DoD STRATEGIC MANAGEMENT PLAN

Fiscal Years 2022 - 2026

FY 2024
Annual Performance Report

The estimated cost of this report or study for the Department of Defense is approximately $141,000 in Fiscal Years 2024 - 2025. This includes $21,000 in expenses and $120,000 in DoD labor. Generated on 2025Jan07 RefID: 3-D62062C

An aerial view of the Pentagon, Washington, D.C., May 15, 2023.
(DoD photo by U.S. Air Force Staff Sgt. John Wright)

A Letter from the Deputy Secretary of Defense

I am honored to share the Department of Defense's (DoD) Strategic Management Plan for Fiscal Years 2022 – 2026. It highlights the Department's Fiscal Year 2024 Implementation Results, which show how the Department has accelerated progress in achieving our strategic priorities and objectives.

Focusing on outcomes and metric-driven performance improvement, the Department has become a more data-driven organization, enabling performance improvement initiatives and empowering DoD Components to gain deeper insights from real-time information. Over the last two years, DoD Components have focused in particular on aligning our strategic ends and our resources. The Department has improved oversight and governance mechanisms, streamlined processes, and championed a culture of proactive performance tracking and monitoring to inform executive decision-making. The result is enhanced accountability and visibility, using authoritative data.

Deputy Secretary of Defense Kathleen H. Hicks speaks with servicemembers during a tour in Hangar 7 at RAF Lakenheath, England, November 28, 2023.

Today, DoD's Strategic Management Plan is fully considered in the DoD Planning, Programming, Budgeting, and Execution (PPBE) system and its functional governance fora. These concrete steps are building enduring advantages in DoD business operations and management that fortify our National Defense Strategy. I am confident the Department will further build on its unwavering commitment to transparency and accountability through our dynamic, real-time Strategic Management Plan.

The Honorable Kathleen H. Hicks
Deputy Secretary of Defense

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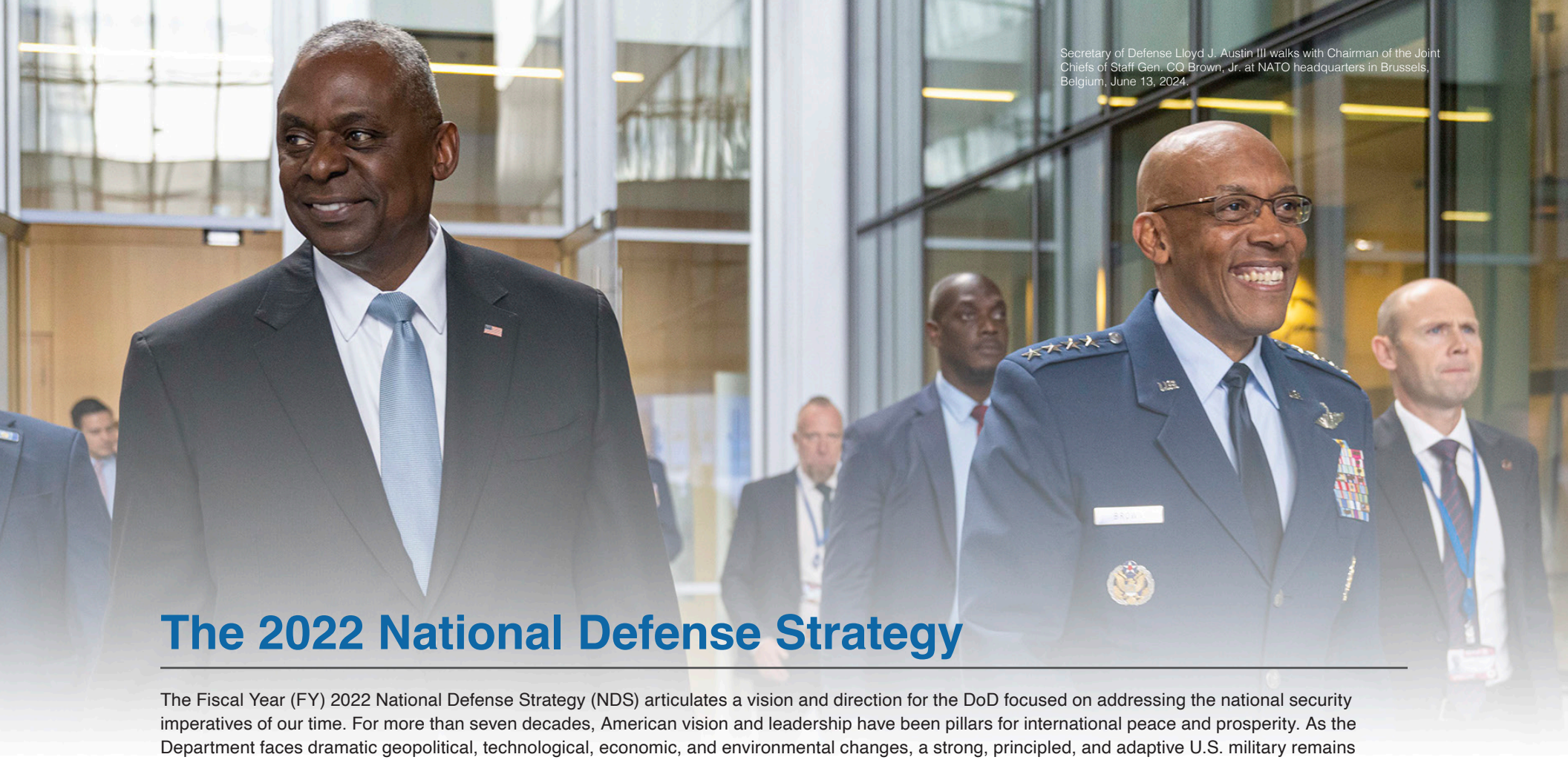


Secretary of Defense Lloyd J. Austin III walks with Chairman of the Joint Chiefs of Staff Gen. CQ Brown, Jr. at NATO headquarters in Brussels, Belgium, June 13, 2024.

The 2022 National Defense Strategy

The Fiscal Year (FY) 2022 National Defense Strategy (NDS) articulates a vision and direction for the DoD focused on addressing the national security imperatives of our time. For more than seven decades, American vision and leadership have been pillars for international peace and prosperity. As the Department faces dramatic geopolitical, technological, economic, and environmental changes, a strong, principled, and adaptive U.S. military remains central to 21st century leadership. The Department stands, as always, ready to meet challenges and seize opportunities with the confidence, creativity, and commitment that has long characterized our military and the democracy that it serves. The Department conducts its strategic reviews in a fully integrated way incorporating the Nuclear Posture Review and Missile Defense Review in the NDS - ensuring tight linkages between our strategy and our resources.

Consistent with the 2022 National Security Strategy, the NDS sets out how the DoD will contribute to advancing and safeguarding vital U.S. national interests - protecting the American people, expanding America's prosperity, and realizing and defending the values at the heart of the American way of life.

To meet challenges and seize opportunities, the 2022 NDS priorities are:

- Defending the homeland, paced to the growing multi-domain threat posed by the People's Republic of China (PRC)
- Deterring strategic attacks against the United States, Allies, and partners
- Deterring aggression, while being prepared to prevail in conflict when necessary, prioritizing the PRC challenge in the Indo-Pacific, then the Russia challenge in Europe
- Building a resilient Joint Force and defense ecosystem

The Department will act urgently to sustain and strengthen deterrence, with the PRC as our most consequential strategic competitor and the pacing challenge for the Department. Russia poses acute threats, as illustrated by its brutal and unprovoked invasion of Ukraine. The Department will relentlessly continue to collaborate with our North Atlantic Treaty Organization (NATO) Allies and partners to reinforce robust deterrence in the face of Russian aggression. The Department will also remain capable of managing other persistent threats, including those from North Korea, Iran, and violent extremist organizations.

Changes in global climate and other dangerous transboundary threats are transforming the context in which the Department operates. The Department will adapt to these challenges, which increasingly places pressure on the Joint Force and the systems that support it.

Recognizing growing kinetic and non-kinetic threats to the United States' homeland from our strategic competitors, the Department will take necessary actions to increase resilience - our ability to withstand, fight through, and recover quickly from disruption. Mutually beneficial alliances and partnerships are an enduring strength for the United States and are critical to achieving our objectives, as the unified response to Russia's further invasion of Ukraine has demonstrated. To address this "call to action," the Department will incorporate Ally and partner perspectives, competencies, and advantages at every stage of defense planning.

THE STRATEGIC MANAGEMENT PLAN: EXECUTING & ENABLING THE NATIONAL DEFENSE STRATEGY

The Military Departments (MILDEPs) will man, train, and equip our forces - linking the Department's operational concepts and capabilities to achieve strategic objectives. This requires a Joint Force that is lethal, resilient, sustainable, survivable, agile, and responsive.

The Department's Strategic Management Plan (SMP) articulates the Secretary of Defense's strategic priorities, consistent with the 2022 NDS, with an emphasis on building enduring advantages and addressing institutional management priorities aimed at improving the management of DoD. Furthermore, the SMP also serves as a management tool on advancing the NDS and demonstrates the Department's continued commitment to transparency and accountability.

The Department of Defense

MISSION STATEMENT

The enduring mission of the Department of Defense (referred to hereafter as “the Department” or “DoD”) is to provide the military forces needed to deter war and ensure our Nation’s security. The Department will continue to provide combat-ready military forces that are credible and capable of defending against aggression that undermines the security of both the United States and its Allies.

Deputy Secretary of Defense Kathleen H. Hicks speaks during the 2024 National Defense Industrial Association in Washington, D.C., August 7, 2024.

Overview of the Department of Defense

SCOPE, RESOURCES, AND FUNCTIONS

The Department is one of the Nation's largest employers, with approximately 1.3 million personnel in the Active Component, approximately 760,000 military personnel serving in the National Guard and Reserve forces, and over 800,000 civilian employees.

DoD Military Service members and civilian employees operate globally in all domains, including air, land, sea, space, and cyberspace. In fulfilling the Department's mission, Military Service members operate approximately 20,300 aircraft and over 290 battle force ships.

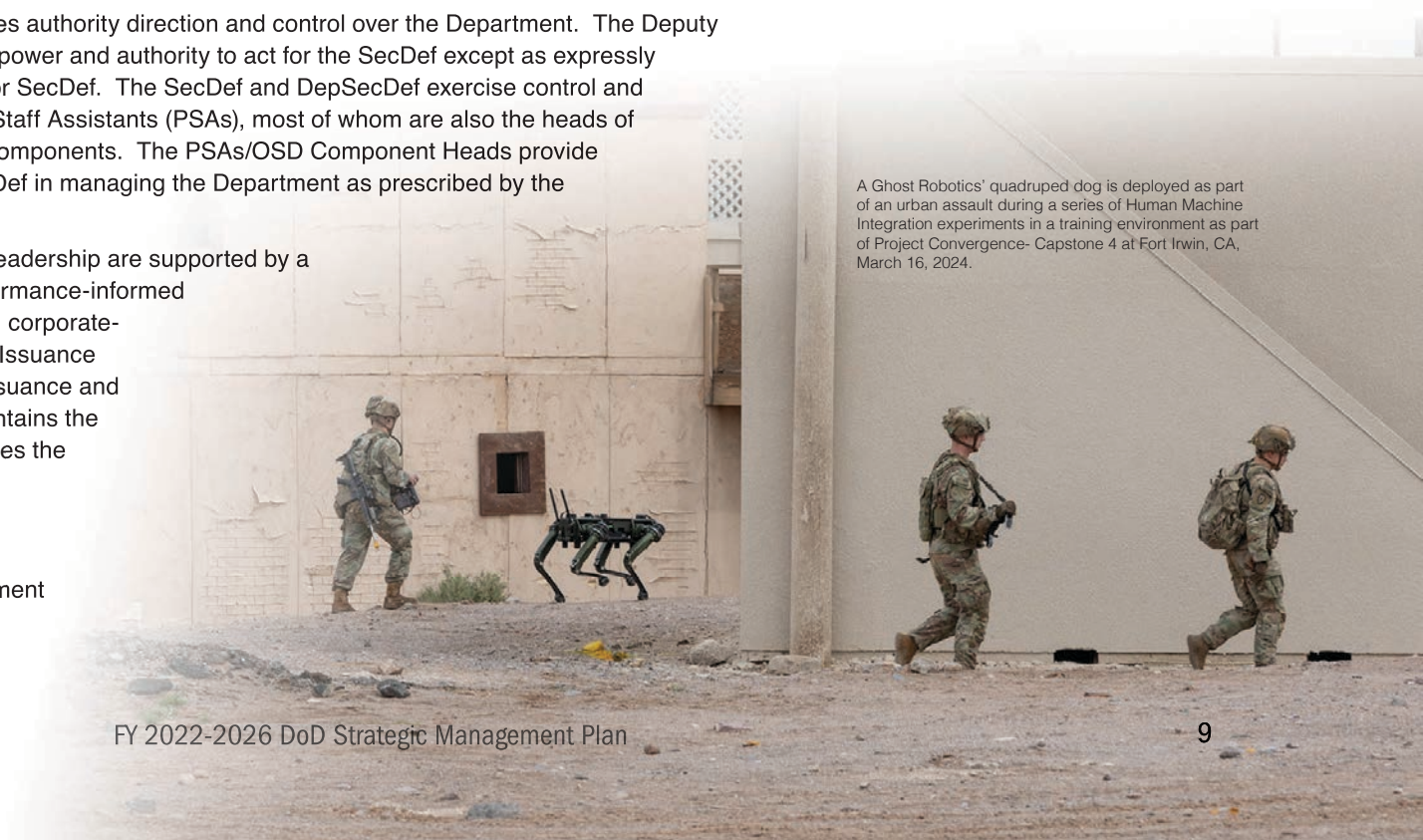
The DoD's mission ranges from humanitarian assistance to nuclear deterrence and everything in between. From special operations and counterterrorism to space operations, from urban combat to counter mine warfare; from global positioning, navigation, and timing (PNT) to amphibious operations over the shore, most often, these missions are conducted jointly with forces and capabilities from across the Armed Forces in various combinations. Support functions are diverse, including a $38 billion medical system, with 45 major hospitals and approximately 700 clinics, an overseas and domestic school system providing a K-12 education to dependents, a grocery chain, and four national intelligence agencies. Most of the DoD's major Components, 27 out of 45, are Defense Agencies or Field Activities (DAFAs) organized around support functions previously existing within each of the armed services and later consolidated for greater efficiency. Examples include logistics, contract management, finance and accounting, commissaries, and non-combat medical support.

DoD ENTERPRISE MANAGEMENT SUPPORT FRAMEWORK

The Secretary of Defense (SecDef) exercises authority direction and control over the Department. The Deputy Secretary of Defense (DepSecDef) has full power and authority to act for the SecDef except as expressly prohibited by law or order of the President or SecDef. The SecDef and DepSecDef exercise control and manage the Department through Principal Staff Assistants (PSAs), most of whom are also the heads of Office of the Secretary of Defense (OSD) Components. The PSAs/OSD Component Heads provide advice, assistance, and support to the SecDef in managing the Department as prescribed by the Secretary or by law.

Management actions by the Department's leadership are supported by a framework of activities. These include performance-informed strategic planning Senior Governance Fora, corporate-level systems and processes, and the DoD Issuance and Federal Register Program. The DoD Issuance and Federal Register Program codifies and maintains the policies of the Department and communicates the Secretary's guidance.

Over the last few years, the Department implemented a range of policies, business systems processes, performance measurement



A Ghost Robotics' quadruped dog is deployed as part of an urban assault during a series of Human Machine Integration experiments in a training environment as part of Project Convergence- Capstone 4 at Fort Irwin, CA, March 16, 2024.

tools, and organizational alignments and structures to better deliver sustained performance improvement across the Defense enterprise in support of SecDef priorities, and the successful implementation of the NDS and the SMP, which includes:

- Establishment of a Defense Performance Improvement Framework (DPIF) to provide a consistent methodology to define, identify, track and report on existing and planned opportunities for performance improvement across the Department to better deliver critical performance improvements.
- Designation of the Performance Improvement Officer and Director of Administration and Management (PIO/DA&M) as the DoD Performance Improvement Officer (PIO) and Senior Official for Defense Reform, to lead implementation of the DPIF in partnership with the DoD Chief Information Officer (CIO); Director, Cost Assessment and Program Evaluation (DCAPE); and the Chief Digital and Artificial Intelligence Officer (CDAO).
- Use of the Defense Performance Improvement Council (DPIC) to monitor SMP enterprise performance strategic priority metrics and business health metrics, assessing the Department's functional operations to eliminate roadblocks and leverage opportunities.
- Issuance of Integrated Program and Budget Review (PBR) guidance addressing Performance Improvement Initiatives (PII).
- The Under Secretary of Defense (Policy) (USD(P)) monitoring of enterprise performance for NDS-Implementation priority objectives using the Defense Strategy Steering Group.
- CDAO, in coordination with USD(P) and the PIO/DA&M, direction and data-informed tools on the quality and measurability of DoD Components' performance metrics.
- Designation of a performance lead by all DoD Components to serve as a senior point of contact for relevant strategic objectives, performance goals, and measures.
- Establishment of priority cross-cutting PIIs for Fiscal Years (FYs) 2023 – 2024, to include PIO/DA&M-led quarterly assessments of these initiatives through the DPIC to drive accountability, ensure initiatives are monitored in Pulse, inform the annual PBRs, as necessary, and support congressional reporting requirements:
  - Pulse: DoD's Authoritative Performance Management Platform in Advana (CDAO, in partnership with PIO/DA&M and USD(P)).
  - Medical Reform; Military Health System Study and Governance (Under Secretary of Defense (Personnel and Readiness) (USD(P&R)).
  - Civilian Talent Management Reform (USD(P&R)).
  - Integrated Prevention Efforts for Workforce Safety (USD(P&R)).
  - Strategic Readiness Assessments (USD(P&R)).
  - Data-driven Defense Business Systems Management and Transparent Rationalization (DoD Chief Information Officer (CIO)).
  - Enterprise-wide Defense Business Systems-Ongoing and New Investments, including Civilian Hiring Systems and enterprise Data Quality/ Visibility (USD(P&R) in partnership with CDAO and DoD CIO).
  - Contract Writing Module (Under Secretary of Defense (Acquisition and Sustainment) (USD(A&S)).
  - Warehouse Utilization (USD(A&S)).
  - Enterprise Data Improvements for all Logistics Supply Classes (CDAO).
  - Reducing Systemic Barriers to Drive a Vibrant Innovation Ecosystem (Under Secretary of Defense (Research and Engineering) (USD(R&E), in partnership with DoD CIO and USD(A&S)).

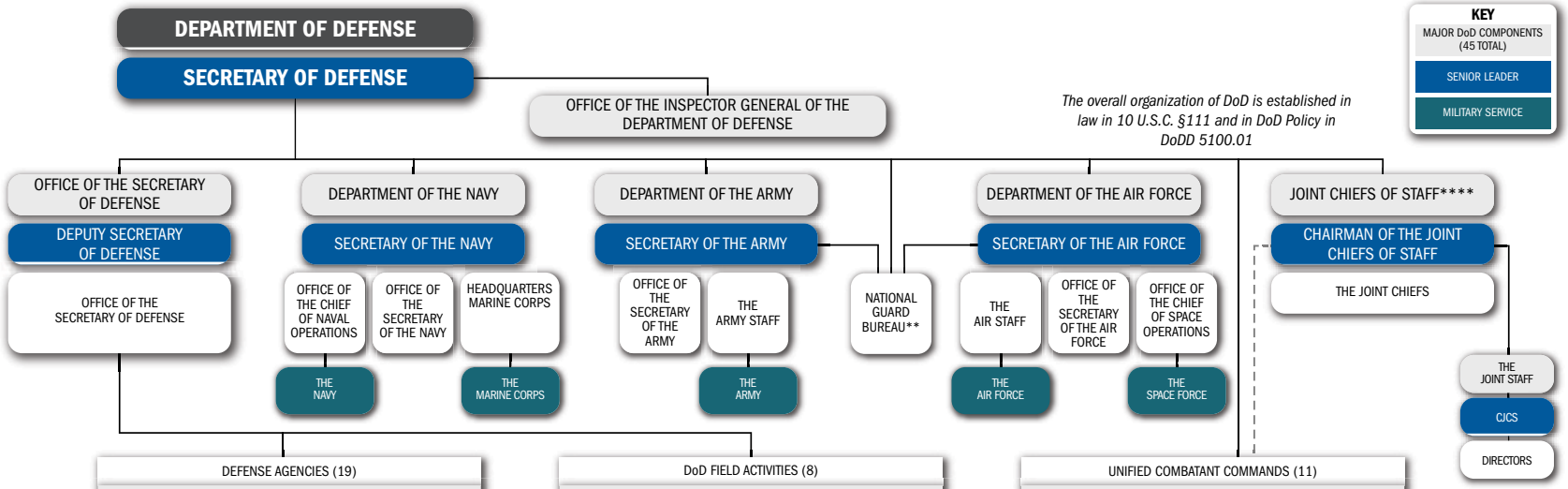
- Incorporation of performance measurement guidelines and metrics into Senior Executive and Senior Professional Performance Appraisals.
- Integration of Inspector General of the DoD (IG DoD) FY 2025 DoD Top Management and Performance Management Challenges into SMP processes and objectives.
- Integration of the SMP strategic framework and PII reporting during the FY26 PBR-through a collaborative partnership between DCAPE, Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), and the PIO/DA&M - to provide DoD senior leaders with the inaugural enterprise-wide alignment across performance management, strategy, resourcing, and execution.

The USS Gridley sails in formation off the coast of Hawaii, July 22, 2024, during Exercise Rim of the Pacific. Twenty-nine nations are participating in RIMPAC, the world's largest international maritime exercise.

ORGANIZATIONAL STRUCTURE

Department of Defense

The SecDef is the principal assistant and advisor to the President in all matters relating to the Department and exercises authority, direction, and control over the Department, pursuant to title 10, United States Code (10 U.S.C.). The Department is comprised of the OSD; Joint Chiefs of Staff (JCS); Joint Staff (JS); Combatant Commands (CCMDs); MILDEPs; Office of the IG DoD; DAFAs; and other offices, agencies, activities, organizations, and commands established or designated by law, the President, or the SecDef (See figure below).



* Defense Agency designated as a Combat Support Agency (CSA) pursuant to 10 U.S.C. §193.

** The Secretaries of the Army and Air Force exercise authority, direction, and control over the National Guard Bureau on matters pertaining to the responsibilities of that Secretary under law or DoD policy.

*** The PSAs exercise authority, direction, and control over the Heads of the DAFA (not over the organizations themselves). In some cases, this relationship is exercised through a subordinate official.

**** The Joint Chiefs od Staff (when meeting, referred to as "The Tank") as an advisory body is not in practice treated as a DoD Component. The CJCS serves as a line of communication between the SD and CCDRs. The CJCS does not have command authority over the CCDRs.

Office of the Secretary of Defense

The function of the OSD is to assist the SecDef in carrying out the SecDef's duties and responsibilities as prescribed by law. The SecDef exercises authority, direction, and control over the Department, in part, through PSAs, most of whom are also OSD Component heads. The PSAs and OSD Component heads are responsible for the oversight and formulation of defense strategy, policy, and resource allocation, and for overseeing and managing the DAFAs under their purview.

The OSD is composed of the following, with other such offices and officials that may be established by law or the SecDef.

Deputy Secretary of Defense (DepSecDef)

The DepSecDef, in accordance with the authorities delegated by the SecDef, has full power and authority to act for the SecDef and to exercise the powers of the SecDef in all matters except those prohibited by law or order of the President or SecDef. Serving as the Chief Operating Officer (COO) of the DoD is included without limitation in these authorities.

The DepSecDef:

- Ensures Department-wide capability and resources across all functions to carry out the strategic plan of the DoD in support of national security objectives.
- Serves as the accountable official for DoD management and performance, pursuant to 31 U.S.C. section §1123.
- Develops and maintains a strategic plan or equivalent, pursuant to 5 U.S.C. §306.
- Participates in DoD governance councils, as directed by the Secretary.
- Chairs meetings of the Deputy's Management Action Group (DMAG) assisted by the Vice Chairman of the Joint Chiefs of Staff (VCJCS) where issues related to strategic management are addressed.

Deputy Secretary of Defense Kathleen Hicks conducts a press briefing on the Department of Defense's 2024 Arctic Strategy at the Pentagon, Washington, D.C., July 22, 2024.

Principal Staff Assistants (PSAs)

The SecDef exercises authority, direction, and control over the Department, in part, through the PSAs, most of whom are also OSD Component heads. The PSAs/OSD Component heads provide advice, assistance, and support to the SecDef in managing the Department and in carrying out such duties as may be prescribed by the SecDef or by law, including:

- Implementing policy established by the SecDef or DepSecDef and assigning responsibilities and providing policy guidance to other DoD Components.
- Developing and initiating programs, plans, actions, and taskings to ensure adherence to DoD policies and national security objectives and ensuring that they are designed to accommodate operational requirements and achieve designated performance outcomes.

- Developing systems and standards for the administration, management, and review and evaluation of approved plans and programs.
- Participating in related PPBE activities by reviewing proposed resource program, formulating budget estimates, recommending resource allocations, and monitoring the implementation and performance of approved programs.

Under Secretaries of Defense (USDs)

USD(R&E): The USD(R&E) is the OSD PSA and advisor to the SecDef and DepSecDef on all research and engineering, and other related matters in the Department.

USD(A&S): The USD(A&S) is the OSD PSA and advisor to the SecDef and DepSecDef on all acquisition and sustainment, and other related matters in the Department.

USD(P): The USD(P) is the OSD PSA and advisor to the SecDef and DepSecDef for all matters on the formulation of national security and defense policy, and the integration and oversight of DoD policy and plans to achieve national security objectives.

USD(C)/CFO: The USD(C)/CFO is the OSD PSA and advisor to the SecDef and DepSecDef for budgetary and fiscal matters, including financial management, accounting policy and systems; budget formulation and execution; contract audit administration and organization; the Managers' Internal Control Program; and general management improvement programs. The USD(C)/CFO is the chief financial management advisor to the SecDef and shall manage all functions and responsibilities as assigned in 31 U.S.C. §§ 902 and 3515.

The USD(C)/CFO also conducts and coordinates the budget review by evaluating the DoD Component budget submissions for financial appropriateness while maintaining the administration's fiscal controls; conducts program execution and performance reviews; prepares and publishes budget decision documents in coordination with the DCAPE; prepares the DoD budget for submission to the Office of Management and Budget (OMB); presents and justifies the DoD budget to the Congress; and advises the SecDef and DepSecDef on all PPBE matters related to financial management.

USD(P&R): The USD(P&R) is the OSD PSA and advisor to the SecDef and DepSecDef for total force management; National Guard and Reserve Component affairs; health affairs; readiness and training; military and civilian personnel requirements; language; education of dependents; equal opportunity; morale, welfare, and recreation; and quality-of-life matters.

Under Secretary of Defense for Intelligence and Security (USD(I&S)): The USD(I&S) is the OSD PSA and advisor to the SecDef and DepSecDef regarding intelligence, counterintelligence (CI), law enforcement, security, sensitive activities, and other intelligence-related matters.

General Counsel of the DoD (GC DoD)

The GC DoD is the PSA and advisor to the SecDef and DepSecDef for legal issues and is the chief legal officer of the Department of Defense.

DCAPE

The DCAPE is the OSD PSA and advisor to the SecDef and DepSecDef and other senior officials of the DoD. The DCAPE provides independent analysis and advice to such officials on the matters assigned to the Director. The DCAPE ensures that the cost estimation and cost analysis processes of the DoD provide accurate information and realistic estimates of cost for the acquisition programs of the DoD, pursuant to 10 U.S.C. §139a and DoD Directive (DoDD) 5105.84, "Director of Cost Assessment and Program Evaluation."

The DCAPE also prepares and publishes DoD fiscal and programming guidance, programmatic decision documents in coordination with the USD(C)/CFO, and the Future Years Defense Program (FYDP); conducts and coordinates the DoD program review; provides independent analysis and advice to the SecDef and DepSecDef concerning plans, programs, budgets, and capabilities in relation to U.S. defense objectives, projected threats, estimated costs, and resource constraints established in the PPBE process; leads analytical efforts in support of strategic planning guidance; provides cost estimates for major initiatives in order to recommend resource allocations to support strategic guidance; and coordinates these analytical efforts with the USD(P).

Sailors fire a simulated naval strike missile aboard the USS Fitzgerald during Exercise Rim of the Pacific in the Pacific Ocean, July 18, 2024.

IG DoD

The IG DoD is an independent and objective unit within the Department that conducts and supervises audits, investigations, evaluations, and special reviews of the Department's programs and operations. IG DoD serves as the principal advisor to the SecDef on all audit and criminal investigative matters relating to the prevention and detection of fraud, waste, and abuse in the programs and operations of the Department.

Director, Operational Test and Evaluation (DOT&E)

The DOT&E is the PSA and advisor to the SecDef and DepSecDef for operational test and evaluation and live-fire test and evaluation matters.

DoD CIO

The DoD CIO is the PSA and advisor to the SecDef and DepSecDef on all information technology (including national security systems and defense business systems), information resources management and efficiencies, and other related matters in the Department.

Assistant Secretaries of Defense (ASDs)

Assistant Secretary of Defense for Legislative Affairs (ASD(LA)): The (ASD(LA)) is the OSD PSA and advisor to the SecDef and DepSecDef for DoD relations with members of the Congress. ASD(LA))'s principal duty is the overall supervision of DoD legislative affairs.

Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD(SO/LIC)): The ASD(SO/LIC) oversees and advocates for Special Operations and Irregular Warfare throughout the DoD to ensure these capabilities are resourced, ready, and properly employed in accordance with the NDS. The ASD(SO/LIC) is under the authority, direction, and control of the USD(P), but is in the administrative chain of command over U.S. Special Operations Command (USSOCOM) and reports directly to the SecDef for those specific matters.

Assistants to the Secretary of Defense (ATSDs)

Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)): The ATSD(PA) is the PSA and advisor to the SecDef and the DepSecDef for DoD news media relations, internal communications, community outreach, public affairs, and audio-visual information.

Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency (ATSD(PCLT)): The ATSD(PCLT) is a PSA to the SecDef and serves as the DoD Privacy and Civil Liberties Officer. The mission of the Office of the ATSD(PCLT) is to enable the DoD mission through privacy and civil liberties protection, transparency, and independent, objective oversight.

CDAO

The CDAO is responsible for accelerating DoD adoption of data, analytics, and artificial intelligence (AI) from the boardroom to the battlefield to enable decision advantage. This mission has two parts: (1) advancing deterrence by ensuring our warfighters have the best digital capabilities, and (2) beating bureaucracy by ensuring our critical business functions have the digital solutions to deliver for warfighters and taxpayers.

PIO/DA&M

The Government Performance and Results Act (GPRA) Modernization Act of 2010 (GPRAMA) directs the head of each agency, in consultation with the agency's COO, to designate a PIO.

The Office of the Performance Improvement Officer (OPIO) fulfills statutory roles and functions outlined in the GPRAMA and OMB Circular A-11. This includes assisting in the preparation of the Department's SMP in collaboration with all DoD Components and overseeing its execution through the development of Pulse executive analytics capabilities in Advana.

This broad Department-wide portfolio encompasses strategic planning, performance management, defense management analysis, and the identification, assessment, and reporting of performance improvement efforts; acts as the Department's liaison with the Government Accountability Office (GAO) for DoD-wide audit management; and in collaboration with the CFO, designs and implements an Enterprise Risk Management framework and oversees Internal Controls Over Reporting (ICOR) for enterprise management operations.

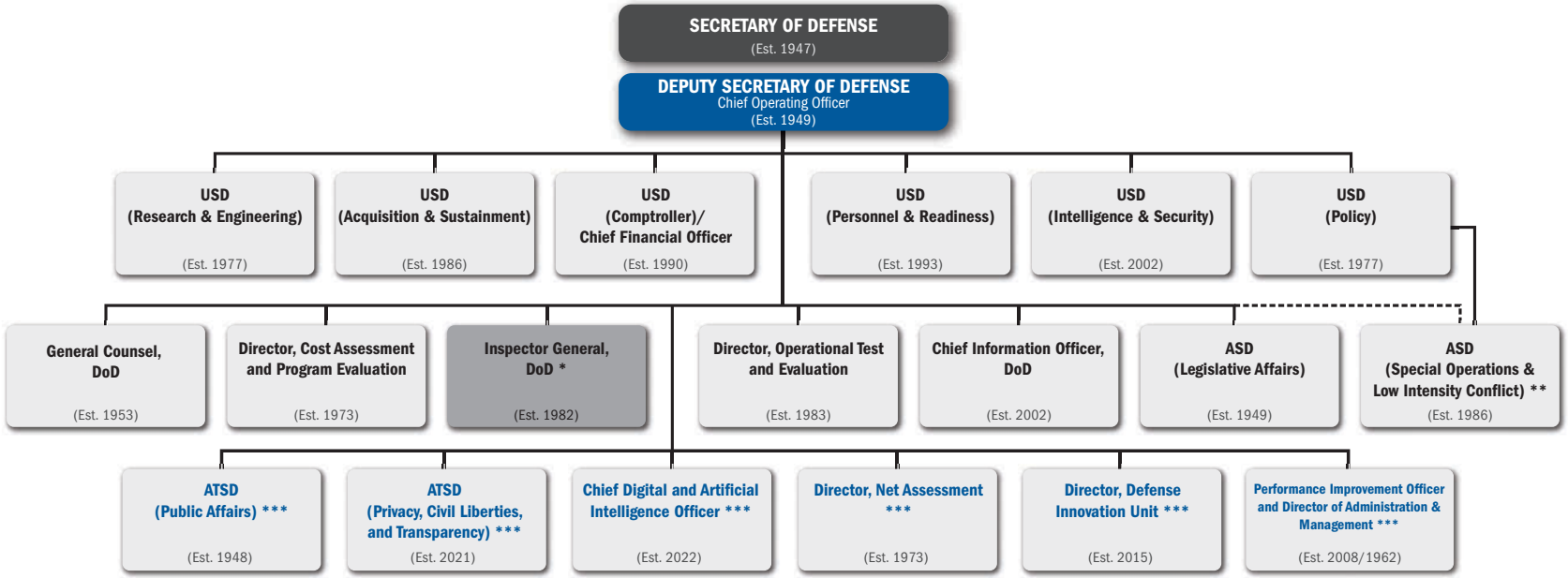
Director, Net Assessment (DNA)

The DNA is the PSA and advisor to the SecDef and DepSecDef on net assessment matters. The Office of Net Assessment (ONA) provides long-term assessments and studies of trends, key competitions, risks, opportunities, and future prospects affecting U.S. military capability to the SecDef and other senior leaders. These assessments and other special projects often look well beyond the FYDP and are typically of a diagnostic, speculative nature. ONA engages with select Allies and partners to develop a shared understanding of longer-term threats and opportunities. ONA informs senior leaders in the Department of potential competitive advantages that could be developed into specific plans, policies, postures, and programs across all strategic priorities.

Director, Defense Innovation Unit (DIU)

The Director, DIU is the PSA and advisor to the SecDef and DepSecDef on technology innovation, competition, and related strategic impact. The Director, DIU oversees efforts to accelerate the Department's adoption of commercial technology throughout the military.

The figure below provides an overview of the organizational structure of the PSAs.



* Although the IG DoD is statutorily part of OSD and for most purposes is under the general supervision of the SecDef, the Office of the IG DoD (OIG) functions as an independent and objective unit of the DoD.

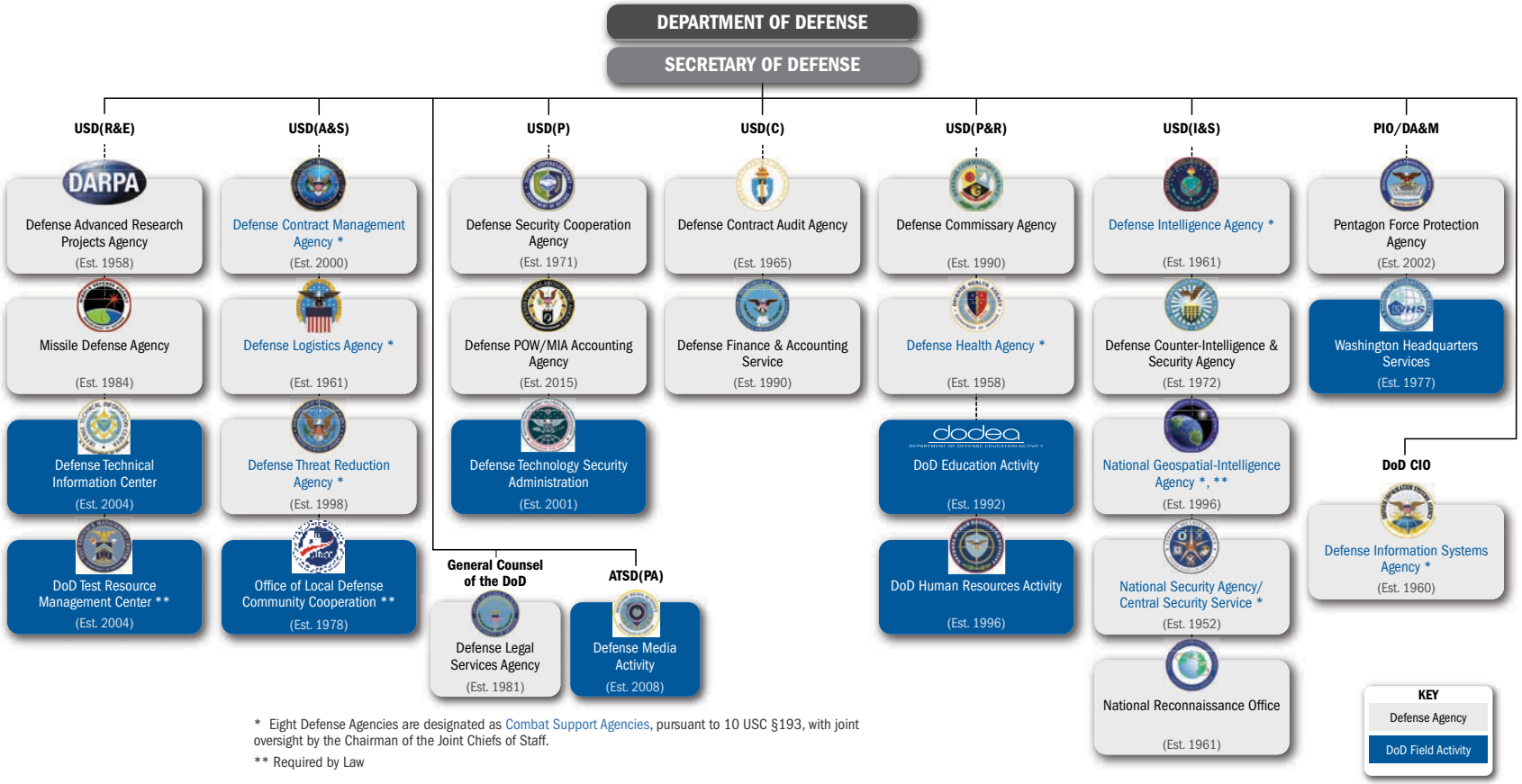
** The ASD(SO/LIC) is under the USD(P), but is in the administrative chain of command over United States Special Operations Command (USSOCOM) and reports directly to the Secretary of Defense for those specific matters.

*** All positions shown are Presidentially-appointed Senate Confirmed (PAS) except those with ***, which are SENIOR EXECUTIVE SERVICES POSITIONS.

DAFAs

DAFAs are DoD Components established by law, the President, or the SecDef to provide a supply or service activity common to more than one MILDEP when it is more effective, economical, or efficient to do so on a Department-wide basis. Defense Agencies are typically larger than DoD Field Activities and provide a broader scope of supplies and services. In some cases Defense Agencies directly support the CCMDs as designated Combat Support Agencies. Each Director or Administrator of the 19 Defense Agencies and eight DoD Field Activities exercises authority, direction, and control over their agency under the authority, direction, and control of a PSA.

The figure below provides an overview of the organizational structure of the DAFAs, and notes those agencies required by law.



* Eight Defense Agencies are designated as Combat Support Agencies, pursuant to 10 USC §193, with joint oversight by the Chairman of the Joint Chiefs of Staff.

** Required by Law

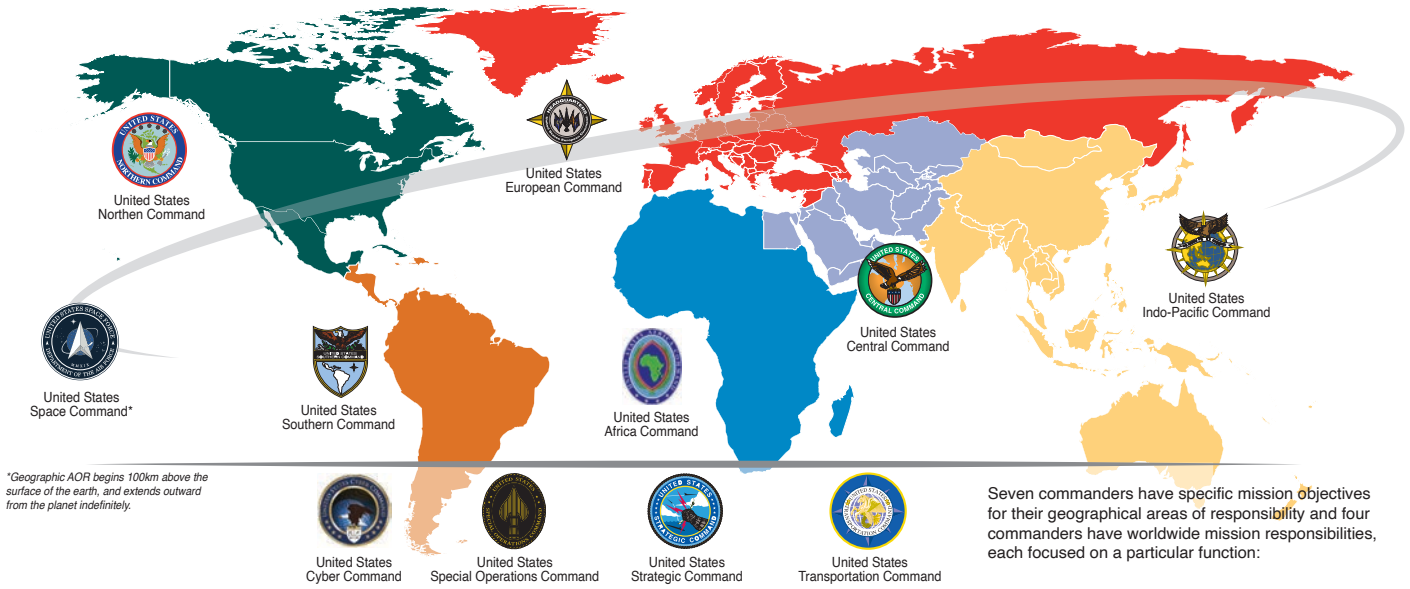
The JCS and the JS

The JCS are the principal military advisors to the President, National Security Council, Homeland Security Advisor, and SecDef, supported by the JS under the direction of the Chairman, constitute the immediate military staff of the SecDef. The JCS consists of the Chairman (CJCS), the Vice Chairman (VCJCS), the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, the Commandant of the Marine Corps, the Chief of Space Operations, and the Chief of the National Guard Bureau.

10 U.S.C. §153 requires the CJCS to perform six primary functions to assist the President and SecDef with planning, advice, and policy formulation; providing strategic direction for the Armed Forces; preparing strategic and contingency plans; advising on global military integration; evaluating comprehensive joint readiness; conducting joint capability development; and conducting Joint Force Development. The Office of the CJCS, supported by the JS, conducts assessments across all six functions to evaluate progress towards national security objectives. By law the JS may not operate or be organized as an overall Armed Forces General Staff and has no executive authority.

CCMDs

The Commanders of the CCMDs (CCDRs) are responsible for accomplishing the military missions assigned to them within their area of responsibility (AOR) (See figure below). CCDRs exercise command authority over assigned and allocated forces, as directed by the SecDef. The operational chain of command runs from the President, to the SecDef, to the CCDR. The CJCS may not exercise military command over any of the Armed Forces, but instead functions within the chain of command by communicating and transmitting the orders of the President or the SecDef to the CCDRs. The CCDRs identify the capabilities necessary to execute assigned military missions. These capabilities are provided by the MILDEPs.



Among CCMDs, the USSOCOM and the U.S. Cyber Command (USCYBERCOM) have additional responsibilities and authorities similar to several authorities that are also exercised by the MILDEPs. These responsibilities include: programming; budgeting; acquisition; training, organizing, equipping, providing special operations forces and cyberspace operations forces, respectively; and developing strategy, doctrine, tactics, and procedures. However, the USSOCOM and USCYBERCOM, like the other CCMDs, rely on the MILDEPs for resourcing of Military Service equipment, base support, military pay, training, and recruitment.

MILDEPs

The MILDEPs consist of the Departments of the Army, the Navy (which includes the Military Services of both the Navy and the Marine Corps), and the Air Force (which includes the Military Services of both the Air Force and the Space Force). Upon a declaration of war, if the Congress so directs in the declaration or when the President directs, the U.S. Coast Guard becomes a Military Service in the Department of the Navy; otherwise, it is part of the Department of Homeland Security. The Army, Navy, Marine Corps, Air Force, and Space Force are the Military Services, also known as the Armed Forces, within DoD. The three MILDEPs' responsibilities include programming; budgeting; acquisition; training, organizing, and equipping; and providing administrative and logistics support to the CCMDs.

The MILDEPS include both Active and Reserve Components. The Active Component comprises units under the authority of the SecDef, staffed by Active Duty Military Service members. The Reserve Component includes the National Guard and the Reserve of each Military Service, except for the Space Force. The National Guard, which has a unique dual mission with both federal and state responsibilities, can be available for service during local, statewide, or other emergencies (e.g., storms, drought, and civil disturbances) and, in some cases, to support federal purposes for training or other duty (non-federalized service) when directed by the governor of the respective state or territory.

When mobilized, units of the National Guard or Reserve of the Military Services are placed under the operational control of the appropriate CCDR or provide support to a Military Service. The National Guard and Reserve are recognized as indispensable and integral parts of the Nation's defense and are fully part of the respective MILDEPs.

