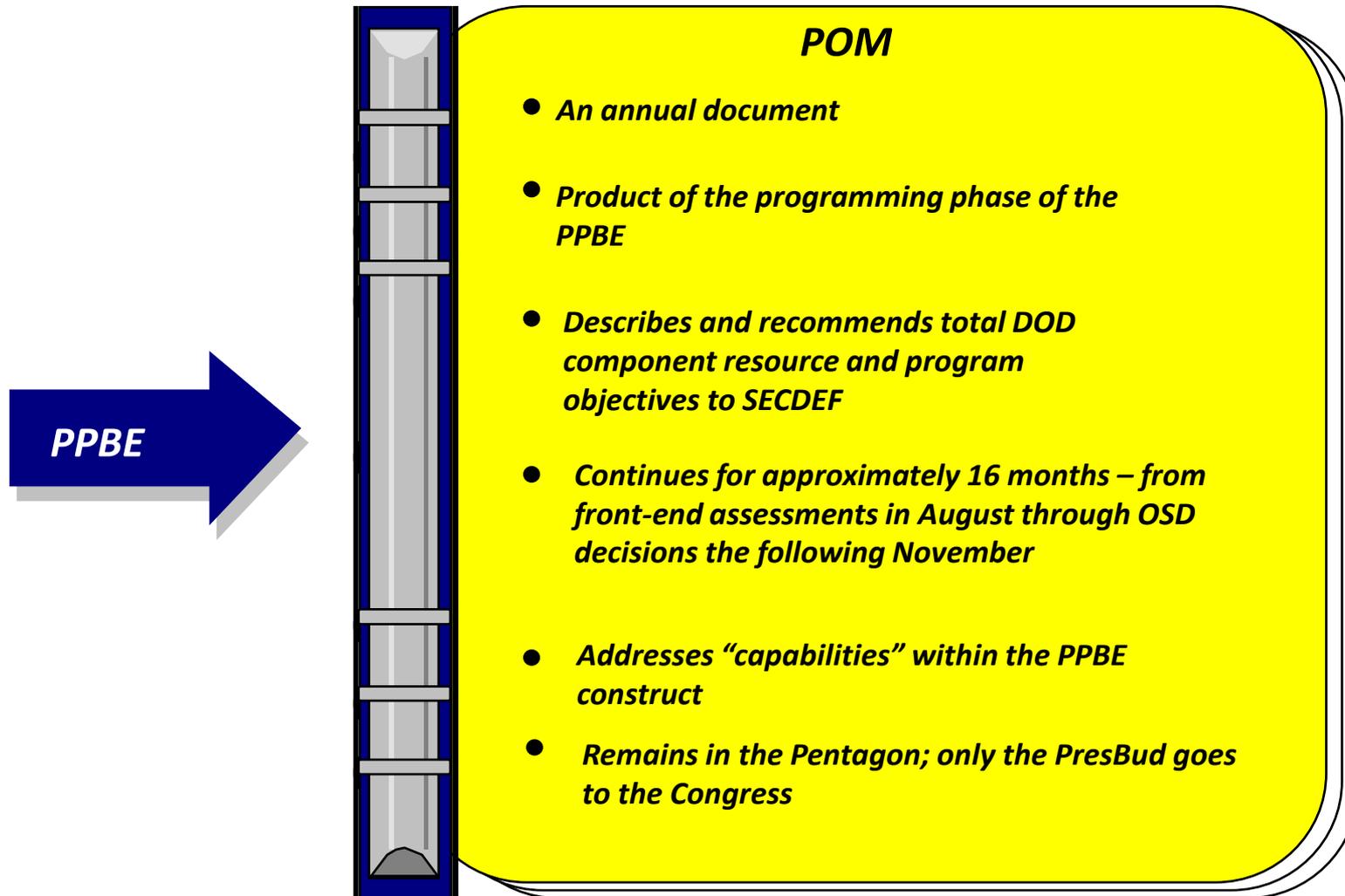
**PPBE Process Owner**

# BUMED Resources Organization (M8)

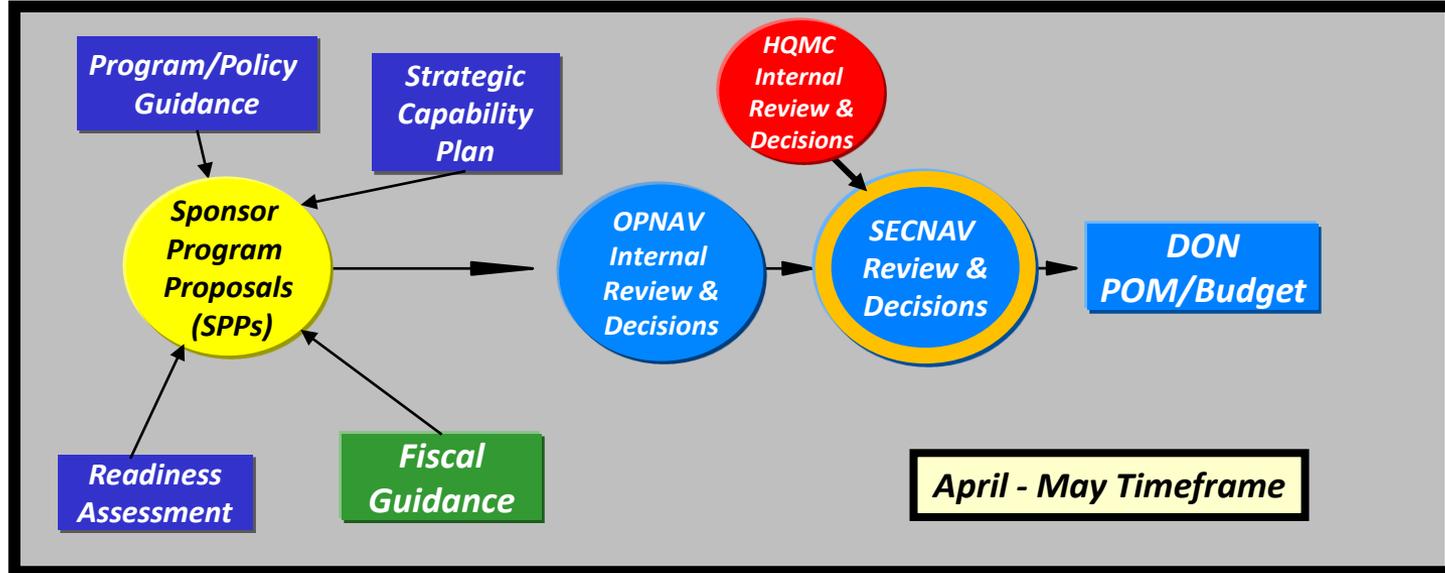


**Central Player in Obtaining and Defending Funding for Naval Medicine**

# Program Objective Memorandum (POM)



# CNO / CMC / SECNAV Staff Review, Balancing & Decisions



## CNO/CMC REVIEWS

- Navy Resource Sponsors brief SPPs to VCNO & CNO; N80 / N8 brief options to VCNO & CNO
- USMC PEB Chairs brief PEB results to MROC; P&R briefs alternative COAs to MROC for recommendation to CMC
- Key focus on Core/Above Core
  - Political Factors / Effects on Warfighting / Fit with Planning Strategy
- CNO / CMC make preliminary decisions

## SECNAV REVIEW

- Issues presented to senior DON leadership
  - OPA has role in assessing USN/USMC POM merge
- USMC / USN integrated
- SECNAV makes final decisions
- Outcome is the DON Internal POM for budget review
- Budget exhibits then prepared by Navy and USMC for NAVCOMPT Summer Review

# Converting the POM to a Budget

## Program Objective Memorandum (POM)

- *SECDEF the customer*
- *Imprecise pricing (Gross \$)*
- *Uniformed lead*
- *Consider assessments*
- *Use prior year's execution data as guidance (not most current)*
- *Plan and assess by capability area*

## Budget Estimate Submission (BES)

- *Congress the ultimate customer*
- *Precise pricing*
- *Secretariat lead*
- *Via issue papers & reclama reviews*
- *Use current execution data (based on reviews)*
- *Budget by appropriation*