National Guard Bureau (NGB)

The NGB is a joint activity of the DoD. The Chief, NGB is a member of the JCS and principal advisor to the SecDef, through the CJCS, on matters involving non-federalized National Guard forces, and other matters as determined by the SecDef. For NGB matters pertaining to the responsibilities of the Departments of the Army and Air Force in law or DoD policy, the SecDef normally exercises authority, direction, and control over the NGB through the Secretaries of the Army and the Air Force. The NGB is the focal point at the strategic level for National Guard matters that are not under the authority, direction, and control of the Secretaries of the Army or Air Force, including joint, interagency, and intergovernmental matters where the NGB acts through other DoD officials, as specified in DoD Directive (DoDD) 5105.77, "National Guard Bureau (NGB)."

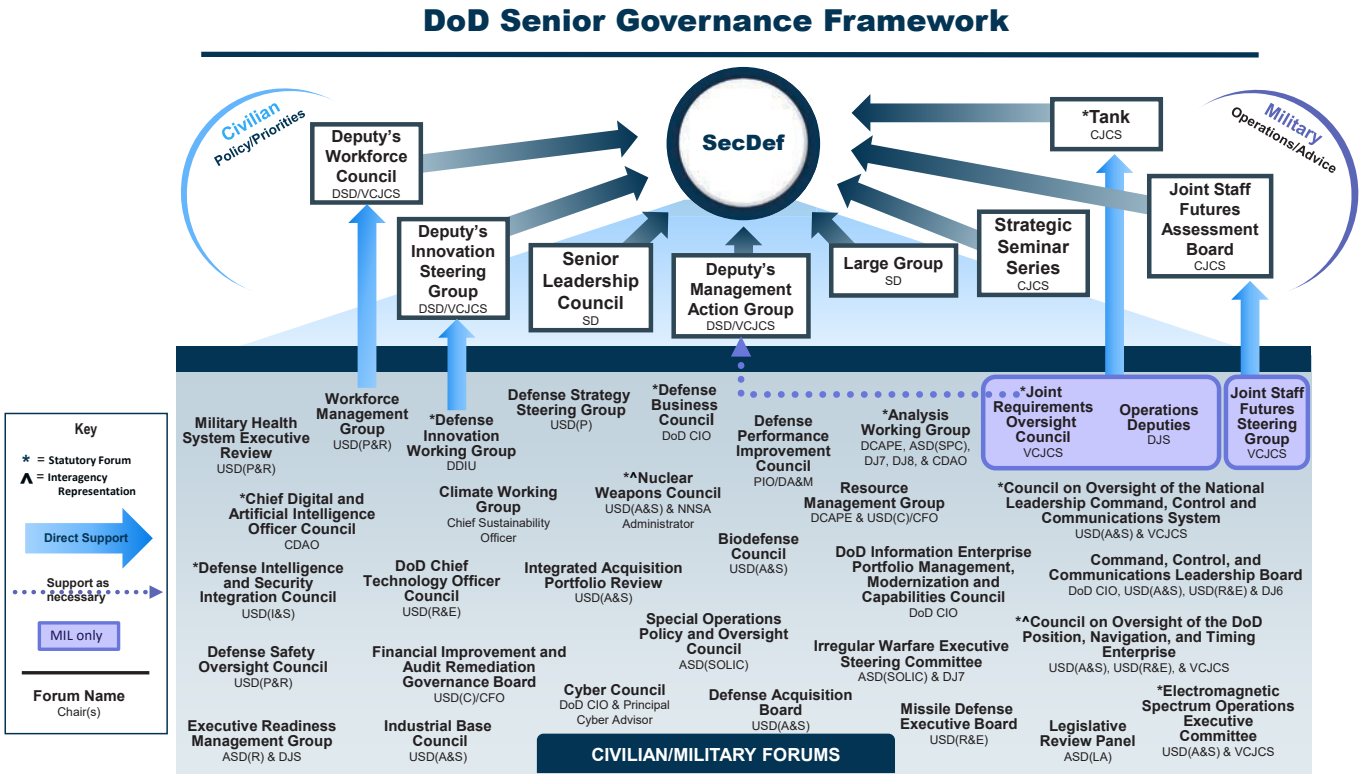
DoD GOVERNANCE

Decision-making and management within DoD are supported by a governance framework, which consists of a small number of SecDef and DepSecDef chaired Senior Governance Fora that are supported by a larger network of statutory and discretionary Supporting Tier Governance Fora.

In addition to the designated Supporting Tier Governance Fora, there are other PSA-led fora that are necessary for governance within the scope of each official's AOR. These fora may also inform Senior Governance Fora and SecDef and DepSecDef decision-making, as necessary.

The Department's Senior Governance Framework is established in DoDD 5105.79, "DoD Senior Governance Framework," (November 8, 2021) and subsequent policy memorandums issued by the SecDef and DepSecDef to update the governance framework and policy. Of note, the JS has a comparable governance structure to support the CJCS in the CJCS' statutory role as senior military adviser to the SecDef and the President. JS governance bodies are structured in accordance with various CJCS Instructions and Manuals and are not codified as Senior or Supporting Tier Governance Forums in DoDD 5105.79.

The figure below depicts the portion of the DoD Senior Governance Framework that supports the Department's enterprise management and is most aligned with the objectives specified within the Department's SMP. Senior Governance Fora are shown at the top and Supporting Tier Governance Fora are shown in the box below. Some Supporting Tier Governance Fora provide direct support to a specific Senior Governance Forum (as identified by the blue arrows). While most Supporting Tier Governance Fora review issues for either the DMAG or Deputy's Workforce Council, any may vet issues for any Senior Governance Forum or provide recommendations directly to the SecDef or DepSecDef for consideration. JS fora are included to show the similarities between the governance structures.



Note: This graphic does not include forums related to defense strategy and operations or global force posture, or PSA chartered forums established to specifically support governance within a PSA's focused AOR. The forums included in the Senior Governance Framework change as necessary with changes in the Department's priorities and the evolving environment.

Senior Governance Fora

Governance Fora, as established in DoDD 5105.79, are chaired by the SecDef or DepSecDef and primarily consider complex issues with multiple stakeholders, SecDef priorities, and other high interest items. The difference in focus between SecDef-chaired and DepSecDef-chaired Senior Governance Fora generally reflects the division of labor between the SecDef and DepSecDef. SecDef-chaired Governance Fora generally focus on strategic direction for the enterprise support of ongoing operations, pacing challenges and issues affecting the Joint Force, Allies, and partners. DepSecDef-chaired Governance Fora focuses on issues related to resource management, strategic management, workforce management, audit, performance improvement, and cross-cutting issues such as innovation. Senior Governance Forum meetings are attended by PSAs, Secretaries of the MILDEPs, Service Chiefs, and CCDRs. These Governance Fora support effective decision-making, organizational alignment and management, and implementation of SecDef and DepSecDef direction (See table below).

FORUM	CHAIR, CO-CHAIR	SUMMARY
Senior Leadership Council	SecDef, DepSecDef	The Senior Leadership Council enables the SecDef to discuss strategic issues and share perspectives with senior civilian and military leadership. Meetings address broad, cost-cutting issues affecting OSD, the MILDEPs, the CCMDs, and other Federal agencies, as applicable.
Large Group	SecDef, DepSecDef	Monthly engagement of senior DoD leadership (including CCDRs) for Department-wide alignment, and to focus on priority topics. Provides advice and assistance to the SecDef on the strategic direction and ongoing operations of the Department.
Deputy's Management Action Group	DepSecDef, VCJCS	Weekly engagement of senior DoD leadership for Department-wide alignment, and to focus on priority topics.
Deputy's Workforce Council	DepSecDef, VCJCS	The senior-level forum for workforce management issues.
Deputy's Innovation Steering Group	DepSecDef, VCJCS	The Deputy's Innovation Steering Group (DISG) helps the Department solve systemic issues that create barriers to innovation at scale and speed in the context of solving the most strategic operational gaps facing the Department and will tackle those most strategic priorities in a way that helps break through the systemic barriers.

Supporting Tier Governance Fora

Supporting Tier Governance Fora, as established in DoDD 5105.79 and designated by the SecDef or DepSecDef, are chaired by PSAs and are largely established around scoped, functional activities. The attendees at Supporting Tier Governance Fora include civilian and military PSA or three/four star-level officials from various functionally related DoD offices to provide a range of views on issues. These Governance Fora provide rigorous vetting and development of complex issues at a level of empowered and fully informed stakeholders who can make decisions on behalf of their organization, while also being able to contribute subject matter expertise. Supporting Tier Governance Fora are designed to refine analysis, resolve key issues, and identify and elevate contentious issues and decision points for discussion or deliberation at Senior Governance Fora or consideration by the SecDef and/or DepSecDef. Disciplined processes at the Supporting Tier level also greatly enhance engagement between OSD civilian leaders and senior uniformed officers from the Military Services on priority issues.

FORUM	CHAIR, CO-CHAIR	SUMMARY
Analysis Working Group	DCAPE, ASD(SPC), Director for Joint Force Development (DJ7), Director for Force Structure, Resources, and Assessment (DJ8), & CDAO	The Analysis Working Group works to improve the analytic support available for senior leader decisions.
Biodefense Council	USD(A&S)	The Biodefense Council establishes priorities across OSD and DoD Components to fulfill shared biodefense responsibilities, such as, biodefense posture, readiness, and threat response coordination.
Chief Digital and Artificial Intelligence Office Council	CDAO	Serves as the principal forum to advise Department leadership on data, analytics, and AI; drives systemic DoD-wide strategy and policy on data, analytics, and AI; and advocates for DoD data, analytics, and AI-related programmatic and institutional culture changes needed to facilitate the integration and fielding of data, analytics, and AI capabilities across the enterprise to ensure competitive military advantage.
Climate Working Group	CSO	The Climate Working Group is the primary forum that coordinates DoD response to climate and energy-related directives and tracks related actions, pursuant to Executive Order 14008.
Command, Control, and Communications Leadership Board	DoD CIO, USD(A&S), USD(R&E), & Director for Command, Control, Communications, Computers, and Cyber (DJ6)	The Command, Control, and Communications (C3) Leadership Board works to accelerate and synchronize the fielding of modernized networking solutions across the Joint Force.

FORUM	CHAIR, CO-CHAIR	SUMMARY
Council on Oversight of the National Leadership C3 System	USD(A&S) & VCJCS	The Council on Oversight of the National Leadership C3 System assesses the performance of, identifies vulnerabilities and mitigation plans, and prioritizes resources for, the National Leadership Command Capability.
Council on Oversight of the DoD Positioning, Navigation, and Timing (PNT) Enterprise	USD(A&S), USD(R&E), & VCJCS	The PNT Oversight Council oversees the DoD portion of the U.S. PNT Enterprise, including PNT services provided to civil, commercial, scientific, and international users. The PNT Oversight Council also maintains oversight of performance assessments; vulnerability identification and mitigation efforts; architecture development; resource prioritization; and other such responsibilities as directed by the SecDef, or the DoD CIO as the PSA for PNT Policy. The PNT Oversight Council is the principal DoD Governance Forum to ensure the DoD PNT Enterprise addresses national objectives, consistent with national policy and guidance, and that mutually supporting systems, standards, and specifications continue to evolve to address the lines of effort in the NDS. Finally, the Council submits an Annual Report to Congress on the activities of the DoD PNT Enterprise for the previous fiscal year, as directed by statute.
Cyber Council	DoD CIO & Principal Cyber Advisor	The Cyber Council focuses on oversight of the DoD's Cyber Strategy and Digital Modernization Strategy, coordinates efforts to achieve DoD strategic objectives in the cyber domain and leverages the full scope of resources to achieve unmatched outcomes in cybersecurity, cyber operations, and digital modernization.
Defense Acquisition Board	USD(A&S)	The Defense Acquisition Board advises on critical acquisition decisions when the Defense Acquisition Executive is the Milestone Decision Authority.
Defense Business Council	DoD CIO	The Defense Business Council oversees the Defense Business System portfolio management efforts to establish a more streamlined and efficient defense business enterprise. Specifically, the forum focuses on the rationalization of the Defense Business System to create a portfolio that meets mission requirements and is aligned with technological standards and best practices.
Defense Innovation Working Group	Director DIU	The Defense Innovation Working Group (DIWG) integrates efforts of three-star level representation from other Component leaders/other equivalent vetting bodies on behalf of the DepSecDef.

FORUM	CHAIR, CO-CHAIR	SUMMARY
Defense Intelligence and Security Integration Council	USD(I&S)	The Defense Intelligence and Security Integration Council assists the USD(I&S) on matters regarding coordinated integration of intelligence, surveillance, and reconnaissance capabilities and related developmental activities across the military departments, DoD intelligence agencies, and relevant CCMDs.
Defense Performance Improvement Council	PIO/DA&M	The Defense Performance Improvement Council (DPIC) assesses Component and enterprise-wide performance and assists with governing DoD's SMP.
Defense Safety Oversight Council	USD(P&R)	The Defense Safety Oversight Council (DSOC) identifies and tracks safety and occupational health-related metrics. The forum also coordinates with other federal and industry leaders to integrate their best practices with DoD initiatives.
Defense Strategy Steering Group	USD(P)	The Defense Strategy Steering Group (DSSG) advises leadership on national defense strategy and other related matters.
DoD Chief Technology Officer Council	USD(R&E)	The DoD Chief Technology Officer (CTO) Council advises leadership on matters related to science, technology, technology transition, engineering, and test and evaluation. The forum also focuses on strategically important issues within the purview of the DoD Chief Technology Officer and the greater national security science and technology (S&T) and research and development (R&D) communities.
DoD Information Enterprise Portfolio Management, Modernization and Capabilities Council	DoD CIO	The DoD Information Enterprise Portfolio Management, Modernization and Capabilities Council synchronizes the Digital Modernization Infrastructure activities while ensuring alignment with overall IT effectiveness.
Electromagnetic Spectrum Operations Executive Committee	USD(A&S) & VCJCS	The Electromagnetic Spectrum Operations Executive Committee addresses all aspects of the DoD electromagnetic spectrum operations enterprise.
Executive Readiness Management Group	ASD(R) & Director, JS	The Executive Readiness Management Group (ERMG) advises the SecDef and other senior leaders on matters pertaining to DoD readiness. It champions readiness efforts, mitigates deficiencies, and achieves program balance to meet the demands of the national defense strategy.

FORUM	CHAIR, CO-CHAIR	SUMMARY
Financial Improvement and Audit Remediation Governance Board	USD(C)/CFO	The Financial Improvement and Audit Remediation Governance Board provides oversight and accountability for the DoD's effort to achieve full financial auditability, in line with congressional mandates.
Industrial Base Council	USD(A&S)	The Industrial Base Council (IBC) addresses shared Industrial Base issues and vulnerabilities based on the risk framework outlined in Executive Order 13806, "Assessing and Strengthening the Manufacturing and Defense Industrial Base and Supply Chain Resiliency of the United States." As the three star-level forum for industrial base issues, the IBC continues to make recommendations on matters under its purview, and advance topics to the DMAG, as necessary.
Integrated Acquisition Portfolio Review	USD(A&S)	The Integrated Acquisition Portfolio Review addresses critical risks within each portfolio inform enterprise decisions and enable end-to-end mission capability.
Irregular Warfare Executive Steering Committee	ASD(SOLIC) & DJ7	The Irregular Warfare Executive Steering Committee serves as the principal forum for coordinating and integrating irregular warfare matters.
Legislative Review Panel	ASD(LA)	The Legislative Review Panel processes legislative proposals consistent with the SecDef's legislative priorities. Legislative priorities approved by the Legislative Review Panel are submitted to the OMB, and if approved by the Administration, they are then transmitted to Congress.
Military Health System Executive Review Board	USD(P&R)	The Military Health System Executive Review Board is the highest-level military health system governing and oversight forum for input into the strategic, transitional, and emerging health-related issues facing the military health system, the Defense Health Program, and DoD. It assesses health care access, patient safety, and healthcare quality across the military health system.
Missile Defense Executive Board	USD(A&S) & USD(R&E)	The Missile Defense Executive Board is the OSD-level governance process that oversees and provides direction to the Missile Defense Agency and its supporting capabilities and programs that form the Nation's missile defense system (for both regional and homeland defense). The forum oversees implementation of strategic polices and plans, program priorities, and investment opportunities to protect the United States and its Allies and promotes continued improvement of missile defense capabilities.

FORUM	CHAIR, CO-CHAIR	SUMMARY
Nuclear Weapons Council	USD(A&S) & NNSA Administrator	The Nuclear Weapons Council is responsible for preparing the annual Nuclear Weapons Stockpile Memorandum; maintaining the nuclear weapons life cycle process; developing stockpile options and costs; coordinating risk management efforts between the DoD and the Department of Energy (DoE) relating to the nuclear weapons stockpile, the nuclear security enterprise, and the delivery platforms for nuclear weapons, including with respect to identifying and analyzing risks and proposing actions to mitigate risks.
Resource Management Group	USD(C)/CFO & DCAPE	The Resource Management Group (RMG) is the primary forum for programming and budgeting issues requiring review by the DMAG. The RMG is one of the most active and robust Supporting Tier Governance Forum.
Special Operations Policy and Oversight Council	ASD(SO/LIC)	The Special Operations Policy and Oversight Council integrates the activities of the DoD to effectively provide for the special operations forces and capabilities.
Workforce Management Group	USD(P&R)	The Workforce Management Group reviews workforce management issues in advance of their presentation to the Deputy's Workforce Council.

The Strategic Management Plan

The Department's Fiscal Year 2022-2026 Strategic Management Plan (SMP) fulfills statutory requirements pursuant to the Government Performance and Results Act (GPRA) Modernization Act of 2010 (GPRMA) Public Law 111-352 and 31 U.S.C. §§ 1115-1122.

Air Force Senior Airman prepares for the taxi of a B-1B Lancer during a Bomber Task Force mission at Andersen Air Force Base, Guam, June 13, 2024. The mission supports national security objectives through the speed, flexibility and readiness of the strategic bombers.

SCOPE AND PURPOSE

The Department's SMP articulates SecDef's strategic priorities, consistent with the 2022 NDS, with an emphasis on building enduring advantages and addressing institutional management priorities aimed at improving the management of the DoD. The SMP is the result of a collaborative effort among key stakeholders including the OSD PSAs, MILDEPs, JS, and Directors of DAFAs.

The Department's SMP focuses on five strategic priorities:

1. Take Care of our People and Cultivate the Workforce We Need
2. Transform the Foundation of the Future Force
3. Make the Right Technology Investments
4. Strengthen Resiliency and Adaptability of our Defense Ecosystem
5. Address Institutional Management Priorities

For each of these priorities, the SMP articulates specific strategic objectives associated to performance goals, measures, and targets, providing the Department with a strategic framework to inform oversight. As the Department resources these priorities in the Fiscal Year (FY) 2025 budget and continues implementation of the Building Enduring Advantages approach, it closely tracks the implementation of the SMP strategic framework using Pulse.

The OPIO/DA&M plays a key role in developing and implementing the SMP. Many of the SMP strategic priorities, strategic objectives, and performance goals directly align to the President's Management Agenda (PMA) priorities. For example, Taking Care of Our People elements are directly linked to PMA Priorities 1 and 2, and several acquisition and procurement elements of Transform the Foundation of the Future Force portions align to PMA Priority 3. In addition to ensuring the linkage between the PMA and SMP, the PIO/DA&M also chairs the DoD/ OMB Chief Executive Officers (CXO) Committee, a supporting tier of the DPIC, which helps to align DoD's progress on the implementation of the PMA with OMB-led CXO council cross-agency initiatives, to share best practices on how DoD can support the interagency, and update the DPIC on interagency initiatives.

The responsibility and authority to implement the SMP rests with DoD PSAs and DoD Components who have the appropriate authority, direction, and control of their organizations. The Department uses the SMP in Pulse to monitor, analyze, review, and report progress on implementation of the SMP. This effort supports the DepSecDef's vision to transform DoD into a data-driven organization and empower DoD Components to draw deeper insights from data, drive more efficient processes and procedures, and enable proactive performance tracking and monitoring.

GOVERNANCE

The SMP is the result of a collaborative effort among subject-matter experts across the Department and aligns every strategic objective to a strategic priority. To achieve the objectives outlined in the SMP, the DepSecDef and the DoD PIO engage with senior leaders across the Department to promote enhanced management processes, systems, and practices. The SMP provides the DepSecDef and senior leaders with effective levers to identify, oversee, and report on a series of tangible and measurable activities ensuring diligence in the Department's management of resources assigned to those priorities. The implementation of each strategic objective in the SMP is in the purview of one or more of the OSD PSAs who has SecDef delegated authority to carry out their assigned responsibilities and functional areas.

The DepSecDef signed a memorandum, "Governance Structure for Deputy Secretary Managed Processes (August 8, 2023)," designated the DMAG as the senior governance body for the SMP and directed OSD PSAs to integrate SMP strategic reviews into the routine activities of the functional governance bodies they oversee, ensuring vertical integration of strategic objectives with performance goals, measures, and targets provided by MILDEPs.

As part of their routine activities, OSD PSAs lead a collaborative exercise to ensure vertical integration, with the participation of MILDEPs and DAFAs, aimed at developing new or revising existing performance goals, measures, and targets. Lastly, all OSD PSAs and MILDEPs provide briefings on their SMP progress, ensuring comprehensive oversight and alignment with strategic objectives throughout the DoD.

IMPLEMENTATION & MONITORING

About "Pulse"

The DoD is committed to using data and analytics to track progress on implementation of SMP strategic priorities in an outcome-driven, metrics-based manner that results in improved performance. To enable the shift to a data-driven approach for performance management, the PIO/DA&M, in partnership with the CDAO and USD(P), designed an executive analytics capability to measure performance called Pulse, that relies on authoritative data enabled by Advana, the Department's common enterprise data platform, to provide senior leaders with a strategic view of how the DoD is performing against its top priorities.

PULSE
EXECUTIVE PERFORMANCE ANALYTICS

The monitoring of SMP implementation through the Pulse dashboard enables the Department to:

- Develop and integrate data-informed, outcome-based measures to show how the Department is performing against the strategic priorities of the SecDef and DepSecDef.
- Provide the SecDef and DepSecDef with the ability to proactively monitor how the Department is performing and receive notice if there are areas where they need to engage.
- Ensure performance improvement efforts across the Department align to the top strategic priorities and performance goals or objectives of the SecDef and DepSecDef.

Each quarter, the PIO requests that DoD Components provide performance measure updates in Pulse, including a comprehensive narrative summary. The request asks DoD Components to describe the root causes for unmet targets or highlight factors of success and best practices for met or exceeded targets. This process allows DoD Components to showcase their accomplishments, describe mitigation strategies, and be accountable for their performance progress against SMP implementation results.

These quarterly updates are reviewed at the DPIC, where senior leaders gather to review the live dashboard in Pulse. This setting provides transparency and visibility for other DoD Components, MILDEPs, and DAFAs, facilitating the sharing of accomplishments. It also allows the lead for the strategic objective to put forward any needs for interagency support and provide recommendations to improve performance-based outcomes.

The Pulse dashboard is a collaborative effort across the Department that will continue to evolve and mature over time. As DoD senior leaders use the SMP in Pulse to support management decisions, the quality of the data and the maturity of available measures will increase. By using the SMP in Pulse in management discussions at the highest levels, the Department will be able to translate core business objectives into measurable outcomes that change behaviors and improve overall performance.

ALIGNMENT WITH THE PRESIDENT'S MANAGEMENT AGENDA AND CROSS-AGENCY PRIORITY GOALS

The President's Management Agenda (PMA) establishes the Administration's top priorities for improving how the federal government operates and performs. Through the PMA, cross-agency teams work together to advance efforts across government organizations focusing on the most pressing management challenges facing the federal workforce and the people and communities it serves. To deliver government solutions that strengthen our capacity to meet the needs of all Americans, the PMA for the Biden-Harris Administration focuses on advancing the following three priorities:

1. Strengthening and Empowering the Federal Workforce.
2. Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience.
3. Managing the Business of Government.

The DoD contributes, together with other federal agencies, to the implementation of PMA Priorities. The DepSecDef has served as co-lead for Priority One: "Taking Care of our People and Cultivating the Workforce We Need," leveraging the considerable expertise of the Department to partner with other federal agencies in strengthening and empowering the federal workforce. Each PMA priority is supported by multiple Cross-Agency Priority (CAP) goals. The DoD co-leads one CAP goal in support of Priority One and supports additional CAP goals across all priorities. Per the GPRAMA requirement to address CAP goals in the SMP, Annual Performance Plan (APP), and Annual Performance Report (APR), please refer to www.Performance.gov for more detailed information on DoD's contributions to those goals and progress, as applicable.

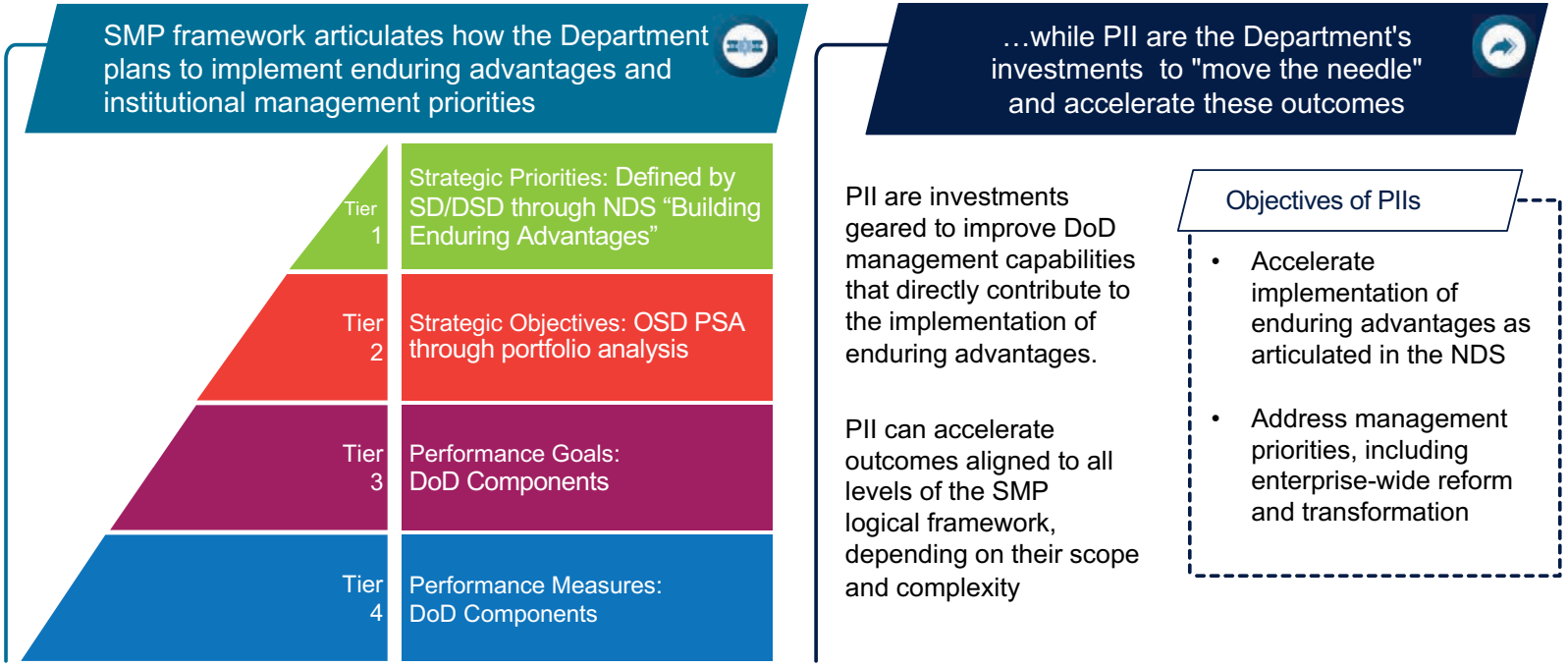
Airmen practice navigation techniques during overnight field training at the Ruby Creek training site, Washington, November 19, 2024.

The Defense Performance Improvement Framework

To deliver solutions to complex challenges the Department faces and to enable the successful implementation of the SecDef's priorities, as articulated in the NDS and SMP, the Department requires a sustained commitment to performance improvement across multiple dimensions of the defense enterprise.

The Department's Performance Improvement Framework (DPIF), approved by the DepSecDef in October 2022, establishes a standard definition and categories for Performance Improvement Initiatives (PII), understood as investments the Department makes to accelerate implementation of NDS and SMP strategic priorities. This framework also provides a consistent reporting framework to measure progress, in compliance with congressional guidance pursuant to 10 U.S.C. § 125(a).

The PIO has partnered with the USD(C) and DCAPE to integrate the DPIF and the SMP into PPBE processes, with the goal of improving the Department's ability to align strategy to resourcing and execution. As a result, DoD Components are required to link PIIs to SMP strategic priorities and objectives. The diagram below depicts the conceptual framework that supports this effort.



Guidance: Concurrent with DepSecDef's approval of the DPIF, the USD(C)/CFO issued addendum guidance incorporating the DPIF's standardized definitions and categories for PII and all data elements required for PII reporting into the Department's programming and budget review guidance, establishing a formal process that requires DoD Components to submit PII data through the authoritative budget systems during the PPBE process. This report contains sample data from initial implementation; the Department will continue to refine guidance, processes and systems as it adjusts to new statutory language.

A Letter from the Performance Improvement Officer and Director, Administration and Management

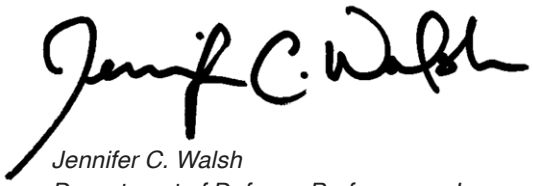
The Department continues to mature and expand the application of performance management and improvement into our culture, lines of business, and routine operations. Our FY24 implementation update to the Department's SMP for FYs 2022-2026 reflects continued substantial progress in cultivating a data-driven culture for performance management, transforming the Department, and advancing our strategic priorities.

This report integrates outcome-driven performance goals and measures from the OSD PSAs, MILDEPs, and DAFAs, aligned with strategic objectives led by the OSD PSAs.

In FY24, the Department identified nearly 300 performance measures and the Deputy Secretary of Defense (DepSecDef) and the DoD Components monitored them to assess the Department's progress across five strategic priorities:

- Strategic Priority 1: Take Care of our People and Cultivate the Workforce We Need.
- Strategic Priority 2: Transform the Foundation of the Future Force.
- Strategic Priority 3: Make the Right Technology Investments.
- Strategic Priority 4: Strengthen Resilience and Adaptability of Our Defense Ecosystem.
- Strategic Priority 5: Address Institutional Management Priorities.

This report contains a subset of the 192 performance measures that the Department approved for public release, of which 65 % met or exceed their target. The Department reviews all performance measures annually to understand why some did not meet targets and whether measures are sufficient and appropriate to meet mission performance outcomes. Our commitment to transparency, accountability, and forward momentum in achieving our strategic priorities and objectives that build enduring advantages remains strong and steady.



Jennifer C. Walsh
Department of Defense Performance Improvement Officer and Director, Administration & Management

FY24 Annual Performance Report

The FY24 Annual Performance Report provides information on the Department's progress in achieving the objectives and goals outlined in the FY 2022-2026 SMP, and it meets statutory requirements pursuant to the GPRMA and 31 U.S.C. § 1116.

This report is the result of submissions from Heads of DoD Components who, for the first time have reported progress on a quarterly basis for all performance goals in the SMP via Pulse, the Department's authoritative executive analytics performance management platform.

Additionally, this report marks a significant milestone, as it includes progress updates on all previously identified PII that directly support the advancement of SMP priorities. Furthermore, the report fullfills the annual reporting requirements contained in 10 U.S.C. § 125a.

U.S. Army Soldiers assigned to 1st Battalion, 37th Armor Regiment, 2nd Armored Brigade Combat Team, 1st Armored Division move to their objective in an M1A2 Abrams Main Battle Tank during Decisive Action Rotation 20-01 at the National Training Center in Fort Irwin, CA, October 4, 2019.

Strategic Management Framework

The FY24 Annual Performance Report highlights the Department's progress toward achieving its Strategic Objectives (SOs) and Performance Goals (PGs) outlined in the Fiscal Years 2022 – 2026 DoD Strategic Management Plan.

Strategic Priority 1
Take Care of Our People and Cultivate the Workforce We Need

Strategic Objectives
1.1 Cultivate talent management through the adoption of contemporary workforce development and talent acquisition approaches that positions the Department as an employer of choice for both uniformed and civilian service* (P&R)
1.2 Promote the health, wellbeing, and safety of the Force and families (P&R)
1.3 Change the culture of the Department to build a climate of dignity and respect, eliminate stigma, prevent harmful behaviors – including self-harm, and inculcate DEIA principles across all DoD efforts (P&R)

Strategic Priority 2
Transform the Foundation of the Future Force

Strategic Objectives
2.1 Deliver, optimize, and/or enable the Department with resilient Enterprise-Wide Information Technology and systems, services, and capabilities at speed of relevance and mission effectiveness (CIO)
2.2 Drive competitive advantage by acquiring effective capabilities to deter and, if necessary, defeat pacing threats (A&S)
2.3 Modernize and sustain the nuclear deterrent and protect against chemical and biological threats (A&S)
2.4 Advance strategic readiness** (P&R)
2.5 Provide the Department with a decision advantage over adversaries, paced to the global challenge posed by the PRC** (I&S)
2.6 Provide timely, relevant, highest quality analytic decision support to improve Department outcomes** (CAPE)

Strategic Priority 3
Make the Right Technology Investments

Strategic Objectives
3.1 Focus on the Joint Mission by investing in information systems and establishing processes for rigorous, threat informed analysis that will better enable the Department to make informed choices in its science and technology investments (R&E)
3.2 Create and field capabilities at speed and scale by fostering a more vibrant defense innovation ecosystem, accelerating the transition of new technology into the field, and communicating effectively inside and outside the Department (R&E)
3.3 Invest in Interoperable, Federated Infrastructure (CDAO)

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

Strategic Objectives
4.1 Enhance the DoD's Integrated Installation Resilience* (A&S)
4.2 Ensure supply chain resilience through a modernized Defense Industrial Ecosystem (A&S)
4.3 Ensure the foundations for research and development by recruiting, retaining, and cultivating talent; revitalizing our physical infrastructure; upgrading our digital infrastructure; and nurturing stronger collaboration across all stakeholders (R&E)
4.4 Enhance the DoD's cybersecurity posture (CIO)
4.5 Increase the resiliency of C3 capabilities (CIO)
4.6 Deliver Capabilities for Enterprise Business and Joint Warfighting Impact (CDAO)
4.7 Deliver Sustainment Outcomes That Drive Integrated Deterrence And Enable Effective Operations In Contested Logistics Environments (A&S)
4.8 Operationalize defense intelligence and security partnerships across the Department, U.S. Government, Private Sector, Academia, and International Allies and Partners** (I&S)

Strategic Priority 5
Address Institutional Management Priorities

Strategic Objectives
5.1 Accelerate the path to an unmodified audit opinion (COMPT)
5.2 Strengthen Data Governance and Remove Policy Barriers (CDAO)
5.3 Elevate security and counterintelligence to the maximum extent across the Department** (I&S)
5.4 Modernize DoD Business Systems (CIO)
5.5 Optimize budget to execution and foster a high integrity funds control environment (COMPT)
5.6 Advance data, AI, analytics ecosystem (CDAO)
5.7 Establish a Department-wide Enterprise Performance Management System (DoD PIO)
5.8 Strengthen OSD as a Component (DA&M)
5.9 Improve foundational data management (CDAO)

**Agency Priority Goal.*

*** Performance Measure information is not cleared for release.*

HIGHLIGHTS

Strategic Priority 1
Take Care of our People and Cultivate the Workforce We Need

Of the 39 Performance Measures, 67% MET or EXCEEDED Their Target.

Best Performing Objective

- Promote the health, wellbeing, and safety of the force and their families.

Best Performing Measures

- Count of Reserve Component Service Members (RCSMs) enrolled in TRICARE Reserve Select with a target of 25%. ***Result: 36%***

  Achieving a 36% enrollment rate in TRICARE Reserve Select for RCSMs not only exceeds the initial 25% target but also highlights the DoD's commitment to fostering a robust culture of safety and well-being. This success reflects a significant step toward ensuring that service members and their families have access to essential health care, promoting a healthier, more secure, and more resilient force.

- Improved Recruitment for the Integrated Primary Prevention Workforce (IPPW) with a target of 900. ***Result: 1054***

  This significant achievement strengthens the capacity of the IPPW, ensuring they are well-equipped to address and prevent harmful behaviors. By eliminating stigma and promoting a culture of dignity and respect, the DoD enhances the overall well-being of its service members, creating a more supportive and inclusive environment for all.

  Office of Primary Responsibility (OPR): OUSD(P&R)

Noteworthy Strategic Objectives & Focus Area:

1.2 - PROMOTE THE HEALTH, WELLBEING, AND SAFETY OF THE FORCE AND FAMILIES. OUSD(P&R)

The DoD is implementing multiple initiatives to improve support to direct care staff and the childcare staffing model. Initial indication from investments implemented to date for childcare staffing (mandated minimum wage increase and reduced childcare fees for direct care workers) showed promising results with a net increase of 14% staffing since 2020 impacts. While progress in meeting the childcare need is noteworthy, continued focus on improving access to quality, affordable childcare is required and remains critical to military readiness and military family economic security.

Family members gather for a pre-deployment send-off for soldiers in Worcester, MA, January 23, 2024.

* No Status is indicated by measures that do not have data available

STRATEGIC PRIORITY 1: Take Care of Our People and Cultivate the Workforce We Need

The Department must continue to focus on attracting, recruiting, retaining, and training its workforce to ensure the Total Force has the right tools to both meet and keep pace with the ever-evolving threats to our Nation. This includes personnel systems and analytics that will provide the best data to support workforce forecasting and development. Enhancing readiness through a diverse and inclusive Total Force will foster innovation and collaboration and enable the Force to best represent the population it is dedicated to protecting. Focusing on readiness will also require the Department to protect the health, safety, and welfare of the Force by ensuring a safe and supportive environment for all, preventing problematic behaviors, supporting victims, and holding offenders appropriately accountable. In particular, the Department must strive to counter behaviors – such as sexual assault/harassment, and participation in extremist activities – that erode our force readiness. Finally, the Department recognizes the crucial role family members play in sustaining the Total Force and will work to address their needs. In line with DoD leadership's priority to innovate and modernize, the Department will continue to modernize our healthcare capabilities. An integrated and transformed Military Health System, with a state-of-the-art electronic health record, will achieve the Quadruple Aim for the Total Force and military families: improved readiness, better health, better care, and lower cost.

STRATEGIC OBJECTIVE 1.1 - CULTIVATE TALENT MANAGEMENT THROUGH THE ADOPTION OF CONTEMPORARY WORKFORCE DEVELOPMENT AND TALENT ACQUISITION APPROACHES THAT POSITIONS THE DEPARTMENT AS AN EMPLOYER OF CHOICE FOR BOTH UNIFORMED AND CIVILIAN SERVICE.

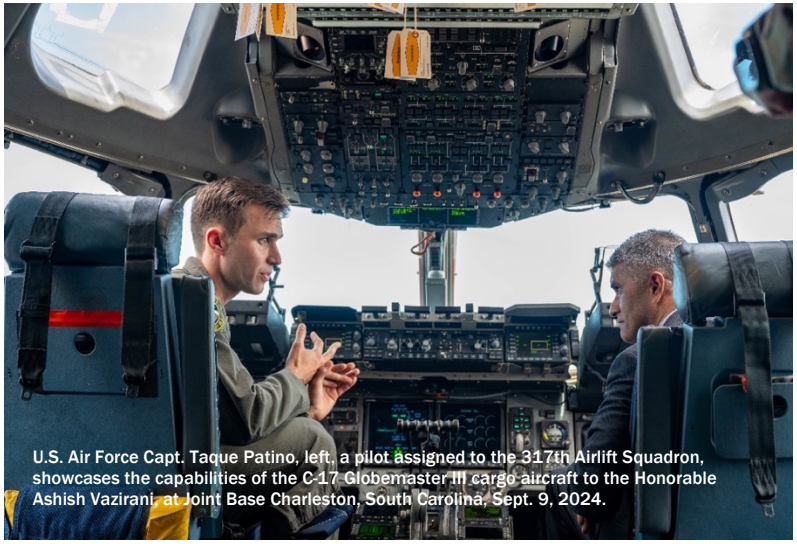
Strategic Objective Lead: OUSD(P&R)

Cultivate talent management through a human capital management paradigm shift – evolving the relationship between the Department, our current workforce, and prospective talent in the marketplace through the adoption of contemporary workforce development and talent acquisition approaches – that attracts and retains the best people to meet the challenges of the global security environment and imperatives of the National Defense Strategy and positions the Department as an employer of choice for both uniformed and civilian service. The DoD Workforce: Military — Active, Reserve, and National Guard — and Civilian personnel are the foundation of the Department and constitute its most valued asset. As such, DoD personnel must have the full support of the Nation to ensure the DoD successfully accomplishes the foundational mission of defending the United States. That means the DoD must have the right manpower and human capital resources in the right places, at the right time, at the right levels, and with the right skills to provide for the Nation's defense, while simultaneously being good stewards of taxpayers' dollars. Recruiting, developing, and retaining a highly skilled military and civilian workforce of diverse talent is essential for warfighting success. The budget submission is designed to strengthen our ability to achieve a Total Force reflective of the vast diversity and talents of our Nation, and ensure the Department is prepared to provide the forces needed to deter war and keep the Nation secure. The Department must invest in human capital initiatives to compete for, hire, develop, and retain highly skilled experts in the ever-changing talent acquisition landscape.

Executive Summary of Progress:

The DoD aims to position itself as an employer of choice for both uniformed and civilian service through contemporary workforce development and talent acquisition approaches. This involves recruiting, developing, and retaining a highly skilled and diverse military and civilian workforce to ensure the nation's defense. The DoD continues to work on reducing its Time-to-Hire (TTH) and saw success in using Direct Hire Authorities (DHA) and reducing the attrition rate. However, challenges remain in increasing the use of incentives and measuring the effectiveness of recruitment and selection. The DoD continues to work on improving civilian hiring by establishing and monitoring Component-level Hiring Improvement Initiative (HII) Action Plans and fostering collaboration through Chief Talent Management Office pilots focused on process and technology innovations. The goal is to build and

maintain a resilient and highly skilled military and civilian workforce capable of advancing the Department's readiness and competitive advantage. The DoD continues work to reduce its average TTH. Though the Department made some progress through efforts such as the Contact-to-Contract initiative, the DoD will continue to pursue further efforts to tackle areas where TTH remains high. The DoD was successful in furthering the use of DHA, even with the continued use of other relevant authorities supporting DoD mission needs. The DoD also saw success in reducing its attrition rate to below 12% for the year. The DoD continues to find challenges in increasing its use of incentives, where some DoD Components identified the inability to use incentives for those leaving DoD for other federal agencies as reason for not meeting our intended target. The Military Services concluded the FY in a much-improved position compared to this time last FY, despite a continuously challenging and disinterested recruitment market. At the end of September, all active DoD Components, except for the Navy, met their FY recruitment accession missions. The Navy fell short by 4,796 recruits; however, the Navy made its contracting goals but was not able to ship all 40,600. For the Reserve Components, the Army National Guard, Marine Corps Reserve, Air National Guard and Air Force Reserve achieved their FY recruiting mission. The Department accessed just shy of 225,000 new recruits in FY24, over 25,000 more than FY23.



U.S. Air Force Capt. Taque Patino, left, a pilot assigned to the 317th Airlift Squadron, showcases the capabilities of the C-17 Globemaster III cargo aircraft to the Honorable Ashish Vazirani, at Joint Base Charleston, South Carolina, Sept. 9, 2024.

Three MILDEPs published their policy on Handling Protest, Extremist, and Criminal Gang Activities and implemented 13 of the 27 Counter Extremist Activity Working Group recommendations.

The Department focuses efforts toward addressing and eradicating barriers to Equal Employment Opportunity and ensuring all individuals are able to advance to their fullest potential. During FY24, the OUSD(P&R) hosted numerous Special Emphasis Program outreach events and collaborated with non-federal organizations to support the training, professional development, and advancement of protected group personnel. The Department also partnered with institutions to provide information on DoD employment and business opportunities. During FY24, the DoD collaborated with two schools to host on-campus Taking the Pentagon to the People events.

"THE MODERN LABOR MARKETPLACE ENCOURAGES INDIVIDUALS TO CHANGE ORGANIZATIONS FREQUENTLY TO PURSUE GREATER JOB FULFILMENT AND REALIZE PERSONAL GROWTH. THEREFORE, WE AIM TO CONTINUALLY MODERNIZE CIVILIAN PERSONNEL PROGRAMS, ENHANCE PROFESSIONAL DEVELOPMENT, UPSKILL, AND RESKILL THE WORKFORCE, AND BUILD A ROBUST STUDENT PIPELINE THAT WILL POSITION DOD FOR FUTURE SUCCESS."

- HON ASHISH S. VAZIRANI, UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (PTDO)

Strategic Priority 1
Take Care of our People and Cultivate the Workforce We Need

The Military Training Executive Steering Group (MTESG) demonstrated its value as a Department-wide forum for identifying training capability deficiencies and potential resourcing and policy solutions. The MTESG's recommendations enable the Director, Cost Assessment and Program Evaluation (DCAPE), and the other stakeholders in the Program and Budget Review (PBR) process to better understand the proposed training investments in terms of their contribution to realistic, all-domain, joint training.

The Office of the Assistant Secretary of Defense (Readiness) (OASD(R)) continued to develop the resources to build out the Office of the Deputy Assistant Secretary of Defense for Force Education and Training (ODASD(FE&T)) to enable more effective direction, guidance, and oversight of the Department's training, exercise, and education programs for Service members.

Agency Priority Goal 1.1.1 - Shape an Appropriately Skilled and Ready Future Workforce: Improve Recruitment and Retention of the Civilian Workforce.
Agency Priority Goal Lead: OUSD(P&R)

The DoD must ensure a resilient and highly-skilled civilian workforce capable of advancing the Department's strategy for readiness and competitive advantage to deter conflict in any domain. The DoD's civilian workforce is vital to implementing strategies and priorities to ensure the Department succeeds in achieving national security objectives. The DoD is working to improve civilian hiring by establishing and monitoring Component-level HII Action Plans and fostering ongoing collaboration to accomplish the objective of improving the efficiency and effectiveness of civilian hiring.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.1.1.1 DoD Direct Hire Authority Hire Rate	85%	88.65%	N/A
PM 1.1.1.2 DoD Average Time-to-Hire (TTH)	90 Days	94 Days	N/A
PM 1.1.1.3 Civilian Workforce Attrition Rate	12% or lower	9%	N/A
PM 1.1.1.4 DoD Civilian Hiring Selections Rate	8%	N/A	N/A
PM 1.1.1.5 DoD Use of Hiring Incentives	1.5%	1.25%	N/A
PM 1.1.1.6 DoD Use of Retention Incentives	2%	1%	N/A
PM 1.1.1.7 DoD hiring Manager Satisfaction Scores	77%	78.1%	N/A
PM 1.1.1.8 Measure Representation of Employees with Disabilities	Increase/Remain above baseline	14.2%	N/A
PM 1.1.1.9 Demographic Representation of Civilian Retention - Women	Decrease from baseline	Met	N/A
PM 1.1.1.10 Demographic Representation of Civilian Retention - Racial/ethnic minorities	Decrease from baseline	Met	N/A
PM 1.1.1.11 Measure Representation of Employees with Targeted Disabilities	Increase/Remain above baseline	2.6%	N/A

MET | NOT MET | EXCEEDED | NO STATUS

Strategic Priority 1

Take Care of our People and Cultivate the Workforce We Need

Agency Priority Goal Progress Update:

Although the Department decreased the TTH from 98 to 94 days in Quarter Four (Q4) of FY24 with an annual average of 92 days, the Department was unable to achieve this year's target of 90 days. Reaching desirable TTH goals requires continuous collaboration amongst all stakeholders to improve the efficiency of their role-specific contributions while optimizing their efforts to recruit, assess, select, and onboard quality talent. Efforts to reach the DoD 85-day TTH target included maximizing the use of government-wide and DoD DHA and hiring flexibilities. In this case, the DoD increased the DHA Utilization rate to 88.65% in Q4 from a start value of 85%. DHA usage goal was updated for FY24 from 100% to 85% to account for DoD Component use of other hiring authorities, such as military spouse, veterans, schedule A disability hiring, interns, and merit promotions. Veteran hiring actions continue to account for approximately half of those direct hire authority-eligible hiring actions that do not utilize a DHA.

Contact-to-Contract (C2C) is an effort to streamline completion of the requirements critical to onboarding new hires for targeted occupations after selection. Some efforts that are known to directly reduce TTH include: robust strategic hiring plans that help hiring managers and human resources (HR) specialists plan for upcoming workload over the FY, dedicated recruitment teams/specialists that seek out talent needed by an organization in advance and develop relationships with hiring sources, regular communication between HR and Hiring Managers to pre-plan interview panels and questions and plan when to expect hiring certificates. Pre-employment requirements (e.g. salary or incentive negotiations, security clearances, drug-testing, and selectee-led delays of enter on duty (EOD) due to moving or other personal requirements) continue to be a known delay in the time it takes to bring someone onboard. The C2C strategies will be published in the near future.

The DoD average civilian workforce attrition rate for FY24 is 2.34%. The cumulative attrition for FY24 is 9%, therefore the DoD met this year's attrition rate target of below 12%. This suggests employee satisfaction, likely due to factors such as strong engagement, leadership support, and flexible work arrangements. The DoD Average Civilian Hiring Selections Rate for FY24 – the DoD did not fully adopt this measure during FY24 due to challenges with data assurance and historic trend analysis in attempting to set valid baseline and targets. Consequently, the DoD did not find this measure useful and will consider foregoing this metric and look to establish an alternate measure instead that better addresses recruitment/selection.

The DoD did not meet its established target of 2% for use of Hiring Incentives. The 1.5% of increase in Q4 suggests a positive trend for FY25 results. The Q4 retention rate remained consistent with previous quarters, resulting in a cumulative attrition rate within our FY24 target. The overall annual average did not meet 1.5%; however, the ability to meet the increase for this quarter may be a positive trend for FY25 results. DoD will continue to assess and communicate to the Components the importance of recruitment incentive usage.

The DoD Average Use of Retention Incentives for FY24 is 1%, missing its' established target of 2%. The DoD Components intend to increase use of retention incentives to decrease attrition yet note-the restriction of offering a retention incentive when personnel receive another federal job offer, which limits their ability to maximize retention incentive use. The DoD Average Hiring Manager Satisfaction Scores for FY24 is 78.1% exceeding the goal of 77%.

The Department continues to utilize DHA, targeted outreach, emphasis on EEO, and other initiatives to generate positive outcomes for this priority area.

Performance Goal 1.1.2 - Provide Our Service Members and Civilians Relevant Education and Training to Promote Development and Engagement.
Performance Goal Lead: OUSD(P&R)

People drive the core of the Department's readiness to meet its assigned missions and represent our greatest asymmetric advantage over our competitors. Training and education are two of the pillars for developing our service members to ensure they are prepared to address the nation's security challenges in today's complex global environment. Training governance is essential to mitigating existing readiness risk and building a ready, combat-credible force. Developing DoD-wide oversight over training capabilities through the newly chartered MTESG will drive implementation of the Joint Operational Training Infrastructure strategy to ensure U.S. training capabilities meet the requirements of the NDS. Implementation of outcomes-based military education ensures that the Department is preparing our leaders with the competencies, knowledge, skills, and abilities they will require to successfully perform in various roles at various levels of responsibility. Improving education governance and capturing learner data will support talent and workforce management. Improving the fidelity of the demand signal of requirements that military education programs should strive to meet and recasting their curricula and assessment methodologies will improve the efficacy of their programs and enterprise.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.1.2.1 # of military education programs that utilize Outcomes-Based Military Education (OBME) assessment methodologies	0	6	N/A
PM 1.1.2.2 Increase % of Financial Management workforce holding relevant certifications Lead: OUSD(C)/CFO	95%	98%	N/A

Performance Goal Progress Update:
During the PBR process for FY25, five lines of effort (LoEs) received partial or full resourcing for FY25, totaling 1.7 billion. This is a successful outcome for the MTESG given that the Defense Training Governance Cycle is only in its third year of implementation.

Understanding that it is not realistic to expect all MTESG-recommended LoEs to be fully funded at the conclusion of PBR, the DTGC will continue to refine and mature its procedures to better identify, vet, and promote resourcing LoEs.

The faculty development workshops provided significant opportunities to bring the views of senior leaders on emerging issues to those charged with educating officers and added clarity to the demand signal.

The OASD(R) continued to develop the resources to build out the ODASD(FE&T) to enable more effective direction, guidance, and oversight of the Department's training, exercise, and education programs for Military Service members.

Performance Goal 1.1.3 - Recruit From the Breadth and Depth of America.
Performance Goal Lead: OUSD(P&R)

The DoD is in a competition for talent. Changes in the market labor force and population demographics, and the increasing need to be more technical, flexible, and innovative to stay ahead of competitors and adversaries, greatly impact the DoD's ability to recruit and retain the civilian personnel workforce it needs for the 21st century. The Department will maintain its high standards and is committed to helping those who desire to serve, meet, and exceed the standards. The Department will continue to invest in recruiting and retaining the talented men and women who make up our All-Volunteer Force.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.1.3.1 Increased Demographic Representation of Military: Officers (Sex)	Increased representation from baseline	Met	N/A
PM 1.1.3.2 Increased Demographic Representation of Civilian: Race/Ethnicity	Remain at baseline	Met	N/A
PM 1.1.3.3 Increased Demographic Representation of Military: Officers (Race/ethnicity)	Increased representation from baseline	Met	N/A
PM 1.1.3.4 Increased Demographic Representation of Civilian: Sex	Remain at baseline	Met	N/A

Performance Goal 1.1.4 - Expand talent management of data, analytics, and AI work roles.
Performance Goal Lead: CDAO

Broaden our data, analytic, and AI talent management strategies to attract, retain, and develop top-tier technology professionals.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.1.4.1- % of DoD MAJCOM billets coded in manpower systems for Data, Analytics, and AI work roles.	15%	3%	N/A

Performance Goal Progress Update:
The FY24 target to code 15% of DoD Component-level billets for Data, Artificial Intelligence (AI), and Analytics work roles was not met, with only 3% complete.

Beginning in Q1 FY25, the CDAO will report on two metrics tracking supply (people) and demand (billets) related to workforce coding, and two metrics for delivering foundational education in data, AI and digital transformation for the Enterprise. The CDAO issued supplemental coding guidance in November 2024 including analyses to streamline and aid in rapid Total Force identification. These four metrics will provide the data points necessary to better align priorities, investments, and activities across the department to accelerate the expansion of the Defense Digital Workforce.

MET | NOT MET | EXCEEDED | NO STATUS

Performance Goal 1.1.5 - Reduce TTH timelines by leveraging talent across the Federal enterprise to meet Replace with Pentagon Force Protection Agency (PFPA) law enforcement workforce requirements through training reciprocity.
Performance Goal Lead: OPIO-ODA&M(PFPA)

Drive improvement to hire qualified personnel to meet PFPA law enforcement mission requirements.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.1.5.1- # of officers hired.	100 People	89 People	N/A

Performance Goal Progress Update:
PFPA set a target to recruit 100 new police officers in FY24. PFPA did not meet its target. However, PFPA made significant progress in its recruiting efforts that not only helped in achieving a total of 89 new officers in FY24, but it was able to surpass its total hired by +20 new officers onboarded this year compared to FY23, which was not reported or tracked in the SMP. PFPA recruited a total of 69 new officers in FY23. There are several factors that contributed to PFPA's not achieving its end state Performance Goal. The most important one is competition with local, state, and federal law enforcement partners in the National Capital Region for the same source of qualified candidates to be police officers. That said, PFPA was very creative in its outreach and recruiting efforts, visiting military bases around the country, offering hiring incentives approved by the Defense Civilian Personnel Advisory Service and Washington Headquarters Services, Human Resources Directorate, and leveraging training reciprocities that helped attract candidates from other federal agencies and the Military Services that are/have departed that have the requisite training.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Air Force
The Space Force's first Officer Training Course (OTC) started September 2024. The OTC is the Space Force's initial leader development course created to produce a multidisciplinary officer corps with a broad understanding of mission concepts and a foundational baseline to synchronize effects across the range of Space Force operational missions.

The Space Force will provide a 12-month initial skills training curriculum that delivers the necessary training in satellite, intelligence, and cyber operations disciplines, ensuring officers learn to be a Guardian first and specialist second.

To successfully reoptimize for Great Power Competition against advanced adversaries, the Space Force is focused on developing all officers with a broadened knowledge of military operations in the space domain, as well as joint and combined forces planning and employment.
Plans to re-introduce warrant officers to the Air Force were announced by Secretary of the Air Force, HON Frank Kendall, at the Air and Space Forces Association's 2024 Warfare Symposium in conjunction with the Department's plan to Reoptimize for Great Power Competition. This announcement marks a significant milestone for the initiative and presents an opportunity for up to 60 selected candidates, who will play a crucial role in addressing the multifaceted challenges of today's dynamic security landscape. This decision signifies a pivotal moment in Air Force history, representing a strategic shift towards bolstering technical proficiency and operational effectiveness.

– OUSD(I&S)

The Defense Intelligence and Security Enterprises (DIE and DSE) made significant progress toward improving foreign language capability and implementing a new Science, Technology, Engineering, and Mathematics (STEM) compensation plan that will further enable the enterprises to attract and retain high quality STEM employees.

The OUSD(I&S) continued its sponsorship of the Research in Intelligence and Security Challenges (RISC) intern program at the Applied Research Laboratory for Intelligence and Security (ARLIS). RISC is a 10-week program pairing students with mentors from ARLIS, the DoD, and the Intelligence Community (IC). The program introduced students to OUSD(I&S) career opportunities as they developed their technical capabilities and subject matter expertise through work on real-world problems.

OUSD(I&S)'s FY24 actions met its goal to hire, develop, and retain highly skilled personnel with foreign language capability and a world-class innovative STEM workforce, aligned to mission requirements.

– OATSD(PCLT)

Over the course of FY24, OATSD(PCLT) placed significant emphasis on upskilling both its internal work force and the privacy, civil liberties, Freedom of Information Act (FOIA), intelligence oversight, and regulatory work force across the enterprise. To upskill its internal work force, five of their personnel completed AI-focused training courses, added one more certified coach, and participated in and presented training courses across the DoD. Additionally, through a series of virtual and in-person training events, OATSD(PCLT) conducted training on a wide-array to topics for more than 2,500 professionals across the DoD. In addition to providing timely and relevant training, each of these engagements provided critical networking opportunities and enabled OATSD(PCLT) and other DoD Components to identify potential connections to support future succession planning efforts.

– DOT&E

Launched “learning journeys” that combine classroom, peer, and on-the-job training to enhance action officer proficiency in key areas. Following an analysis of workforce needs, DOT&E updated its competency model to outline the essential knowledge, skills, and abilities required for future success. This competency-based approach enables strategic planning for critical skills and supports targeted training and development.

– OASD(SO/LIC)

OASD(SO/LIC) developed an enduring Special Operations Forces (SOF) Civilian Internship Program. This enduring internship program focused on exposure of young professionals to the SOF community with increased outreach to minorities through Historically Black Colleges and Universities (HBCUs). OASD(SO/LIC) also increased participation in the DoD’s Leader Development Programs. The National Defense University selected two members of the OASD(SO/LIC) team to attend for academic year 2024 - 2025.

STRATEGIC OBJECTIVE 1.2 - PROMOTE THE HEALTH, WELLBEING, AND SAFETY OF THE FORCE AND FAMILIES.

Strategic Objective Lead: OUSD(P&R)

The Department will keep faith with military members and their families by continuing to provide military family assistance through programs that include childcare, youth development and school liaisons, support for family members with special needs, relocation assistance, non-medical counseling, Morale, Welfare, and Recreation, and other military family support programs. The Department strives to build and sustain an agile system to support the resilience of members and families of the military community where they live and work. Finally, the Department will take care of our people and preserve our resources by emphasizing a data-driven approach to enterprise risk management and fostering a culture that prioritizes the safety and wellbeing of our people.

Executive Summary of Progress:
In FY24, the DoD continued its efforts to improve safety and occupational health through the Defense Safety Oversight Council (DSOC) and other initiatives. The DSOC provided oversight and advocacy for a proactive safety culture, while the Joint Safety Council improved information sharing processes to reduce risk. The Department implemented standardized safety data for better analysis and decision making. A new policy for managing brain health risks from blast overpressure was published, and Class "A" mishaps and fatalities were lower than the previous five-year average. All efforts associated with these initiatives were on track, with the Department drafting FY26 Business Planning Guidance for release in early November 2024.

The Honorable Ashish S. Vazirani, Acting Under Secretary of Defense for Personnel and Readiness is given a tour of U.S. Army Garrison (USAG)-Miami by Garrison Manager Joanne B. Fitzgerald Jun. 24, 2024.

In support of its strategy, the Defense Health Agency (DHA) developed a framework of DHA Manpower Models (DM2). These were completed in October 2024, providing updated staffing requirements and standardized organizational structure. The information is being applied to the agency's Unit Manning Documents (UMDs) for all military medical treatment facilities (MTFs) in 2025 and will be re-validated in alignment with strategic direction each year as part of annual resource planning. Prior to the development of DM2 and the updating of UMDs, MTF staffing requirements reflected legacy information developed by the Military medical departments. The DM2 integrates, standardizes, and optimizes requirements based on MTF missions, populations served, historical workload and other critical factors. It aligns staffing needs with the strategy for the MHS. As a result, DHA is working with Defense Health Networks (DHNs) to align available civilian personnel to the updated positions on the UMDs, based on the DM2 and available resources. The DHA is also working collaboratively with the MILDEPs through manpower management and human capital distribution planning processes for the optimal assignment of military personnel to the MTFs.

Strategic Priority 1
Take Care of our People and Cultivate the Workforce We Need

Efforts to recover from COVID impacts resulted in targeted investments to grow our installation-based capacity as well as fee assistance opportunities. The Department continues to implement and evaluate those efforts and adjust along the way. Investments in community-based fee assistance resulted in the growth of ~17K children enrolled, including ~4,500 civilians. The Military Childcare in Your Neighborhood – Plus initiative exceeded expectations, increasing to 15 states/counties, growing an additional 2,400 providers, and resulting in a cumulative growth of 3,070 children served.

> *"WE CANNOT MAINTAIN THE WORLD'S PREMIER FIGHTING FORCE WITHOUT AN EQUALLY MATCHED MILITARY HEALTH SYSTEM. OUR ADVERSARIES, WHETHER THOSE ARE GLOBAL POWERS OR PANDEMICS, WILL NOT WAIT."*
>
> *- HON ASHISH S. VAZIRAN*
> *UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (PTDO)*

Recruiting and retaining childcare staff remains challenging. The DoD is implementing multiple initiatives to improve support to direct care staff and the childcare staffing model. Initial indication from investments implemented to date for childcare staffing (mandated minimum wage increase and reduced childcare fees for direct care workers) showed promising results with a net increase of 14% staffing since 2020 impacts. While progress in meeting the childcare need is noteworthy, continued focus on improving access to quality, affordable childcare is required and remains critical to military readiness and military family economic security.

Phase 1 of Universal Prekindergarten (UPK) Program implementation is underway with classrooms fully equipped and fully staffed at 80 of 90 elementary schools, providing 4,000 four-year-old children with high quality prekindergarten across all three DoD Education Activity (DoDEA) regions this school year. UPK aligns to the DoDEA K- 12 structure and includes a six-hour instructional day, five days a week, 170 days a year at no cost to families, for eligible military connected students.

DoDEA continued to work to expand participation in its Advanced Placement (AP) program to provide rigorous courses for all students. The DoD received a report of AP Honor Roll, a difficult to achieve award based on participation and completion of AP exams. Of the 39 DoDEA schools with significant 12th grade populations (10 or more students), 28 of 39 earned the platinum award, the highest possible honor, and all eligible high schools earned Honor Roll recognition. This reflected DoDEAs continued work to expand access to AP exams as well as ensure that our coursework is rigorous and preparing students for college and career.

The Department continues to provide military spouses with high level career support services through the implementation of ongoing programs under the Spouse Education and Career Opportunities (SECO) program. The SECO program provides 100% virtual remote services through the SECO Career Center, which allows military spouses to access a full spectrum of career support services. In addition, each installation provides career support through

the Employment Readiness Program. In FY 24, the My Career Advancement Account expanded eligibility to spouses of Service members in the grades of E7-E9 and W3 serving on Active Duty. The Military Spouse Career Accelerator Pilot placed hundreds of military spouses into paid fellowships with more than 80% receiving employment opportunities at the end of their fellowship. Each of the Military Services provide reimbursement for expenses incurred for licensure or to relocate a small business because of a permanent change of station (PCS). Data received through the Survey of Active Duty Spouses indicates the leading challenges associated with spouse unemployment are PCS moves, availability of quality/affordable childcare, children living at home, and geographic location of some duty stations. DoD also has a limited ability to encourage spouse employment by private sector employers.

Performance Goal 1.2.1 - Take Care of Our Families.
Performance Goal Lead: OUSD(P&R)

The DoD remains focused and committed on taking care of our people. Our people are our greatest strength and the foundation of our military readiness and national security. Military Service presents unique challenges for service members and their families. One of these challenges is access to childcare. The Department must continue to ensure that this essential need is met and continue to provide options for affordable, quality, and licensed childcare.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.2.1.1- Increase in the number of users on MC&FP digital platforms that indicate intent to use resources through a "high value action."	5% increase from previous FY	6%	N/A
PM 1.2.1.2- Increase in the number of sessions on MC&FP digital platforms that indicate intent to use resources through a "high value action."	5% increase from previous FY	10.14%	N/A
PM 1.2.1.3- Provide at least 25% savings at commissaries compared to local market surveys.	25%	25.10%	N/A

Performance Goal Progress Update:
Unmet need (Priority 1 + 2, All Locations) dropped approximately 30% from 11,657 in September 2023 to 8,145 in September 2024, significantly exceeding the goal of decreasing the unmet need by 4.5% over the year. In addition, for the areas of greatest need, the utilization rate increased from 69.3% in September 2023 to 74.8% in September 2024. For the top 25 installations with the greatest need, childcare capacity as a percentage of total need increased from 81.2% in September 2023 to 91.6% in September 2024, exceeding the goal of a 1% increase over the year.

Performance Goal 1.2.2 - Create a Culture of Safety Across the Department.
Performance Goal Lead: OUSD(P&R)

Military Service members and DoD civilian employees trust the Department to protect them from preventable mishaps and occupational illnesses and injuries. It is essential to emphasize the safety and preservation of our personnel and strategic assets, target specific areas for action, utilize data to make informed decisions, and change the culture from reactive to proactive. The Department cannot afford to maintain the "status quo" to reach a goal of zero fatalities from preventable mishaps.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.2.2.1- Progress Towards Zero - Fatal non-combat mishaps.	5% reduction compared to the prior FY	-8%	N/A

Performance Goal Progress Update:
Using the DSOC for continued oversight and advocacy to address safety challenges will enhance the focus and understanding of safety concerns and challenges. Active participation and commitment from senior leaders set the tone and positively influences attitudes and behaviors to proactively identify risks and potential hazards. The DSOC must continue to communicate the DoD's safety vision, goals, and expectations, recognize safety achievements and contributions, and use enterprise-wide standardized safety data to support informed decisions.

The data for the Military Service member lost workdays is missing, and the data for the civilian lost workdays is incomplete. The Department anticipates a continued lag in receiving this information, but OUSD(P&R) expect to have more complete data after Q1 FY25.

Performance Goal 1.2.3 - Ensure safe, quality, and well maintained on base housing that provides a positive living experience for Service members and their families.

Performance Goal Lead: OUSD(A&S)|OASD(EI&E)/Housing

The Department recognizes that the environment where service members and their families live impact their quality of life, their ability to do their jobs, and the Department's ability to recruit and retain the force. The Department must ensure that our military members and their families have access to safe, quality homes and a positive living experience. Under the overall leadership and direction of the Assistant Secretary of Defense for Energy, Installations, and Environment (ASD(EI&E)), the DoD official designated as the Department's Chief Housing Officer, the Department significantly enhanced the Military Housing Privatization Initiative (MHPI) program and the DoD's oversight of the private sector companies that own, operate, and maintain the MHPI housing projects, as well as the DoD's oversight of government-owned and government-controlled housing, including conditions in unaccompanied housing. The Department remains committed to implementing reforms that increase the safety, quality, and habitability of the DoD's privatized, government-owned, and government-controlled housing and to providing continued enhanced oversight of the DoD's housing portfolio, including the performance and long-term financial viability of the MHPI program and projects.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.2.3.1- % Completion of one-time condition inspections of privatized family and unaccompanied housing and government-owned/controlled family housing.	75%	76%	41%
PM 1.2.3.2 % -of MHPI projects with trailing 12-month debt service coverage ratios > 1.25.	88%	91%	87%
PM 1.2.3.3- % Population of government owned/controlled and MHPI housing inventories in the DoD enterprise Military Housing (eMH) database.	100%	71%	70%

MET NOT MET EXCEEDED NO STATUS

Performance Goal Progress Update:
OUSD(A&S) exceeded the target of completing 76% of FY20 and FY21 NDAA mandated inspections of all privatized housing and government-owned/controlled family housing and expects to have 100% completed in FY25.

Debt-to-credit ratios are an important indicator of MHPI project performance as it measures their income versus expenses. The Department monitors MHPI project performance through quarterly reviews with the MILDEPs where more detailed information by MHPI project is provided. As of the Trailing 12-Month (TTM) period ending Q4 FY24, the MHPI family housing portfolio has 71 out of 78 (91%) Family Housing Projects with a TTM Debt Service Coverage Ratio - (Combined Debt) > 1.25. This is above our FY24 Target of 88% and displays minimal short-term financial risk related to debt obligations.

OUSD(A&S) updated total housing inventory numbers to align with MILDEPs estimated actuals from FY24 close-out. Training / Transient Training Unaccompanied Housing continues to be the biggest missing type of DoD Housing inventory from enterprise Military Housing (eMH).

Performance Goal 1.2.4 - Offer Quality Schooling/Education for DoD Dependents.
Performance Goal Lead: OUSD(P&R)

The DoDEA, as one of only two federally operated school systems, is responsible for planning, directing, coordinating, and managing pre-kindergarten through 12th grade educational programs on behalf of the DoD. DoDEA is globally positioned, operating 160 accredited schools in eight districts located in 11 foreign countries, seven states, Guam, and Puerto Rico. DoDEA's instructional program provides a comprehensive College and Career Ready Curriculum that is dedicated to attaining high student achievement. DoDEA measures student progress with multiple criterion-referenced assessments aligned to the curriculum. All DoDEA school districts are accredited by Cognia (formerly AdvancED), which provides each district with an independent evaluation.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.2.4.1- Student performance on national assessments continues to progress with DoDEA schools leading the nation in overall performance.	2 percentage points of improvement in proficiency on each assessment	2%	N/A

Performance Goal Progress Update:
The DoDEA Director identified UPK as one of her top three priorities for the agency. This agency-wide focus rallied different components of DoDEA together to align time and resources in support of successful planning and implementation. The use of AP Potential data to identify students likely to be successful and encourage all to participate in AP exams, the continued focus on increasing AP offerings in DoDEA schools as well as supplementation at the virtual school, and the emphasis on supporting DoDEA educators in delivering excellent instruction including through coaching and support contributed to this success.

Performance Goal 1.2.5 - Provide Access to Quality Care Wherever Our Service Members and Families are Stationed.
Performance Goal Lead: OUSD(P&R)

OUSD(P&R) is proud of their track record and recent improvements, but there is always more to accomplish. OUSD(P&R) continues to advance health care that is safe, timely, effective, efficient, equitable, and patient and family centered. OUSD(P&R)'s goal is to improve, maintain, and restore the health of the fighting force as well as all entrusted to our care. Doing so reduces the frequency of visits to our military hospitals and clinics by keeping the people we serve healthy.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.2.5.1- Count of Reserve Component Service Members (RCSMs) enrolled in TRICARE Dental Plan (TDP).	18%	8.19%	N/A
PM 1.2.5.2- Count of Reserve Component Service Members (RCSMs) enrolled in TRICARE Reserve Select (TRS).	25%	36%	N/A
PM 1.2.5.3- Beneficiaries satisfied with their healthcare.	64%	67.40%	N/A
PM 1.2.5.4- Access to Primary Care for Active-Duty Service Members (ADSM).	1 Day	1.7 Days	N/A
PM 1.2.5.5- Access to Specialty Care for Active-Duty Service Members (ADSM).	15 Days	17.1 Days	N/A

Performance Goal Progress Update:
The earlier release of FY26 guidance in November 2024 (compared to February 2024 for the FY25 guidance) will facilitate MTF Statement of Operations development at least one quarter earlier, providing DHNs the opportunity to better align resources to priorities and adjust redundant or obsolete requirements, as necessary.

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Performance Goal 1.2.6 - Promote the Mental and Physical Well-Being of Our People.
Performance Goal Lead: OUSD(P&R)

OUSD(P&R) is making the transformation from health care to health by encouraging healthy behaviors, increasing health resilience, and decreasing the likelihood of illness through focused prevention. Doing so reduces the frequency of visits to our military hospitals and clinics by keeping the people they serve physically and mentally healthy.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.2.6.1- Percent of TRICARE population respondents that rate their health as excellent, very good, or good (not fair or poor).	87%	85.10%	N/A
PM 1.2.6.2- Surgical Morbidity (National Surgical Quality Improvement Program (NSQIP)).	45th percentile	46th percentile	N/A
PM 1.2.6.3- Level of Mental Illness in TRICARE population.	16.80%	12.80%	N/A
PM 1.2.6.4- Level of Physical and Mental Disability in TRICARE population number of days lost per month due to mental or physical health.	13.50%	13%	N/A
PM 1.2.6.5- Level of Physical Illness in TRICARE population.	15.50%	16.70%	N/A

Performance Goal Progress Update:
The Department is implementing a new patient first model of care with enabling technology to improve the patient and health care team experience. The new model will also provide patients with additional opportunities for virtual or asynchronous care. MTFs are directed to provide additional appointment so patients can receive care through virtual visits. The implementation of the new model of care and all its required dependencies (technology, metrics, training, policy etc.) are on track. The DHA will begin assessing success at the three DHNs and their 27 MTFs before launching the capabilities enterprise wide. The implementation of the new model of care and all its required dependencies (app, guidance, etc.) are on track and on target.

The Department also delivers non-medical counseling through two centrally-funded programs—Military OneSource and Military and Family Life Counseling (MFLC). The aim of these programs is to prevent everyday issues from escalating to the point where they negatively impact the well-being of Military Service members and families. In FY24, an overwhelming majority of participants who received Military OneSource and MFLC non-medical counseling saw improvement in their issues—87% on average, which is well above the FY24 target of 73%. Factors of success include consistently inviting participants to provide feedback and recording data without Personally Identifiable Information to maintain confidentiality. As a result of actions being taken, The Department largely realized the intended results and represent notable improvements in participant well-being. For Morale, Welfare and Recreation, no performance gaps were identified, however, funding these programs will continue to be a challenge.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS

- Department of the Army

Unaccompanied Housing (UH)
In FY24, the Army invested approximately $1.6B for UH Military Construction (MILCON) projects ($430M), UH Restoration and Modernization projects ($560M), and UH sustainment ($580M) across all COMPOs and all barracks types. The FY24 investment provides construction of 476 new UH bed spaces at Fort Liberty, Joint Base Lewis-McChord, and Natick Soldier System Center, additional funding to complete two prior-year funded MILCON projects to provide 600 new bed spaces at Forts Jackson and Novosel, and improvement of 61 UH barracks (~6,010 bed spaces) and demolition of two UH barracks at 31 locations. The Army programmed 100% funding of UH sustainment to prevent the accelerated degradation, starting FY25. The Army prioritized funding for Permanent Party (PP) UH resulting in an increase of the percentage of PP UH inventory rated at Q1/Q2 from 84% to 86% during FY24.

Additionally, in accordance with Secretary of the Army guidance, the Deputy Chief of Staff, G-9 updated the 2024 Army Standard for PP UH to improve unit cohesion and Soldier behavioral and social health. The standard improves Soldier quality of life by providing an E1 to E4 module: four-private 120 sq ft bedrooms, 30 sq ft closets, two-bathrooms, living room and kitchen and an E5 to E6 module: two-private 140 sq ft bedrooms, 30 sq ft closets, one-shared bathroom, living room and kitchen.

Tim Gouger, USACE Omaha District, Rapid Response Technical Center of Expertise Program Manager, on site at one of the eight newly renovated volunteer army (VOLAR) barracks at Fort Liberty.

"NO AMOUNT OF NEW TECHNOLOGY IS MORE IMPORTANT THAN THE INDIVIDUAL AMERICAN SOLDIER. WE HAVE AN OBLIGATION TO EVERY SOLDIER – AND THEIR FAMILIES. . .
[T]HAT IS WHY WE ARE INVESTING OVER 2 BILLION DOLLARS EACH YEAR ON QUALITY BARRACKS FOR ACTIVE DUTY, GUARD, AND RESERVE SOLDIERS."

- HON. CHRISTINE WORMUTH, SECRETARY OF THE ARMY

STRATEGIC OBJECTIVE 1.3 - CHANGE THE CULTURE OF THE DEPARTMENT TO BUILD A CLIMATE OF DIGNITY AND RESPECT, ELIMINATE STIGMA, PREVENT HARMFUL BEHAVIORS – INCLUDING SELF-HARM, AND INCULCATE DEIA PRINCIPLES ACROSS ALL DoD EFFORTS.

Strategic Objective Lead: OUSD(P&R)

The DoD will foster and further develop workplace environments that preserve and enhance dignity and respect for all DoD personnel through comprehensive efforts to: (1) enhance diversity, equity, inclusion, and accessibility; (2) combat problematic behaviors such as sexual assault, harassment, discrimination, and extremism; and (3) ensure appropriate accountability of leaders to meet our high expectations.

Executive Summary of Progress:
The Department continues to conduct On-Site Installation Evaluation (OSIE) visits to effectively address risks for harmful behaviors and to take corrective action to enhance prevention capabilities. The Department continues to leverage lessons learned, best practices, and enhanced analytic capabilities to further refine the OSIE process.

As of May 31, 2024, there are approximately 1,054 Integrated Primary Prevention Workforce (IPPW) personnel in place. Full FY24 data is not yet available. Hiring data from all Military Services except Marine Corps (still validating data) as of August 31, 2024, shows an increase in 37 IPPW in place since Q3. The DoD Credentialling Program for Prevention Personnel (D-CPPP) was launched on July 21, 2023, and the first credential was awarded on July 28, 2023. As of September 27, 2024, the Department received 1,203 applications representing Air Force, Army, Coast Guard, Marine Corps, Navy, Space Force, and National Guard; issued 1,078 total D-CPPP credentials; and issued 13 renewals.

The Honorable Ashish S. Vazirani, Under Secretary of Defense for Personnel and Readiness greets U.S. Air Force Senior Airman Jacob Kraus, 6th Security Forces Squadron marine patrolman during his tour at MacDill Air Force Base, Florida, June 25, 2024.

In Q3 FY24, the Department implemented a paid internship pilot program called, "Integrated Primary Prevention Internship Program (IPPIP). The Summer 2024 Cohort started June 10, 2024, and ended August 30, 2024. DoD Office of Command Climate and Well-Being Integration (within Office of Force Resiliency, (OUSD(P&R)) leveraged the Partnership for Public Service Future Leaders in Public Service Internship Program, which is a federal program.

"OUR POLICY MUST BE INFORMED BY PRACTICE AND BY THE EXPERIENCE OF OUR SERVICE MEMBERS. OUR PERSONNEL CAN PERFORM AT THEIR BEST AT WORK IF WE OFFER INTEGRATED SERVICES THAT LOOK AT EVERY ASPECT OF NAVIGATING LIFE IN THE MILITARY."

MS. SHAWN G. SKELLY
DEPUTY UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (PTDO)

This was the first time for Partnership for Public Service to partner with DoD for its Future Leaders program. The Partnership for Public Service vetted applicants for its program with a primary prevention lens to target applicants to the IPPIP. As a result, the IPPIP had 22 students assigned to primary prevention-focused offices across the Department, at strategic and operational levels for 10 to 12 weeks. The program and students were so well received that 11 of the 22 students extended to the Fall Cohort. The Fall Cohort officially started September 16, 2024, and had 22 participants assigned to offices across the MILDEPs and Military Services, and within the Office of Command Climate and Well – Being. The Pilot IPPIP was made possible by the DoD Chief Talent Management Office's Hiring Pilot, an initiative directed by the DepSecDef, with the Prevention Community as one of the targeted critical functional communities to participate.

Performance Goal 1.3.1 - Prevent Sexual Assault and Sexual Harassment.

Performance Goal Lead: OUSD(P&R)

The DoD is creating a specialized prevention workforce staffed with personnel who not only strive to prevent sexual assault and other harmful behaviors including harassment, suicide, domestic abuse, and child abuse. The Department has laid the foundation for this workforce by developing education requirements, a tiered credentialing system, and a prevention workforce model for the Services. In turn, the Services are aiming to hire over 2,000 prevention personnel through FY 2027. This monumental effort will fundamentally change our ability to build healthy command climates, help service members in need, and stop harmful behaviors before they occur.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.3.1.1- Improved Recruitment for the Integrated Primary Prevention (IPP) Workforce.	900	1,054	N/A

Performance Goal Progress Update:
As of May 31, 2024, there are approximately 1,054 IPPW personnel in place. Full FY24 data is not yet available. Hiring data from all Services except Marine Corps (still validating data) as of August 31, 2024, shows an increase in 37 IPPW in place since Q3. The first DoD credential for Prevention Personnel was issued July 28, 2023. As of September 27, 2024, the Department received 1,203 applications representing Air Force, Army, Coast Guard, Marine Corps, Navy, Space Force, and National Guard; issued 1,078 total D-CPPP credentials; and renewed 13 renewals.

Performance Goal 1.3.2 - Build a Climate of Dignity and Respect.

Performance Goal Lead: OUSD(P&R)

The DoD Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan includes one section that focuses on workplace safety and harassment prevention and response: Develop Safe Workplace Framework. The intent of this goal is to foster and maintain a dignified and healthy workplace environment across the DoD by minimizing risks to the physical, mental, and emotional well-being of the workforce. This goal and its associated objectives seek to build upon other DoD prevention and response efforts and to further synchronize and ensure a safe work environment across the Department, where all members are treated with dignity and respect. Collectively, the goal and objectives ensure consistent and comprehensive safe workplace policies are in place, educational resources are updated and disseminated, the availability of support services is effectively

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communicated to the workforce, and initiatives are implemented to reduce the stigma of reporting incidents and the fear of retaliation. This section of the DEIA Strategic Plan was informed by one of the plan's underlying principles: the DoD institutes a model workplace and environment that furthers safety and prevention polices, programs, and practices, preventing and addressing all forms of workforce harassment, sexual assault, discrimination, or retaliation.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 1.3.2.1- Increase in On-Site Installation Evaluation (OSIE) prevention metrics (priority, preparation, implementation of healthy environments, integrated prevention, and stakeholder engagement).	10% increase from 2021 OSIE prevention metrics	N/A	N/A

Performance Goal Progress Update:
The Department continues to oversee OSIE visits. Further data on this will be available in Q2 FY25.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS

– Department of the Navy
As the DON's program manager for the DoD's Catch a Serial Offender (CATCH) Program website and database, the Naval Criminal Investigative Service (NCIS) implemented several updates to the CATCH system in FY24. Most notably, NCIS updated the system to provide victims the ability to upload photos and streamlined the victim questionnaire to collect suspect and incident details most useful to the military criminal investigative organizations when assessing entries for a match.

In April 2024, in conjunction with National Sexual Assault Awareness Month, NCIS launched a newly created sexual assault information webpage, that intends to lower the barriers to sexual assault reporting by educating victims on the NCIS investigative process and preparing them for a potential investigative interview. This initiative builds upon the 2023 update to the NCIS Tips Web and Mobile App that provides a specific reporting mechanism for sexual assault. NCIS designed the update to make the application more user friendly and prompt victims and witnesses to provide information targeted at more timely and viable sexual assault investigations.

– OUSD(I&S)
In FY24, the DIE and DSE continued existing efforts and initiatives in support of diversity, equity, and inclusion (DEI). The DIE and DSE leveraged scholarship and education programs to recruit talent from the breadth of representation in all parts of the country.

In partnership with the Office of the Director of National Intelligence (ODNI), the OUSD(I&S) contributed to an IC wide series of senior leader and employee workshops on bias, empathy, emotional intelligence, and cultural diversity. The OUSD(I&S) sees a positive impact that initiatives have on retention, with an increase in overall representation of minority, women, and persons with disabilities.

Additionally, the DIE hosted the second annual cohort of the IC- HBCUs Summer Faculty Fellowship, focusing on technologies. The fellowship partnered DIE personnel with HBCU faculty members for 10-weeks with six HBCU faculty fellows completing the fellowship. The OUSD(I&S)'s efforts over the past year exemplify leadership's commitment to foster DEI throughout the DIE and DSE.

– OATSD(PCLT)

During FY 2024, OATSD(PCLT) continued to implement an internal communication and development strategy with the goal of improving internal relationships and increasing employee engagement and satisfaction. OATSD(PCLT) expanded on efforts to increase emotional intelligence by providing additional training opportunities as well as hosting recurring directorate-level dialogue on a wide range of emotional intelligence topics. OATSD(PCLT) continued to leverage assessment tools, such as StrengthsFinders, to help the workforce understand the impact and value of personal preferences, specifically with respect to understanding and mitigating the potential for miscommunication. OATSD(PCLT) continued to host work force sensing sessions for both supervisors and non-supervisors and continued to try to improve communications about how leadership is attempting to address workforce concerns raised both through formal survey process and internal feedback loops. As a result of leadership's continued commitment to improving internal communications and individual and collective awareness, OATSD(PCLT) is continuing to receive increasingly positive feedback from the workforce and starting to see positive developmental trends. OATSD(PCLT) is looking forward to the opportunity to see if these communication efforts are reflected in the next round of climate surveys.

HIGHLIGHTS

Strategic Priority 2
Transform the Foundation of the Future Force

Of the 38 Performance Measures, 63% MET or EXCEEDED their target.

Best Performing Objective

- Deliver, optimize, and/or enable the Department with resilient Enterprise-Wide Information Technology and systems, services, and capabilities at speed of relevance and mission effectiveness.

Best Performing Measures

- % of all custom software development systems using Development, Security, and Operations (DevSecOps) with a target of 7%. ***Result: 30.22%***

  The accelerated cloud adoption and implementation of DevSecOps in custom software development systems have led to outstanding results, achieving 30.22% usage compared to the initial target of 7%. This impressive performance, exceeding the target by 360%, highlights the department's commitment to enhancing security, efficiency, and innovation in its software development processes.

- % of Systems Modernized and Cloud Ready with a target of 50%. ***Result: 68%***

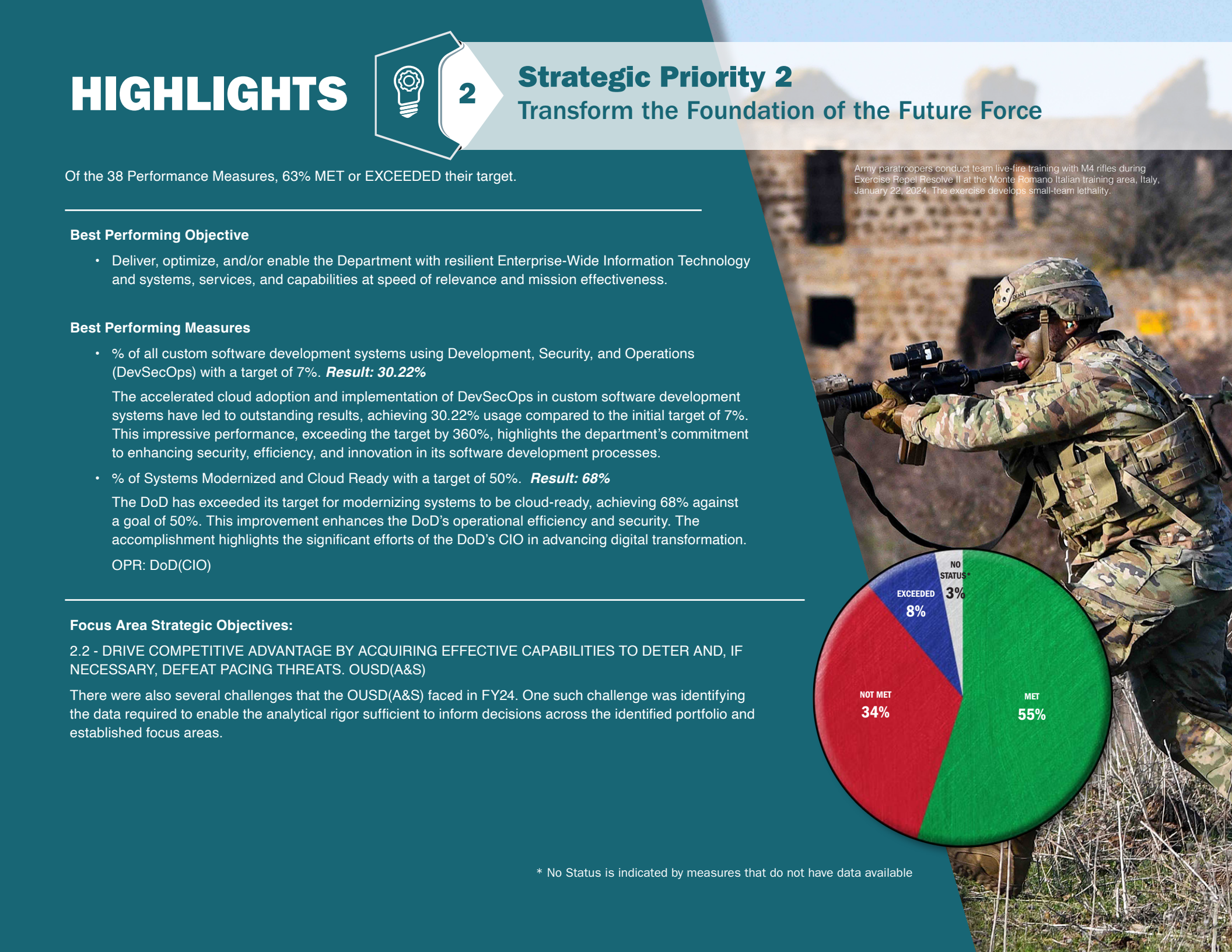
  The DoD has exceeded its target for modernizing systems to be cloud-ready, achieving 68% against a goal of 50%. This improvement enhances the DoD's operational efficiency and security. The accomplishment highlights the significant efforts of the DoD's CIO in advancing digital transformation.

  OPR: DoD(CIO)

Focus Area Strategic Objectives:

2.2 - DRIVE COMPETITIVE ADVANTAGE BY ACQUIRING EFFECTIVE CAPABILITIES TO DETER AND, IF NECESSARY, DEFEAT PACING THREATS. OUSD(A&S)

There were also several challenges that the OUSD(A&S) faced in FY24. One such challenge was identifying the data required to enable the analytical rigor sufficient to inform decisions across the identified portfolio and established focus areas.



Army paratroopers conduct team live-fire training with M4 rifles during Exercise Repel Resolve II at the Monte Romano Italian training area, Italy, January 22, 2024. The exercise develops small-team lethality.

* No Status is indicated by measures that do not have data available

STRATEGIC PRIORITY 2: Transform the Foundation of the Future Force

Building enduring advantages across the enterprise requires overhauling the Department's force development, design, and business management practices. Our current system is too slow and too focused on acquiring systems not designed to address the most critical challenges. This orientation leaves little incentive to design open systems than can rapidly incorporate cutting-edge technologies, creating longer term challenges with obsolescence, interoperability, and cost effectiveness. The Department is transitioning to processes and systems that instead reward rapid experimentation, acquisition, and fielding. DoD CIO will align requirements and undertake a campaign of learning to identify the most promising concepts, incorporating emerging technologies in the commercial and military sectors for solving our key operational challenges. These efforts will ensure the Department can sustain and strengthen deterrence and investments that build enduring advantages.