# Comptroller Perspective



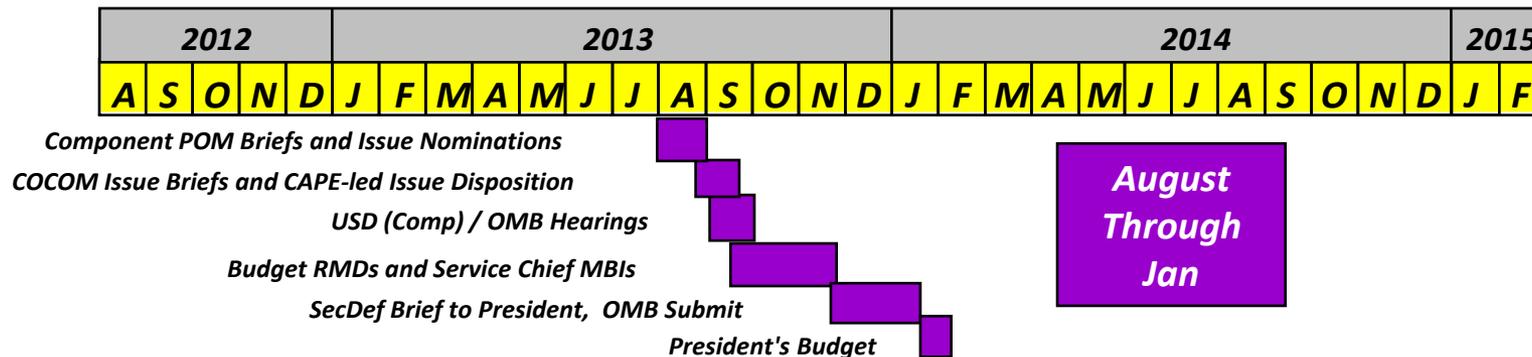
- **\$\$\$s belong to Service Chiefs**
  - Not to Budget Submitting Offices (BSOs)
  - Not to Resource Sponsors
- **Resources are finite**
  - Funds must be executed in a timely manner to satisfy cost, schedule, performance metrics
  - Risk of poor execution -- losing in next cycle
- **“Higher Level” priorities exist**
  - Warfighter needs, cost of war, inflation adjustments, etc. – readiness bills that must be paid



# OSD Programming and Budgeting Phase



FY16-20  
PPBE Cycle



# Principal OSD Interfaces



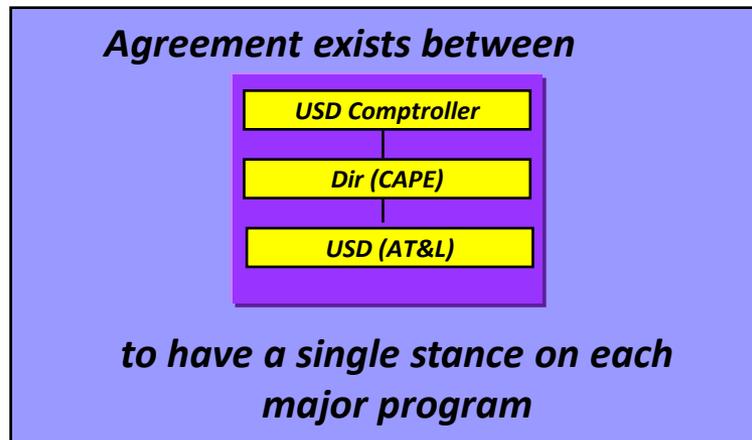
*Secretary of Defense*  
*Deputy Secretary of Defense*

*USD Comptroller*  
*Robert Hale*

*Under Secretary of Defense*  
*Acquisition, Technology &*  
*Logistics (AT&L)*  
*Frank Kendall*



*Director CAPE\**  
*Jamie Morin*

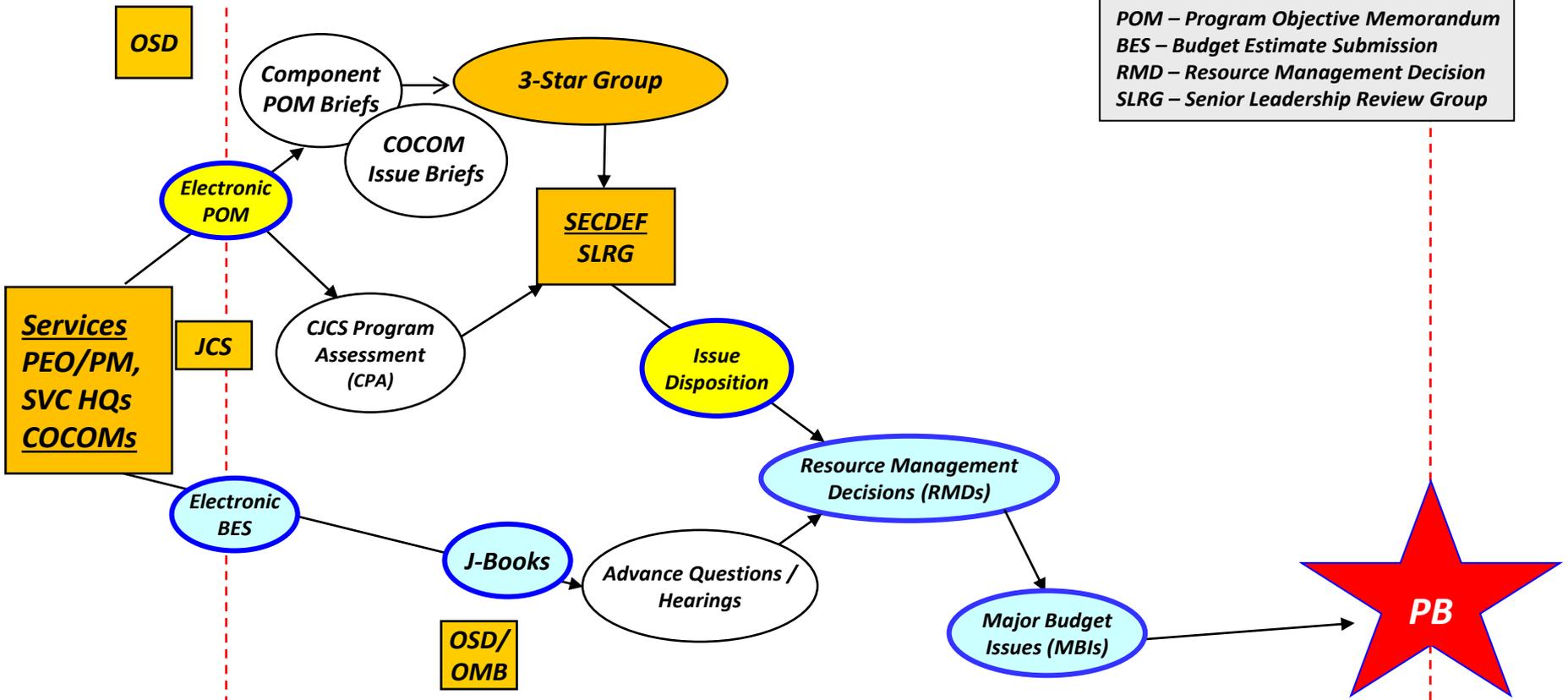


**\* Cost Assessment and Program Evaluation**  
*(Formerly Program Analysis and Evaluation (PA&E))*

# OSD Program / Budget Review

AUG      SEP      OCT      NOV      DEC      JAN      FEB

POM – Program Objective Memorandum  
 BES – Budget Estimate Submission  
 RMD – Resource Management Decision  
 SLRG – Senior Leadership Review Group



*POM/BES Submission updates the FYDP (Service Databases "lock")*

*Balanced PRESBUD Submission updates the FYDP (Database "locks")*

# Major Budget Issues (MBIs)

- **At the final stage of the OSD Budget Review, one last opportunity to take exception to proposed RMDs**
  - MBIs are those issues that, if implemented, have so serious an impact on the Service/Department's mission that they require the Service Secretary and Service Chief to personally work resolution with SECDEF and/or DEPSECDEF
- **Service comptroller develops a list of potential MBIs and offsets during draft RMD deliberations**
  - Service Comptroller with input from Service staffs approves issues to be forwarded to the Service Chief and Service Secretary for consideration
  - Service Chief and Service Secretary decide which MBIs and offsets they want to address and forward those issues to the 3-Star OSD/CAPE group
  - 3-Star group meets to resolve the MBIs and offsets
    - Also assists SECDEF implement any final Presidential guidance as the PB is completed
- **Simultaneously, Service programmers identify and review offsets to fund the estimate of the final RMD-driven bill**
  - Once MBI discussions complete, Services deliver the set of proposed offsets to OSD
  - OSD has the final word on which offsets are acceptable