STRATEGIC OBJECTIVE 2.1 - DELIVER, OPTIMIZE, AND/OR ENABLE THE DEPARTMENT WITH RESILIENT ENTERPRISE-WIDE INFORMATION TECHNOLOGY AND SYSTEMS, SERVICES, AND CAPABILITIES AT SPEED OF RELEVANCE AND MISSION EFFECTIVENESS.

Strategic Objective Lead: DoD CIO

Delivering Information Technology (IT) capabilities with greater efficiency and performance requires the Department to reform the way it operates. In particular, the Department must accelerate the evaluation and implementation of suitable industry best current practices and proven technologies. The Department must also improve oversight of IT spending. The objectives in this goal include shifting to an enterprise-wide operations and defense model, promoting modern software practices, and establishing enterprise-wide modern compute and storage capabilities.

Executive Summary of Progress:
In June the Department released Fulcrum, our ambitious IT advancement strategy designed to leverage the power of technology to drive transformative change. It serves as a tipping point for catalyzing digital modernization for the warfighter.

The core tenets of Fulcrum include delivering solutions that are innovative, feature-rich, and aligned with user needs. In balance, the Department must consider long-term interoperability and sustainability of IT solutions during design and development, aiming for solutions that stand the test of time. Alignment to those core tenets.

The Department continues to make significant progress in promoting modern software practices, adopting enterprise-wide modern computing and storage capabilities, and shifting to an enterprise service model for common information technology services.


Acting DoD CIO Ms. Leslie Beavers Visit to Spangdahlem Air Base

The DoD CIO drove progress of the Software Modernization Strategy and Implementation plan through the Software Modernization Senior Steering Group. The Steering Group ensures adoption of enterprise cloud, modern software practices and process transformation. The FY23-24 Implementation Plan, completed in September 2024, exceeding expected goals with the following achievements.

- The Joint Warfighting Cloud Capability awarded over 160 task orders and Federal Acquisition Regulations Part 51 Authorizations totaling over $1.3 billion, which is double the target for FY24.
- Piloted Outside the Continental United States (OCONUS) Joint Operational Edge commercial cloud capabilities.
- Expanded on-premised cloud service to the tactical edge.
- Completed inventories of digital platforms and software factories.
- Virtualized hardware to improve embedded software development.
- Established standards for software containers.
- Published guidance on Continuous Authority to Operate (cATO).
- Established eight new software engineering work roles in the DoD Cyber Workforce Framework.

DoD CIO is completing development of the FY25-26 Software Modernization Implementation Plan to continue driving progress in this area. DoD CIO continues to drive IT reform initiatives with 4th Estate Network Optimization efforts. In FY24, in coordination with the DAFAs achieved four additional data center closures and have now completed 57 in total. While not reaching the expected goal, DoD CIO has plans to close the remaining data centers identified under this initiative.

"FULCRUM GIVES YOU TANGIBLE STEPS TO TAKE TO TURN THAT STRATEGIC VISION INTO OPERATIONAL REALITY … THERE ARE FOUR LINES OF EFFORT THAT CAPTURE THE DEPARTMENT'S VISION TO HELP US AS A COMMUNITY GET TO AN INTEROPERABLE INTEGRATED DIGITAL PLATFORM. THOSE LINES OF EFFORT IDENTIFY WHAT SUCCESS LOOKS LIKE FOR SUPPORTING THE WARFIGHTER, BUSINESS OPERATIONS NETWORK, GOVERNANCE, AND THE WORKFORCE. WITHIN THAT DOCUMENT YOU WON'T FIND A CYBERSECURITY LINE OF EFFORT, FOR EXAMPLE, IT IS EMBEDDED IN ALL OF IT, FROM THE SOFTWARE DEVELOPMENT THROUGH THE NETWORK TRANSPORT, AND COMPUTE, … IT [FULCRUM] IS REALLY SHAPING THE VISION AND DEFINING THE OUTCOMES."

- MS. LESLIE BEAVERS, ACTING DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER

Performance Goal 2.1.2 - Adopt Modern Software Practices.
Performance Goal Lead: DoD CIO

The Military Departments and Defense Information Systems Agency (DISA) will make the investments necessary to ensure that 75% of new custom software development efforts and 10% of all systems utilizing custom software development use modern software methodologies like Agile/Lean/Development, Security, and Operations (DevSecOps) by FY25. This requirement will be measured using the "Custom Software Development" and "DevSecOps Approach" flags in the DoD IT Portfolio Repository (DITPR) coupled with investment data captured in the DoD IT

Investment Portal/Select and Native Programming Data Input Systems for IT. The metrics in the table below outline the expected percentage per FY. This includes software systems using DevSecOps platforms, such as the Air Force's Platform One, Army's Code Repository and Tools Environment, or the Navy's Overmatch Software Armory. Custom software development is defined as software that is developed for a specific organization or user. It is not commercial-off-the-shelf software or existing free software. Custom software-related investments will be self-reported and reviewed at the DoD Portfolio Management, Modernization and Capabilities Council (PM2C).

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.1.2.1- % of all custom software development systems using DevSecOps.	7%	30.22%	27.1%
PM 2.1.2.2- % of new custom software development systems using DevSecOps.	45%	57.14%	33.33%

Performance Goal Progress Update:
Over the past two years, the Department made significant strides in adopting DevSecOps practices, achieving notable progress. Two key performance measures highlight this progress: the overall transition to modern software development practices and the subset of new custom software projects adopting DevSecOps. Transitioning legacy systems from traditional waterfall approaches to Agile and DevSecOps remains a complex challenge, but the results far exceeded expectations. The Department will validate this data in FY25 to ensure accuracy and refine guidance for transitioning legacy systems. Encouragingly, a larger proportion of newly initiated custom software development projects have adopted DevSecOps, reflecting the methodology's alignment with new project workflows. This progress underscores that integrating DevSecOps is more seamless when implemented during new project development. As awareness and expertise in DevSecOps grow within the Department, future targets will be adjusted upward, with the aim of making DevSecOps the default methodology for new custom software initiatives.

Performance Goal 2.1.3.
The Department of the Army is monitoring FY24 results for Performance Goal 2.1.3 internally.

Performance Goal 2.1.4 - Accelerate Cloud Adoption.
Performance Goal Lead: DoD CIO

DoD Components shall maximize the use of cloud hosting and minimize the need for DoD owned and operated fixed data centers to the maximum extent possible. Cloud-related investments include any investment identified as a cloud computing investment which addresses infrastructure-as-a-service (IaaS), platform-as-a-service (PaaS), and software-as-a-service (SaaS). Cloud-related investments should target the approved DoD Enterprise Cloud Environment contracts such as, but not limited to, the Army's c-Army, the Air Force's CloudOne, DISA's Stratus, the DoD Joint Warfighting Cloud Capability, and the IC's Commercial Cloud Enterprise for defense intelligence and intelligence-related activities. In addition, MILDEPs and DISA will conduct customer experience surveys of DISA Defense Enterprise Computing Ecosystems environments to foster efficiency, accessibility, and privacy. Results will be analyzed for trends and reported annually. The DoD Components shall perform cloud smart system

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rationalization, as defined in DoD and federal digital modernization strategies, in order to increase cloud services (e.g., IaaS, PaaS, and SaaS) with the goal of modernizing IT capabilities, reducing technical debt, while continuing to make hardware investments where necessary to enable modern software development practices. This requirement will be measured in accordance with the metrics in the table below, outlining the number (#) of system reported in DITPR that are capable of being hosted in a cloud environment with expected percentage (%) of system migration within the DoD CIO Information Technology/Cyberspace Activities Budget per FY. Cloud-related investments will be self-reported and reviewed at the Portfolio Management, Modernization and Capabilities (PM2C Council).

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.1.4.1- % of Systems Migrated to Cloud.	20%	26.36%	6.78%
PM 2.1.4.2- % of Systems Modernized and Cloud Ready.	40%	69.03%	87.95%

Performance Goal Progress Update:
The Department eclipsed its cloud adoption goals for FY24 seeing more systems moving to cloud. As more cloud systems engage with DITPR, this metric will remain the authoritative source in capturing which hosting environment each system is currently leveraging. The cloud ready performance measure serves as a binary indicator if a system started modernization efforts for cloud hosting. It does not indicate the extent of modernization, however, so Department will reevaluate the measure and associated elements in DITPR to improve key indicators.

Performance Goal 2.1.5 - Establish a continuously learning, always advancing DON IT culture.
Performance Goal Lead: Department of the Navy

Accelerate innovation by creating an ecosystem of Digital Innovation Centers. These innovation centers will bring together DoD personnel to develop software solutions through user-centered design in DevSecOps with known tools and libraries. Each Innovation Center will share its solutions enterprise- wide, avoiding the redundancy of multiple teams "relearning" the same lessons. Rationale: Included as 3.3.1 in DON Information Superiority Vision.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.1.5.1- Increase the % of DevSecOps standard capabilities, tools, and libraries across the DON enterprise.	10%	9.3%	N/A

Performance Goal Progress Update:
The performance goal was not met due to inconsistent identification and tracking capabilities across the DON. To address this gap, the Deputy Assistant Secretary of the Navy for Research, Development, Testing and Evaluation (DASN(RDT&E)) established their new Software Modernization Innovation Organization office with focus on tracking all Software Factories in the DON.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Army

Modernizing Software Development

In FY24, the Army advanced its software modernization efforts, driven by key initiatives outlined in the Army Software Directive. These initiatives stemmed from a comprehensive review of institutional process change necessary for enterprise software development. It centered on integrating DevSecOps and Agile methodologies across the Army's software development efforts, enabling rapid, secure, and scalable solutions that meet the dynamic needs of multi-domain operations.

The Army established two key functions to accomplish this: the cATO model and the Software Management and Response Team (SMART).

The cATO framework allows software updates and security enhancements to be continuously fielded, providing mission-critical capabilities to Soldiers without the delays that traditionally stem from periodic reauthorization processes. cATO plays a critical role in modern software development, ensuring the Army remains agile and secure. The Army piloted two programs leveraging this this framework, paving the way for wider use case adoption.

The Army established SMART in the Q2 FY24 as a centralized team of software development experts providing advice, guidance, and support across the Army. During FY24, the team helped 38 programs accelerate software development efforts, provided training assistance, and helped streamline contracting and acquisition efforts.

Key to shaping these efforts, the Army Software Directive emphasized the need for integrated, secure, and resilient software systems and was instrumental in establishing a culture of continuous improvement, security-first development, and cross-functional collaboration, ensuring that the Army's software modernization is aligned with its mission to maintain readiness and operational superiority.

These accomplishments underscore the Army's commitment to leveraging modern software practices to enhance warfighter effectiveness, security, and operational efficiency.

Mr. Leonel Garciga, Army CIO, speaks to leaders at the Cyber Center of Excellence about the changes to Army software development and what that means for the Warfighter.

STRATEGIC OBJECTIVE 2.2 - DRIVE COMPETITIVE ADVANTAGE BY ACQUIRING EFFECTIVE CAPABILITIES TO DETER AND, IF NECESSARY, DEFEAT PACING THREATS.

Strategic Objective Lead: OUSD(A&S)

To pace the threat and secure our military advantage in a rapidly evolving security environment, the OUSD(A&S) will lead the Department in adopting a systems- and portfolio-based framework that aligns strategic decision-making for capabilities to the mission areas required for integrated deterrence. A holistic approach to enterprise acquisition and sustainment is necessary, one that leverages data as a strategic asset to maximize capability delivery and availability to the warfighter.

Executive Summary of Progress:

During FY24, the OUSD(A&S) achieved a number of accomplishments detailed in the following summary. The OUSD(A&S) completed 13 Integrated Acquisition Portfolio Reviews (IAPRs) that align to strategic, mission-oriented, and decision-making capabilities as well as correspond with Joint Staff Capability Portfolio Management Reviews (CPMR). In FY24, the OUSD(A&S) also led the Enterprise Portfolio Management (EPM) working group with representatives from across the Department responsible for developing methodologies and processes to align and synchronize the Departments organizational portfolio reviews (CPMR, IAPR, Technology Modernization Transition Reviews, Strategic Portfolio Review). The efforts of this working group have enabled an enterprise-wide approach that will continue to influence the Department's investments and optimize the development, procurement, and delivery of capabilities required to pace the threat and secure our military advantage. The EPM Working Group set forth the Big 6 portfolio review topics to align OUSD(A&S), OUSD(R&E) and the JS on annual assessments supporting the DoDs most critical technologies. Additionally, the OUSD(A&S) continued to develop metrics and gather operational data to provide lessons learned from the Competitive Advantage Pathfinder initiative and inform enterprise reform across the defense decision support systems. The intent is to start with "rapid capability transfer" training to build awareness of Joint Requirements Oversight Council Data Modernization efforts and the use of Requirements Adoption Memos for one Service to immediately adopt and validate another Service's requirement. There were also several challenges that the OUSD(A&S) faced in FY24. One such challenge was identifying the data required to enable the analytical rigor sufficient to inform decisions across the identified portfolio and established focus areas. Thanks to efforts in 2023 to drive more robust data gathering/submission by the Service, the January 2024 Defense of Guam mission-focused IAPR included data-driven, focused analyses as part of the overall IAPR to identify potential issues, risks, and opportunities for mission success. Additionally, as a result of challenges in FY23, the OUSD(A&S) re-focused the IAPR methodology used from individual-based portfolio reviews to a mission-based approach that included multiple A&S portfolio areas and aligned IAPRs to both the USINDOPACOM mission threads and the Joint Staff CPMRs. Furthermore, the OUSD(A&S) identified that sufficiently funding mission analysis ahead of an IAPR was a primary indicator of success. The OUSD(A&S) does not have sufficient funding to place annually against 18 IAPRs, which is required to adequately develop the analytical baseline to execute IAPRs consistently and effectively for the DoD.

Performance Goal 2.2.1 - Evolve and Align Enterprise Acquisition Processes (e.g., Requirements and Funding) to Deliver Effective Capabilities to the Warfighter.

Performance Goal Lead: OUSD(A&S)

Fundamental business processes in requirements (Joint Capabilities Integration and Development System), resourcing PPBE), and acquisition management (Defense Acquisition System) must evolve and better align to identify and fill critical capability gaps faster, as well as to transition emerging technology at scale. The OUSD(A&S) will drive integration across the Department to redefine programmatic success beyond the cost, schedule, and performance parameters and ensure the rapid fielding of the right technologies and product support at speed throughout the life cycle. The OUSD(A&S) will deliver more effective capabilities to the warfighter by updating the governing directive for portfolio management; conducting mission-focused acquisition portfolio and program reviews; driving continued implementation of the Adaptive Acquisition Framework (AAF); and ensuring key research and development (R&D) or nontraditional capabilities are, when ready, adopted by the Military Services in a timely and effective transition to fielding and sustainment.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.2.1.1- Adaptive Acquisition Framework (AAF): Drive increased Military service use of the AAF across all pathways as well as hybrid approaches.	Conduct a policy review for Adaptive Acquisition Framework (AAF)	100%	N/A
PM 2.2.1.2- Supporting the warfighter and defending the nation requires an acquisition and sustainment enterprise that is able to compete for talent across a broad spectrum of skillsets and opportunities.	100%	90%	N/A
PM 2.2.1.3- Drive strategic alignment through Capability Portfolio Management (CPM) across planning, requirements, technology, acquisition, sustainment, programming, budgeting, and execution to optimize mission outcomes.	Pilot Plan – exercise all CPM review processes to path-find information needs to improve the budget	100%	N/A
PM 2.2.1.4- Support the Department's senior leaders in facilitating the urgent delivery of capabilities in response to quick action requirements (QARs) for U.S. and partner requirements.	Complete a minimum of 90% of SIG action items by the required date	90%	N/A

Performance Goal Progress Update:

In support of CPM, the OUSD(A&S), the JS, and OUSD(R&E) signed a Memorandum of Agreement to collaborate on common assessment areas. This collaboration proved effective on the CPM effort for Counter Command, Control, Computing, Communications, Cyber, Intelligence, Surveillance, Reconnaissance and Targeting, which led to a DMAG. The OUSD(A&S) also completed the following Integrated Acquisition Portfolio Review (IAPRs) currently outside of the CPM process: Combined Joint All-Domain Command and Control (CJADC2), Electromagnetic Warfare for Suppression of Enemy Air Defense, Cyber Defense for Global Logistics, Defense of Guam, Sustainment, Chemical/Biological, and Nuclear Command, Control and Communication. Additionally, the OUSD(A&S) performed an extensive review of the AAF. In summary, the review showed that the workforce continues to expand the use of the tailored acquisition pathways of AAF. While there were no indications of major policy change, the Department will continue to promote the awareness of AAF for its ability to streamline acquisition processes, enhance flexibility, and improve the efficiency and effectiveness of defense procurement. This ongoing effort aims to ensure that the acquisition workforce is well-informed and equipped to leverage AAF pathways to meet evolving defense needs and challenges.

MET | NOT MET | EXCEEDED | NO STATUS

Performance Goal 2.2.2 - Accelerate military capability delivery to Allies and partners.
Performance Goal Lead: OUSD(P) | DSCA

Delivering defense articles, and defense services, by sale or grant to our allies and partner nations with greater efficiency and performance requires the Department to reform the way it operates. The Department must accelerate delivery of military capabilities to our foreign partners to ensure our mutual goal of deterring and defeating pacing threats. This reform requires aggressive, continuous process improvements to the Foreign Military Sales (FMS) ecosystem. The FMS ecosystem operates most effectively when requirements are clear and production capacity is available, but measures can and must be taken to accelerate delivery to our Allies and partners. To that end, the Defense Security Cooperation Agency (DSCA), in partnership with the OUSD(P), the OUSD(A&S), JS, the MILDEPs and the other FMS Implementing Agencies will enact process improvement recommendations across six primary pressure points endemic in the FMS process: Improve the Department's understanding of Ally and partner nation requirements, Enable efficient reviews for release of technology, provide Allies and partner nations relevant priority capabilities, Accelerate acquisition and contracting support, Expand the Defense Industrial Base, and ensure broad U.S. Government support. The Department has responsibility for implementation of Security Assistance under the Foreign Assistance Act of 1961, as amended; the Arms Export Control Act; and under relevant Executive Orders relating to the administration of security cooperation. The Department is responsible for planning, coordinating, administering, and supervising DoD programs for transfers of defense articles, services, and technology, by sale or grant to foreign governments. These programs include FMS under which defense articles and services are sold to foreign countries. The program serves as the U.S. Government's primary method to transfer defense articles and defense services to Allies and partner nations. An efficient and effective FMS ecosystem ensures the competitive advantage of our Allies and partners to deter and defeat our mutual pacing threats.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.2.2.1 Implement 2023 Foreign Military Sales Tiger Team Recommendations.	59	17	N/A

Performance Goal Progress Update:
In accordance with 10 U.S.C. § 384, the DoD established the Defense Security Cooperation Service (DSCS) to ensure Security Cooperation (SC) organizations at U.S. embassies are appropriately staffed with trained SC experts to implement the full range of SC program management functions to advance national security priorities with Allies and partners. The DSCS provides all administrative management functions for DoD personnel at U.S. embassies performing a SC mission. The service is expected to reach full operating capacity on October 1, 2025.

The DSCA Competitive Finance Team continues to develop and deploy new policies and programs to improve the competitive advantage of FMS. These innovative financing solutions ensure the United States remains the partner of choice in an increasingly contested environment. These programs and policies focus on improving partner cash flow management and supporting longer term financing not previously possible. DSCA's improved financing terms are a key factor in partners choosing the FMS system as a solution, increasing access to SC capabilities, and positioning the United States as the leading FMS supplier of choice. Specific accomplishments to date:

- Implemented the Foreign Military Financing (FMF) direct loan program and issued all authorized funding;
- Implemented the FMF loan guarantee program and scheduled to issue half of the available funding by December 2024;
- 17 Partners currently approved for program-wide or case-specific Risk Assessed Payment Schedules;
- Implemented the Credit Assured Payment Schedule program giving all partners the ability to spread payments over time;
- Created the Bank Letter of Credit program for commercial long- and short-term financing; and
- Expanded the standby letter of credit program to include foreign banks in support of partners' national banking interests.

The Security Cooperation-Common Operating Picture, built by DSCA and powered by Advana, continues to grow in capability by integrating a variety of data sources to provide decision makers and practitioners a full lifecycle picture of case development and execution status and performance.

The DoD FMS reform efforts, through the Continuous Process Improvement Board (CPIB), did not meet aggressive target for FY24. Implementing change across the SC enterprise is challenging due to the fragmented nature of the enterprise across multiple Military Services and functional areas; a current lack standardization between automated data sources across the Department which limits the ability to measure performance and effectiveness; and the need for the enterprise to quickly respond to changing world events while simultaneously maintaining standard services across partners. These challenges to the enterprise limit the Department's ability to measure performance toward achieving standards and goals. Despite these challenges, CPIB accomplished the following:

- Established an enduring governance structure – the CPIB - to ensure implementation of the recommendations and to continuously seek ways to improve the FMS process for years to come.
- Established an operationally focused roundtable – the SC Execution Focus Forum – designed to remove barriers to advance specific FMS cases.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Air Force

The Space Force's recently released Commercial Space Strategy challenges leaders to think about new pathways for commercial partnerships and capitalize on rapidly emerging technology.

The strategy outlines four LoEs to operationalize the integration of commercial space capabilities: collaborative transparency, operational and technical integration, risk management and forward-leaning engagement to secure the future.

It describes an end-state where commercial space solutions are integrated across Space Force units. As part of the strategy, the Space Force will also seek to integrate other Military Services' requirements into its commercial utilization plans.

Strategic Priority 2
Transform the Foundation of the Future Force

The Air Force activated the provisional Integrated Capabilities Command (ICC (P)) to accelerate force modernization efforts against a backdrop of evolving global threats on September 16, 2024. In provisional status, ICC (P) will immediately begin leading Air Force modernization prioritization efforts across several key investment areas, while continuing to develop the framework for the permanent ICC, which is expected to reach final operational capability as a new Air Force's institutional command in 2025. ICC (P) will eventually activate operating locations or detachments co-located with current Air Force operational centers of excellence, bringing on warfighting and programming expertise found across the current functional portfolios. The command will integrate modernization and sustainment subject matter experts aligned in new teams focused on mission integration and operational concept definition, integrated capability development, as well as force analysis and planning.

Space Force Maj. Carl Poole, Joint Commercial Operations cell site lead, briefs Kevin Leiser, German Parliament Member, during a visit to the JCO facility in Colorado Springs, Colo., March 27, 2024.

"THE SECRETARY AND I HAVE AUTHORIZED THE STANDUP OF ICC PROVISIONAL EFFECTIVE TODAY," "WE ARE GOING AS FAST AS WE DARE TO BUILD THE AIR FORCE WE NEED FROM THE BEGINNING SO WE REMAIN COMPETITIVE INTO THE FUTURE. WE MUST BE INTEGRATED FROM THE START TO STAY AHEAD OF THE THREAT."

- GEN. DAVID ALLVIN, AIR FORCE CHIEF OF STAFF AND SPACE FORCE ASSOCIATION'S AIR, SPACE AND CYBER CONFERENCE, 16 SEPTEMBER 2024

STRATEGIC OBJECTIVE 2.3 - MODERNIZE AND SUSTAIN THE NUCLEAR DETERRENT AND PROTECT AGAINST CHEMICAL, BIOLOGICAL, AND RADIOLOGICAL THREATS.

Strategic Objective Lead: OUSD(A&S)

To ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective, the OUSD(A&S) will continue guiding and directing the highly complex and interdependent set of nuclear modernization and sustainment programs. As growing chemical and biological threats emerge and converge, OUSD(A&S) will similarly reform approaches to surveillance, detection, preparedness, and response, as well as advance development of revolutionary defense capabilities.

From left; U.S. Navy Adm. Stephen Koehler, Commander, U.S. Pacific Fleet, Mr. Thomas Mancinelli, Under Secretary of the Navy, Ms. Deborah Rosenblum, Acting Deputy Under Secretary of Defense for Acquisition and Sustainment, and U.S. Marine Corps Lt. Gen. James F. Glynn, Commander, U.S. Marine Corps Forces, Pacific, pose for a photo during a key leader engagement on Camp H.M. Smith, Hawaii, Oct. 17, 2024.

Executive Summary of Progress:
The DoD continues to modernize and sustain the nuclear deterrent and develop the capabilities to protect against chemical and biological threats. The DoD is collaborating with the Department of Energy (DoE) on multiple weapon modernization programs—including the B61-12 Life-Extension Program and the W88 Alteration 370 Program, both of which are nearing completion. Further, the Nuclear Weapons Council approved a 25-year stockpile strategy with the goal of enabling a balanced, flexible stockpile capable of pacing the threat, responding to geostrategic uncertainty, and maintaining the effectiveness of the U.S. nuclear deterrent. The Department also committed to modernizing its radiological and nuclear defense capabilities to ensure the Joint Force's ability to campaign and prevail in radiological environments. Additionally, the DoD's Chemical and Biological Defense Program (CBDP) completed key programmatic steps to better align the investments, requirements, interoperability, and acquisitions of related capabilities through enterprise portfolios that optimize operational mission capabilities across operational domains. The CBDP also resourced and launched a new supercomputer focused on biodefense to enable interagency collaboration and chemical and biological defense R&D, and acquisition (RDA). Finally, following the Assembled Chemical Weapons Alternative (ACWA) Program's successful completion of the destruction of the remaining U.S. chemical weapons stockpiles in 2023, the ACWA Program continued to make progress towards the safe closure of both sites in compliance with all applicable environmental guidelines and best practices. The Department also made significant progress towards ensuring materiel readiness to prevent proliferation and use of chemical and biological weapons through an enduringly funded Chemical and Biological Weapons Elimination Program.

"THE CURRENT DOD NUCLEAR SURETY STANDARDS HAVE NOT SUBSTANTIVELY CHANGED SINCE THEY WERE DEVELOPED IN 1960. OUR COMMUNITY TOOK OWNERSHIP AND UPDATED OUR SURETY STANDARDS TO PROTECT OUR ENTERPRISE."

- MS. DEBORAH ROSENBLUM,
PERFORMING THE DUTIES OF DEPUTY UNDERSECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT

Performance Goal 2.3.1 - Support the fielding of modernized radiological/nuclear (RN) detection capabilities to enable the Joint Force to operate more effectively in a RN contaminated environment.

Performance Goal Lead: OUSD(A&S)

Ensure the protection of the Joint Force in a radiological/nuclear environment by focusing investments on detection and identification equipment and protection equipment. Serve as the central node for Radiological and Nuclear Defense development, enhancing integration and provide for standardization of systems and equipment across the Joint Force.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.3.1.1- Deliver modern radiological/nuclear (RN) detection capabilities to the National Guard Bureau.	1	1	N/A
PM 2.3.1.2- Invest in the advanced development and modernization of RN detection capabilities for eventual fielding to, and sustainment by, the Joint Force.	1 Assessment	1 Assessment	N/A
PM 2.3.1.3- Organize field exercises of fielded capabilities to evaluate and demonstrate impact, derive future requirements, and plan for long-term sustainment by new end users.	100%	100%	N/A
PM 2.3.1.4- Establish Enduring Funding to meet Department's Radiological and Nuclear Defense requirements.	1 Program	1 Program	N/A

Performance Goal Progress Update:
Met all objectives. The Office of the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Programs (OASD(NCB)) reinvigorated its commitment to investing in the modernization of radiological and nuclear defense capabilities to ensure the Joint Force can campaign and prevail in a radiological environment.

Performance Goal 2.3.2 - Modernize the nuclear deterrent to ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective.

Performance Goal Lead: OUSD(A&S)

To ensure that the U.S. nuclear deterrent remains safe, secure, reliable, and effective, OUSD(A&S), in collaboration with the National Nuclear Security Administration (NNSA), will continue guiding and directing the highly complex and interdependent set of nuclear modernization and sustainment programs. The enterprise will continue to create a production enterprise capable of developing a flexible and balanced stockpile that can respond to emerging threats in a timely manner.

Strategic Priority 2
Transform the Foundation of the Future Force

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.3.2.1 -In partnership with the NNSA, implement a plan for the U.S. nuclear weapons stockpile and infrastructure that meets requirements, creates a balanced and flexible stockpile, and ensures a resilient nuclear weapons production infrastructure.	Publish an FY24 Requirements and Planning Document that addresses constraints and documents strategic decisions associated with the 2040s.	100%	N/A
PM 2.3.2.2- Nuclear Forensics Strategy.	In coordination with the Services, develop and publish the Forensics Strategy implementation	0%	N/A
PM 2.3.2.3- Cyber Security and Surety Standard.	In coordination with the Services, develop, revise, and publish the 4th Surety Standard.	90%	N/A
PM 2.3.2.4- Conduct the Congressionally directed independent Failsafe Review.	Complete and Publish the Failsafe report to Congress.	90%	N/A
PM 2.3.2.5- Develop and execute an integrated risk and opportunity management framework for the nuclear deterrent.	Continue to conduct comprehensive risk and opportunity identification analysis, reviewing platform requirements and programs, and enterprise production capabilities to identify highest risk areas and most promising opportunities in the nuclear enterprise.	100%	N/A
PM 2.3.2.6- Conduct Semi-Annual Nuclear and Nuclear Command, Control, and Communication (NC3) Deputy Management Group Meetings.	Conduct Nuclear DMAG sessions, continuing to review progress on previous risk-reduction decisions, and teeing up new, actionable decisions and data/analysis needs based on the dynamic security environment.	100%	N/A

Performance Goal Progress Update:
DoD continues to modernize the U.S. nuclear deterrent force to ensure it remains safe, secure, reliable, and effective.

Performance Goal 2.3.3 - Align integrated chemical and biological defense to future operating environment.
Performance Goal Lead: OUSD(A&S) | OASD(NCB)/ODASD(CBD)

Biological and chemical incidents risk undermining DoD's ability to successfully achieve NDS objectives. Coordinating across the department, the OUSD(A&S) will continue to reform approaches to develop, deliver, and integrate chemical and biological (CB) capabilities that enable a resilient Joint Force to maximize deterrence, prevail in CB-contested environments, and protect and defend the nation.

MET | NOT MET | EXCEEDED | NO STATUS

Strategic Priority 2
Transform the Foundation of the Future Force

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.3.3.1- Support establishment of a DoD Biosurveillance Program strategy and implementation plan.	Floor: 50 Assessments Ceiling: 100 Assessments	90 Assessments	N/A
PM 2.3.3.2- Buy down risk to the Total Force Operating in chemical and biological contested environments.	Floor: 100% Ceiling: 100%	90%	N/A
PM 2.3.3.3- Increase understanding of biological threats.	Floor: 50 Assessments Ceiling: 100 Assessments	90 Assessments	N/A
PM 2.3.3.4- Demonstrate medical architecture: Rapid Response System.	Floor: 50 Assessments Ceiling: 100 Assessments	90 Assessments	N/A
PM 2.3.3.5- Integrate outcomes of DoD Physiological Monitoring (aka "Wearables") Pilot Program.	Floor: 50 Assessments Ceiling: 100 Assessments	90 Assessments	N/A
PM 2.3.3.6- Evaluate and address chemical and biological defense operational gaps during contingency operations.	Floor:50 Assessments Ceiling: 100 Assessments	90 Assessments	N/A
PM 2.3.3.7- Assess specific chemical and biological Integrated Early Warning (IEW) needs of the warfighter.	Floor: 50 Assessments Ceiling: 100 Assessments	90 Assessments	N/A

Performance Goal Progress Update:

In FY24, the CBDP continued acquisition efforts, organizational reforms, and actions that support national and Departmental strategies and guidance to buy down risk and deliver CB defense capabilities to the Warfighter. On August 20, 2024, CBDP completed the 2024 Chemical and Biological Defense IAPR. This IAPR was a pilot to demonstrate integration of other strategic reviews as transition towards DoD CPM. Over the next several years, the CBDP will institutionalize CPM risk-based processes. The CBDP also engaged in a variety of significant events across the DoD that inform strategic direction for capabilities needed by the Warfighter. The CBDP supported the development of the DoD Biosurveillance Strategy and draft implementation plan; collaborated with the JS to create the integrated layered defense concept for CB defense linked to operational concepts; coordinated efforts to advance concepts in integrated early warning; and spearheaded CB defense RDA data integration across the CBDP in alignment with DoD mandated systems. Additionally, the CBDP resourced and inaugurated a new supercomputer focused on biodefense as an enabler for CB defense RDA and interagency collaboration. These are enduring efforts that will continue into the next FY. However, the CBDP will focus on CPM institutionalization as a fundamental strategic management metric as CPM comprises all the major DoD decision support systems and supports the integration necessary for the CBDP to deliver threat-informed, operationally relevant CB defense capabilities at speed and scale.

Performance Goal 2.3.4 - Strengthening nonproliferation and disarmament efforts by completing the Chemical Demilitarization Program mission and ensuring readiness for the safe and secure destruction of foreign and domestic chemical and biological weapons threats.

Performance Goal Lead: OUSD(A&S)

Complete closure of the Chemical Weapons Destruction facilities at Pueblo, CO, and Blue Grass KY, ensuring safe and environmentally compliant decommissioning, decontamination, and demolition. Ensure DoD maintains adequate materiel readiness to support chemical and biological weapons (CBW) elimination activities, independent of size and location. Provide warfighters with capability to prevent proliferation and use of CBW. Promote readiness of international partners to support or conduct CBW elimination activities.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 2.3.4.1- End treaty verification for PCAPP and BGCAPP.	100%	100%	N/A
PM 2.3.4.2- Closure of the Colorado main destruction.	Continue initial closure of the Colorado main plant destruction facility	100%	N/A
PM 2.3.4.3- Complete destruction of chemical surety materials and secondary waste.	100% Complete destruction of chemical surety materials and secondary waste at PCAPP	100%	N/A
PM 2.3.4.4- Closure of the Kentucky main destruction facility.	Continue initial closure of the Kentucky main plant destruction facility	100%	N/A
PM 2.3.4.5- Close-out of the Chemical stockpile Emergency Preparedness Program.	100%	100%	N/A
PM 2.3.4.6- Closure of Kentucky remaining destruction facilities and continue closure of the remaining Colorado destruction facilities.	Continue closure of the remaining Colorado destruction facilities	100%	N/A
PM 2.3.4.7- Establish Enduring CBWE Portfolio Funding.	Establish and implement CBWE program elements	100%	N/A
PM 2.3.4.8- Advance partner capabilities and increase burden sharing.	Formalize engagement with ROK office of primary responsibility for chemical and biological weapons elimination (CBWE)	100%	N/A
PM 2.3.4.9- Demolition and final closeout of both facilities.	100%	100%	N/A
PM 2.3.4.10- Advance material readiness and contingency planning for large scale destruction missions.	Finalize plan for disposition of Static Detonation Chambers (SDCs)	100%	N/A
PM 2.3.4.11- Deliver material solutions to end user.	Deliver MPAD, a man-portable delay solution	100%	N/A

Performance Goal Progress Update:

Met all objectives. Following the ACWA program's successful completion of the destruction of the remaining U.S. chemical weapons stockpiles at both the Colorado and Kentucky sites in FY23, the program continues to focus on and make progress toward the safe and environmentally compliant closure of both sites with the decontamination and decommissioning activities for the main destruction plants exceeding target schedule estimates in FY24. OASD(NCB) also made significant progress towards ensuring the materiel readiness to prevent proliferation and use of CBW through the establishment of enduring CBWE program funding in FY26.

MET NOT MET EXCEEDED NO STATUS

STRATEGIC OBJECTIVE 2.4 – ADVANCE STRATEGIC READINESS. **

Strategic Objective Lead: OUSD(P&R)

**** Strategic Objective Overview, Performance Goals, and Measure information are not cleared for public release.**

STRATEGIC OBJECTIVE 2.5 - PROVIDE THE DEPARTMENT WITH A DECISION ADVANTAGE OVER ADVERSARIES, PACED TO THE GLOBAL CHALLENGE POSED BY THE PRC**

Strategic Objective Lead: OUSD(I&S)

Strategic Objective Overview is not cleared for public release.

Executive Summary of Progress:

OUSD(I&S) has led the Defense Intelligence Enterprise and Defense Security Enterprise to make significant investments for posturing personnel, programs, and policies against NDS priorities and future threats. Changes in posture provided the intelligence and security capabilities needed to meet new and existing requirements. The OUSD(I&S) re-balanced resources to address threats to the homeland and U.S. personnel overseas while developing a better understanding of the People's Republic of China (PRC) as an adversary. Initiatives successfully boosted automation of intelligence collection and analysis tasks to ensure decision advantage for Department leaders and warfighters.

The Honorable Milancy D. Harris, Acting Under Secretary of Defense for Intelligence and Security, along with National Geospatial-Intelligence Director VADM Frank D. Whitworth (far left) and Defense Intelligence Agency Director Lt Gen Jeffrey A. Kruse (far right), met with the Commonwealth Chiefs of Defence Intelligence to synchronize efforts and ensure that the respective intelligence organizations are prepared for, and respond to, crises.

From left to right: VADM Frank Whitworth, Australia: LTG Gavin "Gav" Reynolds, Canada: MGen Michael "Mike" Wright, New Zealand: Air Commodore Shaun Sexton, UK Chief of Defense Intelligence Adrian Bird, HON Milancy Harris; and Lt Gen Jeffrey Kruse.

"I&S PROVIDES OPERATIONAL SUPPORT TO WARFIGHTERS AND DECISION MAKERS IN COLLABORATION WITH OUR ALLIES AND COALITION PARTNERS. WE ARE COMMITTED TO A SHARED VISION OF PEACE, STABILITY, AND DETERRENCE."

- THE HONORABLE MILANCY D. HARRIS
ACTING UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY

****Performance Goal and Measure information is not cleared for public release.**

STRATEGIC OBJECTIVE 2.6 - PROVIDE TIMELY, RELEVANT, HIGHEST QUALITY ANALYTIC DECISION SUPPORT TO IMPROVE DEPARTMENT OUTCOMES**

Strategic Objective Lead: CAPE

Provide unbiased, independent, analysis-based decision support to Department leadership regarding effective resource allocation in support of critical issues facing the Department of Defense.


Aerial photo of Pentagon.

Executive Summary of Progress:
CAPE continued to provide unbiased, independent, analysis- based decision support and advice to the SecDef, DepSecDef, and other DoD senior leaders. By presenting analysis and options on the size, shape, effectiveness, affordability, disposition, and readiness of the future Joint Force and Defense Strategy, CAPE played a critical role in supporting the Department's most difficult force planning and resourcing decisions.

CAPE has three core functions. First, CAPE leads the programming phase of DoD's PPBE system by assessing the capability and cost implications of various strategic, operational, and programmatic alternatives across the entire defense enterprise. In this way, CAPE supported the SecDef and DepSecDef in reviewing adjustments to the FYDP. Second, CAPE produced strategic and operational analysis that informed the development of strategic guidance such as the NDS and the Defense Planning Guidance (DPG). This analysis subsequently informed resourcing decisions and contributed to the Department's understanding of strategic and operational tradeoffs. Finally, CAPE supported the acquisition process with two products: independent cost assessments on all major weapons systems and promotion of best practices to avoid cost overruns and schedule delays for all defense programs; and oversight of Analyses of Alternatives that explore capability alternatives for all major weapon system development programs to enable Department leadership to make performance, cost, and risk trade-off decisions.

"IN 2024, CAPE'S WORK ACROSS THE PPBE PROCESS ENSURED THAT DOD'S LEADERS WERE ABLE TO MAKE INFORMED & DECISIVE DECISIONS ON THE MOST PRESSING SECURITY CHALLENGES FACING OUR NATION AND ITS MILITARY. THESE EFFORTS ENSURED THAT DOD'S LEADERS WERE ABLE TO MAKE THE MOST EFFECTIVE DECISIONS TO SUPPORT OUR WARFIGHTERS WHILE REMAINING RESPONSIBLE STEWARDS OF TAXPAYER DOLLARS. THIS WOULDN'T HAVE BEEN POSSIBLE WITHOUT CAPE'S DEDICATED STAFF OF OPERATIONS RESEARCH ANALYSTS AND THEIR CLOSE PARTNERSHIP WITH STAKEHOLDERS ACROSS THE DEPARTMENT AND WIDER GOVERNMENT. THE STRATEGIC INSIGHTS CREATED BY CAPE'S COLLABORATIVE ANALYTIC EFFORTS IN FY24 WILL CONTINUE TO POSITIVELY GUIDE & SHAPE THE DEPARTMENT'S PERFORMANCE FOR MANY YEARS TO COME!"

- THE HONORABLE SUSANNA V. BLUME, DIRECTOR OF COST ASSESSMENT AND PROGRAM EVALUATION

In addition, CAPE established a new division in 2024, the PRC Competition Assessment Team. This team provides independent assessment of the effectiveness of DoD day-to-day campaigning efforts and the state of competition with the Department's pacing challenge.

CAPE increased interaction with congressional leadership throughout 2024. Through multiple congressional engagements, CAPE provided Congress with information on analytic work including Strategic Portfolio Reviews, special projects, Independent Cost Estimates, and Sustainment Reviews. CAPE also engaged with Congress in fulfillment of statutory requirements for the Sentinel Nunn-McCurdy review.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– OASD (SO/LIC)

The OASD (SO/LIC) improved capacity and capability to conduct strategic analysis of SOF resulting in the establishment of "Center for SOF Analysis" (CSOA). CSOA leads studies and analyses to inform the resourcing, modernization, design, and development of SOF. CSOA applies operations research, other data science methods to assess SOF concepts and capabilities, enabling data-driven decision-making in the defense planning scenarios as well as in other core SOF missions.

****Performance Goal and Measure information is not cleared for public release.**

HIGHLIGHTS

Strategic Priority 3
Make the Right Technology Investments

Of the 21 Performance Measures, 76% MET or EXCEEDED their target.

Best Performing Objective

- Create and field capabilities at speed and scale by fostering a more vibrant defense innovation ecosystem, accelerating the transition of new technology into the field, and communicating effectively inside and outside the Department.

Best Performing Measures

- % of experiments completed with multiple partner nations target of 50%. ***Result: 100%***

  The robust efforts to strengthen collaboration with international allies and partners have resulted in a 100% rate for experiments involving multiple partner nations. This achievement, which doubles the target of 50%, highlights the department's commitment to fostering global cooperation and enhancing joint operational capabilities.

- % increase in successful transitions across 14 Critical Technology Areas (CTAs) with a target of 5%. ***Result: 256%***

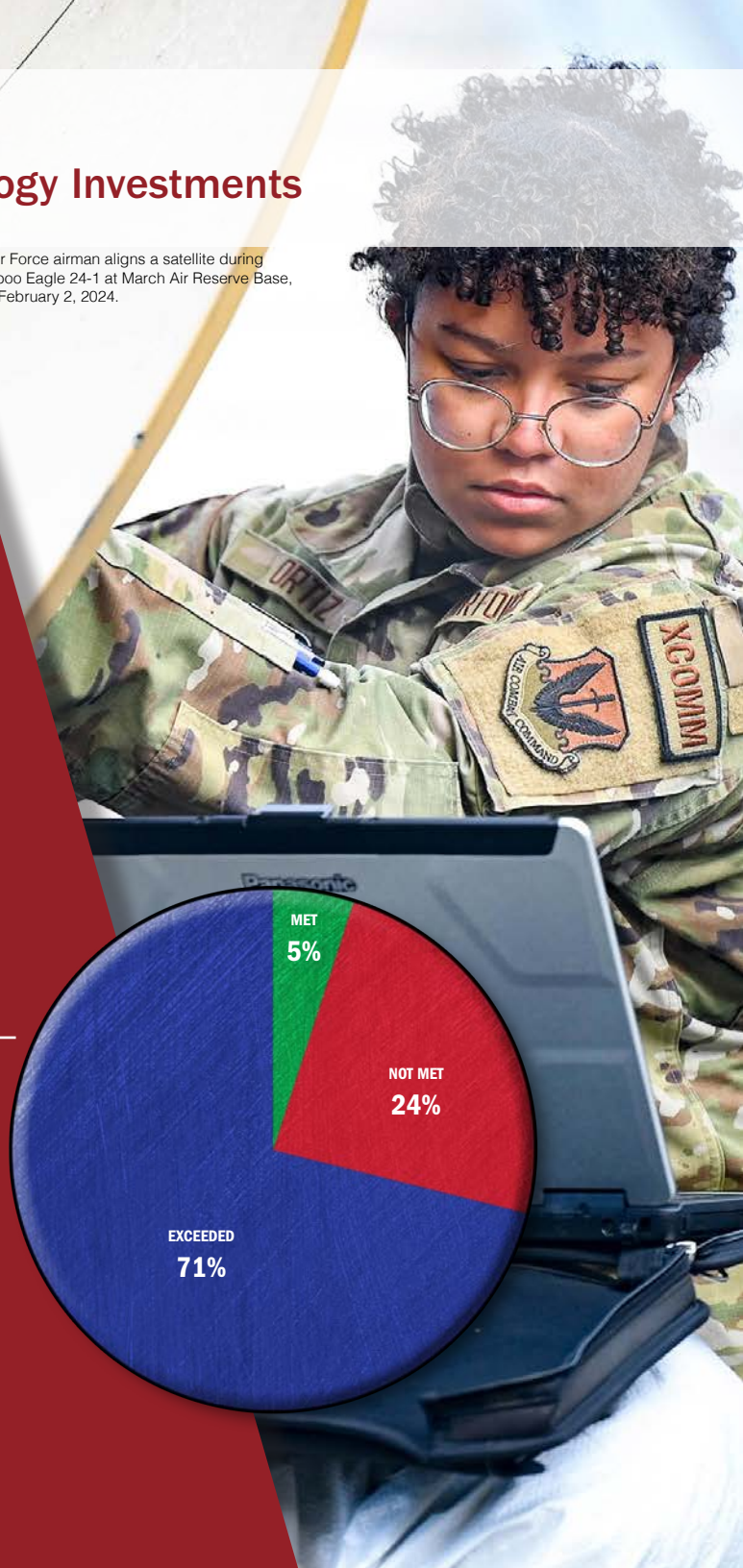
  The DoD has achieved a 256% increase in successful transitions across 14 CTAs, far surpassing the target of 5%. This substantial improvement highlights the effective strategies and efforts of the Research & Engineering (R&E) team. The achievement demonstrates significant progress in technological innovation and implementation within the DoD.

  OPR: OUSD(R&E)

Noteworthy Strategic Objectives:

3.3 - INVEST IN INTEROPERABLE, FEDERATED INFRASTRUCTURE. CDAO

Despite these hurdles, the CDAO made noteworthy progress with successful integration of AI services into DoD programs, improving interoperability and data accessibility.



An Air Force airman aligns a satellite during Bamboo Eagle 24-1 at March Air Reserve Base, CA., February 2, 2024.

Strategic Priority 3: Make the Right Technology Investments

To maintain the U.S. military's technological advantage, the Department continues to champion research, science, technology, engineering, and innovation. The Department will support the innovation ecosystem, both at home and in expanded partnerships with our Allies and partners. Innovation has always been a strength of the United States, and the Department will harness that innovation by focusing development resources on unique capabilities needed by the military and will quickly adopt the best commercial dual use technologies. The DoD will develop and prototype critical technologies and conduct continuous campaigns of joint experimentation to improve those technologies and deliver capabilities to the warfighter.

STRATEGIC OBJECTIVE 3.1 - FOCUS ON THE JOINT MISSION BY INVESTING IN INFORMATION SYSTEMS AND ESTABLISHING PROCESSES FOR RIGOROUS, THREAT INFORMED ANALYSIS THAT WILL BETTER ENABLE THE DEPARTMENT TO MAKE INFORMED CHOICES IN ITS SCIENCE AND TECHNOLOGY INVESTMENTS.

Strategic Objective Lead: OUSD(R&E)

"BY LEVERAGING RAPID PROTOTYPING, COLLECTING USER FEEDBACK FROM TESTING, INCORPORATING THAT FEEDBACK INTO DIGITAL REDESIGNS, AND UTILIZING ADVANCED MANUFACTURING, DOD CAN SHORTEN SYSTEM CYCLE TIMES, FIELD CAPABILITIES MORE RAPIDLY, AND DELIVER THE MILITARY ADVANTAGE THAT THIS NATION NEEDS."

- THE HON HEIDI SHYU, UNDER SECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING

The NDS requires us to "make the right, informed technology investments" needed for strategic competition. That means making carefully crafted decisions that bolsters our competitive military advantage rather than engaging in wasteful technology races. Whenever possible, OUSD(R&E) will place emphasis on developing asymmetric comparative advantages for the Joint Force. To achieve the objectives of the NDS, no single critical technology is a stand-alone capability, nor should any recommendation be treated as static. Therefore, continuous and rigorous assessment is needed to ensure the Department updates its scientific and technological priorities based on the best available data and analytic capabilities. Unbiased assessment of a range of solutions based upon clearly established metrics and analytic methodologies are needed. The Under Secretary of Defense for Research and Engineering's Technology Vision for an Era of Competition and the Department's Critical Programs and Technologies List identify critical technologies to guide and protect investments for the Joint Force. In 2022 the Department designated these CTAs to address the key national security challenges the nation faces, including the Department's pacing challenge, the People's Republic of China. These Technology Areas are grouped in three categories that represent the broad approaches required to advance technologies crucial to the Department: (1) seed areas of emerging opportunity, including biotechnology, quantum science, future-generation wireless, and advanced materials; (2) effective adoption areas where there is vibrant existing commercial activity, including trusted artificial intelligence and autonomy, integrated networked systems-of-systems, microelectronics, renewable energy generation and storage, advanced computing and software; and human-machine interfaces; and (3) defense-specific areas, including directed energy, hypersonics, and integrated sensing and cyber. By focusing efforts and investments in these Critical Technology Areas the Department will accelerate the transition of key capabilities to the Military Services and the CCMDs.

Strategic Priority 3
Make the Right Technology Investments

Executive Summary of Progress:
To achieve this objective, the Department focused on leveraging critical emerging technologies through rigorous analysis and joint experimentation.

OUSD(R&E) made significant progress to achieve this objective and its underlying performance goals.

In FY24, the OUSD(R&E) executed a variety of physics-based Modeling and Simulation (M&S) analyses that informed investment decisions on technologies that are critical to the joint force including Assured Position, Navigation and Timing (APNT), autonomous and one-way attack systems C3, and kinetic and non-kinetic fires.

In addition, the OUSD(R&E) successfully completed joint experimentation events through the Rapid Defense Experimentation Reserve (RDER) initiative that focused on all four of the Concept Required Capabilities (CRCs) functional battles. These experimentation events included participation from the Military Services, JS, and CCMDs that assessed military utility of joint capabilities to inform the Joint Warfighting Concept (JWC).

By focusing efforts and investments in CTAs, the Department accelerated the transition of key capabilities to the Military Services and the CCMDs. No single critical technology is a stand-alone capability, nor should any recommendation be treated as static. Instead, the Department uses continuous, and rigorous assessment to ensure the Department updates its scientific and technological priorities based on the best available data and analytic capabilities. This helps to ensure the DoD focuses on the right technologies for strategic competition.

The HON Heidi Shyu, Under Secretary of Defense for Research and Engineering, attends Distinguished Visitors Day during Technology Readiness Experimentation (T-REX 24-2) at Camp Atterbury, Indiana on August 19, 2024.

Performance Goal 3.1.1 - Rigorous Analysis
Performance Goal Lead: OUSD(R&E)

To build enduring advantages for the Joint Force in a resource-constrained environment, OUSD(R&E) must establish a methodological process to identify and prioritize investments in capabilities with the greatest potential to meet current and future warfighting needs. Making the right technology investments will require the DoD to harness the analytic power of modeling and simulation to inform our assessments of emerging technologies that have greater operational value. Developing highly accurate campaign-level system-of-systems models and simulations will help us identify capabilities and determine the contributions of specific technologies to the DoD mission. Integrating physics-based models into campaign-level system-of-systems models will improve the accuracy of our assessments. These robust models and simulations will be coupled with comprehensive technology watch and horizon scanning efforts to inform future critical technology investments.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.1.1.1- % of physics-based Modeling & Simulation analysis that informs decisions for identification, selection and transition of prototyping concepts or other S&T investments.	80%	87.5%	N/A

Performance Goal Progress Update:
The Office of the Assistant Secretary of Defense for Mission Capabilities (OASD(MC)) implemented Mission Engineering (ME) - mission-level M&S, and analysis - in coordination with the Military Services, CCMDs, and other OSD Components.

In FY24, OASD(MC) increased its ME analytic capability and provided threat informed results that informed investment deliberations on critical joint warfighting Capabilities. Focus areas included maritime strike, counter-air base defense, Counter-C5ISRT, APNT, and autonomy and uncrewed systems, space control, and long-range fires. The OUSD(MC) developed a robust operational scenario simulation aligned to the JWC and Defense Planning Scenarios using mission-level physics-based tools. In addition, OASD(MC) developed a variety of critical kill webs that are aligned to the Key Operational Problems using Model-Based Systems Engineering tools to assess system-of-systems across the end-to-end missions.

OASD(MC) exceeded the target value of 80% by completing seven out of eight directed complex ME analyses that informed cross-Department decisions for the RDER and DoD Directive 7045.20, “Capability Portfolio Management,” specifically the OUSD(R&E)-led Technology Modernization Transition Reviews (TMTR). The TMTRs are a newly established technology portfolio review that identifies and evaluates interdependencies and risks of research, technology modernization, prototypes, and experimentation to achieve end-to-end mission effects; and strengthen synchronization and transition planning of technology development to warfighting concepts, requirements, and expeditious fielding. The TMTRs assess warfighter impact and viability of technologies in the context of mission threads. They prioritize R&D investment opportunities based on performance improvement over the baseline, the likelihood of achieving the predicted performance, and potential for transitioning the technology to the field. The TMTRs are part of a three-part approach consisting of the JS’s CPMR that assess how well our current programs address warfighter gaps and OUSD(A&S)’s IAPR that consider the health of our acquisition programs. The OASD(MC) expects the final study to complete and inform pending decisions in FY25.

Performance Goal 3.1.2 - Joint Experimentation
Performance Goal Lead: OUSD(R&E)

Analysis alone cannot improve our ability to fight and win. The DoD will amplify and accelerate its capacity to convert joint warfighting concepts to capabilities through continuous and iterative joint experimentation to advance the NDS goals. The DoD research and engineering enterprise will leverage the best and brightest from the Military Services, the CCMDs, JS, the OSD Components, and industry to identify promising joint solutions and technologies that are ready to be prototyped and experimented with in the field. These efforts will place particular emphasis on prototyping and experimenting with capabilities necessary to achieve the vision laid out in the NDS.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.1.2.1- % of completed RDER experiments, by Experimentation Series, focused on Concept Required Capabilities (CRCs) functional battles.	75%	100%	N/A

Performance Goal Progress Update:
In FY24, the OASD(MC) exceeded the goal by aligning all RDER experimentation to each of the four JWC functional battles – joint fires, contested logistics, command and control (C2), and information advantage. This ensures RDER's campaign of experimentation assesses joint solutions and technologies that address the CRCs identified in the JWC to achieve the desired effects to execute the concept. Example joint experimentation events in FY24 that included RDER concepts were Valiant Shield and Gray Flag.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Army

Informing Investments through the Army Tech Marketplace
The Army is developing an Army Tech Marketplace, a web-based platform designed to enhance collaboration and information sharing between Army offices and the broader innovation ecosystem, which includes private sector technology providers and integrators. The goal of the platform is to help transition R&D-funded technologies into real-world Army capabilities that align with modernization priorities.

The Army Tech Marketplace will consist of two main components: an internal, secure side and a publicly accessible external side. The internal side will connect Army R&D needs with funding opportunities, fostering collaboration between Army research centers, acquisition programs and Small Business Innovation Research (SBIR) programs. This connection helps to reduce redundancies and leverage existing resources more effectively. The external side will serve as a bridge between Army technology challenges and the innovative companies that can develop solutions. By providing a space for the Army and the innovation ecosystem to connect, the Army Tech Marketplace aims to facilitate partnerships, contracts, and the integration of new technologies into the Army's technology ecosystem.

The platform will feature data analytics and artificial intelligence tools designed to help users identify technology trends and assess the potential of different technologies. To ensure accessibility, these features will be available through a user-friendly interface suitable for users with varying levels of technical expertise.

Autonomous Multi-Domain Launcher (AML)
The AML project developed and demonstrated an autonomous, unmanned, highly mobile, C-130 transportable dual pod launcher that is compatible with the multiple launch rocket system family of munitions. The prototype launcher is capable of convoy operations, autonomous way point navigation, tele-operation and remote launcher turret and fire control operation. One of the primary goals of AML is providing fires forces with additional launcher platforms to mass fire with minimal impact on force structure manning. AML will also give the Army a three-times increase in fire power and magazine depth.

On June 16, 2024 3d Multi-Domain Task Force and 1-181 Field Artillery Regiment of the Tennessee National Guard employed the U.S. Army AML and the PrSM as part of the Valiant Shield 24 Combined Joint SINKEX.

The AML project leveraged expertise from across the Army Combat Capabilities Development Command (DEVCOM) and three previous Army S&T investments to significantly reduce development and integration cost and schedule. The team conducted seven soldier touchpoints to inform the design of the AML starting with the initial concept demonstration in 2021 through the capstone demonstration at Valiant Shield 2024. This demonstration was the first live fire of the Army's new Precision Strike Missile (PrSM) outside of the continental United States and the first to engage a maritime target. This fire mission, along with other dry fire missions conducted as part of Valiant Shield 24 proved the Army's ability to contribute to the multi-domain battle in the U.S. Indo-Pacific Command (USINDOPACOM) and other theaters.

"WE ARE SKILLFULLY INTEGRATING HUMANS AND MACHINES INTO FORMATIONS THAT OPTIMIZE THE NATURAL ADVANTAGES THAT BOTH BRING...OUR COLLECTIVE EFFORTS ALLOW HUMANS TO DETERMINE HOW TO BEST UTILIZE TERRAIN TO ACCOMPLISH THE FIRE SUPPORT MISSION WHILE OFFLOADING BURDENS AND RISK OF EXECUTING THEM TO MACHINES."

- BRIG. GEN. RORY CROOKS,
DIRECTOR, LONG-RANGE PRECISION FIRES CROSS-FUNCTIONAL TEAM

– Department of the Navy

The Assistant Secretary of the Navy for Energy, Installations and Environment (ASN(EI&E)) staff, in collaboration with Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RDA)), Deputy Chief of Naval Operations for Warfare Systems, Deputy Commandant Combat Development and Integration (DC CD&I) (Marine Corps), and their respective operational energy staffs led and synchronized efforts to implement DON policy to enhance the deployment, operation, and sustainment of maritime power, through the Under Secretary of the Navy memo, Energy Supportability and Demand Reduction in Wargaming, Requirements, Acquisition, Operations and Training of June 28, 2024. The memo directs the DON to accurately account for energy, and adopt, develop, and program for more efficient technologies and practices. This is in direct response to the 2022 NDS reflection on the emerging threats from near-peer competitors such as China, Iran, North Korea, and the security environment, making "reducing energy demand a priority," and describes the DoD's intent to "adopt more efficient and clean-energy technologies that reduce logistics requirements in contested or austere environments." In support of this leadership intent, and to enhance the deployment, operation, and sustainment of combat-credible forces, the ASN(EI&E) memo re-enforces current plans, policy, and programs to accurately account for energy usage. DON leaders seek to adopt more efficient technologies and practices and combine them with new initiatives, to increase operational energy resilience, decrease energy-related strategic vulnerabilities, and enhance military readiness.

– Office of the Assistant Secretary of Defense for Legislative Affairs (OASD(LA))

The OASD(LA) fully transitioned to a new congressional knowledge management platform that supports the Department's priorities by creating strategic alignment of DoD messaging through the aggregation of information and engagement regarding congressional defense oversight committee members and staff.

– DOT&E

Developed Roadmaps to Eliminate Failure on First Use in Combat by Promoting Testing How We Fight

Developed a joint test concept roadmap framework that identifies milestones and goals to implement changes to Test and Evaluation (T&E) to reflect joint operations. Hosted workshops that included 57 organizations across the acquisition, T&E, and warfighting communities to shape key aspects of the framework.

"I REALLY BELIEVE OUR CUSTOMER IS THE WARFIGHTER BECAUSE WE ARE TELLING THE WARFIGHTER WHAT THE TRUTH IS ABOUT, WHAT THEY ARE GETTING OUT IN THE FIELD…WE ARE CONSTANTLY LOOKING AT THE ABILITY TO INCREASE THE SPEED OF OUR ASSESSMENTS AS A FASTER WAY TO SUPPORT THE NEEDS OF THE WARFIGHTER."

- Dr. Raymond O'Toole, Jr.

Raymond O'Toole Jr., then acting Director of Operational Test & Evaluation, speaks with Capt. Paul Lanzilotta, commanding officer of the USS Gerald R. Ford, during a visit to the ship, May 19, 2021. O'Toole was conducting a visual assessment of the ship's readiness for Full Ship Shock Trials.

Enabled Efficient & Effective T&E to Stay Ahead of Our Adversaries Via AI

Promoted the use of AI tools to enhance T&E processes and development of new methods for testing AI-enabled systems. Formed a community of interest to share best practices and lessons learned using generative AI in T&E processes. Developed a cloud-based digital ecosystem with AI-enhanced tools to identify, track, and incorporate tailored threat intelligence into Operational Testing and inform future T&E investments and threat-response shortfalls.

Director Schmidt appears on local television discussing Weapons Testing Modernization in June 2023.

"TO ENSURE OUR TECHNOLOGIES FOR T&E KEEP PACE WITH THE DEVELOPMENT OF COMPLEX SYSTEMS WE MUST HAVE THE MEANS TO EVALUATE AI-ENABLED SYSTEMS, AS WELL AS THE MEANS TO USE APPROPRIATE AI IN OUR TESTING, PROCESSES, METHODS, & TOOLS."

– The Honorable Dr. Douglas C. Schmidt
Director, Operational Test & Evaluation

STRATEGIC OBJECTIVE 3.2 - CREATE AND FIELD CAPABILITIES AT SPEED AND SCALE BY FOSTERING A MORE VIBRANT DEFENSE INNOVATION ECOSYSTEM, ACCELERATING THE TRANSITION OF NEW TECHNOLOGY INTO THE FIELD, AND COMMUNICATING EFFECTIVELY INSIDE AND OUTSIDE THE DEPARTMENT.

Strategic Objective Lead: OUSD(R&E)

The DoD will accelerate the process of turning ideas into capabilities by creating new pathways to rapidly experiment with asymmetric capabilities and deliver new technologies at scale to maintain a continuous technological advantage over adversaries. The DoD needs purposeful research cultivating a pathway to success, engagement with innovative private companies, and increased collaboration with trusted partners. The DoD will make the changes to foster a growing, healthy, and robust ecosystem that brings new partners into our research and collaboration base. There are many possible transition steps from basic research to fielding, each with its own specific, internal goals. These transitions include two valleys of death: the first from basic research to prototyping and the second from prototyping to full-rate production. Not every technology can or should transition to full-rate production.
Investment in research has multiple forms of success. Success can include:

- Increasing knowledge by proving or disproving a hypothesis
- Advancing from one Technology Readiness Level (TRL)/Manufacturing Readiness Level (MRL) to another
- Demonstrating the military utility or dual-use utility of science and technology
- Knowledge to inform future investment, define a requirement, or military specification (MILSPEC)

The HON Heidi Shyu, Under Secretary of Defense for Research and Engineering, attends Distinguished Visitors Day during Technology Readiness Experimentation (T-REX) 24-2 at Camp Atterbury, Indiana on August 19, 2024.

For those that can and should transition to full-rate production, the final stage of transition is defined in the memorandum "Defining Core Terms Related to Technology Policy Across the Department of Defense," signed by the Under Secretaries of Defense for Research and Engineering and Policy (August 8, 2022) as:

- Integrating technology into a DoD capability by starting a new program or program improvement plan, implementing a new software on an existing system, or implementing follow-on technology maturation program
- Fielding a new capability
- Transferring a technology from the DoD into industry (including standards, requirements documents, etc)
- Transferring a technology from the DoD into another government agency

"CREATING BRIDGES TO TRANSITION CAPABILITIES OUT OF THE LABORATORY INTO THE HANDS OF THE WARFIGHTERS AND THE COMMERCIAL SECTOR IS KEY TO ENSURING ENDURING TECHNOLOGICAL ADVANTAGE FOR DECADES TO COME."

- THE HON HEIDI SHYU, UNDER SECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING

Strategic Priority 3
Make the Right Technology Investments

Executive Summary of Progress:
The Department focused on the process of turning ideas into capabilities by creating new pathways to rapidly experiment with asymmetric capabilities and to deliver new technologies at scale. OUSD(R&E) worked to bridge the valley of death between prototypes and full-scale production by improving the alignment of research and engineering processes with acquisition and sustainment processes. To achieve this, OUSD(R&E) fostered closer alignment between research and engineering scientists and engineers, acquisition and sustainment contracting officers and program executive offices, as well as alignment with industry and warfighters throughout. The DoD must continue to foster a more vibrant innovation ecosystem by leveraging teamwork, which includes our Allies and partners, research networks, and industry.

Performance Goal 3.2.1 - Foster a More Vibrant Ecosystem
Performance Goal Lead: OUSD(R&E)

In keeping with our guiding principles, the DoD will not research and develop military capabilities alone but will instead continue to build upon our vast network of Allies and partners to strengthen the competitive advantage our innovation ecosystem provides to the United States. A vibrant innovation ecosystem depends upon clear communication to ensure partners have accurate information and can build complementary processes to enable effective collaboration. True innovation requires novel approaches to challenging problems that often emerge in unexpected circumstances. Fostering a vibrant ecosystem that includes numerous partners and encourages cross-collaboration will create more opportunities for insights to emerge. OUSD(R&E) will increase partnerships with both traditional and non-traditional members of the defense innovation ecosystem. These partnerships include: academia, Federally Funded Research and Development Centers, University Affiliated Research Centers, national laboratories, the Military Services' Innovation Centers, non-profit entities, commercial industry, other Government departments and agencies, and our international Allies and partners. At the same time, OUSD(R&E) recognizes that increasing the number of participants in the innovation ecosystem will increase the associated risk of unauthorized technology transfers, requiring the DoD to take steps to ensure that sufficient technology protections are in place and that partners have demonstrated the ability and intent to protect sensitive and critical technologies.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.2.1.1- % year-over-year increase in new Manufacturing Innovation Institute (MII) projects funded with DoD and other federal partners outside the ManTech allotment.	5%	34%	33%

Performance Goal Progress Update:
In FY24, the Office of the Assistant Secretary of Defense for Science and Technology (OASD(S&T)) made significant accomplishments in support of this performance goal, including:

1) OSD ManTech and the DoD MII concluded the first-ever Organic Industrial Base (OIB) Modernization Challenge – an initiative to leverage the MIIs to advance manufacturing technologies across the Department's depots, arsenals, and shipyards. Initially, representatives from five DoD MIIs, and senior sustainment leaders from across the Military Services and the Department, attended a workshop, hosted at the Digital Manufacturing and Cybersecurity Institute (MxD) in Chicago, IL, to identify crucial OIB technological needs. With those requirements identified, member companies submitted 104 proposals and OUSD(R&E) selected the top nine to present their pitches to earn up to $2.5 million in OSD-sponsored government funding. Ultimately, a panel of OIB experts, industry leadership, and the OSD ManTech director selected five winning projects based on their projected positive impact across the 47 DoD-owned OIB sites. OSD ManTech is confident that these companies will effectively apply their technologies, leading to substantial and lasting improvements in the production, efficiency, and quality of life at various OIB sites and among their valued team members. Thanks to public-private partnership with the DoD MIIs, the pitch event and subsequent initiatives are crucial steps toward improving the U.S. supply chain and enhancing national security readiness through cutting-edge technological advancements in manufacturing.

2) OSD ManTech organized and hosted a technology showcase December 4 to 8 at the Cold Regions Research and Engineering Laboratory in Hanover, New Hampshire. The event, which OSD ManTech held with support from the DEVCOM, featured technologies generated by DoD MII member companies that won the Point-of-Need Manufacturing Challenge held in March by proposing solutions to the Department's operational constraints in extreme cold temperatures. The six project demonstrations exhibited systems that could be deployed in a cold weather environment, closing supply chain gaps and enabling warfighters to manufacture and use critical equipment on demand in the harshest environments. ManTech invested nearly $2.5 million, while industry partners are contributing close to $700,000 in cost share. Members of the Army, Marine Corps, and Army National Guard tested the technologies and featured technologies manufactured using the following processes: 1) Circuit Card Repair and Medical Brace Additive Manufacturing, 2) Cold Spray Metal Additive Manufacturing, 3) Metal Additive Manufacturing, 4) Blood On-Demand, 5) Therapeutic Agent Delivery System, a system that enables vaccines, medicine, and nutrition delivery to warfighters, 6) Cybersecurity for manufacturing systems including robotics and additive manufacturing equipment.

3) DoD, the State of Michigan, and LIFT (an MII), launched a project exploring the potential for a new Hypersonic and Extreme Environment Test facility at Selfridge Air National Guard Base in Michigan. Operating at speeds of Mach 5 or higher, hypersonic and counter-hypersonic vehicles are among the DoD's top priorities, and understanding the materials required to survive these speeds is critical to further developing those vehicles and maximizing their effectiveness. Vital to this research is the ability to test such materials under extreme conditions; thus, the need for a new test facility, ideally, located in near proximity to LIFT's Detroit applied R&D headquarters.

Performance Goal 3.2.2 - Continuously Transitioning Capabilities

Performance Goal Lead: OUSD(R&E)

There are many possible transition steps from basic research to fielding, each with its own specific, internal goals. These transitions include two valleys of death: the first from basic research to prototyping and the second from prototyping to full-rate production. Not every technology can or should transition to full-rate production. Investment in research has multiple forms of success. Success can include:

- Increasing knowledge by proving or disproving a hypothesis
- Advancing from one TRL/MRL to another
- Demonstrating the military utility or dual-use utility of science and technology
- Knowledge to inform future investment, define a requirement, or MILSPEC

For those that can and should transition to full-rate production, the final stage of transition is defined in the memorandum, "Defining Core Terms Related to Technology Policy Across the Department of Defense," signed by the Under Secretaries of Defense for Research and Engineering and Policy (August 8, 2022) as:

- Integrating technology into a DoD capability by starting a new program or program improvement plan, implementing a new software on an existing system, or implementing follow-on technology maturation program
- Fielding a new capability
- Transferring a technology from the DoD into industry (including standards, requirements documents, etc.)
- Transferring a technology from the DoD into another government agency

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.2.2.1 - % of OSD Transitions SBIR/STTR Technology (OTST) projects transitioning into Phase III SBIR/STTR awards.	15%	14.20%	N/A
PM 3.2.2.2 - % increase in successful transitions across 14 critical technology areas (CTAs).	5%	256%	N/A
PM 3.2.2.3 - % of successful RDER projects, by Experimentation Series, assigned with an approved acquisition strategy and follow-on funding.	75%	88.89%	N/A
PM 3.2.2.4 % increase in technology transfer from Service laboratories to industry (licenses, patent filings, CRADAs etc.).	3%	6.78%	N/A

Performance Goal Progress Update:
In FY24, the OASD(MC) surpassed the transition goal for the RDER program by achieving an 88.89% successful transition rate. OASD(MC) completed a total of nine RDER projects and the DMAG approved for transition in October 2023 and July 2024. Eight of the nine have follow-on funding planned/programmed by the Military Services in the current FY26 Program Objective Memorandum/BES.

The Tri-Service Biotechnology for a Resilient Supply Chain (T-BRSC) research effort "High-Density Endothermic Fuel," led by the Air Force Research Laboratory (AFRL), in collaboration with Naval Air Warfare Center Weapons Division China Lake, successfully transitioned from a Technology Readiness Level (TRL) 3 to TRL 6 and began its transition to the Distributed Bioindustrial Manufacturing Program (DBIMP) for further scale-up. This represents one of T-BRSC's flagship successes in biotechnology and biomanufacturing of fuels with enhanced capabilities, and directly supports the biotechnology and hypersonics CTAs.

Overall, the OUSD(R&E) saw a 247% increase in successful transitions across 14 CTAs collected from FY23 to FY24 (254 vs. 103). While the highest year-over-year increase in the last four years, it also represents a 379% increase from the base year of FY21 (254 vs. 67).

- 254 total transitions have been captured in FY24:
- 71 (28%) transitioned directly to the field for immediate use,
- 139 (55%) transitioned to acquisition or sustainment programs and baselined for future delivery and,
- 44 (17%) transitioned into the U.S. industrial base for immediate sale back to the U.S. government or private sector.

44 of 254 (17%) transitions were in the Emerging Opportunities area including:

- Advanced Materials had over 36 transitions. Example: Development of new explosive formulations by Army's DEVCOM Armaments Center utilized a combination of Amorphous CL-20 and a binder to coat hand moldable explosives producing new high energy explosives that do not require environmentally sensitive polyfluoroalkyl (PFAS) binders.
- Biotech had six transitions. Example: Transitioned of a blood and intravenous fluid warmer, which is more rugged, lighter and requires less power in the field.
- Quantum had two transitions. Example: The Defense Threat Reduction Agency (DTRA) produced a stand-off quantum cascade laser spectroscopy technique to characterize conventional blasts at 0.4-kilometer (km) standoff to provide higher speed diagnostic capabilities for standoff chemical plume detection.

156 of 254 (61%) transitions were in the Effective Adoption area:

- Advanced computing and software had over 42 transitions. Example: DARPA developed new methods and tools to improve the security of document-based communication, particularly in sensitive or critical applications, such as military or government operations, improving the ability to reject invalid and malicious data without impacting the key functionality of new and existing electronic data formats.
- Human Machine Interfaces had over six transitions. Example: The Office of Naval Research (ONR) joint terminal attack controller (JTAC) virtual trainer provided improved real-world training accessibility to JTACs with reduced costs, and a real-time fused multi-intelligence data application developed to visualize and share C2 situational awareness more rapidly during combined operations.
- Integrated Networks System of Systems (INSS) had over 28 transitions. Example: OUSD(R&E) developed Future Autonomous Battlespace Radio Frequency (RF) with Integrated Communications (FABRIC) for improved reduction of radio signature detection capabilities.
- Microelectronics had over 22 transitions. Example: OUSD(-R&E) sponsored the design of an RF identification and radar warning receiver for the AH-64D Apache, providing the program office the ability to modernize the platform with a significantly lower size weight and power solution.
- Renewable energy generation and storage had over 18 transitions. Example: The Army's Engineer Research and Development Center developed an Expeditionary Portable Power Unit to provide a palletized hybrid power solution that significantly increases energy storage, efficiency, and lower fuel consumption.
- Space technology had over 10 transitions. Example: The National Reconnaissance Office developed a no-Low Noise Amplifier digitizer with industry that will improve RF system performance for not only national security space systems but U.S. commercial space systems as well.
- Trusted AI and Autonomy (TAI&A) had over 30 transitions. Example: The Navy Research Lab (NRL) developed an open-source, multi-agent framework to enable technology for research, development, and deployment of distributed agent systems, providing a robust and flexible platform for building and integrating new capabilities.

54 of 254 (22%) transitions were in the Defense-Specific area:

- Directed energy had nine successful transitions. Example: Air Force Research Lab (AFRL) transitioned the first giga-watt class high power microwave (magnetron) gun to industry providing dual-use capability to DoD for counter UAS and industry creating a previously non-existent manufacturing base for this class of magnetron.
- Hypersonics had over 17 successful transitions. Example: AFRL produced a production-level tool that enables robust and routine uncertainty quantification of computational fluid dynamics simulations for high-speed systems to enhance decision making capability.
- Integrated Sensing & Cyber had over 28 successful transitions. Example: ONR's electronic warfare pod upgrade to the EA-18G Growler program provides distributed RF effects extending the reach of electronic warfare operations and enhanced electronic attack.

Performance Goal 3.2.3 - Protecting Critical Technologies

Performance Goal Lead: OUSD(R&E)

Our competitors are equally aware of the strength of our innovation ecosystem and are actively attempting to acquire technologies from the United States through licit and illicit means. Maintaining our technology advantage requires the DoD to ensure we are taking the appropriate safeguards to protect sensitive technologies and military programs against intellectual property theft and technology diversion and exploitation. Neither the DoD nor the rest of the U.S. government can protect technology alone. The Department must develop and implement appropriate safeguards in close coordination with Allies and partners in government, industry, and academia, at home and abroad. The Department is confident that America and our unparalleled network of Allies and partners can out-compete and out-innovate strategic competitors by taking full advantage of open science, collaborative research, and free enterprise, while at the same time taking steps to ensure our technological advances and innovations do not benefit the militaries of our strategic competitors. The DoD is actively engaged in efforts to address over-classification with the objective to protect classified information while expanding collaboration with Allies and partners. Finally, signaling to our adversaries is important when it comes to military capabilities. The Department will continue to use uncertainty to our advantage, complicating our competitors' military preparations. The Department will also make deliberate decisions about what to conceal and reveal and when to do so, leveraging science and technology to both reassure our Allies and deter potential adversaries.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.2.3.1 - # of outreach events where technology and program protection principles/policies/guidance/training are shared with Defense Innovation Ecosystem, including academic engagements.	14	56	N/A
PM 3.2.3.2 - # of hardware/software (HW/SW) assurance tools delivered for the Defense Enterprise.	7	8	N/A
PM 3.2.3.3 - % of basic research proposals that are declined by DoD Components based on the basic research protection framework.	2%	0.8%	N/A

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Performance Goal Progress Update:

In FY24, the OUSD(R&E) performed significant numbers of outreach events (56) to individual universities, university conferences (e.g., Savannah River Research), Industry (DARPA Industrial Security Conference), international forums (Australia Group Plenary), and federal groups (Defense Science Board, Defense Criminal Investigative Service training, Defense Counterintelligence and Security Agency (DCSA) Outreach, Intel, and counterintelligence fora) on the Department's implementation of DoD technology protection activities and on SBIR/ Small Business Technology Transfer (STTR) Due Diligence and Risk-Based Security Reviews for Fundamental Research.

Performance Goal 3.2.4 - Non-Traditional Partnerships

Performance Goal Lead: OUSD(R&E)

The Department will establish new pathways to apply dual-use technologies that solve national security problems. The DIU, the Air Force's AFWERX, the Navy's NavalX, the Army's Rapid Capabilities and Critical Technologies Office, Army's XTECH, the USSOCOM's SOFWERX, the Space Force's SpaceWERX, the OUSD(R&E)'s Accelerate the Procurement and Fielding of Innovative Technologies (APFIT), and others in the Department all actively engage commercial companies (including venture capital and private equity) to identify opportunities to leverage their dual-use technologies for military applications. To advance joint solutions, the DoD will develop new processes, procedures, and forums to more closely connect members of this innovation ecosystem to each other. Moreover, the DoD will tap into the innovation potential of our nation's small businesses by expanding engagements with and investments into this community to support their ability to prototype and scale their products into production. Innovation in some critical technologies, particularly those that have unique military applications, may be underinvested in by private capital markets. Potential market failures make it difficult for the DoD to form partnerships to fund the prototyping of technologies critical to national security. To create the necessary innovation environments for these technologies, the DoD must forge new investment pathways to increase U.S. access to developing defense capabilities. The Department will identify and prioritize technology gaps that are underinvested, up and down the supply chain. The DoD will then partner DoD strategic capital with private capital markets to fill those gaps, increase DoD access to critical technologies, and protect critical industries from predatory foreign investment.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.2.4.1 - % increase in new entrants awarded SBIR/STTR projects.	10%	9.20%	13.70%
PM 3.2.4.2 - % of Accelerate the Procurement and Fielding of Innovative. Technologies (APFIT) efforts with small/non-traditional partners that result in follow-on Service or Agency Investment.	80%	100%	N/A

Performance Goal Progress Update:

The OASD(MC) is the lead for the APFIT program to expeditiously transition technologies into production, and to accelerate the fielding of needed technologies to the warfighter, with priority given to technologies developed by small businesses and non-traditional defense contractors. In FY24, APFIT exceeded the performance goal (100%) since all closed out projects received Military Service/Agency follow-on investments for a total of at least $95.55 million in funds. Example APFIT projects that successfully transitioned include the Augmented Reality Tactical Assault Kits to the USSOCOM, Drop-Glide Munitions to the Army, and National Capital Region – Integrated Air Defense System to the Air Force.

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Performance Goal 3.2.5 - Strengthening Collaboration with International Allies and Partners

Performance Goal Lead: OUSD(R&E)

The U.S.'s strategic advantage in achieving our national security goals and maintaining our technological edge lies in our relationships with Allies and partners. The Department will further strengthen our science and technology defense cooperation with Allies and partners through both bilateral and multilateral initiatives, including our North Atlantic Treaty Organization (NATO) allies in the NATO Science and Technology Organization, the Australia – United Kingdom – United States (AUKUS) partnership, the longstanding "Five Eyes" (Australia, Canada, New Zealand, the UK, and the United States), The Technical Cooperation Program alliance, the Quadrilateral Security Dialogue with Australia, India, Japan, and the United States, and new initiatives such as the NATO Defense Innovation Accelerator for the North Atlantic. The DoD will look to expand on bilateral and multilateral engagements to create new science and technology partnerships with countries that share our values, that innovate to create new technologies, and that are committed to protecting technologies from competitors who seek to erode our advantages. In so doing, the Department will continue to share our respective priorities and identify opportunities for information and technical exchanges as well as seek opportunities for collaborative prototyping, experimentation, and co- development. Defense science and technology cooperation with our Allies and partners will help create more capabilities, increase shared production capacity, and reinforce our shared commitment to, and therefore the credibility of, integrated deterrence.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.2.5.1 - % of Foreign Comparative Testing prototype projects that move to Service procurement (i.e. FCT transition rate).	60%	40%	N/A
PM 3.2.5.2 - % of experiments completed with multiple partner nations.	50%	100%	N/A
PM 3.2.5.3 - % of experiments conducted, by Experimentation Series, with International Allies and Partners that demonstrate interoperability.	80%	100%	N/A

Performance Goal Progress Update:

The OASD(MC) collaborates closely with Allies and partners to advance capability development and coalition interoperability through collaborative prototyping projects and joint, multinational experimentation events. In FY24, the OASD(MC) through its FCT program tested over thirty prototyping projects with Military Services and international partners to assess foreign military capabilities. Even though the performance goal of 60% was not achieved many of the FCT projects demonstrated military utility and the Military Services procured the capability to achieve an outcome of 40%. For some of the FCT projects, Allies and partners / Military Services decided not to move to procurement since the projects required further testing.

The OASD(MC) continues to strive in including Allies and partners in joint experimentation events, either as observers or direct participants to exceed the FY24 performance goals. In FY24, the OASD(MC) included Allies and partners in experimentation events for RDER program, such as Valiant Shield, Balikatan, and Project Capstone. Many of these events include multiple partners such as Australia, United Kingdom, and Canada.

The OASD(S&T) also made significant accomplishments toward this objective. In FY24, the FutureG Office attended and participated in over 10 experiments with partner nations, including Latvia, Finland, Spain, Serbia, Estonia, South Korea, Guam, and Japan. In September 2024, a FY24 new start effort, funded by the T-BRSC program, successfully conducted a missile test utilizing T-BRSC funded biofuel in collaboration with NATO partners. In FY24, the DBIMP awarded 34 initial planning awards, with a 6-month period of performance, to non-traditional and DoD new-entrant small businesses, to develop business and technical plans to create the capability to scale promising National Security-critical bioindustrial manufacturing processes. Furthermore, the DBIMP project call attracted two foreign companies willing to build bioindustrial manufacturing capacity in the United States. Encouraging promising technology development in the United States supports the domestic bioindustrial manufacturing base and provides economic benefits to future infrastructure.

Performance Goal 3.2.6 - Communicating Clearly
Performance Goal Lead: OUSD(R&E)

The Department has multiple audiences to speak with and hear from including Congress, U.S. Government departments and agencies, industry, academia, Allies, and partners, and, above all, the American public. Effective communication is vital to ensuring the vast network that makes up our innovation ecosystem can contribute effectively and collaboratively on the most pressing challenges the warfighter faces and will face in the years to come. Furthermore, communication ensures the DoD receives useful feedback that improves decision-making on the capabilities it aims to create and field and process improvements to ensure effective partnerships. Clear communication also informs investment decisions by industry and our international partners, enhances technology protection, and increases credible deterrence. The Department will enhance awareness, communication, and collaboration by leveraging the convening power of cross-organizational committees such as the DoD Chief Technology Officer (CTO) Council. The DoD CTO Council, led by OUSD(R&E), provides a forum to elevate discussion of research and engineering issues across OSD agencies, the Military Services, the Joint Staff, and the Combatant Commands. The Department will continue to leverage the CTO Council to drive change through the science and technology (S&T) and R&D enterprise to better posture the DoD for strategic competition. The Department will enhance communication with industry and academia, not only by communicating more, but also by increasing transparency about the Department's core operational problems. The DoD will actively seek to engage with the press, trade associations, academic conferences, and discussions with executives at small, medium, and large technology companies. The Department will also strengthen our communication with other Government organizations, such as the DoE, the Department of State, and the Department of Commerce, to advocate for DoD equities that enable our objectives of integrated deterrence, campaigning, and enduring advantage to be achieved. The Department will identify areas of mutual concern as we each tackle shared challenges. The Department will continue to use external advisory groups, such as the Defense Science Board and Defense Innovation Board, to perform independent assessments and provide recommendations that are outside internal departmental channels. To enhance communication with both the commercial and defense industries, the Department has increased government attendance and speaking roles at industry conferences as well as government-sponsored conferences. Consistent with our overarching national security interests and this Strategy's guiding principles, the Department is prepared to accept more risk to share more information with Allies and partners who share with us and protect sensitive information. The DoD is actively engaged in efforts to address over-classification with the objective to protect classified information while expanding collaboration with Allies and partners. Finally, signaling to our adversaries is important when it comes to military capabilities. The Department will continue to use uncertainty to our advantage, complicating our competitors' military preparations. The Department will also make deliberate decisions about what to conceal and reveal and when to do so, leveraging science and technology to both reassure our Allies and deter potential adversaries.

Strategic Priority 3
Make the Right Technology Investments

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.2.6.1 - # of unsolicited industry proposals that result in project initiation.	40	38	N/A
PM 3.2.6.2 - # of industry conferences and engagements attended.	5	817	N/A
PM 3.2.6.3 - % year-over-year increase in the capture of defense scientific and technical information (Technical Reports, Journal Articles, URED, IR&D) to share across the DoD enterprise by the Defense Technical Information Center (DTIC).	8%	25.7%	N/A

Performance Goal Progress Update:

The OASD(MC) values engagements across the Defense Innovation Ecosystem to draw on expertise and adopt novel ideas from the commercial sector to advance our military capabilities. In FY24, the OASD(MC) funded a variety of projects with small and non-traditional companies, academia, and University Affiliated Research Centers. While the OUSD(R&E) did not achieve the target value, the team was effective in scouting for warfighting capability solutions that spanned across the 14 CTAs. Budget constraints in FY24 resulted in a decreased amount of funds which limited the number of unsolicited proposals pursued. In addition, the OASD(MC) personnel actively continue to bolster and prioritize outreach with industry through conferences and engagements. This includes government briefings at conferences such as National Defense Industry Association (NDIA) to spread awareness of DoD initiatives, and one-on-one technical exchange meetings between government and industry partners to share DoD priorities and hard problems and learn about Industry Independent Research and Development (IRAD) projects.

The OASD(S&T) also made significant accomplishments toward this objective. The T-BRSC program was engaged in the Ground Vehicle Systems Engineering & Technical Symposium & Modernization Update in August 2024, and hosted a technical panel at the BioMADE Member Meeting in May 2024. Researchers funded by T-BRSC have presented work at technical conferences throughout the year, including the Materials Research Symposium, American Chemical Society, and the Society for Industrial Microbiology and Biotechnology.

The office continues to bolster engagements with industry through conferences and engagements. This promotes the exchange of information and interactions with industry and academia to identify initiatives that can advance quantum defense applications. In FY24, Advanced Materials participated in 11 industry conferences and 40 engagements; the FutureG Office attended over 150 industry conferences and engagements; the Quantum team participated in seven industry conferences and engagements; and the PD Biotechnology Office participated in 91 conferences/meetings/engagements hosted by DoD organizations, academia, and industry, as well as those hosted by congressional, interagency, or international entities.

Performance Goal 3.2.7 - Innovation in Industrial Processes
Performance Goal Lead: OUSD(R&E)

Building enduring advantages requires not only enhancements to end products but also innovations in industrial production. To improve industrial processes for defense while meeting the current and future needs of the Joint Force, the DoD has established nine MIIs, plus eight regional Hubs under the Microelectronics Commons program, as public-private partnerships. These DoD MIIs are focused on advancing manufacturing technologies and processes, building strong supporting ecosystems, and providing advanced manufacturing education and workforce development. The Microelectronics Commons supports laboratory to fabrication (lab-to-fab) testing and prototyping hubs to create a network focused on maturing emerging microelectronics technologies, strengthening microelectronics education, and training, and developing a pipeline of talent to bolster local semiconductor economies and contribute to the growth of a domestic semiconductor workforce. The Department will build on these efforts to reduce the timelines for producing critical items and significantly increase our ability to manufacture new technologies at speed and scale.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.2.7.1 - % year-over-year increase in investment from Manufacturing Innovation Institute (MII) industrial partners on innovative processes.	5.0%	13%	9%

Performance Goal Progress Update:

The OASD(S&T) made significant accomplishments toward this goal in FY24:

1) America Makes convened the U.S. additive manufacturing ecosystem to develop a roadmap that defines a multi-year technology pathway to develop and deploy additive manufacturing capabilities at scale to augment existing castings and forgings operations. Casting and forging components lie at the heart of critical weapons platforms across DoD, providing a vital contribution to warfighter readiness. With a 67% reduction in the number of U.S. foundries since 2000, the U.S. castings and forgings ecosystem supply chain are dwindling. This roadmap provides a strategic assessment of the necessary investments for additive manufacturing to make a meaningful impact across the country.
2) Advanced Functional Fabrics of America (AFFOA) partnered with member Auburn Manufacturing Inc. (AMI), a women-owned small business, to support the establishment of a new manufacturing process for low shrinkage, high temperature aerospace grade silica textiles used in aircrafts, missiles, and other defense equipment. Until recently this material was only available from overseas makers and a single domestic company.
3) The Advanced Robotics for Manufacturing (ARM) Institute's Robotics Manufacturing Hub program, which provides free services to small and medium sized manufacturers, worked with a family-owned and operated manufacturer that provides flame and induction hardening services to develop a robotic system to prep and package their awkward and heavy cast parts. The solution included an end effector that can both optimally pick up the part and withstand the oil, modeling, and simulation for the pick-and-place software, and engineering expertise to adjust the process from a manual spray to an automated oil bath. The manufacturer is now working to implement the system on their manufacturing floor.

The Office of the Assistant Secretary of Defense for Critical Technologies (OASD(CT))-led Microelectronics Commons program awarded $269 million for 33 additional new technical projects under the Microelectronics Commons initiative, significantly boosting America's microelectronics manufacturing and workforce development. Projects focus on secure edge/Internet of Things computing, 5G/6G technology, AI hardware, quantum technology, electronic warfare, and commercial leap ahead technologies.

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EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Army

Improving Small Business Contracting through the SBIR Contracting Center of Excellence

The Army SBIR Contracting Center of Excellence (CCoE) streamlined contract execution by consolidating contracting offices across the Army into a single office. This resulted in a significant increase in both the number of contracts awarded and the total funds obligated to small businesses. In FY24, the CCoE awarded 361 actions totaling over $311.4 million, an increase of $67.7 million and 46 actions compared to FY23. This efficient system is also distributing funding to small businesses faster. The CCoE reduced the average processing time for Phase I contracts to 21 days, and Phase II contracts to 32 days.

The Army SBIR CATALYST program offers up to $75 million in funding, with the Army SBIR Program providing a portion of the funds, and the remainder coming from Army customers and technology integrators. Since the launch in 2023, the program selected five small businesses to receive this enhanced SBIR award to deliver their technology solutions to the warfighter. The launch of the FY25 program is planned for October 2024.

The xTechPrime prize competition, launched in April 2023 and focused on connecting small businesses with technology integrators, received over 345 concept white papers submissions. Ultimately, 15 winners received cash prizes and the opportunity to apply for a Direct to Phase II Army SBIR contract of up to $1.9 million.