# President's Budget (PB or PresBud)

- 3-Star OSD/CAPE panel
  - Prepares the SECDEF for his meeting with the President
  - Implements any new guidance resulting from the President's final decisions on the size and composition of the Defense Budget
- The President makes the final decisions in December concerning the budget he will submit to Congress
- OSD submits the DOD budget request to OMB for incorporation into the PresBud submission
  - Detailed information and justification material is built into documents called Justification Books to accompany the President's Budget submission to Congress
- President conducts the State of the Union address the last week in January and delivers budget to Congress by first Monday in ~~February~~ March



# Working Effectively with Congress



## Threat or Ally?

# The United States Constitution – Three Branches of Government

## Legislative Branch (Article 1)

- **House of Representatives**
  - By population
  - 2 year terms
  - 435 total members
- **Senate**
  - 2 per state
  - 6 year terms
  - 100 total members
- **Authorities**
  - Laws, Taxes and Regulations
  - Declare war
  - Raise and support Armies
  - Provide and maintain a Navy
  - Advise and Consent (Senate)



## Executive Branch (Article 2)

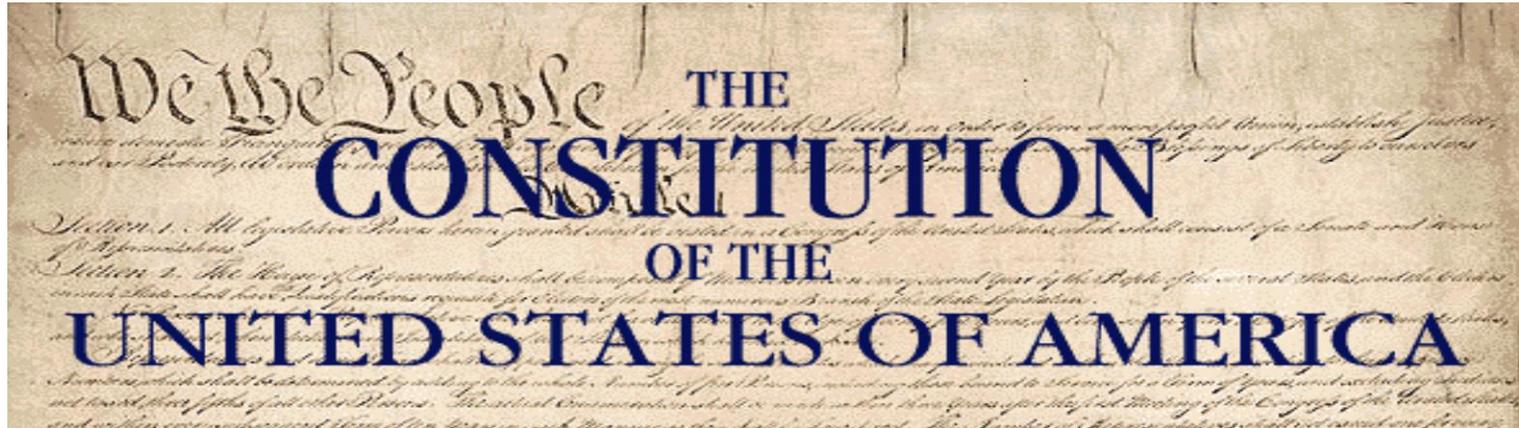
- **President**
  - 4 year terms (2 max)
  - 3 roles:
    - Chief Executive
    - Head of State
    - Commander-in-Chief
- **Vice President**
  - Succeed to or Act as President
  - President of the Senate
- **(Most) All Government Agencies and Departments:**
  - Defense
  - State
  - Homeland Security
  - Justice
  - Transportation, Commerce, Labor, VA, Ag, Ed, Energy, HHS, HUD, Treasury, Interior

## Judicial Branch (Article 3)

- **Supreme Court**
  - 1 Chief Justice and 8 Associate Justices
- **Federal Courts are established by Congress**
  - US Court of Appeals (12)
  - US District Courts (94)



# Why is Congress Always in My Business?



## ***Article I, Section 8***

***The Congress shall have power to declare war ... raise and support armies ... provide and maintain a navy ... make rules for the government and regulation of the land and naval forces.***

***Oversight -- It's Constitutional***

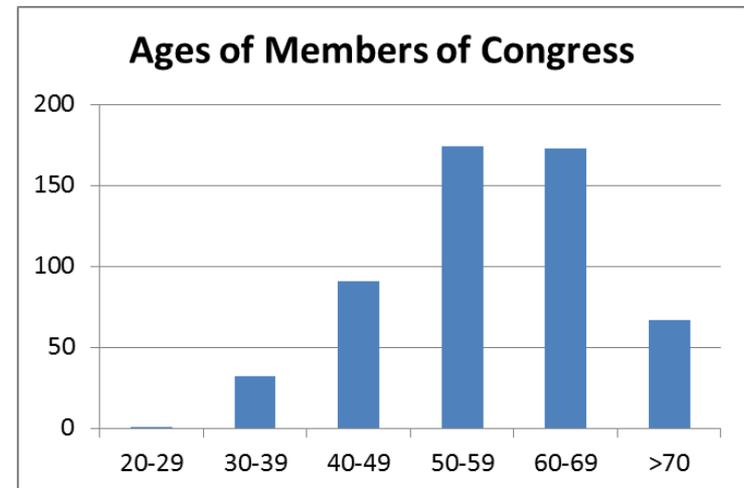
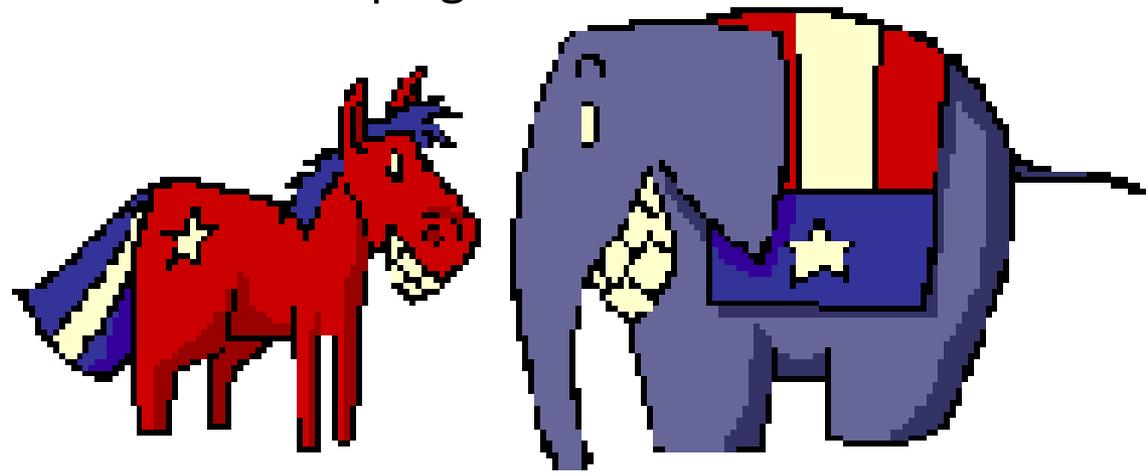
# 113th Congress, 2nd Session

- Senate
  - Democrats: 53
  - Independent: 2 (caucus with Democrats)
  - Republicans: 45
- House
  - Democrats: 201
  - Republicans: 232
    - Rep Young (FL-13) died 18 Oct; Primary Election 14 Jan; General Election 11 March
    - Rep Radel (FL-19) resigned 27 Jan