> ***"THE XTECHPRIME COMPETITION PROVED TO BE A TREMENDOUS SUCCESS, FOSTERING COLLABORATION BETWEEN SMALL BUSINESSES, TECHNOLOGY INTEGRATORS AND THE U.S. ARMY. WE'RE EXCITED TO SEE THE DEVELOPMENTS THAT WILL EMERGE FROM THE WINNERS AS THEY LEVERAGE THEIR CASH PRIZES, AND THE ARMY SBIR FOLLOW-ON CONTRACTS AND PARTNERSHIPS WITH TECHNOLOGY INTEGRATORS TO ADVANCE CUTTING-EDGE TECHNOLOGY SOLUTIONS AND STRENGTHEN THE BOND BETWEEN INDUSTRY AND THE NATIONAL DEFENSE."***
>
> ***- DR. MATT WILLIS, DIRECTOR OF ARMY PRIZE COMPETITIONS AND THE ARMY SBIR|STTR PROGRAMS***

In FY24, the Army hosted five Program Enterprise Office xTech/Army SBIR Virtual Roadshows to increase collaboration with potential Army partners. The roadshows resulted in the release of topics from 14 different organizations, including some that are new to working with Army SBIR. These roadshows, along with monthly engagements with SBIR coordinators, demonstrate the Army's commitment to fostering connections within the SBIR ecosystem.

Network Modernization Experiment (NetModX) 24

> *"NETMODX WILL HELP ENABLE THE ARMY TO MEET THE CHIEF OF STAFF'S GOAL FOR AN AGILE AND ROBUST NETWORK AS OUR TOP MODERNIZATION PRIORITY."*
>
> *-BETH FERRY, ACTING C5ISR CENTER DIRECTOR*

DEVCOM's Command, Control, Communication, Computers, Cyber, Intelligence, Surveillance and Reconnaissance Center, known as C5ISR Center, and partner organizations experimented over nine weeks as part of NetModX 24. Scientists and engineers researched a broad spectrum of network-related capabilities in an operationally realistic, threat-informed environment to prove out disruptive and transformative C5ISR technologies. NetModX 24 encompasses experimentation with dozens of technologies as C5ISR Center joins Army programs of record, cross-functional teams, and industry partners. The event supports programs of record to gather experimentation data for decision-making as well as incorporating industry participation into the modernization process. The Army Network is one of the Chief of Staff of the Army's top priorities and enables critical capabilities across five modernization priorities: future vertical lift, long-range precision fires, network, next generation combat vehicle and soldier lethality.

NetModX also served as a key Next Generation Command and Control (NGC2) experimentation and development event aimed to examine technologies for tactical operations in denied, degraded, intermittent, and limited (DDIL) communication environments against the electronic warfare effects of a peer adversary. The experiment employed the same digital application workflows across applications as what was displayed at Project Convergence Capstone 4, but the experimental design added complexity with a compute layer (either remote cloud or local edge compute nodes) and a transport layer (various configurations of celestial and terrestrial datalinks). The experiment also introduced a software defined network that automatically routed data packets based on the availability of transport datalinks. These experimental additions provided opportunities to examine technologies necessary for DDIL situations, whether due to (a) terrain impediments during on-the-move operations, (b) simulated adversarial jamming on specific transport datalinks, and/or (c) signature management tailored to achieve a desired electromagnetic signature to assess NGC2 application performance in a contested environment.

The C5ISR Center experts are working hard to create tools for Soldiers to detect and adjust their Radio RF signals. NetModX is a unique venue for the Army to understand how emergent technologies perform in a converged field environment early in the development process leading to tighter coupling between government programs and industry to mature technologies that address Army needs.

– Department of the Air Force

Resilient Global Positioning System (R-GPS) is utilizing the new "Quick Start" authority under section 229 of the FY24 NDAA, which provides this innovative and proactive authority to the DoD to rapidly respond to emerging threats or technologies.

The Space Force's Space Systems Command awarded four agreements to produce design concepts for Lite Evolving Augmented Proliferation, one of the R-GPS programs.

R-GPS provides resilience to military and civil GPS user communities by augmenting the GPS constellation with proliferated small satellites transmitting a core set of widely-utilized GPS signals. The decision to pursue R-GPS was based upon outcomes of recent resilience studies recommending an additional proliferated fleet of small GPS satellites.

The 96th Test Wing and 53rd Wing welcomed the first three F-16 Fighting Falcons at Eglin Air Force Base, 1 April, 2024.

The Air Force selected a mix of traditional and non-traditional defense space companies for this initial award based on their innovative and integrated concepts. Utilizing Quick Start, the R-GPS team successfully earned DepSecDef approval, conducted market research, hosted an industry day, released a solicitation, and awarded initial contracts in under six months, far faster than traditional space programs that sometimes require up to three years.

This R-GPS award, under the Space Enterprise Consortium Other Transaction Authority, is the first of three planned phases to produce up to eight R-GPS satellites available for launch as soon as 2028.

The 96th Test Wing and 53rd Wing welcomed the first three F-16 Fighting Falcons ready to take part in the Viper Experimentation and Next-gen Operations Model – Autonomy Flying Testbed (VENOM-AFT) program.

VENOM-AFT is designed and funded to accelerate testing of autonomy software on crewed and uncrewed aircraft. VENOM-AFT complements the autonomy data and AI experimentation proving ground at Eglin Air Force Base and informs the Collaborative Combat Aircraft program and other autonomy developers. The next step for the VENOM program is to modify the F-16 aircraft into test platforms to rapidly evaluate autonomous capabilities.

The VENOM program will undergo developmental and operational testing. During these tests, the pilots will be in the cockpit to monitor the autonomy and ensures flight and mission systems test objectives are met. Operators will then provide feedback during M&S, and post-flight to the autonomy developers to improve performance over time and ensure the autonomy is making the appropriate decisions prior to and during flight. The goal of the VENOM program is to enable the Air Force to rapidly iterate and expand the body of knowledge for potential autonomy and payload solutions.

"THE VENOM PROGRAM MARKS A PIVOTAL CHAPTER IN THE ADVANCEMENT OF AERIAL COMBAT CAPABILITIES. THIS TRANSFORMATIVE PROGRAM HOLDS THE POTENTIAL TO REDEFINE AIR COMBAT PARADIGMS BY FOSTERING NOVEL AUTONOMOUS FUNCTIONS FOR CURRENT AND FUTURE CREWED AND UNCREWED PLATFORMS. WE LOOK FORWARD TO THE CULMINATION OF YEARS OF ENGINEERING AND COLLABORATION, AS VENOM LEADS A MEASURED STEP TOWARDS A NEW AGE OF AVIATION."

- MAJ. ROSS ELDER, VENOM DEVELOPMENTAL TEST LEAD

STRATEGIC OBJECTIVE 3.3 - INVEST IN INTEROPERABLE, FEDERATED INFRASTRUCTURE.

Strategic Objective Lead: CDAO

Optimize the Department's federated infrastructure to support scaling data, analytics, and AI adoption and improve interoperability.

Executive Summary of Progress:
In FY24, the Department made important strides towards optimizing federated infrastructure to support data, analytics, and AI interoperability at scale. A notable achievement was the establishment of two data mesh prototypes—specifically the canonical control vocabulary (CCV) and unique identifier (UID)—while advancing work on a federated data cataloging solution. These prototypes form a foundation for the DoD's data mesh, aimed at promoting semi-autonomous data collection and interoperability across the Department. Additionally, the CDAO's AI Scaffolding services continued to support critical DoD AI programs, including Army Linchpin, Maritime Object Detection, and Smart Sensor, delivering over 3.8 million annotations, and enhancing data labeling capabilities up to Impact Level (IL) 5.

Challenges arose due to delays in the SBIR Phase 1, which pushed further prototype developments by approximately six months. However, this delay allowed for a more refined and robust product. The continuing resolution appropriations environment also affected the initiation of new services, though CDAO primarily focused on supporting ongoing services from FY23, such as data labeling and AI data platform evaluations. Despite these challenges, the CDAO made noteworthy progress with successful integration of AI services into DoD programs, thereby improving interoperability and data accessibility.

Capt. Lugo being interviewed at BRAVO11 Hackathon.

Moving forward, the Department will continue scaling its federated infrastructure, with plans to operationalize IL6 data labeling and deploy synthetic data M&S services. These enhancements will bolster AI project support across the DoD, driving the integration of AI and analytics capabilities within the Department's digital ecosystem.

"FOR AN ORGANIZATION OF OUR SIZE AND DIVERSITY OF POLICY AND TECHNOLOGY MATURITY, THE FASTEST WAY TO SUCCEED AT SCALE IS WITH ALIGNMENT IN STRATEGY, INTEROPERABILITY OF DATA AND SYSTEMS, AND RELIANCE AND TRUST ON FEDERATED EXECUTION."

– NAVY CAPT. M. XAVIER LUGO

Performance Goal 3.3.1 - Establish a prototype of the Data Mesh's initial infrastructure on appropriate platforms Performance Goal Lead: CDAO

Establishing an interoperable federated infrastructure to promote semi-autonomous data collection and sharing. Deliver a prototype of fully-serviced Data Mesh comprised of 15 services.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.3.1.1- # of Data Services.	3	4	N/A

Performance Goal Progress Update:
The FY24 target for establishing a prototype of the Data Mesh's initial infrastructure was exceeded, with four services delivered. Currently, two proofs of concept —CCV and UID services—are ready and the DoD CIO Zero Trust Portfolio Management Office (ZT PfMO) funded further development. Moving forward, the Department plans to accelerate development in SBIR Phase 2 to complete the remaining services as well as improve accessibility to the Advana data catalog.

Performance Goal 3.3.2 - Deliver AI Scaffolding Services at DoD-scale that enable or accelerate service efforts
Performance Goal Lead: CDAO

Develop, provide, broker, and advise on the creation of infrastructure, apps, tools, and services needed by DoD customers to enable the development and adoption of AI.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 3.3.2.1- # of successful DoD and Service AI programs enabled through CDAO facilitation.	3.0 Programs	3 Programs	N/A

Performance Goal Progress Update:
The Department successful met the FY24 target for developing, providing, brokering, and advising on infrastructure, apps, tools, and services to support AI development and adoption across the DoD. The CDAO's AI Scaffolding Services facilitated progress on delivering over 3.8 million data annotations and enhancing data labeling up to IL5, which advanced project timelines and enabled data interoperability between programs. Additionally, the team completed a comparative analysis of five leading AI data management platforms, guiding future contracting decisions. Looking ahead, CDAO plans to expand its service offerings to include IL6 data labeling capabilities and synthetic data modeling, broadening DevSecOps capabilities to support evolving DoD AI needs.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

- Department of the Army

The Army xTech and SBIR Programs: Driving AI Adoption

The Army is heavily investing in AI to modernize its capabilities, leveraging the Army xTech Program, and the SBIR and SBTTR Programs. These programs, led by the Assistant Secretary of the Army for Acquisition, Logistics, and Sustainment, are driving the adoption of AI solutions across the Army.

The Army's AI Implementation Plan, announced in March 2024, provides a roadmap for integrating AI across the force, aligning multiple efforts within short and long-term execution windows. Central to this plan is Project Linchpin, an initiative focused on building multiple reliable AI solutions. In FY24, the Army SBIR Program invested nearly $102 million in approximately 75 small businesses developing AI solutions. This funding supports the Army's AI pipeline, with a focus on aligning small businesses with Army needs, including Project Linchpin. The Army also directed a significant portion of the funding, $30 million, toward Automated Detection and Prevention, representing 29% of the SBIR program's AI and machine learning portfolio. Army SBIR also invested $48 million to modernize munitions manufacturing processes using AI.

The xTech Program complements SBIR efforts through competitions that identify, accelerate and reward scalable AI solutions. The xTechScalable AI competition, launched in December 2023, sought solutions to defend against AI threats and aligns with Project Linchpin. xTechScalable AI 2, launched in March 2024, focuses on technologies that can contribute to Project Linchpin's operational AI pipeline.

The Army xTech and SBIR Programs play a vital role in transitioning cutting-edge AI technologies from research to operational use within a secure, government-owned environment. Through strategic investments and collaboration with small businesses, these programs ensure that the Army remains at the forefront of AI innovation. Looking forward to FY25, Army SBIR's AI/Machine Learning (ML) portfolio projects upwards of $105 million in AI funding.

Army and private-sector tech enthusiasts spoke about new endeavors within artificial intelligence (AI) during the March 12 South by Southwest Conference panel "Humanoids or Augmented Humans: Accelerating Autonomy with AI."

"SOME OF THE OBSTACLES INCLUDE LOOKING AT AND UNDERSTANDING AI RISKS...DEVELOPING AI IN A CONTROLLED, TRUSTED ENVIRONMENT OWNED BY THE ARMY OR DEPARTMENT OF DEFENSE CAN MAKE ADDRESSING THESE RISKS EASIER."

- MR. YOUNG BANG, PRINCIPAL DEPUTY TO THE ASSISTANT SECRETARY OF THE ARMY FOR ACQUISITIONS, LOGISTICS AND TECHNOLOGY.

HIGHLIGHTS

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

Of the 73 Performance Measures, 67% MET or EXCEEDED their target.

Best Performing Objective

- Ensure the foundations for research and development by recruiting, retaining, and cultivating talent; revitalizing our physical infrastructure; upgrading our digital infrastructure; and nurturing stronger collaboration across all stakeholders.

Best Performing Measures

- # of new or reassigned DoD hires in emerging technology areas through the DoD Reliance 21 program (e.g. Applied Research for the Advancement of S&T Priorities (ARAP) with a target of 30. ***Result: 73***

  Commitment to investing in the workforce of tomorrow has led to the hiring or reassignment of 73 personnel in emerging technology areas through the DoD Reliance 21 program. This achievement exceeds the target of 30 by an impressive 143%, showcasing the department's proactive approach to strengthening its capabilities in cutting-edge fields and ensuring a future-ready workforce.

- # of DoD civilians and military personnel that have completed digital training courses, including those related to digital engineering, MOSA, and related topics with a target of 500. ***Result: 26,165***

  The DoD has successfully trained 26,165 civilians and military personnel in digital courses, far exceeding the target of 500. This remarkable achievement highlights the DoD's dedication to enhancing digital skills and knowledge, particularly in areas such as digital engineering and Modular Open Systems Approach (MOSA). The OUSD(R&E), played a pivotal role in this significant advancement.

  OPR: OUSD(R&E)

Noteworthy Strategic Objectives:

4.6 - DELIVER CAPABILITIES FOR ENTERPRISE BUSINESS AND JOINT WARFIGHTING IMPACT. CDAO

Overall, the DoD made noteworthy progress towards this objective, underscoring the Department's enhanced ability to leverage data and AI/ML capabilities for both strategic enterprise functions and complex joint warfighting scenarios.

Focus Area SOs:

4.1 - ENHANCE THE DoD'S INTEGRATED INSTALLATION RESILIENCE. OUSD(A&S)

Seven of 20 measures did not meet their target and three of 20 measures cannot report a result due to data availability.

Guardians and airmen conduct a test of the remote modular terminal, a new system for the Space Rapid Capabilities Office, in Colorado Springs, CO, April 4, 2024

* No Status is indicated by measures that do not have data available

STRATEGIC PRIORITY 4: Strengthen Resilience and Adaptability of Our Defense Ecosystem

The Department will strengthen our Defense Industrial Base (DIB) to ensure that the Department produce and sustain the full range of capabilities needed to give U.S. allied and partner forces a competitive advantage. The Department will bolster support for our unparalleled network of research institutions, both university-affiliated and federally funded research and development centers, as well as small businesses and innovative technology firms. The Department will act urgently to better support advanced manufacturing processes to increase our ability to reconstitute the Joint Force in a major conflict. Industry plays a key role in both the effort to strengthen the defense ecosystem and to project military force: our industry Partners provide critical transportation capability and the global networks the Department need to meet day-to-day warfighting requirements. The Department's approach will be eminently proactive, developing vibrant relationships with commercial Partners in order to create sufficient military capacity to satisfy wartime demands at acceptable risk levels.

STRATEGIC OBJECTIVE 4.1 - ENHANCE THE DoD'S INTEGRATED INSTALLATION RESILIENCE.

Strategic Objective Lead: OUSD(A&S)

The Department must take bold steps to accelerate integrated installation resilience to meet current and future all-hazards challenges. These efforts must align with our strategic objectives and mission requirements, ensuring that our military can deter aggression and defend the nation under all conditions. The Department must understand integrated installation resilience requirements, and the Department must develop new policies and guidance, improved construction codes and standards, tools to assess and evaluate all-hazards exposure at installations, and comprehensive installation master planning. By September 30, 2025, the Department will achieve all-hazards resilience planning at installations and will integrate Black Start Exercises and Cyber Resilience Readiness Exercises.

Executive Summary of Progress:

The OUSD(A&S) continues to improve and integrate all-hazards resilience across military installations. Climate-informed decision making, investment prioritization, and business processes that improve installation resilience are critical to defense operations and national security. Improving resilience requires an all-hazards installation resilience planning approach that integrates climate, energy, water, wastewater, facility-related control systems, and community resilience into planning and implementation.

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

Actions to enhance DoD's integrated installation resilience continue to be underway. The Department released the DoD Climate Assessment Tool version 5.0 on September 20, 2024, which includes additional DoD sites for assessing climate exposure.

Integrating all-hazards resilience considerations into policy, technical guidance, and installation related plans in accordance with 10 U.S.C. is underway. The Department requires these plans to capture Integrated installation resilience to ensure mission readiness amidst current and future extreme weather, climate change, cyber security, and necessary risk reduction measures to address the all-hazards threat assessment.

Performance Goal 4.1.1 and Performance Goal 4.1.2.

The Department of the Army is monitoring FY24 results for Performance Goals 4.1.1 and 4.1.2 internally.

Performance Goal 4.1.3 - Fortify and Reduce Risks to DoD Installations From Extreme Weather Events Through Adaptation, Mitigation, and Resilience.

Performance Goal Lead: OUSD(A&S)

The OUSD(A&S) will implement tools to improve decision-making, adapt our business processes, and make specific investments in resilience. OUSD(A&S) will accelerate the Climate Resilience research area within the DoD Strategic Environmental Research and Development Program and the Environmental Security Technology Certification (ESTCP) program. OUSD(A&S) will strengthen the DoD Climate Assessment Tool (DCAT) by updating it with authoritative projected climate information, and the Department will expand its application to all major installations, and transition to a classified environment to conduct installation climate vulnerability assessments. The Department will reinforce its efforts to meet the Nation's warfighting needs under increasingly extreme environmental conditions, and integrate climate requirements into operations, planning, and business and decision-making processes. In July 2021, the Readiness and Environmental Protection Integration (REPI) program identified three strategic goals to guide future resilience activities and project outcomes, including increasing the number of REPI resilience projects, increasing the percentage of REPI funding allocated towards resilience projects, and prioritizing REPI resilience projects based on climate change vulnerabilities.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM- 4.1.3.1- % REPI resilience projects located in high climate exposure risk areas.	74%	93%	N/A
PM 4.1.3.2- % of overall Readiness and Environmental Protection Integration (REPI) projects that are resilience focused.	27%	80%	48%
PM 4.1.3.3- % of overall REPI funding allocated to resilience-focused projects.	40%	80%	63%

Performance Goal Progress Update:
In FY24, the REPI Program advanced progress and is on track to exceed all three performance goals. To increase the number of REPI installation resilience projects, the REPI Program continued to prioritize funding off-base projects that address climate change threats through the annual REPI Challenge. In the FY24 REPI Challenge, 16 of the 17 funded projects selected climate resilience as one of the key project focus areas. These projects received over $21 million in REPI Program funding and are enhancing installation resilience across 10 states and territories, including eight projects in Hawai'i and Guam. Throughout FY24, the REPI Program also continued to expand funding opportunities for installations and partners to leverage REPI installation resilience funding as a non-federal match. Under 10 U.S.C §2684a(h), REPI Program funding can serve as a non-federal match for any conservation or resilience program for any federal agency. The National Park Service (NPS) and REPI Program published a Notice of Funding Opportunity for the Readiness and Recreation Initiative in FY24 to help expand outdoor recreation opportunities outside installations or ranges and support compatible land uses and installation resilience for the defense communities. The NPS is providing $40 million in FY24 project funding and the REPI Program will provide up to $40 million in matching funds to satisfy the applicant's cost-sharing requirements. Finally, in FY24, the REPI Program continued to review resilience project locations against climate exposure data and request climate data directly from the Military Services to ensure installations are leveraging REPI Program funding to address the top climate change hazards. In FY24, Department required the Military Services to include climate change data to justify their installation resilience funding request and explain how the climate threat(s) will impact mission capabilities moving forward (PM 3.3.2.5) as part of their annual REPI Program proposals. The top climate change hazard for installations requesting REPI installation resilience funding in FY24 was riverine flooding, followed by drought.

Performance Goal 4.1.4 - Deliver Forward-Looking, Sustainable Energy Solutions to Address Emerging Power Requirements in Defense.
Performance Goal Lead: OUSD(A&S)|ODASD(E&ER)

The OUSD(A&S) will oversee the use of tools to inform sustainable energy solutions to address risks to critical missions and maximize solutions that improve installation energy resilience. The Department will support the execution of black start exercises and ensure the use of structured, rigorous evaluations of critical energy requirements, risks, and mitigations by completing installation energy plans (IEP). IEPs identify gaps in energy resilience, as a basis for energy project planning and prioritization. The Department will continue to invest in microgrid projects to improve our energy resilience posture using programs such as the Energy Resilience and Conservation Investment Program to fund the construction of microgrids and backup power solutions, strategically closing known energy resilience gaps. To the degree feasible, these microgrids will rely on carbon pollution-free electricity (CFE) technology such as advanced geothermal and small modular nuclear reactors. These investments are part of a broad shift to CFE for all purchased electricity. Along with electrification of buildings and non-tactical vehicles, these investments will both increase the resilience of installations and accelerate the nation's transition to a decarbonized grid.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.1.4.1- % Installation energy plans (IEP) completed.	85%	83%	75%
PM 4.1.4.2- % Energy resilient microgrid planning and design completed at Mission Assurance and Service Priority Installations.	15%	11%	N/A
PM 4.1.4.3- % of known* essential/critical uses for which actions have been identified regarding status, mitigation actions to avoid obsolescence and/or potential sustainable alternatives.	85%	45%	N/A

MET NOT MET EXCEEDED NO STATUS

Performance Goal Progress Update:
The OUSD(A&S) oversees a variety of tools that inform solutions to address critical mission power requirements and enhance installation energy resilience. These tools include resilience testing exercises, IEPs, and a variety of installation energy resilience investments.

The Department has found significant value in the deployment of resilience testing exercises, such Black Start Exercises (BSEs), which are planned, risk- mitigated exercises that emulate a loss of utility power by disconnecting an installation from off-installation energy source to determine the resilience of on-site power generation to support mission requirements. In FY24, the Department exceeded its goal of conducting five BSEs per MILDEP by 140%. The results of these exercises help inform installation energy resilience planning and investments. IEPs establish the basis for planning energy performance projects and provide a roadmap for integrating appropriated and public-private partnership authorities to address critical power requirements and to close energy resilience gaps. The Department continues to make progress in the completion of IEPs with 83% of required installations having completed an IEP by the end of FY24.

The Department focuses on investments in microgrids to strengthen grid resilience and mitigate grid disturbances. The Energy Resilience and Conservation Investment Program (ERCIP) is the Department's key mechanism for building installation energy resilience. ERCIP supports a full range of projects and technologies, but the Department's current focus is on microgrids that incorporate on-site generation and storage technologies. For FY24 ERCIP, 72% of the projects include a microgrid and the Department continues to increase the percentage of completed design for future energy resilient microgrid projects at high priority installations. To the extent possible, these future microgrids will rely on carbon pollution-free electricity technology, such as advanced geothermal and small modular nuclear reactors.

Performance Goal 4.1.5 - Develop a Climate Cognizant Force and Work Proactively with Allies and Partners
Performance Goal Lead: Department of the Navy

Develop a climate-cognizant force that considers climate elements through all aspects of training and equipping the force and planning and executing the mission. Externally, DON will work collaboratively and proactively with Allies and partners to understand how to operate together as our joint operating environment changes and prepare for the exigent circumstances and building instability that severe weather and resource scarcity drive.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.1.5.1- Maintain the # of engagements between senior Navy leaders (ASN or SECNAV level) and foreign partners on climate and energy resilience.	4	4	4

Performance Goal Progress Update:
DON pressed on with building a climate-cognizant force through continuing to incorporate climate considerations into operational planning, training programs, and decision-making processes. Proactive collaboration with Allies and partners enhanced interoperability and shared understanding of climate-related challenges, ensuring collective resilience.

Performance Goal 4.1.6 - Address Past DoD Per- and Polyfluoroalkyl Substances (PFAS) Releases Under Federal Cleanup Law and Find and Implement Alternatives to the Use of Aqueous Film Forming Foam (AFFF)

Performance Goal Lead: OUSD(A&S)

The Department is identifying and addressing PFAS releases under the Comprehensive Environmental Response Compensation and Liability Act (CERCLA), starting with performing Preliminary Assessments/Site Inspections (or PA/SIs) at installations where the DoD may have used or released PFAS. These PA/SIs were conducted at 712 installations (including Base Realignment and Closure and Guard locations), and these targets reflect congressional timeline requirements for completion. The Department is moving into the Remedial Investigation phase of CERCLA, where further investigation is required. In addition, the Department is implementing a comprehensive, methodical process to evaluate and determine the most appropriate and feasible alternatives (such as alternative foams) to replace fluorinated AFFF in shore-based facilities and mobile assets. The Department will ensure that the phase out of AFFF meets congressional deadlines, preserves mission capability, and protects the safety of our force and the environment.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.1.6.1- % Preliminary assessments/site inspections (PA/SI) conducted at required installations.	100%	99%	79.70%
PM 4.1.6.2- % of remedial investigations initiated.	50%	55%	N/A
PM 4.1.6.3- % Transitions from aqueous film forming foam (AFFF) to AFFF alternatives completed at required installations.	25%	10%	0%

Performance Goal Progress Update:

In FY24, the Department continued identifying and addressing PFAS releases under the CERCLA and performing PA/SIs at installations where the DoD may have used or released PFAS, with 99% of PA/SIs now completed. The Department also began the next phase in the cleanup process, the remedial investigation, at 55% of installations that require further investigation. The Department began transitioning from AFFF to a fluorine-free foam that does not contain PFAS in FY24. The Department is ahead of schedule and completed the transition at 10% of installations as of the end of Q3 FY24. The DoD will exceed the FY24 target once it collects and evaluates all the Q4 data.

Agency Priority Goal 4.1.7 - Improve Resilience of DoD Installations

Agency Priority Goal Lead: OUSD(A&S)

The Department will improve all-hazards resilience of military installations through policy, tools, and testing. The results of these actions will produce actionable information about military installation resilience gaps. This information will support climate-informed decision making, investment prioritization, and business processes to increase all-hazard resilience of natural and built infrastructure critical to defense operations and national security. Based on lessons learned and new policy efforts, integrated installation planning is required to improve all-hazards resilience. BSE and Cyber Resilience Readiness Exercises (CRRE) allows us to better track and measure integrated installation resilience. By September 30, 2025, with policies and technical guidance in place, the successful execution of exercises, planning and assessments will allow us to achieve improved resilience at DoD Installations aligned to meet DoD Mission goals, including SecDef Priority Defend the Nation and Annual Performance Report Goal, Strengthen Resilience and Adaptability of Our Defense Ecosystem.

MET NOT MET EXCEEDED NO STATUS

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.1.7.1 -% major installations with Integrated Installation Resilience Plans at installations where Installation Climate Resilience plans per 10 USC 2864 have been completed.	100%	65%	N/A
PM 4.1.7.2- % of additional installations requested in previous FY added to the DoD Climate Assessment Tool (DCAT) to also include the latest Base Structure Report.	100%	100%	95%
PM 4.1.7.3- # policy and technical guidance submitted for publishing.	16	14	N/A
PM 4.1.7.4- Conduct Cyber Resilience Readiness Exercises (CRRE) at 2 installations per year.	2	4	N/A
PM 4.1.7.5- Conduct Black Start Exercises at 5 Department of Army installations per year to assess risks to critical missions and inform resource prioritization.	5	8	45
PM 4.1.7.6- Conduct Black Start Exercises at 5 Department of Air Force installations per year to assess risks to critical missions and inform resource prioritization.	5	8	N/A
PM 4.1.7.7- % of ESTCP funds allocated to projects focused on innovation for sustaining operations in extreme conditions.	26%	33%	N/A
PM 4.1.7.8- Conduct Black Start Exercises at 5 Department of Navy installations - per year to assess risks to critical missions and inform resource prioritization.	5	18	N/A

Agency Priority Goal Progress Update:

The OASD(EI&E) made real progress towards its goals of improving climate- informed decision making, investment prioritization, and business processes and improving all-hazards resilience of military installations. The expansion of DCAT to an additional 58 installation sites in FY24 is part of a larger DCAT version 5.0 update to data methodology and visualization enhancements. This marks a 3% increase in additional sites since FY23 and meets the FY24 target of 100% of major military installations (MMI) added per the FY23 Base Structure Report and those requested by the MILDEPs. Example users of DCAT and how the tool is being used can be found below.

Similarly, the OASD (EI&E) performed well on the goal of conducting BSEs, exceeding the goal of conducting five exercises per MILDEPs, with an emphasis on priority mission assurance installations. Progress towards the goal of issuing resilience-related policy and guidance has also been strong, with 88% of the target (10 policies and four technical guidance) documents updated this year.
The Department integrated installation planning at 65% of MMI where military installation resilience components of the Installation Master (e.g., energy, water, and climate) Plans per 10 U.S.C. § 2864 have been completed.

Performance Goal 4.1.8 - Reduce Greenhouse Gas Emissions to Mitigate Climate Impacts
Performance Goal Lead: Department of the Navy

The Department must reduce its greenhouse gas emissions and draw greenhouse gases out of the atmosphere, stabilize ecosystems, and achieve, as an enterprise, the nation's commitment to 65% emissions reduction by 2030 and net-zero emissions by 2050.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.1.8.1- Increase the reduction of greenhouse gas emissions.	7.50%	11.10%	N/A

Performance Goal Progress Update:
Since 2019, the Department has reduced Greenhouse gas emissions from our installations by nearly 10% through the implementation of energy-efficient technologies, electrification of transportation assets, and the integration of sustainable practices across installations and operations.

Performance Goal 4.1.9 - Increase consumption of carbon free electricity (CFE) as a part of overall electricity usage
Performance Goal Lead: Department of the Navy

Justification from 2021 Executive Order: Mandates 100% net annual CFE use by 2030 in addition to 50% 24/7 CFE by 2030.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.1.4.1- Increase the % of CFE consumed of total electricity by the DON.	15%	37%	33%

Performance Goal Progress Update:
CFE now constitutes over a third of DON's electricity consumption, achieved through strategic investments in renewable energy projects, procurement of clean energy, and partnerships that promote innovative carbon-free solutions.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

- Department of the Navy
The DON staff, from installation to regional to headquarters level, made continued strides toward meeting targets for zero-emission vehicle (ZEV) acquisitions and deployment of electric vehicle supply equipment (EVSE). Long-term targets, driven from the highest levels by Executive Order 14057 and the OSD, require 100% ZEV acquisitions by 2035, with 100% light-duty (LD) ZEV acquisitions by 2027.

For FY24, DON funded 55 EVCF projects with a total award amount of approximately $122 million. This accomplishment resulted from numerous site assessments, electrical infrastructure studies, and cybersecurity analyses at the beginning of FY24 before EVSE and ZEV ordering could commence. Investments in the electrification of non-tactical vehicles will increase the resilience of installations and will contribute to the nation's commitment to 65% emissions reduction by 2030 and net-zero emissions by 2050.

The DON also implemented pilot projects to provide dual EV charging options to both privately-owned vehicles (POVs) and government-owned vehicles (GOV) at Naval Base San Diego (NBSD) and Marine Corps Base Camp Pendleton. Under a ground-breaking model led by the DIU and overseen by Commander, Navy Installations Command (CNIC) and Marine Corps Installations Command (MCICOM), GOV charge for free and POVs pay an economical fee to charge. The vendor, TechFlow, operates and maintains the chargers at zero cost to the DON based on the revenue from POV charging. The DON will be able to generate a production contract to purchase directly from TechFlow for up to five years to scale installation of chargers under this model. The EV charging options provide a valuable service to and increase the quality of life of Sailors, Marines, and staff on base while supporting GOV charging and covering full sustainment of the charging equipment.

Energy and Water Analysis Tool (EWAT): The Assistant Secretary of the Navy for Energy, Installations and Environment (ASN(EI&E)) staff, in collaboration with the Department of the Navy Program Improvement Office (DON PIO), Office of the Chief of Naval Operations N4 Integration and Logistics Support, CNIC, Deputy Commandant for Installations and Logistics, MCICOM staffs, led and synchronized efforts to launch an online dashboard called the EWAT that displays timely, accurate installation energy operational data that supports more agile and responsive Departmental action for energy resilience investments and operational decisions. The EWAT dashboard will utilize existing data sources and reports to give commanders fast and reliable information on their resources so they can make informed decisions. As a result, DON leaders can advance climate-related strategic objectives. For example, users can track progress toward achieving Executive Order 14057, which includes a 65% reduction in greenhouse gas emissions by 2030.

NBSD: The Navy awarded NBSD $6.3 million in Energy Resilience and Conservation Investment Program funding on August 8, 2024 for a microgrid and backup power project. This project will provide electrical continuity and resilience for port and emergency operations. The project constructs solar photovoltaic (PV) electrical generation, a battery storage system, a second emergency generator with fuel efficiency and air quality nozzles to augment the current generator, and a microgrid controller. The project includes energy conservation measures such as small-scale interior lamp replacements and transformer replacements, as well as updating the Heating, Ventilation, and Air Conditioning (HVAC) to include ventilation in the server rooms. The NBSD will use this solar PV to support daytime electrical loading as well as to charge the battery storage system for nighttime operations and load shaving during peak demand and high time of use fees. The NBSD will mount the solar PV on carports to provide shade to parked cars. The solar PV system size will be 300 kW. A 50 kW, 100kWh battery storage system will store the power from the PV, and a 400-500 kVa generator set will provide emergency power if the battery storage system is depleted. The microgrid architecture is a test bed for an expandable, scalable blueprint that the Department can accredit and deploy on an installation-level scale. The project will contribute to increases in solar power generation and battery storage, and reductions in carbon- based fuel requirements and greenhouse gas emissions. This project will help advance the DON toward compliance with Executive Order 14057.

STRATEGIC OBJECTIVE 4.2 - ENSURE SUPPLY CHAIN RESILIENCE THROUGH A MODERNIZED DEFENSE INDUSTRIAL ECOSYSTEM.

Strategic Objective Lead: OUSD(A&S)

The DoD requires healthy, resilient, diverse, and secure supply chains to ensure the development and sustainment of capabilities critical to national security and to build enduring Joint Force advantages. Revitalizing supply chains in the defense industrial base will require the DoD to better understand supply chain risks and to work internally, as well as with interagency, international, and industry partners, to align standards, build domestic capacity, and safeguard markets.

Executive Summary of Progress:
It is abundantly clear just how much IBP impacts not only the DoD and our warfighters but the world as the Department builds support and buy- in for our release of the National Defense Industrial Strategy Implementation Plan (NDIS-IP). The NDIS-IP puts our country in a better strategic posture to defend our country and counter our strategic competitors. IBP is reaching even further, with the Office of the Small Business Programs (OSBP) promoting the programs and initiatives available for the small business community, as it works with public-private partnerships on DoD policies to reduce barriers for entry.

Performance Goal 4.2.1 - Stem and reverse the decline in the number of small business contractors in the DAF industrial base

Performance Goal Lead: Department of the Air Force

Expanding engagements with and investments into the small business community to grow the small business industrial base.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.2.1.1- Annual % change in the number of small businesses that are awarded DAF contracts in the SB category.	Not to Exceed 10% Change	2.73%	N/A
PM 4.2.1.2- Annual % change in the number of Small Disadvantaged Business (SDB) that are awarded DAF contracts.	Not to Exceed 10% Change	6.13%	N/A
PM 4.2.1.3- Annual % change in the number of Women Owned Small Business (WOSB) that are awarded DAF contracts.	Not to Exceed 10% Change	0.31%	N/A
PM 4.2.1.4- Annual % change in the number of Historically Underutilized Business Zone (HUB) small businesses that are awarded DAF contracts.	Not to Exceed 10% Change	-5.22%	N/A
PM 4.2.1.5- Annual % change in the number of Service-Disabled Veteran Owned Small Business (SDVOSB) that are awarded DAF contracts.	Not to Exceed 10% Change	1.14%	N/A

MET NOT MET EXCEEDED NO STATUS

Performance Goal Progress Update:
The Department of the Air Force (DAF) set a goal for Fiscal Year 2024 to decelerate the decrease in the annual small business contractor count, aiming for no more than a 10% decline in the number of small business prime contractors reported as active DAF contractors in the Federal Procurement Data System (FPDS).

The DAF has successfully boosted the total number of small business (SB) vendors by nearly 3%, with an over 6% increase in the Department of Defense-championed Small Disadvantaged Business (SDB) category. Additionally, the number of Women-Owned Small Businesses (WOSBs) has seen a small yet valuable increase. This is a notable accomplishment, considering the steady decline in SB numbers over the past decade.

However, the number of Historically Underutilized Business Zone (HUBZone) certified firms appears to have decreased in Fiscal Year 2024. This is due to the unique context of ongoing transition driven by changes implemented by the US Small Business Administration (SBA). Effective July 1, 2023, the SBA redefined the national HUBZone map, which created a shifting context for HUBZone certification. While many firms in newly designated underserved areas are still learning how to certify or be acknowledged as HUBZone eligible firms, there are also many firms in previous HUBZone-designated areas that no longer qualify for the program due to increased employment, increased average incomes, or other signs of positive development. Many of these firms in previous HUBZone eligibility saw the advanced notice from SBA regarding the mapping transition and reworked their representation to ensure recognition in other relevant socio-economic categories (SDB, etc.).

Performance Goal 4.2.2 - Execute the National Defense Industrial Strategy Implementation Plan
Performance Goal Lead: OUSD(A&S)

The Office of the Assistant Secretary of Defense for Industrial Base Policy (OASD(IBP)) will create a classified implementation plan with metrics and milestones along with an unclassified overview for public release that will describe discrete actions to undertake within the DoD, across the interagency, with Congress, and other external stakeholders including industry and international Allies and partners. This plan and its actions will realize the vision of the NDIS to create a pathway to develop a fully modernized defense industrial ecosystem.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.2.2.1 - Publish policies to institutionalize industrial base resilience across the DoD.	Publish NDIS Implementation Policy (NDIS-IP). Begin NDIS-IP	On Track, Not at risk. NDIS-IP published. Implementation is underway	N/A
PM 4.2.2.2 - Publish economic security framework.	Finalize content and publish the economic security framework	Off Track, At Risk. Awaiting funding to proceed with this project. Currently on-hold; pending resource funding (billets, contractors, tools).	N/A
PM 4.2.2.3- Substantiate wargaming and scenario analysis capability to understand the DIB's ability to support US and Allies/Partners surge needs and mitigate the effect of disruptions to defense capabilities.	Continue the implementation (NDIS and the NDIS-IP)	Off Track, Not At Risk. Queued for action.	N/A

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.2.2.4 - Expand the DIBMAP into additional weapon systems and sub-tier suppliers.	Early planning, initialization, and standup	Off Track, Not At Risk.	N/A
PM 4.2.2.5 - Prioritize investment in DIB to improve resilience and surge capacity	Continue ongoing MCEIP objective of improving the resilience of the DIB and the supply chain and the capacity to surge	On track, not at risk. Defense Production Act Purchases FY24 execution summary: -Total Number of New Project Awards in FY24: 70 -Total Net Obligations in FY24: for 81 total projects (continuing + new awards) -Innovation Capability & Modernization (ICAM) - Total Number of New Project Awards in FY24: 37 - Total Net Obligations in FY24: 73 total projects (continuing + new awards)	N/A
PM 4.2.2.6 - Strategic Industry Engagement.	Industry engagement is focused on three parallel engagement strategies. The prime contractors meet with the USD(A&S) twice annually. Non-traditional outreach strategy will continue to bring VC and PE leadership to DoD for discussions on how to best bring their capital to bear on our challenges. A mid-tier engagement campaign is also planned, with a proactive outreach component for required key DoD capabilities	On track, not at risk. The prime contractors have met with the USD(A&S) 10 times. The non-traditional outreach strategy continues. In September, the ASD IBP held the first-ever Venture Capital and Private Equity Roundtables on how to best bring their capital to bear on our challenges. A mid-tier engagement campaign is also underway, with a proactive outreach component for required key DoD capabilities.	N/A
PM 4.2.2.7- Rightsizing International Industrial Base Dialogues.	Optimize production diplomacy efforts within initiatives such as AUKUS, the UDCG, NAD discussions, PIPIR, and SOSAs with regular domestic industry engagements. Proactively ensure outreach and engagement with allies, partner nations, prime contractors, non-traditional businesses, and mid-tier companies.	On track, not at risk.	N/A
PM 4.2.2.8 - Institutionalize NAD Engagement	Establish a rhythm of in-person engagements with NADs, both bilaterally and multilaterally. Determine the best levels of seniority and frequencies of contact to maintain for these engagements.	On track, not at risk.	N/A
PM 4.2.2.9 - Production Diplomacy.	Optimize production diplomacy efforts within initiatives such as AUKUS, the UDCG, NAD discussions, PIPIR, and SOSAs with regular domestic industry engagements. Proactively ensure outreach and engagement with allies, partner nations, prime contractors, non-traditional businesses, and mid-tier companies.	On track, not at risk	N/A

Performance Goal Progress Update:
In FY24, the implementation of the NDIS is underway, as the Department continues to work with the entire U.S. government, private industry, and our international Allies and partners to modernize the defense industrial ecosystem so that it delivers to our warfighters what is needed when it is needed. The NDIS policy the Department implements every day ensures the Department have and will continue to build a modernized defense ecosystem to meet the global challenges our nation and our Allies will confront.

MET | NOT MET | EXCEEDED | NO STATUS

Performance Goal 4.2.3 - Leverage Small Business Programs to Grow the Small Business Industrial Base

Performance Goal Lead: OUSD(A&S)

Representing over 70 percent of all companies that do business with DoD, small businesses are the vital engine of growth in the United States defense industrial base. Despite their importance to DoD, small businesses face various obstacles in helping the Department meet its challenges. DoD utilizes several programs to enable small businesses to better compete in the defense marketplace. SBIR/STTR and the Industrial Base Ecosystem Development fund (formerly the Rapid Innovation Fund) help technologies and businesses transition from proof of concept to production. APEX Accelerators and the Mentor Protégé Program support small businesses to navigate through the intricacies of government procurement. Project Spectrum educates small businesses on risks related to cybersecurity and foreign ownership, control, or influence and empowers them to defend against those risks. Leveraging these small business programs to strengthen and protect small businesses is key to growing the small businesses industrial base.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.2.3.1- Implementation of DoD's Small Business Strategy.	1 Assessment	0.9 Assessment	1 Assessment

Performance Goal Progress Update:

OSBP continues to reverse the consistent decline in the small business industrial base over the last several years by implementing the DoD Small Business Strategy (2023). This strategy is regrowing the small business industrial base to ensure that the Department maintains access to the innovative defense capabilities it produces. It also creates diversity in defense-critical supply chains. Implementation of this strategy will enable the Department to utilize the potential of small businesses more fully by increasing spending on small business prime contracting, thus increasing the participation of small businesses in the DIB.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

-Department of the Air Force

The decline in small business contracting is gradually being reversed thanks to the efforts of new organizations at Barksdale Air Force Base, such as the Air SAF/SB Force Global Strike Command's CCIT Division, and the Air Force Installation Contracting Center's 767th Enterprise Sourcing Flight, the Air Force Life Cycle Management Center (AFLCMC), and AFLCMC's Bomber Directorate.

These partnership opportunities were made possible by the Air Force Office of Small Business Programs, which utilized the DoD SBIR and STTR programs to harness the talents of small technology companies across the nation. Since October 2023, the 767th ESF team has successfully executed 18 SBIR actions with speed and accuracy and has 17 more initiatives currently underway. The team has streamlined the increased research and development demand by creating custom templates and standardizing set development. Notably, the team processed the first-ever Phase I Specific Topics for Air Force Global Strike Command (AFGSC) with 12 awards granted 30 days ahead of schedule, paving the way for future Phase II and III contract award opportunities.

To tap into the diverse pool of small business solutions, the CCIT works closely with its Louisiana-based consultants, the Small Business Consulting Corporation (BRF) and its Entrepreneurial Accelerator Program (EAP), to address modernization needs quickly, locally, and with a discerning eye for quality. The EAP aids new startups in northern Louisiana by nurturing innovation in Barksdale's backyard, and the contract between AFGSC and Outerlink was negotiated in part due to the longstanding relationship with these champions of local entrepreneurship.

> *"EAP'S SPECIALTY IS ACCESSING NEW COMPANIES AND DETERMINING THEIR VIABILITY, STRENGTHS, WEAKNESSES AND THREATS,"*
> *"THIS COMMERCIAL FOCUS CONTRIBUTES TO THE CCIT BY HELPING ENSURE THE INITIATIVE PICKS TECHNOLOGIES DEVELOPED BY COMPANIES WHICH HAVE BUSINESS PLANS THAT CAN GAIN ENOUGH TRACTION FOR THEIR COMMERCIAL PROJECTS TO SEE THEIR CONTRIBUTIONS TO [AIR FORCE GLOBAL STRIKE COMMAND] COMPLETED."*
>
> *DAVE SMITH,*
> *ENTREPRENEURIAL ACCELERATOR PROGRAM EXECUTIVE DIRECTOR*

STRATEGIC OBJECTIVE 4.3 - ENSURE THE FOUNDATIONS FOR RESEARCH AND DEVELOPMENT BY RECRUITING, RETAINING, AND CULTIVATING TALENT; REVITALIZING OUR PHYSICAL INFRASTRUCTURE; UPGRADING OUR DIGITAL INFRASTRUCTURE; AND NURTURING STRONGER COLLABORATION ACROSS ALL STAKEHOLDERS.

Strategic Objective Lead: OUSD(R&E)

"COLLABORATION—ACROSS DOD, THE PRIVATE SECTOR, AND WITH ALLIES AND PARTNERS—IS WHAT IS REQUIRED TO ADDRESS THE TOUGH TECHNICAL CHALLENGES THAT ARE FACING OUR MILITARY AND THE NATION."

- THE HON HEIDI SHYU
UNDER SECRETARY OF DEFENSE FOR RESEARCH AND ENGINEERING

Technological superiority is essential to ensuring the joint force can operate seamlessly across all domains—air, land, sea, cyber, and space—and in concert with Allies and partners. To accelerate the development of critical technologies and deliver capability to the warfighter, DoD must engage with, recruit, cultivate, and retain a strong talented technical workforce. In order to maximize R&D success and attract top-tier talent, DoD must modernize and sustain investment in laboratory and test infrastructure. In addition, DoD must accelerate deployment of and workforce access to cutting-edge digital capabilities. DoD's ability to address technological challenges requires enhanced collaboration across the defense innovation ecosystem, including government, industry, academia, and R&D components of our Allies and partners.

Executive Summary of Progress:
The Department worked to invest in infrastructure and reinvigorate our workforce by enhancing laboratory and testing infrastructure, upgrading digital infrastructure, and investing in the workforce of tomorrow.

To execute Joint Missions in highly contested environments the Department must test our technology in realistically challenging circumstances. The Department needs to collect and analyze data using modern digital infrastructure. In addition, the Department needs to recruit, retain, and engage the most talented people in the world—both those in our workforce today and in the workforce of the future.

Throughout FY24, the OUSD(R&E) met and exceeded target benchmarks for upgrading digital infrastructure and investing in the workforce of tomorrow.


The HON Heidi Shyu, Under Secretary of Defense for Research and Engineering, attends the Australian Defense Science, Technology, and Research (ADSTAR), September 2024.

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

Performance Goal 4.3.1 - Investments in the Workforce of Tomorrow
Performance Goal Lead: OUSD(R&E)

Education is another cornerstone for building enduring advantage. The Department will invest in tomorrow's workforce at every level of education. Building skills at an early age through competition is critical to excite and encourage students to be interested in pursuing careers in science, technology, engineering, and mathematics (STEM). Under programs like the Defense STEM Education Consortium, the National Defense Education Program, and the Science, Mathematics and Research for Transformation (SMART) Program, the Department will further invest in our STEM workforce pipeline that is critical to our national security.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.3.1.1 % increase in overall SMART scholarships	5%	6.20%	N/A
PM 4.3.1.2 # of new or reassigned DoD hires in emerging technology areas through the DoD Reliance 21 program (e.g. Applied Research for the Advancement of S&T Priorities (ARAP))	30	73	N/A
PM 4.3.1.3 % increase in students, interns and trainees through MII's Educational Workforce Development program	5%	68%	41%
PM 4.3.1.4 % increase in students participating in DoD STEM program K-12 activities	2%	12%	N/A
PM 4.3.1.5 % increase in applications from new colleges and universities not previously within SMART scholarship application pools	22%	35%	N/A
PM 4.3.1.6 % of SMART scholarship awardees retained beyond commitment	70%	70%	N/A

Performance Goal Progress Update:
The OASD(S&T) made significant accomplishments toward this goal in FY24.

MII's Educational Workforce Development Program Improvements

1) In 2024, MxD partnered with the DoD Voluntary Education program to launch six featured career pathways on careerpathdecide.org, a tool utilized by 750 Education Service Officers that advise Military Service members how to find careers that match their experience, education, and military occupation. The public viewed the MxD career pathways in digital manufacturing and cybersecurity more than 20,000 times and the Department expects it to reach tens of thousands of Military Service members making decisions about which sector to launch their civilian careers.
2) AIM Photonics is addressing the demand for skilled workers in integrated photonics by manufacturing and distributing 35 HOPE kits to 28 partner institutions, including two- and four-year colleges and universities, across 10 states. The HOPE kits include fully packaged photonic integrated circuits providing educators with the tools to deliver practical, hands-on training. The Department will distribute the kits along with manuals covering their usage and providing educators with additional resources to help in developing course curricula around the HOPE kits.

MET NOT MET EXCEEDED NO STATUS

3) In collaboration with AccelerateMS and through funding from the DoD, a STEM education program was expanded to five additional community colleges in Mississippi. These new adopters, along with previous adopter East Mississippi Community College, are focused on connecting students to careers in shipbuilding and advanced manufacturing. Since launching in Fall 2023, the program engaged more than 1,000 Mississippi students. These students self-report as 51% female, 14% military connected, and 54% from an under-represented minority in STEM. Further, 65% of students reported being more likely to attend the host college after the program with 37% expressing an increased interest in a career in advanced manufacturing.
4) BioFabUSA launched two Department of Labor-approved Registered Apprenticeship Programs this year – one for Biofabrication Technicians training to manufacture lifesaving, cell-based products, and a complementary program for Advanced Manufacturing Technicians training to manufacture the platform technologies essential for the industry. Through focused coursework and on-the-job training with BioFabUSA and its members, apprentices gain the skills to succeed in the industry and contribute to the development of regenerative technologies. BioFabUSA was honored to see the White House lift up the apprenticeships as part of a nationwide Advanced Manufacturing Workforce Sprint.
5) BioMADE is launching a first-of-its-kind Warfighter-to-Scientist program to support members of the Travis Air Force Base community in entering the burgeoning bioindustrial manufacturing industry. The workshop will cover topics relevant for technician-level roles in the bioindustrial manufacturing sector, such as foundational biological principles; scale-up of biomass fermentation; collecting, preparing, and analyzing samples; following safety guidelines; and more. The bioeconomy is projected to see one million additional jobs added by 2030. This program will help meet that need, while setting up former military personnel and their families for success.

DoD Hires in Emerging Technology Areas
Each three-year ARAP Project builds a core team in its first year. Approximately 50% of the base technical team is from existing federal staff and 50% are new hires including Post Doctoral positions. ARAP Program teams continue to add new technical staff through the second and third year of the program, transitioning them into follow on research efforts as the program comes to completion. ARAP development of leading-edge research capabilities provides the Cool Factor for recruiting and training new scientists and engineers. While ARAP's building of enduring cross-Military Service lab multidiscipline collaborations invigorates retention of highly qualified research staff that benefits the DoD well beyond the span of the ARAP program. The FY22-FY24 Surface Morphing and Adaptive Structures for Hypersonics (SMASH) ARAP built a 208-member team of scientist and engineers from across the industry and academia, adding 36 new DoD civilian researchers and 172 new contractors and students. The students (including interns) were from more than 20 academic intuitions, including the Military Service academies. As the SMASH project sunsets, this team is transitioning into $308 million in follow on advanced and applied research programs adding significant depth the DoD hypersonics knowledge and capabilities base.

SMART Scholarships
As part of the 2024 cohort, the SMART program issued awards to 13 scholars under the Ronald V. Dellums Memorial SMART scholarship, which expands the SMART scholarship opportunity to students with no previous college credit. This opportunity is in honor of Ronald V. Dellums, the 1st African American Chairman of the U.S. House Committee on Armed Services and advocates for diversity by recognizing his vital role in fostering innovation.

In July 2024, the SMART program hosted the first SMART Awardee Orientation for incoming scholars since 2011 in Crystal City, VA. The event spotlighted the SMART program as integral to achieving DoD's commitment to developing new and diverse S&T talent with over 600 attendees (2024 SMART Awardee cohort, SMART scholars, Sponsoring Facility POCs, and DoD leadership across the DoD Components).

In August of 2024, the SMART program awarded 499 scholarships, resulting in a 6.2% increase from the previous annual cohort. The 2024 SMART cohort is the largest and most diverse cohort awarded in program history.

Performance Goal 4.3.2 - Upgrading Digital Infrastructure

Performance Goal Lead: OUSD(R&E)

The Department will continue to modernize its digital infrastructure to improve information sharing and knowledge management. Cloud computing and data sharing will be the norm, in alignment with the Department's Digital Modernization Strategy, Digital Engineering Strategy, Data Strategy, and Cyber Security Strategy. Whenever appropriate, the Department will consult with Allies and partners to build shared platforms that advance collaborative research and development. Technology standards and protocols are core to our digital infrastructure, national security, and economic prosperity. As the Department upgrades its digital infrastructure, the Department will reengage in the standards bodies that set technical specifications. The Department will also encourage industry, academia, and Allies and partners to participate more actively setting standards for upgrading digital infrastructures. Working with Allies and partners, the Department will continue to shape the international rules of the road for digital infrastructure.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.3.2.1- # of new and updated digital training courses deployed to build and cultivate DoD engineering talent and expertise.	5	60	N/A
PM 4.3.2.2- % increase of users of the Digital Engineering Body of Knowledge (DE BoK) database.	5%	88.39%	N/A
PM 4.3.2.3- # of DoD civilians and military personnel that have completed digital training courses, including those related to digital engineering, MOSA, and related topics.	500	26,165	N/A
PM 4.3.2.4- % increase in the content of the DE BoK database.	5%	15.84%	N/A

Performance Goal Progress Update:

In FY24, the OUSD(R&E)'s Office of Systems Engineering and Architecture (SE&A) worked to significantly improve digital infrastructure. SE&A partnered with the Defense Acquisition University and DoD Component functional and workforce management personnel to continue progress on the development and deployment of digital training courses. SE&A utilized various methods of communication to advertise the availability of these courses to the workforce.

A large focus of FY24 for the Digital Engineering Body of Knowledge (DE BoK) database team was to spread awareness of the DEBoK through conference abstracts/briefings and bi-monthly digital engineering community of practices. As such, the DEBoK saw an 88.39% increase in the number of registered users and a 15.84% growth in available content in FY24. Outside of registered users, the DEBoK increased its page views by the thousands. In September 2024 alone, the DEBoK saw over 2,000 views on its resources.

Additionally, a total of 2,701 DoD personnel completed the 60 new digital training courses deployed in FY24.

Performance Goal 4.3.3 - Enhancing Laboratory and Test Infrastructure
Performance Goal Lead: OUSD(R&E)

The Department must make foundational investments in the equipment and facilities required to discover and test new capabilities. The Department's infrastructure needs to be modernized to enable tests that model the Joint Force's ability to fight through network degradation. The Department needs to have the capability and capacity to accommodate new concepts and new ways of testing that emerging technologies will require. Not only will these investments introduce new capabilities to the Department's infrastructure, they will also help attract and retain the most sought-after talent. Allies and partners, as well as industry, are integral to our laboratory and testing infrastructure. The Department aims to provide our most trusted Allies and partners broader access to our laboratory and testing infrastructure than ever before, sharing and protecting together rather than cannibalizing scarce resources and talent among ourselves. Working together, the Department will expand opportunities for facility clearances, increase visibility into our supply chains, fix the weakest links, and ensure the integrity and security of research, development, and manufacturing infrastructure in government, industry, and academia.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.3.3.1- # of prioritized and funded Central Laboratory Investment Program (CLIP) projects for lab infrastructure.	3	5	N/A
PM 4.3.3.2- # of projects funded to improve/modernize DoD laboratory and test infrastructure.	5	0	N/A
PM 4.3.3.3- % increase in testing infrastructure modernization.	1%	0.96%	1.25%

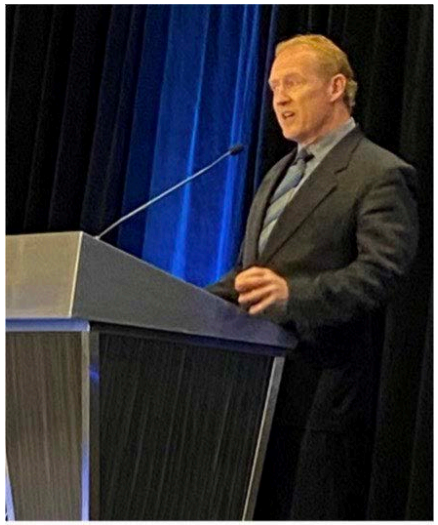
Performance Goal Progress Update:

The CLIP met the FY24 goal by awarding five CLIP projects totaling $21 million.
CLIP released the FY2025 Call for Proposals and received 35 proposals worth $180 million. CLIP scored and rank ordered the FY25 proposals and awaits the FY25 NDAA for final award. The goal for FY25 is to award at least three projects with a total value of $25 million.
To increase the number of projects funded to improve/modernize DoD laboratory and test infrastructure, the Defense Research Enterprise Infrastructure Portfolio released a White Paper and an Executive Summary outlining the strategy for revitalization. A full five year investment strategy and implementation plan will be released early in FY25.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

DOT&E

Enabled Digital Transformation to Accelerate T&E Processes & Decision-making
Stood up a DOT&E cloud environment to support development of capabilities that can generate insights into Operational Testing/Live Fire by capturing key data elements and leveraging cloud services, improved data analytics, and data management. Developed digital tools for core T&E processes and products to include T&E Master Plans and decision support capabilities, such as the Integrated Decision Support Key.



Director Schmidt delivering a Keynote Address at the Modular Open Systems Approach (MOSA) Industry & Government Summit & Expo.

"THE PERVASIVE USE OF ENTERPRISE DIGITALS TOOLS & TESTING AUTOMATION THAT PROVIDES ANALYTICS IN THE CLOUD & AT THE EDGE TO ACCELERATE ANALYSIS & REDUCE DECISION-MAKING TIMELINES ENABLES MORE ROBUST TESTING IN SUPPORT OF ADAPTIVE ACQUISITION PATHWAYS."

– The Honorable Dr. Douglas C. Schmidt
Director, Operational Test & Evaluation

STRATEGIC OBJECTIVE 4.4 - ENHANCE THE DoD'S CYBERSECURITY POSTURE.

Strategic Objective Lead: DoD CIO

The scope, pace, and sophistication of malicious cyberspace activity continues to rise globally. Growing dependence on the cyberspace domain for nearly every essential civilian and military function makes this an urgent issue that must be addressed. DoD overmatch in conventional and strategic weaponry may be overcome through sophisticated attacks within cyberspace, supply chain exploitation across the acquisition and sustainment lifecycle, and intelligence operations targeting insiders with access. The Department must adopt a "Cyber First, Cyber Always" mindset and be prepared to defend DoD systems in a contested cyberspace. Every network, system, application, and enterprise service must be secure by design, with cybersecurity managed throughout the acquisition lifecycle. The Department will maintain system confidentiality, integrity, and availability by defending against avenues of attack used by sophisticated adversaries and with a highly trained and motivated workforce.

Executive Summary of Progress:
The DoD made significant strides in addressing the vacancy rate within the Civilian Cyber Workforce, which currently stands at 16.2% as of Q4 FY24, a decrease of 4.8% from the previous FY. The DoD CIO actively collaborates with the Military Services to leverage existing compensation and hiring flexibilities to attract and retain top cyber talent.

Relating to Zero Trust (ZT), the Department saw a successful demonstration from Department of Navy's Flank Speed pilot. This pilot marked the first positive proof of concept for the Department's ZT strategy and achieved almost 100% Advanced Level ZT.

The DoD published a proposed rule change for the Cybersecurity Maturity Model Certification (CMMC) program in the *Federal Register* on December 26, 2023, a highly anticipated update to safeguard intellectual property for defense contractors and subcontractors. Dubbed CMMC 2.0, the proposed revision addressed public concerns and notably improved upon the initial version of the program, published on September 29, 2020.

"THE DEPARTMENT OF DEFENSE REQUIRES A SKILLED AND MOTIVATED WORKFORCE TO STAY AHEAD OF EVOLVING RISKS AND ON PACE WITH EMERGENT TECHNOLOGIES. THE DEPARTMENT IS IDENTIFYING AND BRIDGING WORKFORCE GAPS TO ENSURE WE ARE PREPARED TO MEET THE CHALLENGES OF TODAY AND TOMORROW. OUR GOALS ARE TO ADDRESS WORKFORCE GAPS BY RECRUITING TOP-TIER CYBER PROFESSIONALS, EXPANDING OUR CYBER WORKFORCE, AND ENHANCING THE SKILLS OF OUR EXISTING TALENT."

- ACTING DOD CIO MS. LESLIE BEAVERS
TESTIFYING BEFORE THE U.S. HOUSE OF REPRESENTATIVES COMMITTEE ON HOMELAND SECURITY

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

Performance Goal 4.4.1 - Expand and Enhance Opportunities to Recruit, Retain, Upskill, and Diversify Our Cyber Workforce.
Performance Goal Lead: DoD CIO

The DoD is focused on enhancing its ability to recruit and retain top cyber talent to complete its mission. Using the Defense Cyber Workforce Framework (DCWF), the Department is revamping personnel management to pinpoint and address key capability shortfalls. By integrating DCWF coded manpower and personnel data into the Advana Cyber Workforce Dashboard, this platform will allow leadership to monitor workforce health and make data driven decisions to fill critical skill gaps promptly.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.4.1.1- Reduce the number of cyber coded vacant billets across the Enterprise.	15% Vacancy Rate	16.2%	20.90%

Performance Goal Progress Update:
The Department was able to reduce the cyber workforce vacancy rate by 4.8% during this fiscal year. The DoD CIO Workforce Innovation Directorate will continue to coordinate with the Military Services to emphasize the use of existing compensation and hiring flexibilities to recruit and retain cyber talent. Projections indicate the DoD will meet this performance measure during FY25 reporting.

Performance Goal 4.4.2 - Drive the implementation of Zero Trust.
Performance Goal Lead: DoD CIO

The Zero Trust Portfolio Management Office (ZT PfMO) was established Q2 FY22 within DoD CIO. The ZT PfMO is the central authority within the DoD to issue ZT policy and guidance within DoD. The ZT PfMO's strategic policy and guidance is driven by federal laws and mandates from the Legislative and Executive Branches, including the following: E.O. 14028, Executive Order on Improving the Nation's Cybersecurity; M-22-09, Moving the U.S. Government Toward Zero Trust Cybersecurity Principles; FY22 NDAA, sections 1511, "Comparative analysis of cybersecurity capabilities," and 1528, "Zero Trust strategy, principles, model architecture, and implementation plan." The ZT PfMO is tasked with leading and coordinating ZT implementation activities across the Department. The ZT PfMO will provide enterprise level policy, guidance, and support to the DoD Components as they implement ZT plans in compliance with the DoD ZT Strategy and ZT Implementation Roadmap. The ZT PfMO will support the Department's budgetary needs to achieve a successful ZT deployment. The ZT PfMO will champion continuing maturation of the DoD ZT Reference Architecture (ZTRA) and influence key technologies and capabilities required to deploy a fully operational ZT environment within the DoD Information Network (DoDIN).

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.4.2.1- Establish ZT PfMO.	100%	100%	100%

MET NOT MET EXCEEDED NO STATUS

Performance Goal Progress Update:
The ZT PfMO achieved Full Operational Capability and executed budgetary obligation. The Department initiated over 18 pilots, including Department of Navy's Flank Speed which demonstrated 151 of 152 ZT Activities as defined in the DoD ZT Strategy. This successful pilot marked the first positive proof of concept for the Department's ZT strategy and achieved almost 100% Advanced Level ZT.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

OATSD(PCLT)

During FY24, OATSD(PCLT) established a new Data and Emerging Technologies Directorate to more effectively integrate with DoD efforts to leverage data and emerging technologies while simultaneously ensuring that DoD's acquisition, use, governance, and oversight of data and emerging technologies proactively accounts for the protection of privacy and civil liberties and promotes departmental efforts to improve transparency in the application of these capabilities. In addition to staffing this new directorate with employees with the appropriate cyber training and experience, OATSD(PCLT) invested in deliberating upskilling their training in the areas of commercially available data and AI. OATSD(PCLT) then leveraged this team to begin the process of upskilling other directorates within OATSD(PCLT) as well as component-level privacy and oversight personnel through a variety of recurring training venues. At the same time, these individuals deliberately engaged in a variety of fora across DoD to help upskill the cyber workforce on the privacy and civil liberties implications and capabilities of large data acquisition and the research, development, testing, breach reporting, and fielding of AI/ML technologies. In addition, OATSD(PCLT) expanded its privacy team by recruiting a new Privacy Risk Management Framework (RMF) specialist. This new position has strengthened OATSD(PCLT)'s participation, collaboration, and support in DoD RMF, cybersecurity, and privacy issues.

U.S. Cyber Command members work in the Integrated Cyber Center, Joint Operations Center at Fort George G. Meade, Md., April. 2, 2021.

STRATEGIC OBJECTIVE 4.5 - INCREASE THE RESILIENCY OF C3 CAPABILITIES.

Strategic Objective Lead: DoD CIO

Command, Control, and Communications (C3) systems' capabilities support effective joint and multinational operations in support of the NDS. C3-enabling capabilities are comprised of information integration and decision-support services, systems, processes, and related communications transport infrastructure that enable the exercise of authority and direction over assigned and attached forces. These capabilities enable commanders and decision makers to evaluate rapidly, select, and execute effective courses of action to accomplish the mission. The FY 2025 objectives focus on ensuring resilient, accurate PNT information and the ability to operate effectively in the electromagnetic spectrum, including tactical data links and satellite communications.


The International Space Station releases the Cygnus cargo vessel S.S. Katherine Johnson over southern Wyoming in the U.S. on June 30.

"WE ARE GETTING AFTER REDUNDANCY AND OPTIONS ... 5G IS ONE OF THOSE OPTIONS, THERE'S A LOT OF FUTURE IN THE PLEO AND SATCOM PIECE OF FULCRUM, WE'VE BUILT IN RESILIENCY WITHIN OUR TERRESTRIAL ARCHITECTURE TO GIVE FOLKS THAT ARE OUT ON THE EDGES MUCH BETTER COMMS OPTIONS THAN THEY'VE HAD IN THE PAST."

- MS. LESLIE BEAVERS, ACTING DOD CIO

Executive Summary of Progress:
The DoD CIO and DISA achieved successful interoperability testing of the Mobile User Objective System (MUOS) to Legacy Gateway Conversion / MUOS Voice Gateway (MLGC/MVG) to provide secure and nonsecure voice and data interoperability between legacy and MUOS users throughout rest of the transition. Additionally, ~6,500 MUOS-capable user terminals were fielded across the DoD for a total over 30,000 to date. This MUOS interoperability significantly improves C2 connectivity at the tactical edge between U.S. and Allied forces.

The DoD CIO continued Enterprise Satellite Communications (SATCOM) management and control (ESC-MC) implementation by initiating initial sprints of the DevSecOps production of the Joint Management Tool (JMT), an automated front end common operational environment that will host all ESC-MC services and perform automated resource allocation of services. The JMT minimum viable product for is planned for a September 2025 delivery. Space Force sponsored a demonstration of automated enterprise SATCOM resource allocation across two commercially provided services in July at the C5ISR lab in Aberdeen Proving Ground. ESC-MC implementation has increased C3 resiliency in global CJADC2 data transport by integrating commercial services with military SATCOM and automating allocation across the enterprise.

Military GPS User Equipment (MGUE) Increment 1 began fielding this FY. The fielding of MGUE provides user access to more resilient GPS and some additional PNT capabilities. The Army is the first Military Service to field M-code and alternate PNT capabilities on their mounted and dismounted assured PNT systems. The Navy continued fielding GPS PNT Services in surface fleet ships with ability to accept M-code cards as a drop-in replacement when Operational Testing with M-code is completed. Aviation platform fielding is slower than anticipated. The Army modified existing Embedded GPS in helicopter and the Grey Eagle UAS to accept M-code cards and begins fielding this year. Aircraft Precision Guided Munitions will be available with MGUE in FY25 before Navy and Air Force aircraft get M-code.

Space Force further delayed delivery of the Operational Control Segment ground control segment due to development challenges. This delay pushes delivery until no earlier than October 2024. USD(A&S) signed an Acquisition Decision Memorandum establishing Responsible Test Organization milestone objective and threshold dates as October 2024 and April 2025 respectively. This modernized GPS ground segment, once completed, will enable more resilient PNT through regionally-focused signal gain on GPS IIIF satellites and through providing operational use of an additional civil aviation signal.

Performance Goal 4.5.1 - Modernize and Bolster Transport (Space and Terrestrial) and Data Link Capabilities.

Performance Goal Lead: DoD CIO

The DoD CIO, in partnership with the Space Command, U.S. Space Force (USSF), and the other CCMDs and Military Services, continues to track modernization of SATCOM capabilities in support of the warfighter and specifically in support of CJADC2. The Department is modernizing its ultra-high frequency capability to the Mobile User Objective System and DoD CIO is tracking compliance with modernization targets in Advana. Additionally, the DoD CIO has authored the ESC-MC Reference Architecture and its associated Implementation Plan and is working with SATCOM stakeholders to establish the metrics in Advana for tracking the seven ESC-MC capability upgrades. ESC-MC will provide the Department with the capability to Fight SATCOM in line with the Chief of Space Operations vision for SATCOM. Finally, the DoD CIO worked with CAPE on implementing the recommendations of the SATCOM Gateway Optimization and Resiliency (GOaR) Study as a foundational capability in support of CJADC2. Those recommendations are protected to be funded as part of Program Decision Memorandum (PDM) II and began in FY24.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.5.1.1- Program for the fielding of satellite and ground architectures to enable narrowband SATCOM operational gap.	50%	48.80%	36.13%
PM 4.5.1.2- Implement SATCOM Gateway Optimization and Resiliency (GOaR) recommendations.	5%	0	0
PM 4.5.1.3- Implement Enterprise Satellite Management and Control Capability (ESC-MC) Upgrades.	10%	10%	Met

Performance Goal Progress Update:
Overall MUOS terminal integration and fielding is on track for 70% completion by 2026 as briefed by the Military Services as part of IT Budget Certification. The completion of FY24, fielding was slightly below target, but the Military Services continue to increase pace of acquisition at a rate in which the Department anticipates will exceed the FY25 goal.

The Department successfully established a framework for ESC-MC development metrics and began developing software to support resource automation. A collaborative team from DISA and Space Force began coding the initial Common Operational Environment and some Resource Allocation processes. Development teams also established measurable, observable functions (performance feature) to verify functionality through the development cycle.

Performance Goal 4.5.2 – Field Modern Position, Navigation, and Timing (PNT).
Performance Goal Lead: DoD CIO

This priority has been successfully achieved with the full fielded timing capability provided by Defense Regional Clocks as originally planned when it reached Initial Operational Capability in June 2023.

STRATEGIC OBJECTIVE 4.6 - DELIVER CAPABILITIES FOR ENTERPRISE BUSINESS AND JOINT WARFIGHTING IMPACT.


U.S. Air Force Lt. Col. Matt Strohmeyer, the Commanders Initiatives Group (CIG) deputy director, speaks with reporters about the new innovative Advanced Battle Management System (ABMS) Onramp 2, Sept 2, 2020 at Joint Base Andrews, Maryland.

Strategic Objective Lead: CDAO

Enhance or generate business analytics and warfighting capabilities with data, analytics, and AI technologies for improved decision advantage outcomes.

Executive Summary of Progress:
In FY24, the Department made significant progress towards delivering world-class data management, analytics, and AI/ML capabilities to enhance decision-making across enterprise business functions and joint warfighting initiatives. Key progress included advancements on the Pulse platform, where ~30% of performance improvement metrics are now connected to fully automated data pipelines, exceeding the 10% target, and providing senior leaders with real-time data insights. The deployment of Analytic Product Teams (APTs) to 13 PSAs enabled the automation of over 330 Pulse metrics, directly supporting data-driven decisions and improving metric metadata accuracy for more strategic planning.

The Department also successfully completed 17 digital projects that strengthen its resilience and adaptability. These include the development of tools for Afghan Special Immigration Visa processing, expanded cyber mitigation tools, and continuous bug bounty programs, all of which reflect a commitment to operational agility and cybersecurity enhancement. Moreover, the CDAO made strides in Responsible AI (RAI) by releasing T&E frameworks for computer vision and launching a Large Language Model (LLM) Evaluation Framework to support informed AI deployment within the DoD.

Overall, the DoD made noteworthy progress towards this objective, underscoring the Department's enhanced ability to leverage data and AI/ML capabilities for both strategic enterprise functions and complex joint warfighting scenarios. Moving into FY25, the Department will build on these achievements, expanding automated data pipelines and AI T&E tools to further strengthen decision advantage across DoD operations.

"DATA ANALYTICS AND AI HAVE MADE REMARKABLE IMPROVEMENTS THROUGHOUT THE DOD IN EFFICIENCY, ACCOUNTABILITY, AND DECISION-MAKING, ENABLING AMERICA'S MILITARY TO RETAIN AND EXPAND ITS DECISION ADVANTAGE."

- U.S. Air Force Lt. Col. Matt Strohmeyer

Performance Goal 4.6.1 - Deliver a joint data integration layer
Performance Goal Lead: CDAO

Deploy a joint data integration layer, enhancing the interoperability of data across various Joint users.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.6.1.1- % increase in priority data accessible via the data integration layer.	10%	12%	N/A

Performance Goal Progress Update:
The FY24 target for deploying a joint data integration layer to enhance interoperability across Joint users was met, achieving a 12% increase in accessible priority data, exceeding the 10% target. Developed under the CJADC2 initiative, this integration layer allows priority data products to be accessed via machine-readable application programming interfaces, supporting data push and pull across various DoD Components. The Department fully integrated 17 priority data sets, with 107 more in development, aligning with Global Information Dominance Experiment (GIDE) strategic objectives and Combined Joint Fires and Global Integration. To build on this success, the Department will continue expanding the integration layer by connecting additional mission-critical data feeds and enhancing support resources, including data dictionaries and developer guides. CDAO will be closely partnered in 2025 with the JS and the OUSD(I&S) to identify priority data feeds for intelligence and fires workflows and test their integrations through 2025 exercises.

MET NOT MET EXCEEDED NO STATUS

Performance Goal 4.6.2 - Increase the development, acquisition, and testing of Responsible AI (RAI) solutions for the DoD.
Performance Goal Lead: CDAO

Provide ad hoc solutions, acquisition support and T&E to accelerate development and adoption of data, analytics, and RAI across the DoD.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.6.2.1- # of AI T&E capability areas and modalities (computer vision, natural language processing) with tools published or published framework documents.	2	2	N/A

Performance Goal Progress Update:
The FY24 target for enhancing RAI capabilities in the DoD was met with the release of critical AI T&E tools, including frameworks for computer vision. Additionally, CDAO developed the Large Language Model (LLM) Evaluation Framework to support generative AI applications, offering guidance on measuring model performance, within key generative AI workflows. Moving into FY25, CDAO will expand T&E capabilities into new domains further building on the Joint AI Test Infrastructure Capability program to support comprehensive DoD-wide AI adoption.

Performance Goal 4.6.3 - Improve the development and acquisition of digital solutions in DoD.
Performance Goal Lead: CDAO

Develop prototype digital solutions to respond to a defined DoD problem, assist in developing roadmaps for in-development DoD digital solutions, and provide acquisition guidance to DoD organizations to ensure product development best practices are incorporated

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.6.3.1- # of completed projects that are delivered to DoD customers that improve adoption of digital solutions.	6	17	N/A

Performance Goal Progress Update:
The FY24 target for improving the development and acquisition of digital solutions within the DoD was successfully met, with 17 projects completed, significantly exceeding the target of six. These projects addressed a range of operational needs and included tools such as the Afghan Special Immigrant Visa application for the Defense Logistics Agency, c-sUAS cyber mitigation tools for the U.S. Navy, and a real-time c-sUAS capability system. Additionally, the Department launched its first continuous and classified bug bounty programs, performed technical assessments on leveraging LLM for position descriptions, and delivered a prototype data analytics application for aerial refueling at USINDOPACOM. These efforts provided DoD customers with digital solutions tailored to specific challenges and helped establish roadmaps for ongoing digital innovation across the Department.

Performance Goal 4.6.4 - Advance Executive Analytics
Performance Goal Lead: CDAO

Provide the DoD with world-class data management, analytics, and AI/ML capabilities to accelerate decision advantage.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.6.4.1- % of performance improvement metrics connected to fully automated data pipelines owned and managed by OPRs.	25%	29.79%	N/A

Performance Goal Progress Update:
The FY24 target for advancing executive analytics was met, with 30% of performance improvement metrics successfully connected to fully automated data pipelines, surpassing the 25% target. This progress, achieved through Pulse, provides real-time data accessibility and enhanced decision-making capabilities across the DoD. APTs were deployed to 13 of 18 PSAs, automating connections for over 330 Pulse metrics. Additionally, the APTs developed automated data pipelines for 10 SMP and 47 BHM metrics, enabling faster and more accurate reporting for senior leadership. Efforts to increase metric metadata accuracy included initiating one-on-one office hours with PSAs, with two sessions completed and nine more scheduled for early FY25.

Performance Goal 4.6.5 - Deliver dynamic campaigning capabilities that improve DoD decision advantage
Performance Goal Lead: CDAO

Deliver data and analytics capabilities that speed up and enhance the quality of decision making on dynamic campaigning.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.6.5.1- # of Secretary and Deputy Secretary of Defense campaign decision processes that fly-aways enhance via development of data-driven solutions.	5	1	N/A

Performance Goal Progress Update:
The FY24 target for delivering dynamic campaigning capabilities to enhance DoD decision-making was not met. The goal was to provide data-driven solutions to support five campaign decision processes; however, funding constraints under the CR limited the operational capacity of the “fly-away” teams originally designated to achieve this goal. Consequently, CDAO shifted focus to directly supporting the PCAT, aligning with DepSecDef guidance. This realignment enables concentrated support on priority areas, even while resource limitations prevented broader deployment of fly-away teams across additional DoD Components.

MET NOT MET EXCEEDED NO STATUS

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– OASD(LA)
OASD(LA) in collaboration with DISA enhanced the functionality and reduced security vulnerabilities of the Congressional Hearings and Reporting Requirements Tracking System platform. This was accomplished through a technology modernization build for operational functions that will have a direct impact on the DoD congressional reporting requirement system.

– DOT&E
Finalized DoD policy for publication on Operational Test & Evaluation and Live Fire Test & Evaluation. The updated policy is forward leaning on adopting the latest science and technology advances to test emerging technologies, such as software-intensive systems, software-embedded systems, AI-enabled systems, and autonomous systems.

Dr. Douglas Schmidt (DOT&E) gives a keynote presentation on artificial intelligence

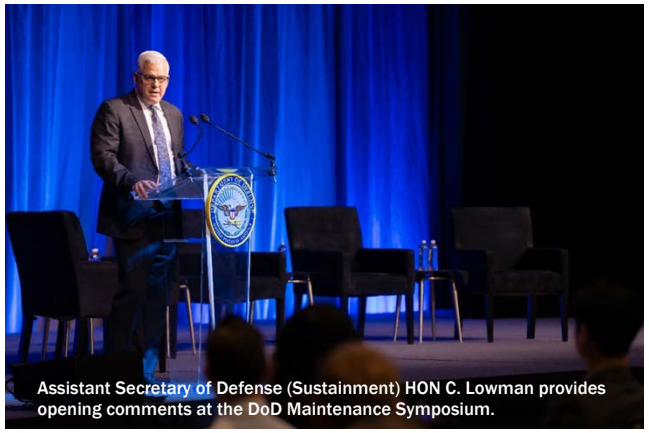
"MAJOR FORCES ARE RESHAPING TODAY'S BATTLEFIELD TO INCLUDE COORDINATION ACROSS ALL DOMAINS, ATTRITABLE SYSTEMS AT SCALE, & SYSTEMS ENABLED BY AI & AUTONOMY. THESE FORCES ARE RESHAPING HOW WE THINK ABOUT ADEQUATE T&E, ESPECIALLY SINCE OUR ADVERSARIES ARE ALSO RAPIDLY UPDATING THEIR CAPABILITIES. DOT&E'S POLICY UPDATES ENABLE THE T&E ENTERPRISE TO SUPPORT THE ACQUISITION COMMUNITY IN DELIVERING WEAPONS THAT WORK, FASTER."

– The Honorable Douglas C. Schmidt
Director, Operational Test and Evaluation

STRATEGIC OBJECTIVE 4.7 - DELIVER SUSTAINMENT OUTCOMES THAT DRIVE INTEGRATED DETERRENCE AND ENABLE EFFECTIVE OPERATIONS IN CONTESTED LOGISTICS ENVIRONMENTS.

Strategic Objective Lead: OUSD(A&S)

Integrated Deterrence and a resilient Joint Force warfighting capability depends upon globally responsive, sustainable, and effective logistics and materiel readiness at all echelons of the Joint Logistics Enterprise. OUSD(A&S) will deliver on our NDS priorities, set the conditions to enable logistics operations in contested environments, and inform resourcing decisions to deliver sustainment and weapons systems capabilities around the globe. Continuous focus on core logistics, product support, and materiel readiness mission areas will leverage scarce resources and optimize talent within the enterprise to deliver the vision of "Military Operations Empowered Through Logistics." Using the existing governance framework and decision support capabilities, all stakeholders in the DoD Sustainment enterprise can coalesce around the planning and decision process to innovate, modernize, and advance Sustainment performance. Integrated and outcome-based performance measures will drive progress toward required capabilities, capacities, and operational outcomes.



Assistant Secretary of Defense (Sustainment) HON C. Lowman provides opening comments at the DoD Maintenance Symposium.

Executive Summary of Progress:

The OUSD(A&S) published DoDI 3110.05 titled "Sustainment Health Metrics in Support of Materiel Availability" which establishes materiel availability (Am), operational availability (Ao), and cost per day of availability (C/DA) for the primary mission asset inventory as the DoD enterprise sustainment health metrics that allow the DoD to measure and assess the effectiveness and efficiency of the DoD sustainment enterprise. The Deputy Assistant Secretary of Defense for Logistics (DASD(Logistics)) and the Logistics IT, in partnership with the DoD Components and the OSD PSAs, made progress on implementing the DoD Logistics IT Strategy to drive modernization and rationalization across the Logistics IT enterprise. Through collaboration with the DoD Components and integration with other parts of OSD, there is now increased focus on and visibility of the Logistics IT portfolio.

"TODAY, THE STRATEGIC ENVIRONMENT IS DEFINED BY CHALLENGES TO LOGISTICS AGILITY, FLEXIBILITY AND SURVIVABILITY THROUGH KINETIC AND NON-KINETIC DISRUPTIONS. TO NAVIGATE AND PREVAIL THROUGH A CONTESTED LOGISTICS ENVIRONMENT MEANS ENSURING THAT LOGISTICS, SUPPLY CHAIN OPERATIONS AND TRANSPORTATION CAPABILITIES ARE RESILIENT AND CAN OPERATE EFFECTIVELY IN HOSTILE ENVIRONMENTS."

- HON CHRISTOPHER LOWMAN,
ASSISTANT SECRETARY OF DEFENSE FOR SUSTAINMENT

Strategic Priority 4
Strengthen Resilience and Adaptability of Our Defense Ecosystem

Performance Goal 4.7.1 - Enable Effective, Affordable, and Sustainable Warfighting Capability.
Performance Goal Lead: OUSD(A&S)

Product support and sustainment planning occurs throughout a weapon system's life cycle. Cost savings, typically realized in sustainment, are greatly impacted by decisions made early in a systems development. It is therefore critically important to have current and up-to-date policy and guidance that highlights product support processes and strategies which must be assessed during system design and initial acquisition and fielding. The guidebooks referenced will be used by Program Managers, Product Support Managers, their support staffs, and others in acquisition and sustainment organizations as they develop and implement product support strategies for new programs, major modifications to legacy programs, or as they re-validate and re-engineer product support strategies for existing fielded systems.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.7.1.1 -% of product support policy, including guidebooks, updated within the last 3-years to keep pace with statutory guidance, global threats and the NDS.	>85%	71%	N/A

Performance Goal Progress Update:
Completed the Product Support Business Case Analysis Guidebook in June 2024.

Performance Goal 4.7.2.
The Department of the Army is monitoring FY24 results for Performance Goal 4.7.2 internally.

Performance Goal 4.7.3 - Deliver Cost Effective Materiel Readiness to Meet with the DoD Warfighting Capability and Capacity.
Performance Goal Lead: OUSD(A&S)|OASD(S)/DASD(MR)

The ability to measure and routinely assess the effectiveness of the DoD sustainment enterprise requires the ability to track Am, Ao, and C/DA. The 2024 DoDI 3110.05 institutionalized these measures to enable a comprehensive understanding of fleet and inventory performance over time, fostering better resource allocation, maintenance scheduling, and overall operational readiness. The metrics provide a proactive rather than reactive fleet management which will enhance our ability to anticipate challenges and mitigate potential issues before they impact mission outcomes. This enables surveillance of fleet equipment by sustainers at all echelons and use of data-driven decisions to implement mitigations within their control.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.7.3.1- Development of MILDEPs Investment approach and plan to improve infrastructure of Covered Depots.	25%	25%	N/A
PM 4.7.3.2- Policy established for capacity and utilization of covered depots.	28%	5%	N/A
PM 4.7.3.3- # of sustainment metrics that the Services are automatically reporting to Advana (for required systems).	2	2	N/A

Performance Goal Progress Update:
The DoD published DoDI 3110.05 which institutes a modernized approach to measuring and enhancing fleet health through advanced sustainment metrics. This specifies superordinate metrics that will allow decision makers at all levels across the DoD enterprise to assess the effectiveness and efficiency of weapon system sustainment using a standard structure and consistently applied methodology.

Performance Goal 4.7.4 - Provide Effective Logistics Information Technology
Performance Goal Lead: OUSD(A&S)

The Department requires an integrated, enterprise system-of-systems strategy for Logistics IT modernization, to align priorities for investment and system requirements, improve effectiveness, and mitigate audit material weaknesses. Leveraging the full range of commercial capabilities as well as internally developed government best practice solutions, improving Logistics IT will enhance the Department's interoperability, enable decision-makers to harness data to capitalize on strategic and tactical opportunities, and enable effective operations in a contested environment. Development of a Department Logistics IT strategy in conjunction with the DoD Components and establish performance targets for Logistics IT systems in partnership with DoD CIO, CDAO, and USD(C)/CFO to comply with policy and auditability requirements.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.7.4.1- % of Logistics IT systems that perform end-to-end Logistics processes that comply with transaction standards per DoDD 8190.01E and DLM 4000.25.	80%	89%	N/A
PM 4.7.4.2- % of Logistics IT systems perform equipment accountability and visibility that comply with DoDI 5000.64.	10%	22%	N/A
PM 4.7.4.3- % of Log IT systems that perform materiel inventory management functions that comply with requirements in DoDM 4140.01 V11.	10%	7%	N/A

Performance Goal Progress Update:
DoD made progress in providing effective Logistics IT during FY24. The DoD published its first Logistics IT Strategy in February 2024, which solidifies Logistics IT modernization and rationalization efforts across the enterprise. Aligned with DoD strategic priorities, the Logistics IT Strategy sets priorities and objectives to help the Department modernize how systems harness data to strengthen the supply chain for the future, improve interoperability and audibility, increase resilience across the enterprise, and bring greater capability to the Warfighters, wherever they are and at the time of need. Furthermore, Logistics IT requirements continued to be integrated into DoD CIO's Annual Defense Business System Certification and DoD USD(C)/CFO's Financial Management Systems Review processes to enable increased visibility of policy compliance. The ODASD(Logistics) began to build an integrated dashboard for the Logistics IT portfolio which visualizes key metrics and measures from the Logistics IT Strategy and across OSD to enable data-driven portfolio assessments and better inform decisions.

MET NOT MET EXCEEDED NO STATUS

Performance Goal 4.7.5 - Deliver a clean and zero-emission light duty vehicle fleet to the DoD
Performance Goal Lead: OUSD(A&S)

In line with Executive Order 14057, "Catalyzing Clean Energy Industries and Jobs Through Federal Sustainability," the DoD is revitalizing its sustainability efforts by pursuing a clean and zero-emission light-duty vehicle fleet. The DoD will work with Component Fleet Managers to ensure the Department meets year-by-year ZEV transition goals and targets set by the President. The DoD is focused on reaching 100% zero-emission light-duty vehicle acquisitions by 2027 aligned with EVSE availability. Original Equipment Manufacturer vehicle supply chain limitations challenge the ability of the DoD to set reliable acquisition targets.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.7.5.1- % of Light Duty Vehicles (lease/buy) measured against Service budget requirement to meet E.O. 14057.	(No Year-by-Year target*) % of Light Duty Vehicle acquisitions are ZEVs" by 2027 per Executive Order 14057	38%	100%

Performance Goal Progress Update:
FY24 Progress Update: 38%

Performance Goal 4.7.6.
The Department of the Army is monitoring FY24 results for Performance Goal 4.7.6 internally.

Performance Goal 4.7.7 - Provide Effective Warehouse Management Capability
Performance Goal Lead: OUSD(A&S)

The Department requires the ability to account for and streamline warehousing and distribution costs by streamlining the infrastructure footprint of the current warehouse network. The current Department warehouse enterprise is estimated at over 4,000 warehouses in the CONUS and an estimated utilization rate of 49%. Savings can be achieved through reduction of commercially owned and/or leased warehouses and optimizing the use of government owned facilities to achieve a 75% warehouse utilization rate. Improvements in warehouse management policy and workforce education and training would enhance the outcomes. The Warehouse Utilization (WU) Program is a Performance Improvement Initiative and includes the development and deployment of an Advana hosted management dashboard along with automated data collection systems.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.7.7.1- Number of Service/DLA warehouse locations scanned, recorded and managed into the WU Dashboard.	90	950	N/A
PM 4.7.7.2- Policy and procedures established to submit automated Storage Space Management Report (SSMR) to DASD(Log) twice a year.	25%	50%	N/A

Performance Goal Progress Update:
WU funding ended in Q2 FY24, but the program was able to complete the final pilot site (Anniston) and deliver the optimization plan to the Army. The Assistant Secretary of Defense for Sustainment (ASD(S)) and PIO/DA&M collaborated on the development of the PII Assessment Methodology to measure performance when the WU initiative is fully funded. The Department did not provide Financial resources to ensure continuity of the initiative beyond the pilot phase, however, OUSD(A&S) requested $50 million to support funding a multiyear sustainment contract from FY25-29.

As of this writing, the Department scanned approximately 950 warehouses and uploaded baseline utilization data into the WU Dashboard in Advana.

Performance Goal 4.7.8.
The Department of the Army is monitoring FY24 results for Performance Goal 4.7.8 internally.