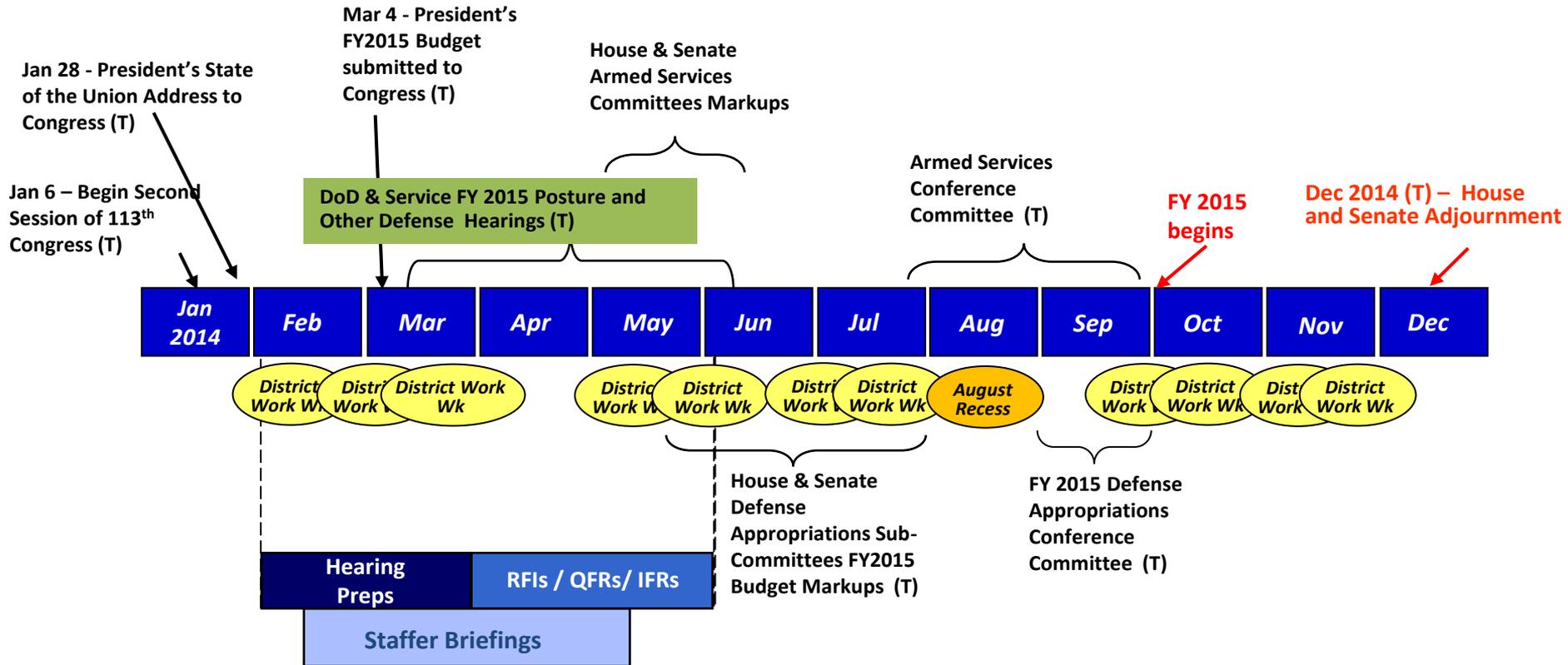
*Source: Office of the Clerk, US House of Representatives*

# Political Environment and Institutional Culture

- 2-year election cycle, multi-million dollar campaigns
- Shared power
  - Between parties
  - Federal vs. state
  - With other branches
- Seniority among Members
  - Organizational basis
  - Set committee leadership
- Senior professional (committee) staff
- Young personal staff
- Information is power
  - Bad news doesn't get better with time
  - Provide knowledge and insight
- Schedule-driven
  - Limited opportunities to interact
- Term limits



# Timeline: 2<sup>nd</sup> Session, 113<sup>th</sup> Congress

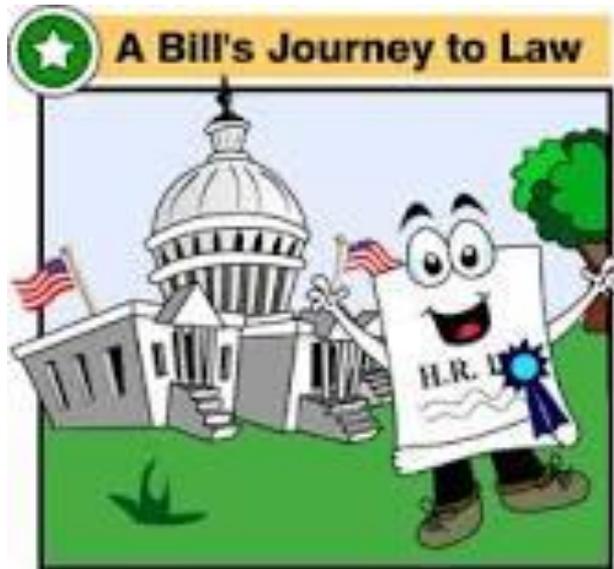


**LEGEND:**

- (T) = Tentative dates
- RFI = Request for Information
- QFR = Question for the Record
- IFR = Insert for the Record

# Terminology

- **Authorization** (Statute provided by the Legislative Branch)
  - Establish, continue or modify programs and set maximum funding levels and are a prerequisite under House and Senate rules for the Congress to appropriate budget authority for programs.
- **Appropriations** (Statute provided by the Legislative Branch)
  - Provides Budget Authority (BA) for Federal Agencies to incur obligations and to make payments for specified purposes.
- **Budget**
  - Revenue and spending plan.
- **Budget Authority (BA)**
  - The authority to incur legally binding obligations of the Government which will result in immediate or future outlays (BA is provided by Congress in form of enacted Appropriations).
- **Total Obligational Authority (TOA)**
  - TOA is a DoD financial term which expresses the value of the DIRECT Defense program for a fiscal year.
- **Obligation**
  - A liability incurred by the government (a signed contract for goods or services).
- **Outlays**
  - Expenditures, are the liquidation of Government's obligations. Outlays generally represent cash payments.



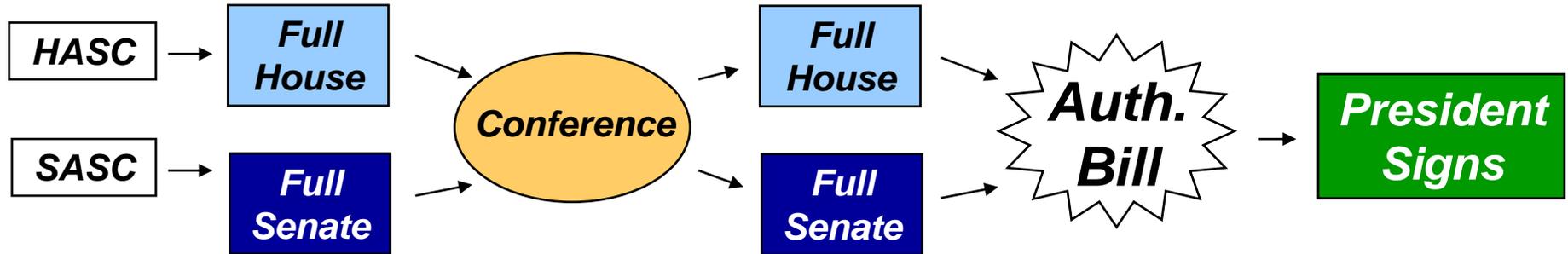
# “Civics 101” – A Refresher

- **Congress is organized into two chambers**
  - The House of Representatives (435 + 6 non-voting)
  - The Senate (100)
- **Congress creates policy and appropriates funding**
- **Congressional legislation becomes law when it is signed by the President**
  - Exception: Veto override by 2/3 vote of both House and Senate
- **Every two years, at the beginning of a new term, Congress reorganizes itself and chooses its leaders**
  - Speaker of the House and Senate Majority Leader are chosen by members of the majority party in their respective chamber
- **We are currently in the “113<sup>th</sup> Congress, 2<sup>nd</sup> Session”**
- **There are two 1-year sessions in each “Congress”**
  - First session: Odd-numbered years
  - Second session: Even-numbered years



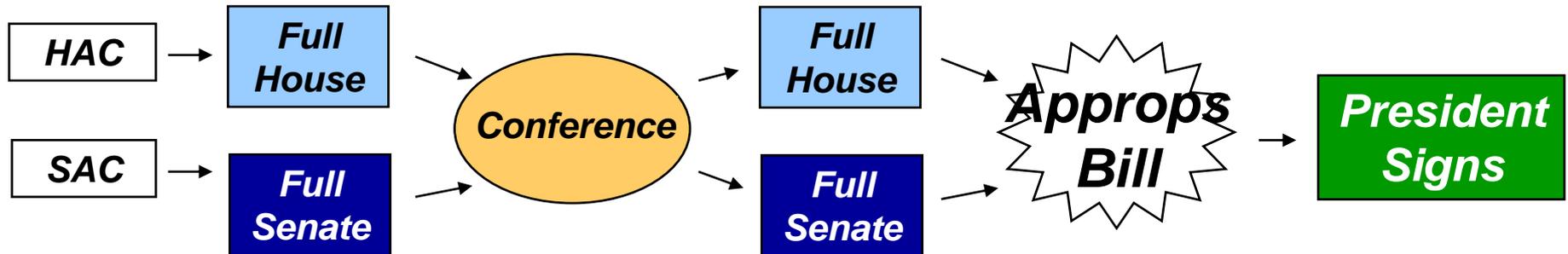
# How Our Laws Are Made

## Authorization Bill



**Press coverage/opportunities at each point in process...**

## Appropriations Bill



# Congress by Committee

## Senate Standing Committees (16)

Agriculture, Nutrition, and Forestry

Appropriations

Armed Services

Banking, Housing, and Urban Affairs

Budget

Commerce, Science, and Transportation

Energy and Natural Resources

Environment and Public Works

Finance

Foreign Relations

Health, Education, Labor, and Pensions

Homeland Security and Governmental Affairs

Judiciary

Rules and Administration

Small Business and Entrepreneurship

Veterans' Affairs

## 4 Joint and 4 Special/ Select Committees

## House Standing Committees (20)

Agriculture

Appropriations

Armed Services

Budget

Education and the Workforce

Energy and Commerce

Ethics

Financial Services

Foreign Affairs

Homeland Security

House Administration

Judiciary

Natural Resources

Oversight and Government Reform

Rules

Science, Space, and Technology

Small Business

Transportation and Infrastructure

Veterans' Affairs

Ways and Means

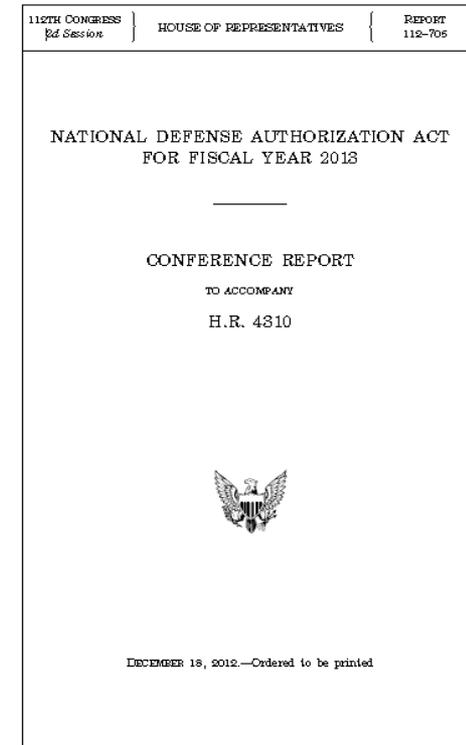
## 4 Joint and 1 Special/ Select Committees

**“Congress in session is Congress on public exhibition, whilst Congress in its committee-rooms is Congress at work.”**

**Woodrow T. Wilson, 28th President of the United States, 1913-1921**

# Defense Committee Outputs/Products

- Reports accompany respective bills
  - HASC, SASC reports effective upon adoption
  - HAC-D, SAC-D reports may be amended by conference
- Conference reports
- Report language
  - Effective immediately, authorization language not conferenced
  - Does not carry the force of law, but ignore at your own peril
  - Directive
    - Requires specific action .... “The Senate ... directs the Secretary of the Army to submit a report to the congressional defense committees ...”
  - Non-directive
    - “The committee notes that none of this reduction should be applied against ...”
- Bill language
  - Statutory: public law, US Code
    - Written by Office of Legislative Counsel
    - Identified by title, section, paragraph
      - E.g., 10 USC §2466 (a)
    - Must be conferenced between House and Senate
    - Effective after President signs bill into law



# Authorization Act Language

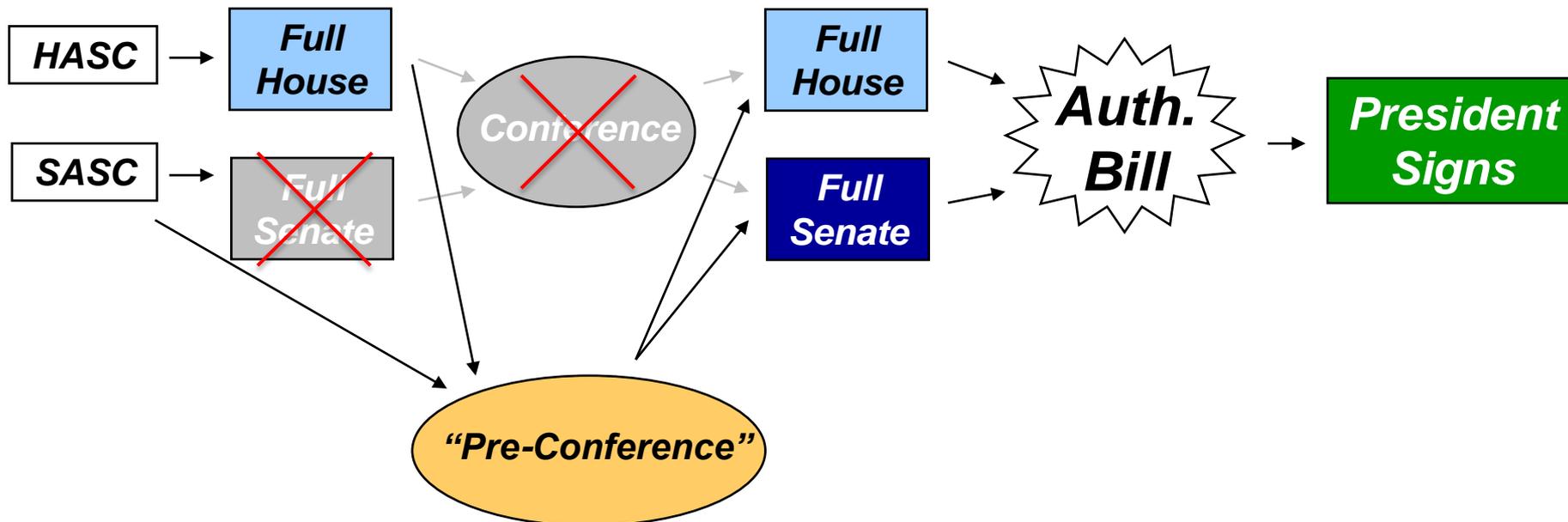
## FY 2014 National Defense Authorization Act

### **SEC. 124. LIMITATION ON AVAILABILITY OF FUNDS FOR LITTORAL COMBAT SHIP.**

***Not later than 60 days after the date of the enactment of this Act, the Chief of Naval Operations, in coordination with the Director of Operational Test and Evaluation, shall submit to the congressional defense committees a report on the current concept of operations and expected survivability attributes of each of the Littoral Combat Ship seaframes.***

# How Our Laws Are Sometimes Made

## Approps or Authorization Bill



*The House and Senate roles can be reversed*

**Press coverage/opportunities remain at each point in process...**

# House and Senate Rules

**“Each House may determine the Rules of its Proceedings”**

**-- US Constitution, Article 1, Section 5**

## House

- **Rules adopted Jan 2013 (113<sup>th</sup> Congress)**
- **Majority Rules – the Speaker**
- **House Rules Committee**
  - **All bills pass from Committee of jurisdiction through Rules Committee**
  - **Sets terms and conditions for Floor debate to be approved by full House**
- **Amendments must be germane**

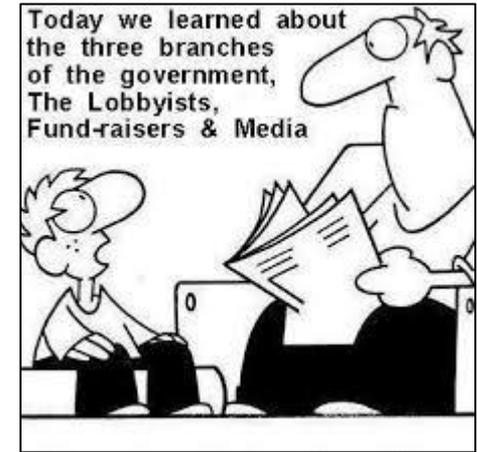
## Senate

- **Rules adopted Apr 2000 (2/3 vote to change)**
- **Individual rights of Senators**
- **Unanimous Consent – privately negotiated agreements**
- **Holds – informal custom honored by Party leaders**
- **Cloture – limits debate, 3/5 vote**
  - **“Nuclear Option” for Executive Appointments**
- **Non-germane amendments allowed (unless UC says no)**

**Political Party Rules – only the House Republican Conference releases its own rules.**

# Lobbyists

- Provide information
- Seek to influence outcomes
- Professional (i.e. paid) and volunteer
- Protected activity under First Amendment (free speech, assembly and petition)
- Regulated industry



*Do government agencies lobby Congress?*

**DoDD 5142.01: “Legislative Liaison. Legislative liaison activities are the direct, daily, and personal contact on a continuing basis made by representatives of the Department of Defense with members and committees of the U.S. Congress and their staffs for the purpose of presenting, justifying and defending the DoD, or a DoD Component’s, legislative program.”**

# Role of Military Liaison Offices

- Support Service Secretary and Service Chief in preparing testimony, briefings, and in preparing for / making office calls on House, Senate members
- Present briefings as requested
- Staff responses to Requests for Information (RFIs) via “Information to Members of Congress”
- Staff responses to Questions for the Record (QFRs)
- Respond to congressional inquiries and case work
- Support CODELs and Staff DELs



***Interactions are year-round & at many levels***

# Surgeon General's Key Points

- **Navy Medicine's Mission:** Force Health Protection
- Provide world-class care for Sailors, Marines, their families and other beneficiaries around the globe, anytime, anywhere
- Deliver a continuum of care from the battlefield to the bedside and from the bedside to unit, family, or transition
- Operate forward and promote and protect the fleet and Marine forces
- Combat casualty care
- Help Sailors and Marines suffering with traumatic brain injury and post-traumatic stress disorder
- Provide a comprehensive and holistic approach to wounded warrior recovery for service members and their families



*Vice Admiral Nathan is the 37th surgeon general of the Navy and chief of the Navy's Bureau of Medicine and Surgery. He testified before the subcommittee on Defense of the House Committee on Appropriations on April 24, 2013*

# 113th Congress: Congressional Report Language - Appropriations

- HAC-D Report 113-113
  - “The Committee recommends funding to augment the request for enduring Traumatic Brain Injury and Psychological Health and Wounded, Ill and Injured requirements. To address these challenges of the Defense Health Program, the Committee recommends the following:
  - Traumatic Brain Injury and Psychological Health Research ..... \$125,000,000 “ (plus up to RDTE, DHP)
- SAC Report 113-85
  - “Traumatic Brain Injury [TBI]/Psychological Health [PH].—The Committee recommends \$60,000,000 above the fiscal year 2014 budget request for continued research into treatment and prevention of traumatic brain injuries and improved psychological health.” (PG 189)
  - “The Committee directs the Assistant Secretary of Defense (Health Affairs) to submit a report to the congressional defense committees within 180 days of enactment of this act on expenditure and obligation data of additional funding added by Congress for psychological health and traumatic brain injury. This report should include information on agreements made with other Government agencies.” (pg 189)

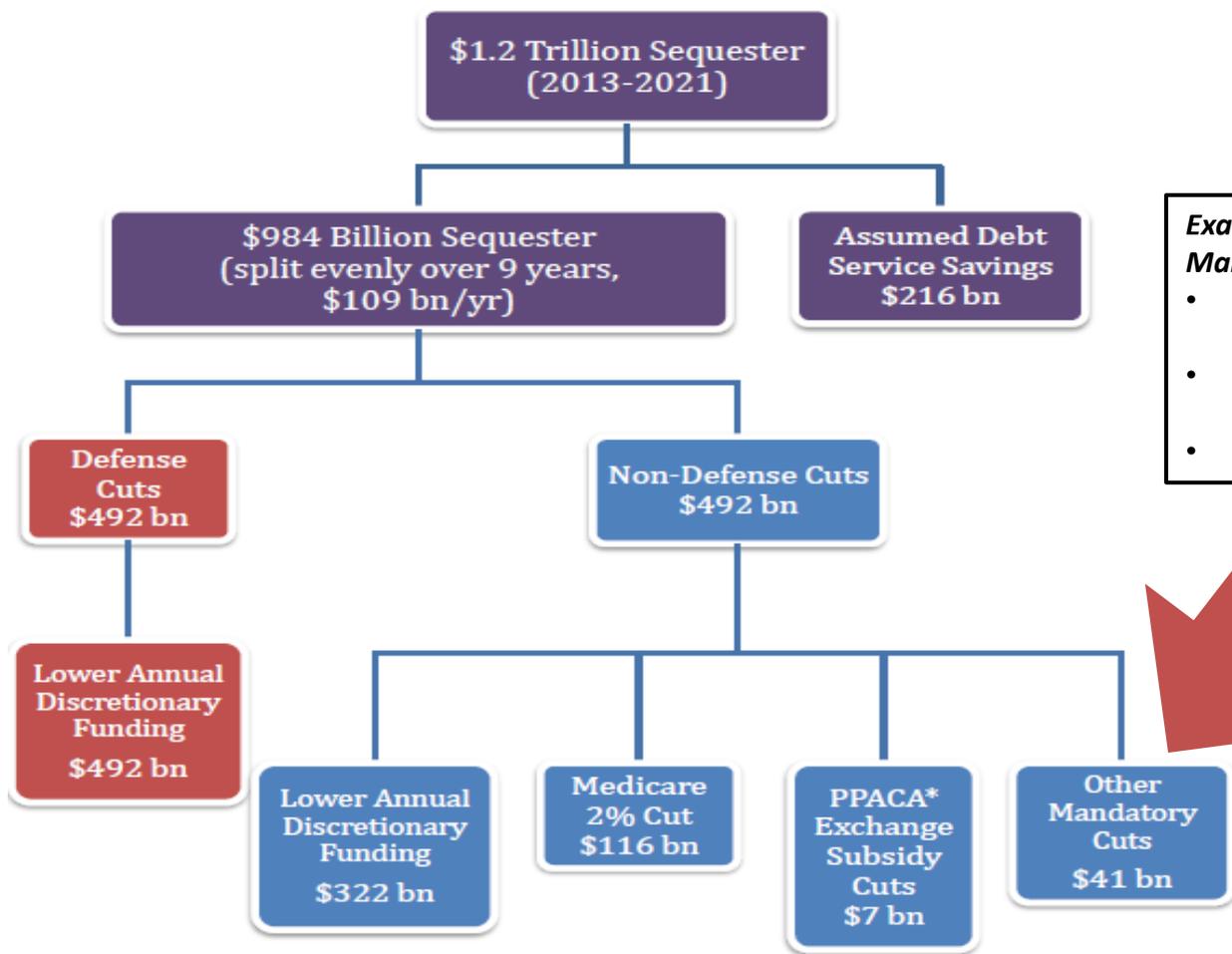
***\$60M added by Congress in FY14***

# Sequestration

- The concept was lifted from the Balanced Budget and Emergency Deficit Control Act of 1985
  - Objective of sequester then (and now) was to force compromise and action
- The imperative: U.S. budget debt and deficit continue to grow and need to be addressed
  - Debt currently nearing \$17 trillion and another debt ceiling increase will be required
- Previous studies and commission findings have not received Congressional support: Domenici & Rivlin; Simpson & Bowles
- Budget Control Act (BCA) of 2011 placed binding caps on discretionary spending each year over next decade, and:
  - Formed the Joint Select Committee on Deficit Reduction to find \$1.5T in deficit reduction over 9 years (FY12-21)
  - If unable to develop plan and get Congressional approval, sequestration would force \$1.2T in deficit reduction
- The “Super Committee” failed, so the poison pill remains
- The American Taxpayer Relief Act of 2012 delayed onset 60 days and reduced amount for FY13
- Bipartisan Budget Act of 2013 (Ryan-Murray) adjusted spending limits for FY14 and FY15

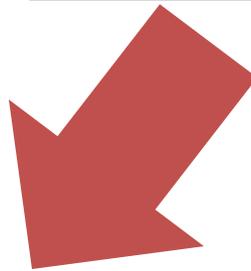
***Sequestration started March 1, 2013***

# Sequestration: How the Automatic Cuts Work



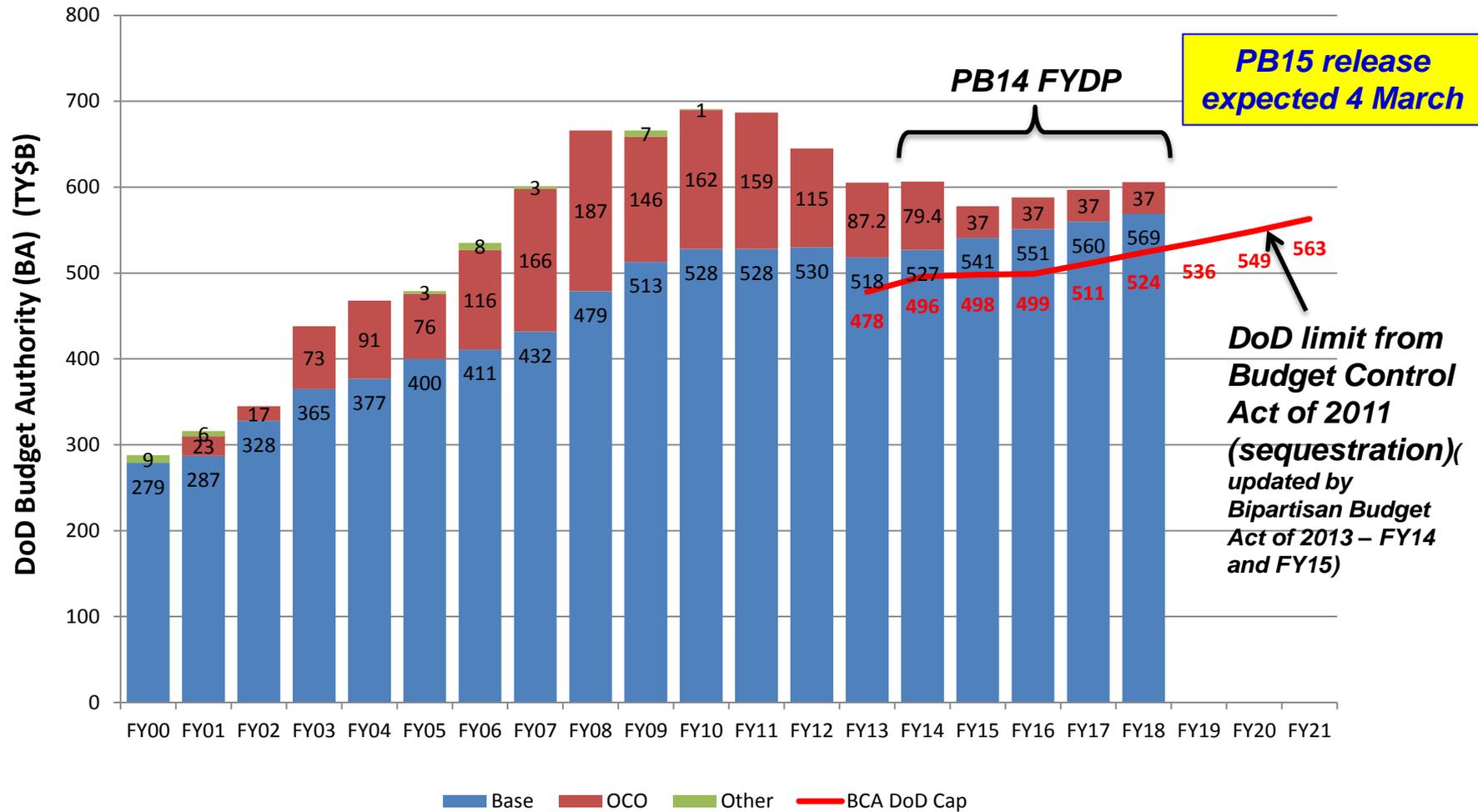
*Examples of "Other Mandatory Cuts" include:*

- *Community and migrant health centers*
- *Indian health services and facilities (limit 2%)*
- *Farm price supports*



**Source: Bipartisan Policy Center - Task Force on Defense Budget and Strategy June 2012**

# DoD Budget FY00-18 and Sequestration Caps



# The Future of Sequestration ....?

- Amended by Bipartisan Budget Act (BBA) of 2013 for FY14 and FY15, but
  - It remains the law ... until 2021
- “Grand Bargain” opportunity in 2014?
  - BBA and Omnibus appropriation act removed the urgency to act in near term
  - Debt ceiling was lifted until 7 Feb by Default Prevention Act of 2013 (in conjunction with Continuing Resolution for FY14)
    - US Govt expected to reach new debt ceiling in Spring 2014
    - Legislation required to raise the debt ceiling
  - Patient Protection and Affordable Care Act (PPACA) aka Obamacare
- Elections and Mandates: 2014, 2016, 2018, ...

***Negotiate, Posture, Compromise, Stand Firm, Make a Deal... ???***

# Congressional Lessons Learned

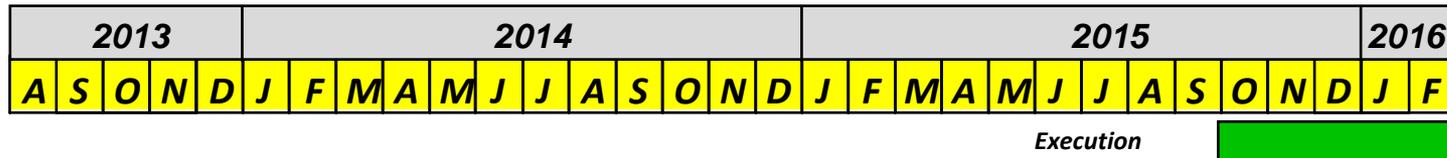
- **Members of Congress don't like surprises**
  - Bad news doesn't get better with time
  - Be consistent, reliable and responsive
  - Provide knowledge and insight
- **Focus your efforts on four principal committees / subcommittees**
  - Certain members are more influential than others
  - Know when, where and with whom to interact
- **Relationships are key**
  - Need to develop over the long run
  - Focus efforts on your representative or senators
- **Turn obstacles into opportunities**
- **“All politics is local”**
  - Jobs, Jobs, Jobs
- **Debt and deficit issues are here to stay**

***Be proactive vs. reactive***

# Execution Phase

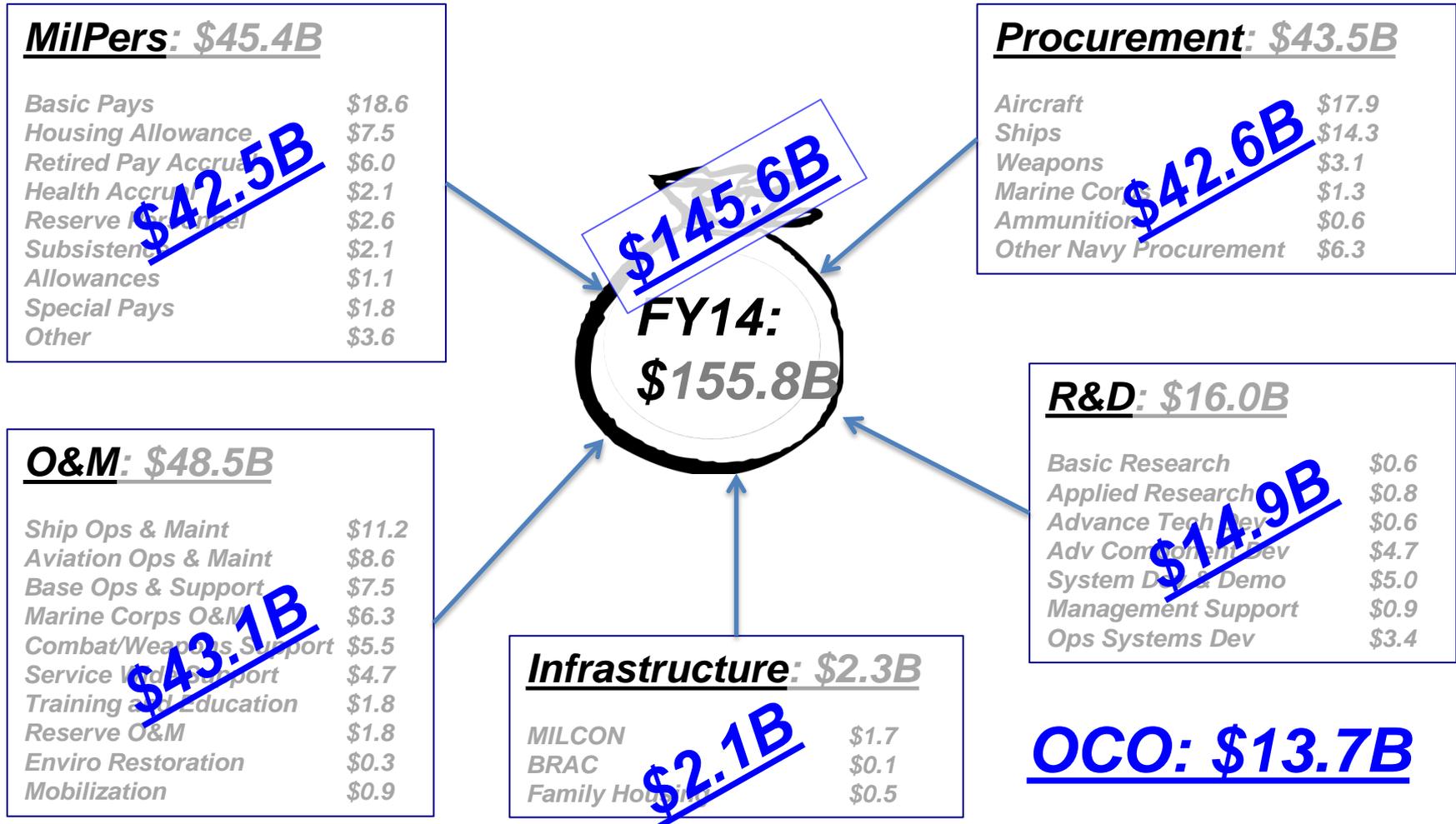


**FY16-20  
PPBE Cycle**



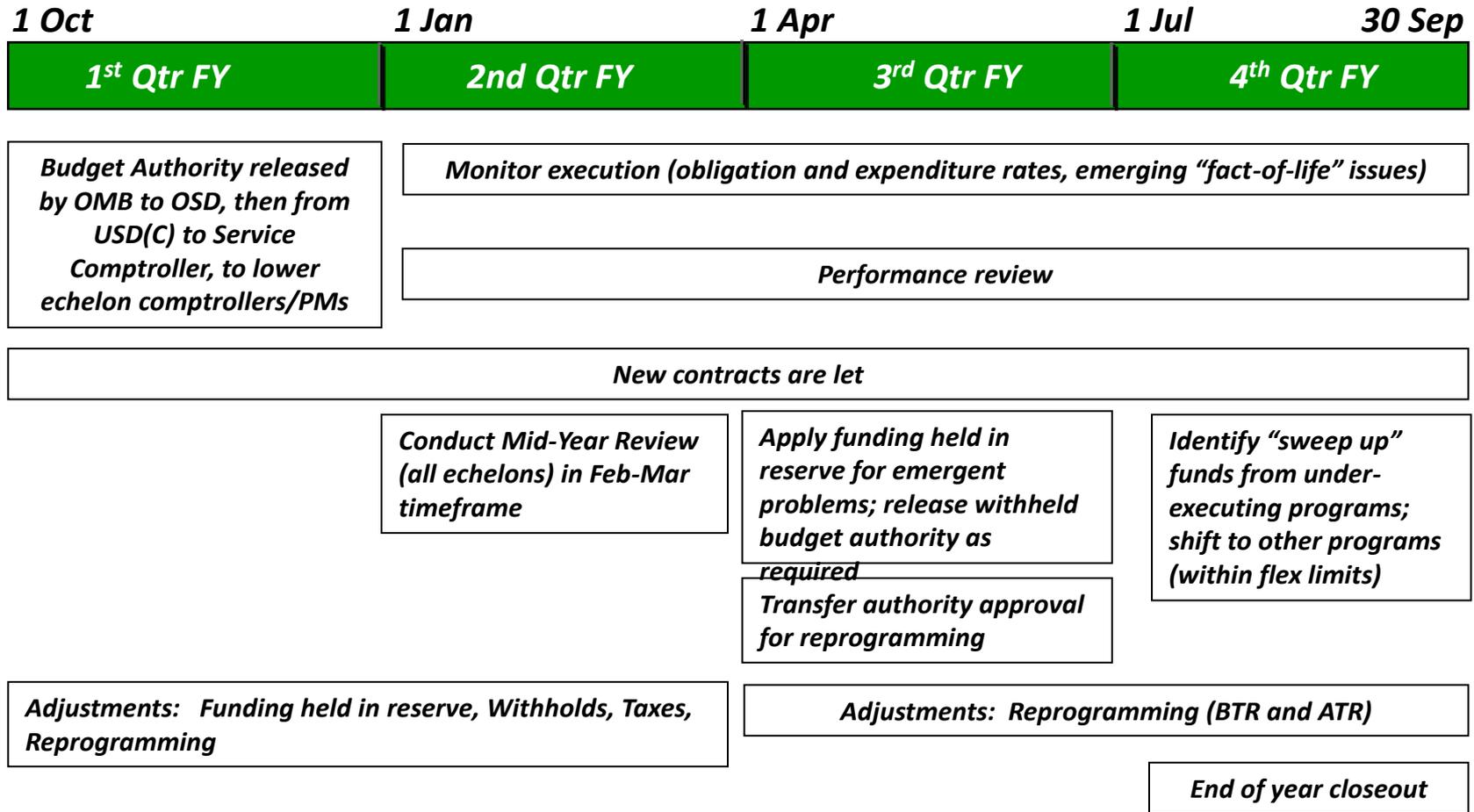
**October  
through  
September +++**

# DoN Budget Request for FY14 - *Enacted*



# Budget Execution Year – in brief

## Notional activities during the Fiscal Year



# Funding Execution: Reductions and Withholds

Reduction/Withhold	Description
Congressional cut	Congressional reduction to a program's PB request (funds not yet appropriated)
Congressional General Reduction (CGR)	Across-the-board reduction to an appropriated funding category
Small Business Innovative Research (SBIR)	Reduction to RDT&E funding for small business efforts
OSD withhold	Appropriated funding held back by OSD
Service withhold	Appropriated funding held back by Service to pay CGRs, SBIR, and other bills
Congressional rescission	Congressional reduction to program funds appropriated in a prior year

***Programs never receive all funds requested in the PB, even if Congress didn't cut the program***

# Take Aways

- PPBE is a process guided by SECDEF policy; internal deliberations are protected communications and not releasable
- PPBE is a “calendar-driven” process vice “event driven” as JCIDS and Acquisition
- PPBE framework supports resource allocation decisions that balance risk, affordability, and effectiveness of necessary warfighting requirements
- Strategic planning sets overarching direction and priorities for the PPBE process
  - DPPG and Service guidance are key for development of Service POM
- Each Service and Agency develops its own POM and Budget every year
- The Requirements Officer advocates for programs and monitor resources from year to year
- The FYDP is the database of all DoD personnel, equipment, and funding, arrayed by year
- Consolidated DoD budget request and FYDP goes to Congress as part of PresBud; POM remains within DoD
- A single year gets looked at numerous times

***PPBE Isn't Suited for Conditions of Fiscal Uncertainty!***

# Planning, Programming, Budgeting & Execution (PPBE)



THE ART OF DISTRIBUTING RESOURCES EQUITABLY