Performance Goal 4.7.9 - Provide Effective Supply Chain Risk Management (SCRM) Integration Capability
Performance Goal Lead: OUSD(A&S)

The Department requires a persistent and holistic approach for managing the risks associated with supply chains of the DIB and national security innovation base as it pertains to DoD supply chain entities, relationships, and functions. As a PII, delivery of a Supply Chain Risk Management Integration Framework, risk taxonomy, strategy, policy, and integrated data strategy will strengthen the resiliency of our defense supply chain. The Department requires the ability to share and manage supply chain risk information and tools across the DoD supply chain ecosystem. Sponsorship of enterprise-level supply chain tools and capabilities will enable organizations across the Department to more easily procure supply chain data. A training and curriculum roadmap and a data analytics strategy will enhance the Department's ability to identify, manage and mitigate risk in our defense supply chains to ensure our national defense and security at home and abroad

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 4.7.9.1- Develop and deploy a central platform (e.g. Advana, SharePoint) to enable the sharing of Vendor Risk Assessments across the Enterprise in order to reduce duplicative efforts.	20%	50%	N/A
PM 4.7.9.2- Guidance published on SCRM integration with roles and responsibilities assigned to appropriate PSAs and aligned to existing acquisition policy; including taxonomy and 12 risk categories.	50%	50%	N/A

Performance Goal Progress Update:
USD(A&S) signed memo in October 2024 and assigned ASD(S) as SCRM integrator. The Integration Center held SCRM summit, developed a mitigation guidebook, sponsored a blanket purchase agreement for commercial supply chain risk illumination tools, refined a supply chain risk taxonomy, and developed a database of government supply chain risk illumination tools.

STRATEGIC OBJECTIVE 4.8 - OPERATIONALIZE DEFENSE INTELLIGENCE AND SECURITY PARTNERSHIPS ACROSS THE DEPARTMENT, U.S. GOVERNMENT, PRIVATE SECTOR, ACADEMIA, AND INTERNATIONAL ALLIES AND PARTNERS**

Strategic Objective Lead: OUSD(I&S)

The DIE (Defense Intelligence Enterprise) and DSE (Defense Security Enterprise) must transform partnerships across the Department, U.S. government, Global Alliance, industry, academia, and the private sector. This includes developing and transforming Defense Intelligence and Security partnerships with Allies and partners into dynamic policy and mission enablers, oriented around achieving shared outcomes and regularly demonstrating the value of force multiplication in intelligence and security efforts. To deliver optimal effects against foreign adversaries, the Department and its partners must learn from and lean on each other's mission capabilities, comparative strengths, and authorities, ultimately establishing an enduring combined effort against the Department's goals and prioritized intelligence and knowledge gaps. The DIE and DSE must narrow gaps and seams between Defense Intelligence Components, with other U.S. government elements, and with academic and commercial partners.

The Honorable Milancy D. Harris, Acting Under Secretary of Defense for Intelligence and Security, participated in a fireside chat at American University to share insights on her career and the use of intelligence in national decision making.

Executive Summary of Progress:
OUSD(I&S) developed relationships that strengthen operational cooperation that support defense of partners against adversaries such as Russia and the PRC. OUSD(I&S) established agreements with new international partners to allow sharing of higher classification topics than previously authorized. The DIE and DSE deepened cooperation with multiple countries, academic institutions, and government agencies to build and enhance partner resilience, security, and CI posture.

"THE WORK HAPPENING THROUGH ACADEMIC AND INDUSTRY PARTNERS IS EXCITING AND FOCUSED ON LEVERAGING TECHNOLOGY AND SCIENCE TO MEET INTELLIGENCE AND SECURITY CHALLENGES WITH A HUMAN-CENTERED FOCUS."
"THESE PARTNERS ARE EXCEPTIONALLY QUALIFIED TO EVOLVE OUR CAPABILITIES IN THIS AREA, AND TO STRENGTHEN OUR NATIONAL SECURITY IN INNOVATIVE WAYS."

- THE HONORABLE MILANCY D. HARRIS, ACTING UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE & SECURITY

****Performance Goal and Measure information is not cleared for public release.**

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

- Department of the Air Force

A pilot program developed by Space Systems Command uses commercial-data analytics powered by commercially and publicly available information to provide timely surveillance, reconnaissance and tracking products to CCMDs. Known as the Tactical Surveillance, Reconnaissance and Tracking Program (TacSRT), the pilot program is Space Force chief of space operations initiative to rapidly deliver commercial data analytics Operational Planning Products through the Space Force field components to meet unified CCMD needs.

TacSRT provides a rapid, dynamic, and competitive acquisition process for commercial vendors to receive taskings and deliver analytical products using space sensing data through a Global Data Marketplace (GDM). The GDM is a web-based, one-stop shop interface allowing the TacSRT Cell to advertise, award, and fund short-term surveillance, reconnaissance and tracking contracts with commercial vendors. TacSRT is advancing how to best use space based commercial resources, making real-time modifications and improvements to maximize the analytical benefits for warfighter needs.

Earlier this year, TacSRT again proved its mettle by providing U.S. Southern Command (USSOUTHCOM) with near real-time tracking of devastating wildfires sweeping across Chile and Colombia.

"THE COMMERCIAL DATA ANALYTICS PROVIDED BY THE TACSRT TEAM ADAPTED QUICKLY TO THE DYNAMIC WILDFIRE ENVIRONMENT IN OUR OPERATIONS IN CHILE AND COLOMBIA,"
"THE RESPONSE OF THE TEAM WAS DYNAMIC AND PERSISTENT AS FIRE FIGHTERS WORKED TO GET AHEAD OF THE BLAZE. IN 22 YEARS OF SERVICE AS A SPACE OPERATOR, I HAVE NEVER BEEN INVOLVED IN A MORE TACTICAL APPLICATION OF SPACE CAPABILITY."

- COL. JONATHAN WHITAKER, USSOUTHCOM DIRECTOR OF SPACE FORCES

HIGHLIGHTS

Strategic Priority 5
Address Institutional Management Priorities

Of the 21 Performance Measures, 48% MET or EXCEEDED their target.

Best Performing Objective

- Improve Foundational Data Management.

Best Performing Measures

- # of data products produced by the PSA Data Product Teams with a target of 5. ***Result: 46***

  The effort to building a strong foundation of high-quality, authoritative data is evident in the production of 46 data products by the PSA Data Product Teams, far exceeding the target of 5 by 920%. This remarkable achievement highlights the department's dedication to leveraging robust data-driven insights to enhance decision-making and operational effectiveness.

- # of solutions in the ecosystem with a target of 200. ***Result: 393***

  The DoD has achieved 393 solutions in the ecosystem, significantly surpassing the target of 200. This milestone showcases the effective efforts and strategies of the CDAO in fostering innovation and progress within the DoD.

  OPR: CDAO

Noteworthy Strategic Objectives:

5.2 - STRENGTHEN DATA GOVERNANCE AND REMOVE POLICY BARRIERS. CDAO, overall, made noteworthy progress.

5.9 – IMPROVE FOUNDATIONAL DATA MANAGEMENT. CDAO

CDAO, Overall, made noteworthy progress, as the Data Product Team's (DPT) efforts in scaling data product management and treating data as a strategic asset across the enterprise demonstrate significant strides in data quality improvement.

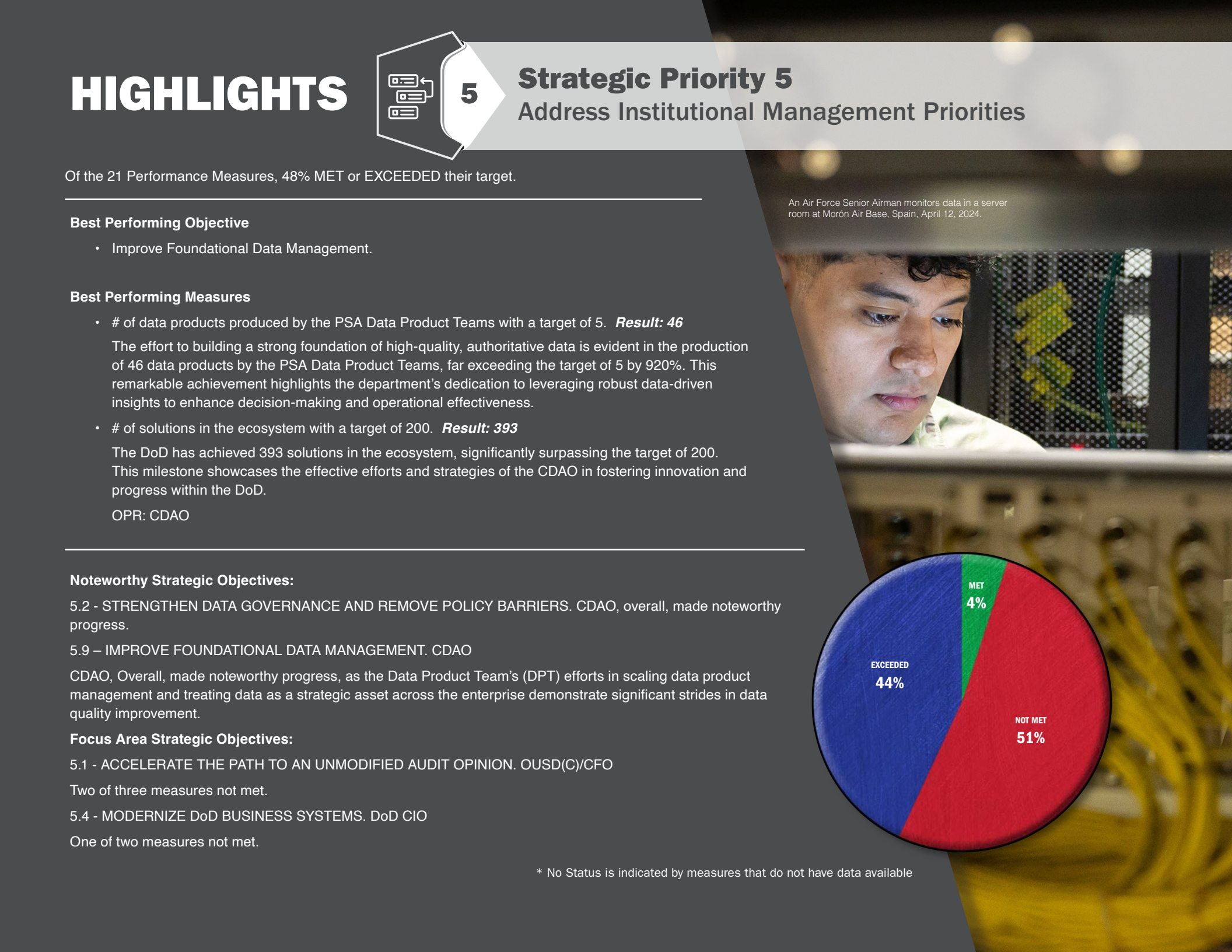
Focus Area Strategic Objectives:

5.1 - ACCELERATE THE PATH TO AN UNMODIFIED AUDIT OPINION. OUSD(C)/CFO

Two of three measures not met.

5.4 - MODERNIZE DoD BUSINESS SYSTEMS. DoD CIO

One of two measures not met.



An Air Force Senior Airman monitors data in a server room at Morón Air Base, Spain, April 12, 2024.

* No Status is indicated by measures that do not have data available

Strategic Priority 5: Address Institutional Management Priorities

Building enduring advantages also requires the Department to focus on standardization and simplification to enable productivity, trustworthiness, security, and innovation in DoD's management practice. Through Department-level and federal agency-wide priority efforts to address institutional priorities, challenges, and risks, the Department will improve force readiness, deliver greater impact through innovation, and increase the effectiveness and efficiency of the Department's day-to-day operations. The SMP captures key Department-wide initiatives - such as achievement of an unmodified audit opinion - to tackle existing challenges, streamline business processes, and secure and rationalize defense business systems. When audit is achieved, the Department will operate in a secure environment in which financial data and reporting integrity are the norm, providing confidence in the data used for decision making across the Department. This happens through continued diligence in our audit remediation efforts, which continue to foster an environment that features fewer more capable and secure systems, better data, a proficient analytical workforce, and improved transparency that enables faster insights for mission support.

STRATEGIC OBJECTIVE 5.1 - ACCELERATE THE PATH TO AN UNMODIFIED AUDIT OPINION.

Strategic Objective Lead: OUSD(C)/CFO

Build workforce proficiency to correct problems and improve our financial results by mitigating material weaknesses (MWs) and achieving an unmodified audit opinion through the pursuit of excellence in all financial execution activities. Specifically—the Department seeks a lean, secure, and compliant operations and systems environment in which financial data and reporting integrity are the norm. This provides confidence to Congress and the American taxpayers that the Department is using our resources appropriately.

Executive Summary of Progress:

The Department completed its seventh annual consolidated financial statement audit, covering approximately $4.1 trillion of the Department's total assets and $4.3 trillion in total liabilities. The audit comprised 28 standalone audits conducted by independent public accountants (IPAs) and the DoD OIG. The DoD OIG issued a disclaimer of opinion on the Department's FY 24 consolidated financial statements, meaning it was unable to obtain sufficient appropriate audit evidence on which to base an opinion. For more information, see the Independent Audit Report issued by the DoD OIG in the Financial Section of this report.

> **"AS WE ADVANCE ON THE 2028 MANDATE, WE ARE HOLISTICALLY ADDRESSING THE ROOT CAUSES IN MATERIAL AREAS TO OVERCOME AUDIT SCOPE-LIMITING ISSUES AND ACCELERATE AUDIT PROGRESS. WHILE WE WILL CONTINUE TO TRACK NUMBERS OF AUDIT FINDINGS AND MATERIAL WEAKNESSES, OUR FOCUS WILL BE ON TACKLING THE BIG ISSUES IMPEDING AN UNMODIFIED OPINION AND MEASURING PROGRESS IN TERMS OF VALUE TO THE AMERICAN PEOPLE—WORKFORCE MODERNIZATION, BUSINESS OPERATIONS, QUALITY DECISION-MAKING, RELIABLE NETWORKS, AND ENHANCED PUBLIC CONFIDENCE."**
>
> *HON Michael McCord, OUSD Comptroller*

Of the 28 reporting entities undergoing standalone financial statement audits, nine received an unmodified audit opinion, one received a qualified opinion, 15 received disclaimers, and three opinions remain pending. The Defense Threat Reduction Agency (DTRA) achieved an unmodified audit opinion in only its second year under standalone audit. The Independent Auditor Report for each standalone audit is available in the respective Reporting Entity's agency financial report, accessible on the unclassified Agency Financial Report website. Other Reporting Entity and Accounts are audited by the DoD OIG as part of the DoD-wide consolidated financial statement audit.

DoD-wide consolidated financial statement audit resulted in the downgrade of the Contingent Legal Liabilities MWs and the addition of the Leases MWs in FY24, for no net change in the number of DoD-wide MWs. Eight reporting entities closed or downgraded their Fund Balance with Treasury (FBwT) MWs: Army General Funds (GF), DON Working Capital Fund (WCF), DAF WCF, DISA GF and DISA WCF, DTRA, the DARPA, and the National Geospatial-Intelligence Agency. In addition to existing reporting entities with favorable audit opinions, DoD closed or downgraded 12 FBwT MWs over the last two FYs, totaling $703 billion, or 82% of the $856 billion DoD-wide balance. Of that the MILDEPs represent $657 billion, or 78% of the total.

In addition, the Army GF and Army WCF both closed their Entity Level Controls – Enterprise Responsibilities MW, and Army WCF downgraded its Property, Plant and Equipment – General Equipment, Property, Plant and Equipment Real Property and Environmental Disposal and Liabilities MWs; the DAF GF downgraded its Military Equipment MW; the Defense Health Program closed its Stockpile Materials MW and downgraded its Information Systems MW; the Defense Intelligence Agency downgraded its Financial IT Controls MW, DISA GF downgraded its Financial Reporting MW, and the USACE – Civil Works downgraded its Construction In Progress – Property, Plant and Equipment MW.

Four reporting entities received six new MWs: Army GF and Army WCF received Property, Plant and Equipment – Internal Use Software; Army GF received Leases MW; Army WCF received Costs, Disbursements, and Budgetary Obligations MW; DTRA received Monitoring of Feeder Systems and Journal Vouchers MW, and National Reconnaissance Office received Statement of net cost changes MW. Additionally, DISA GF elevated its GPP&E from Significant Deficiency to MW.

Performance Goal 5.1.1 - Increase the Number of Favorable (Unmodified or Qualified) Financial Statement Audit Opinions.
Performance Goal Lead: OUSD(C)/CFO

The Department continues to address long-standing areas of MWs and recommit efforts by refining the Department's audit priorities to better align remediation resources to areas of expected audit results in FY22. To help guide the process of addressing these priority areas, senior leaders across the Department will continue to leverage audit roadmaps, the governance process, and working groups to foster accountability toward finding solutions to common barriers for each component under standalone audit that received a disclaimer of opinion. The Department uses these audit roadmaps to align MW remediation strategies across the Department, identify timelines, prioritize focus areas, and ensure progress and resources are monitored.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.1.1.1- Total # of favorable (unmodified or qualified) financial statement audit opinions.	14	10	11 10 clean (unmodified) and one (1) qualified (modified) opinions (FY24)
PM 5.1.1.2- # of component material weaknesses (MWs) downgraded.	25	Net 12 (19 downgrade or resolved, 7 new or elevated)	11

**As of November 19, 2024, the following audits are still ongoing, including DoD OIG, U.S. Marine Corps (USMC), and DLA NDSTF*

Performance Goal Progress Update:
To increase accountability to the American public, the FY24 NDAA legislated an acceleration in the Department's audit goals, mandating an unmodified financial statement opinion by December 31, 2028. Meeting the Department's audit goals, as well as the congressional mandate, demanded a meaningful shift in the overall DoD audit strategy and a review of the Department's audit timelines, dependencies, and challenges. In accordance with the SecDef's expectations for the Department's audit priority goals and financial statement audits, outlined in the Expectations for Supporting DoD Financial Statement Audits memorandum, the Secretaries of MILDEPs and PSAs must submit annual audit roadmaps to support the acceleration of progress for the achievement of the DoD-wide unmodified opinion. Each roadmap is reviewed annually to ensure it aligns to the SecDef's audit priorities, addresses root causes of issues, and achieve the December 2028 unmodified audit opinion mandate.

Performance Goal 5.1.2 – Utilize Advana for Fund Balance with Treasury Reconciliations.
Performance Goal Lead: OUSD(C)/CFO

FBwT represents the aggregate amount of the Department's available budget spending authority available to pay current liabilities and finance future authorized purchases. Ensuring the department has an accurate accounting of our available budget spending authority is critical for DoD to reach its auditability objective and to provide confidence to Congress and the American taxpayers that the Department is leveraging resources appropriately. To address a long-standing MWs regarding FBwT, the Department is leveraging the Advana platform to standardize the FBwT reconciliation process across the Department with the goal of having 100% of DoD financial reporting entities on boarded and leveraging the tool by FY 2025.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.1.2.1 - % of Fund Balance with Treasury (FBwT) Entities on Advana/total Entities.	75%	90%	90%

Performance Goal Progress Update:
The Department exceeded its planned goal for FY24, migrating 90% of DoD Reporting Entities' FBwT reconciliations into Advana, with four remaining entities to complete throughout FY25 and FY26. Air Force GF officially migrated to Advana in October 2024. Security Assistance Accounts was targeted for implementation in December 2024, and Army GF was targeted for implementation in March 2024.

MET NOT MET EXCEEDED NO STATUS

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Army

Progress in Achieving a Clean Audit Opinion

In FY24, the Army established its newest audit governance forum, the Audit Integration Executive Committee (AIEC), and published HQDA Audit Executive Order 261-23, Army Auditability Plan to codify audit guidance for the Army. The weekly AIEC is a subcommittee of the Army Audit Committee and oversees the assignment, execution, and assessment of audit MW downgrades and remediation of significant deficiencies against the Army's Audit Roadmaps. The Army anticipates several MWs downgrades in FY24, including its Entity Level Controls – Enterprise Responsibilities MW for both GF and WCF. In response to this downgrade, the Army updated Army Regulation 11-2 with new Risk Management Internal Control (RMIC) Program standards for all commands, improving the Army's audit compliance, as well as its resilience against emerging risks. Next, the Army's universe of transactions in Advana (the primary reporting and population source across all business process areas and material weaknesses) reached critical maturity, supporting a key SecDef audit priority, and improving visibility into the Army's financial transactions. As the Army's FBwT reconciliations are fully supported by Advana, the Army is also on track to downgrade its GF – FBwT MW, pending IPA testing results. The Army also supported an increase in testing compared to last year by conducting over 560 site visits and providing roughly 18,000 samples to the IPA in FY24, an increase of 40% and 25% from FY23, respectively. Lastly, as of September 30, 2024, the Army closed over 84 of 398 prior year notices of findings and recommendations (NFRs), including 24 NFRs closures in the high priority IT General Controls category, showing progress.

STRATEGIC OBJECTIVE 5.2 - STRENGTHEN DATA GOVERNANCE AND REMOVE POLICY BARRIERS.

Strategic Objective Lead: CDAO

Ensure responsible behavior, processes, and outcomes while accelerating the pace of adoption for data, analytics, and AI technologies across the Department.

Executive Summary of Progress:
In FY24, the Department achieved significant progress in strengthening governance and removing policy barriers to accelerate the responsible adoption of data, analytics, and AI technologies. A major milestone was the completion of over half of the LoEs in the RAI Strategy & Implementation Pathway (RAI S&I Pathway), which included integrating RAI principles into the DPG, establishing a Department-wide RAI Community of Interest, and initiating RAI toolkit pilots. These actions have laid a strong foundation for processes leading to ethical outcomes in AI adoption, which support the Department's strategic priority of responsible AI integration across mission-critical functions.

Additionally, the launch of the Data Barrier Interoperability Tracking System (DBITS) at the end of FY24 marked a critical step forward in improving data-sharing capabilities within the CJADC2 framework. DBITS enables the Department to track, address, and mitigate data-sharing barriers across the DoD and with Allies and partners. By facilitating rapid resolution of interoperability obstacles, DBITS will enhance collaborative, data-driven decision-making and accelerate the pace at which the Department can leverage data across global operations.

CDAO, overall, made noteworthy progress. Some challenges included delays in creating a common use case repository, which highlighted areas for focused improvement. Moving into FY25, the Department will focus on scaling partnerships, enhancing governance frameworks, and further developing the RAI Acquisition Toolkit. With tools like DBITS supporting improved data interoperability and increased alignment on ethical AI practices, the Department is well-positioned to enhance operational agility, interoperability, and RAI usage in mission-critical areas.

> **"The DoD remains committed to adopting AI technology in a manner that aligns with national values, shared democratic ideals, and the U.S. military's longstanding commitment to ethical and legal behavior."**
>
> *- Dr. Radha Iyengar Plumb*
> *Chief Digital and Artificial Intelligence Officer*

Dr. Radha Iyengar Plumb, Chief Digital and Artificial Intelligence Officer, addresses industry leaders at the GIDE Industry Day forum. Photo taken July 16, 2024.

Performance Goal 5.2.1 - Increase the speed and ability to share data within the DoD, interagency, and across Allies and partners (initially focusing on CJADC2 enablement).
Performance Goal Lead: CDAO

Measure speed of data discoverability as a function of progress toward Plan of Action and Milestones (POA&M) that solve individual data barriers.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.2.1.1 -# of days (average) taken to accept risk or develop corrective action and perform barrier remediation as captured in the (to-be-created-by CDAO) Data Barrier Interoperability Tracking System (DBITS).	Floor: 180 Days Ceiling: 180 Days	0 Days	N/A

Performance Goal Progress Update:
The performance target for measuring the time to resolve data-sharing barriers was not met in FY24, as the Department launched the DBITS at the end of the FY. With DBITS now operational, FY25 will allow the Department to track and evaluate the average time needed to address these barriers, enhancing insights into data interoperability and decision-making speed.

Performance Goal 5.2.2 - Instill trust in DON FM data through governance and transparent standards.
Performance Goal Lead: Department of the Navy

Through the implementation of new data-informed governance processes the DON is using near-real time authoritative data to inform decision makers across the department. By making authoritative data available, transparent, and accessible these processes are driving decision makers toward a data driven decision mindset.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.2.2.1- Increase the number of data-driven governance processes.	3	3	N/A

Performance Goal Progress Update:
The DON continues to transform into a data-informed organization through improving the accuracy and availability of necessary data throughout the organization, ensuring leaders are able to make informed decisions at the speed of relevance while applying resources to the highest priority needs. Through the implementation of the Financial Enterprise Reporting Management Council, Commander's Enterprise Resource Council, Audit Committee, and the Navy Financial Management and Comptroller uses data and data tools to ensure leadership is proactively looking at identified metrics to improve the overall health of execution and financial reporting. The Navy intentionally established these governance processes to leverage the power of data and data tools.

Performance Goal 5.2.3 - Oversee the development, acquisition, testing, and integration of Responsible AI tools and processes across the DoD, as outlined by the Responsible AI Strategy & Implementation Pathway.
Performance Goal Lead: CDAO

Hold DoD personnel accountable for executing their responsibilities under the RAI Strategy & Implementation Pathway, across the RAI Implementation Tenets of RAI Governance, Warfighter Trust, AI Product & Acquisition Lifecycle, Requirements Validation, Responsible AI Ecosystem, and AI Workforce.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.2.3.1- % of Lines of Effort in the RAI S&I Pathway that have been completed by the end of the specified fiscal year.	56%	54.69%	N/A

Performance Goal Progress Update:
The FY24 performance goal target for completing 56% of the RAI Strategy & Implementation Pathway LoEs was essentially met, achieving a 55% completion rate. CDAO considers this target achieved based on all LoEs led by the RAI Division and their partners having been completed. The CDAO selected one outstanding LoE (CDAO Board of Advisors) for full review due to CDAO leadership and requirement changes. Key accomplishments in FY24 included integrating RAI principles into the DPG, establishing a RAI Community of Interest, and launching RAI toolkit pilots. Moving into FY25, the CDAO will continue developing RAI resources and partnerships, as well as focusing on operationalization of these resources. Objectives for FY25 include expanding usage and features of the RAI Toolkit, development of an acquisition toolkit, strengthening reporting and accountability from component RAI leads, and further supporting the RAI ecosystem.

MET NOT MET EXCEEDED NO STATUS

STRATEGIC OBJECTIVE 5.3 - ELEVATE SECURITY AND COUNTERINTELLIGENCE TO THE MAXIMUM EXTENT ACROSS THE DEPARTMENT. **

Strategic Objective Lead: OUSD(I&S)

Strategic Objective Overview is not cleared for release.

Executive Summary of Progress

The DoD CI enterprise shifted towards a more offensive posture to confront and counter advanced, persistent, and pervasive foreign intelligence threats to the Department. Through partnerships, DoD CI has disrupted adversary threats and imposed cost on adversary intelligence operations across all domains.

The OUSD(I&S) took several steps to revamp the security clearance process and to improve facility and personnel clearance timelines. The DSE successfully decreased the quantity of facility clearances in the inventory and reduced the timeline for facility clearances by 60% compared to the last FY.

"YOUR TEAM HAS BEEN PLANNING AND EXECUTING TRANSFORMATIVE EFFORTS SINCE DCSA WAS CREATED AND I'M PROUD OF THE WORK THEY'VE DONE, MINDFUL OF WHAT'S AHEAD, AND EXCITED TO SEE WHAT WILL BE ACCOMPLISHED UNDER YOUR LEADERSHIP."

- The Honorable Milancy D. Harris
Acting Under Secretary of Defense for Intelligence and Security

Performance Goals 5.3.1 and 5.3.2.

The Department of the Army is monitoring FY24 results for Performance Goals 5.3.1 and 5.3.2 internally.

****Performance Goal and Measure information is not cleared for public release.**

STRATEGIC OBJECTIVE 5.4 - MODERNIZE DoD BUSINESS SYSTEMS.

Strategic Objective Lead: DoD CIO

Through an enterprise perspective, the DoD should manage business systems as a strategic asset and deploy efforts to modernize, integrate, and optimize the business systems portfolio. These efforts should aim to achieve a secure, auditable, and cost-effective portfolio while promoting enterprise solutions, next generation business capabilities, and alignment to commercial best practices. The DoD CIO, as the Business Mission Area lead for Defense Business Systems (DBS) will transform and lead DoD Business Systems Portfolio Management (PfM) efforts to rationalize the DBS portfolio, reduce technical debt, and enhance mission effectiveness.

Executive Summary of Progress:
DoD must realize planned rationalization efforts to improve DoD business operations. While the Department did not achieve FY24 retirement targets, DoD made measurable improvements from FY23 by retiring 67% of planned FY24 retirements versus the 40% achieved in FY23. The Defense Business Council (DBC) worked with DoD Components to establish the FY24 retirement plan and discussed progress, risks, and potential mitigations at each monthly DBC. Additionally, DoD CIO established a process for reporting schedule slippages and retirement changes to better understand challenges and support current and future retirement efforts.

"WHEN I SAY THE WORD INTEROPERABILITY, I'M ALSO TALKING ABOUT INTEGRATION WITHIN THE DEPARTMENT ... IN THE TECHNOLOGY WORLD OF TODAY, THE INTEROPERABILITY PROBLEM IS LARGELY A COOPERATION PROBLEM VERSUS A TECHNOLOGY PROBLEM."

- ACTING DOD CIO MS. LESLIE BEAVERS ON IT VISIONARIES PODCAST

Performance Goal 5.4.1 - Modernize and Rationalize DoD Business Systems.
Performance Goal Lead: DoD CIO

DBS must enable streamlined processes for faster response to mission and provide business data for more holistic decision-making. This requires an integrated, streamlined process coupled with technology and based on data that allows for an enterprise approach. Through an enterprise perspective, DoD should manage DBS as a strategic asset and deploy efforts to modernize, integrate, and optimize the DBS portfolio. These efforts should aim to achieve a secure, auditable, and cost-effective portfolio while promoting enterprise solutions, next generation business capabilities, and alignment to commercial best practices. The goal is that the Defense Business Systems portfolio will transform and lead DoD Business Systems PfM efforts to rationalize the DBS portfolio, reduce technical debt, and enhance mission effectiveness.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.4.1.1 -% of Business Systems decommissioned, retired, or rehosted/migrated on schedule per planned DoD Information Technology Portfolio Repository (DITPR) date(s).	80%	67%	38.24%

Performance Goal Progress Update:
The Department successfully completed 67% of planned FY24 system retirements. While still falling short of an 80% goal, the Department made substantial progress in comparison to FY23. In collaboration with DoD Components, the DBC developed the FY24 retirement plan and regularly reviewed progress during DBC sessions. Several factors contributed to missed retirement targets, including delays in readiness of target systems, data entry errors, and procedural delays in deactivating systems in authoritative data sources.

To address these challenges and improve planning for future migrations, the DoD CIO implemented a reporting process for DoD Components to track and communicate schedule delays and changes in retirement timelines. This initiative aims to enhance visibility into retirement challenges and support more effective execution of future system transitions.

Performance Goal 5.4.2 - Decrease the Number of Legacy, Financial Statement Audit-Relevant Business Systems.
Performance Goal Lead: OUSD(C)/CFO

The findings of completed DoD audits to date are clear and consistent. The Department struggled to become auditable due to the number of financial systems the Department executes in, as well as the lack of support provided in the legacy systems making audit a challenge. There is a direct correlation between auditability and business support functions. In particular, the 400+ financial systems and the processes/data sets they support directly impacts the ability to support the Department's Universe of Transactions. The bottom line is the fewer legacy systems the Department retains, and the more the Department rely on compliant enterprise business capabilities, the better the Department can ensure the quality, security, and auditability of those systems, and the faster the Department can progress towards a consolidated audit opinion. The DoD is committed to this aggressive simplification and standardization of the financial systems enterprise to enable operational effectiveness, auditability, security, and affordability.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.4.2.1- # of legacy systems shut down.	7 Systems	10 Systems	10 Systems

Performance Goal Progress Update:
The Department retired 10 audit-relevant financial management systems in FY24. DoD continued to refine the Enterprise Financial Management IT Roadmap, and as a part of the annual DBS Certification process conducted a review of audit relevant systems compliance with established auditability requirements, including the Federal Financial Management Act of 1996 as well as progress made in the closure of system- related NFRs. Results from the system review have increased visibility into financial management requirements, allowing for data-driven modernization and rationalization decisions in support of audit.

Performance Goal 5.4.3.
The Department of the Army is monitoring FY24 results for Performance Goal 5.4.3 internally.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Navy
The DON CIO, Chief Digital and Innovation Officer/IT Portfolio Management (CDIO ITPfM) team continues work with DON Program Managers and Resource Sponsors to execute on time decommissioning and consolidation of duplicative applications/systems across the DON through ITPfM activity. This effort incorporated data quality improvements in DITPR-Department of the Navy in support of not only the SMP, but also DBS certification and DoD Capability Programming Guidance requirements, increasing compliance levels from approximately 24% at the beginning of FY24 to averaging nearly 81% toward the end of the FY. This team will continue to research and identify redundant DON capabilities for divestment candidacy. The goal is to sensibly decommission these systems as operational, ideally enterprise capabilities, are identified or come online.

STRATEGIC OBJECTIVE 5.5 – OPTIMIZE BUDGET TO EXECUTION AND FOSTER A HIGH INTEGRITY FUNDS CONTROL ENVIRONMENT.

Strategic Objective Lead: OUSD(C)/Program and Budget

Using standard processes and compliant systems provide fiscal control over assets, including the dissemination of funds, the tracking of budget execution, and the realignment of funds. Specifically – the Department must track and report on where our money is spent to ensure that it is utilized correctly to meet the mission requirements. Working with Congress, improve the steps to budget and execute funds by reducing outdated regulations and policies, ensuring data integrity, increasing automation, and streamlining our standard system capabilities, so financial managers have total funds visibility and can resource defense mission capabilities faster and with agility. Specifically – the DoD needs to be able to use every dollar budgeted in the best way possible to accomplish the national security mission.

Executive Summary of Progress:
The Department's financial management community made significant strides to improve business processes and systems that provide fiscal control over assets, funds distribution, and budget execution. Progress made in each of the performance areas improved total funds visibility, data availability, and accuracy of information in support of current and emerging Department priorities.

Increased visibility into execution against disaster and emergency response funding is a top priority. Having a clear process and capability to track emergencies is critical to successful mission response. Tracking financial data, by contingencies in Advana, is improving auditability and mission-direct reporting. The Department remains on-track towards full implementation of planned emergency tracking capability by the end of FY25.

The Department is proud to report that all DoD financial reporting entities (Military Services and Defense agencies) now use the Advana Spend Plan Module to report and track Operation and Maintenance spend plans. The spend plan data collection process is streamlined for simplicity and replication ease, allowing for better resource management, and enabling every dollar budgeted be executed in alignment with mission priorities. Spend plans are tracked against budget and execution data providing a holistic view of the Department's financial status for Operation and Maintenance accounts.

Use of spend plans, through the Advana Spend Plan Module, was evident this year, as Department leaders executed priorities with speed and efficiency. Overall execution rates were well within the metric parameter (+/- 3% spend plan variance). Standardized spend plan formats and metrics provide the Department with improved visibility over financial operations and increases transparency across DoD.

"FISCAL READINESS ACCELERATES MISSION READINESS. I THANK CONGRESS FOR ITS SUPPORT AND INVESTMENT IN OUR MISSION, MY DOD PARTNERS AND COLLEAGUES FOR THEIR COMMITMENT TO GOOD STEWARDSHIP, THE DOD FINANCIAL MANAGEMENT WORKFORCE FOR ALL OF ITS HARD WORK, AND ALL THOSE WHO SERVE IN UNIFORM TO KEEP US SAFE."

- HON Michael McCord, OUSD Comptroller

Performance Goal 5.5.1 - Increase Control Over Our Enacted Budget Execution by Developing Spend Plans Using a Standard Methodology to Compare to Monthly Execution, Identify Spend Plan Variances, and Take Action to Implement Cost Controls That Address Changing Demands
Performance Goal Lead: OUSD(C)/CFO

The DoD budget professionals do an incredible job securing an annual budget that supports our national defense objectives. However, the steps and technology used to monitor and evaluate the execution of the appropriated resources remain inefficient. Simplifying and automating the spend plan data collection and the execution performance evaluation processes will reduce ongoing workforce strain while ensuring risk mitigation, controls, and transparency of the execution as well as the accuracy of the future budget requests. Standard spend plans are now visible in Advana to better manage resources in real time and ensure scarce funding is going to mission priorities.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.5.1.1 - % Spend plan variance.	+\- 3%	.16%	1.1%
PM 5.5.1.2 - % reporting entities onboarded to Advana spend plan tool.	100%	100%	100%

MET NOT MET EXCEEDED NO STATUS

Performance Goal Progress Update:

- In FY24, the Department's Operation and Maintenance MILDEPs (Active, Guard, and Reserve) and Defense Agencies goal was set that execution should align to spend plans within a +/3% variance. Overall FY 2024 execution variance was -0.16% against the spend plans.
- The Department achieved full utilization of the Advana Spend Plan Module for Operation and Maintenance spend plans. All DoD financial reporting entities (Military Services and Defense Agencies) now use the Advana Spend Plan Module to report and track Operation and Maintenance spend plans.

Performance Goal 5.5.2 - Increase Visibility Into Execution Against Disaster and Emergency Response Funding by Implementing a Capability to Track Rapid Response.
Performance Goal Lead: OUSD(C)/CFO

The financial management community is responsible for the process of requesting, justifying, and obtaining the required funding to ensure mission success, as well as executing our budget with fidelity. With that responsibility comes the crucial need to be responsive to both planned missions and emergencies as they unfold, all while maintaining legal, ethical, and accountable stewardship of those funds. When an emergency occurs, the DoD must have a standard, agile, and automated process, capability, and the necessary data on hand to respond rapidly while effectively being able to track progress against the response, including execution of funds. This data tracking and delivery capability that exists is provided through Advana, the Department's single authoritative enterprise data analytics platform for mission and business decision advantage.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.5.2.1- % Implementation of emergency funding tracking complete.	75%	78%	77%

Performance Goal Progress Update
The Department remains on-track towards full implementation of emergency tracking capability by the end of FY25. In FY24, the Department moved quickly to add contingencies into Advana as they arise. Several reports migrated from CORAS to Advana and additional contingency codes were established to capture costs for new contingencies.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– OATSD(PCLT)
In addition to adopting Financial Management Directorate's (FMD) standard for projecting and monitoring our spend plan, OATSD(PCLT) established pre-scheduled recurring engagements with senior leaders and directors deliberately focused on monitoring execution of our spend plan and management of our contract costs. These improvements in budget management enabled OATSD(PCLT) to monitor and reprioritize expenditures. Additionally, through this process, OATSD(PCLT) was able to identify funds that the Department would not be able to execute and to return those funds to FMD in time to enable FMD to successfully reallocate those funds to support other OSD priorities.

STRATEGIC OBJECTIVE 5.6 - ADVANCE THE DATA, ANALYTICS, AND AI ECOSYSTEM.

Strategic Objective Lead: CDAO

Strengthen intergovernmental, academic, industry, and international partnerships to enable adoption of data, analytics, and AI technology.

DCDAO Margie Palmieri, DCDAO for Policy John Turner, and CDAO Policy Analyst Andrew Peppler Lead a Fireside Chat on AI Strategy & Implementation. Photo taken February 21, 2024.

Executive Summary of Progress:
In FY24, the CDAO made significant strides in advancing the Department's data, AI, and analytics ecosystem by strengthening intergovernmental, academic, industry, and international partnerships. Collaboration efforts, such as those with U.S. Central Command Collaborative Partner Environment, led to foundational progress in developing a POA&M for data interoperability between the Distributed Information Layer and Coalition Partner Readiness systems. This initiative aims to bolster coalition workflows through digital policy, identity management, and data tagging protocols essential for operational interoperability with Mutual Defense Treaty Allies.

CDAO's Tradewind Solutions Marketplace (TSM) played a critical role in reducing the adoption time for AI and data-driven solutions, with a 63-day average timeline for project awards—a significant improvement over traditional contracting methods. This streamlined process allows for faster integration of industry and academic innovations into mission workflows, enabling a more agile response to evolving operational needs. Furthermore, the TSM expanded to offer 393 solutions for rapid acquisition, surpassing targets and reflecting increased ecosystem participation. Outreach efforts, including events like South by Southwest and Real People Time sessions, successfully attracted a broader range of non-traditional solution providers, growing the ecosystem to approximately 5,000 registered industry partners.

CDAO, Overall, made noteworthy progress. Challenges encountered this year included fluctuations in the award data impacting the measurement of adoption time, and ongoing adjustments to metrics, particularly concerning interoperability with Allies. Although these adjustments led to some volatility in assessing progress, the recalibrations were necessary to align performance metrics more closely with evolving mission objectives. As the ecosystem continues to develop, efforts to stabilize the measurement framework and achieve enhanced interoperability with coalition partners remain strategic priorities for the Department.

"FUNDAMENTALLY, WE ARE TRYING TO CREATE INFORMATION ADVANTAGE-OUTTHINK AND OUTPACE ANY ADVERSARY…AS LONG AS WE ARE THINKING FASTER THAN ANY OF OUR ADVERSARIES, WE'LL WIN THE BATTLEFIELD."

- DR. DAVID M. MARKOWITZ, U.S. ARMY CHIEF DATA AND ANALYTICS OFFICER

Performance Goal 5.6.1 - Accelerate access to solutions and expand innovative acquisition offerings that support development and testing of data and AI solutions.
Performance Goal Lead: CDAO

Provide innovative acquisition solutions and support to accelerate the development and adoption of data, analytics, and RAI.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.6.1.1 -# of solutions in the ecosystem.	200	393	N/A
PM 5.6.1.2- % of challenges posted identifying customer needs for which follow- on solutions are identified.	75%	100%	N/A

Performance Goal Progress Update:
The intended targets were met for FY24. The CDAO exceeded targets for both ecosystem expansion and challenge-based solution identification, demonstrating substantial progress in accelerating access to innovative acquisition solutions. The TSM expanded to 395 readily available solutions, surpassing the goal of 200, while also facilitating over $200 million in contract actions on behalf of DoD (inception to date) thereby increasing the number of DoD contract awards for AI, ML, and digital solutions. Additionally, 100% of challenges posted within the ecosystem led to the identification of follow-on solutions, exceeding the target of 75%. Additionally, CDAO organically stood up its acquisition capability, awarding 16 Other Transaction agreements totaling $42 million to help enable speed and scale of CDAO program requirements. This includes CDAO's Open Data and Applications Government-owned Interoperable Repositories (DAGIR) initiative, an effort intended to increase competition using a shared-data initiative. Next FY, a new measure will be used to track the number of acquisition related knowledge events.

Performance Goal 5.6.2 - Strengthen partnerships with international and other US government agencies to adopt interoperable data, analytics and AI capabilities to enhance warfighting advantage.
Performance Goal Lead: CDAO

Drive the rapid integration of Allied and partner data, analytics, and AI into mission workflows to achieve warfighting advantage and integrated deterrence.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.6.2.1- Count increase in data capabilities that are integrated into coalition mission workflows.	2	0	N/A

Performance Goal Progress Update:
The FY24 target for Performance Goal was not met. Aimed at achieving data interoperability across two Tier 1 Joint Capability Areas with Mutual Defense Treaty Allies, this goal was not met due to the complexity of aligning data tagging protocols, digital policies, and identity management across multiple defense networks. The CDAO is actively addressing these roadblocks in collaboration with other stakeholders, including the DepSecDef, and will continue partnering with Five-Eyes Allies in FY25 to enhance coalition interoperability through expanded access to workflow-relevant data available in CDAO's supported suite of applications. Allied and partner data integration is a key focus area in 2025 for CDAO and the CDAO operational and technical roadmaps are aligned closely with DoD CIO, the JS J6, and other interagency partners to identify and rectify department-wide blockers to data centric integration with Allies and partners across mission areas as directed by strategic and governance documents.

Performance Goal 5.6.3 - Leverage partnerships with academia, industry partners, to accelerate adoption of data, analytics, and AI in the DoD.
Performance Goal Lead: CDAO

Drive the rapid integration of academic and industry innovation in data, analytics and AI in the DoD, through a viable marketplace based on shared societal and technical values.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.6.3.1- Time taken (e.g. days) to adopt data, analytics and AI in mission workflows, from problem conception to capability delivery.	60.75 Days	63 Days	N/A

Performance Goal Progress Update:
The FY24 target for reducing the adoption time of academic and industry innovations into mission workflows was met, with an average timeline of 63 days, reflecting an accelerated procurement process through the TSM—more than twice as fast as traditional contracting methods. A mid-year recalibration of the metric provided a more accurate reflection of the process, measuring from initial government engagement to contract award. Despite some data volatility due to a limited sample size, Tradewind facilitated an increasing number of awards, confirming its potential to further expedite adoption within the DoD. Moving forward, CDAO aims to build on this success by scaling the volume of awards and enhancing Marketplace workflows, which will improve data precision and reduce adoption times even further. Updated data expected by Q2 FY25 will provide a more detailed view of Tradewind's impact on mission-critical capabilities across the Department. Additionally, CDAO facilitated, spoke, and hosted numerous industry engagements; the largest included the CDAO procurement Forum (100+ participants), GIDE Forum (700+ participants) and Advana Forum (500+ participants).

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– Department of the Army

The Army Data Summit - The Army CIO hosted the Inaugural Army Data Summit in collaboration with the U.S. Army Forces Command at Fort Liberty, NC, from May 29–31, 2024. This event built upon the insights gained from the Army Data Plan Campaign of Learning and the Army CIO's Digital Transformation Plan. The Army CIO held the summit to convene the community involved in data management and analytics across the enterprise. The event served to advance the Army's data-related objectives for the forthcoming 18 to 24 months. These objectives align with the Army of 2030's strategic, budget-informed, multiyear plan. While there were numerous stakeholders present, the primary audience consisted of the Command Chief Data and Analytics Officers (C2DAOs). Presenters engaged the C2DAOs, senior leaders, and commands on Day #1 with scene-setting Army objectives followed by a focus on the Army data workforce, specifically, talent identification and upskilling. This included a panel discussion on "Future Data Workforce" moderated by Human Resources Command with leaders from Mission Command Center of Excellence, CDAO, and the Assistant Secretary of the Army for Manpower and Reserve Affairs as panelists. The second day built-on workforce collaborations by focusing on the theme "C2DAO – the Voice of the User", which continued invaluable information exchanges. After the summit, attendees expressed the significance of this event for their respective commands and continued to provide ideas on the focus for a follow-on event in 2025.

– Department of the Navy

DON CIO: DON CIO and CDAO, in collaboration with DON data managers and the Naval Audit Service (NAVAUDSVC) are implementing processes to improve DON data quality in accordance with VAULTIS principles (making data Visible, Accessible, Understandable, Linked, Trusted, Interoperable, and Secure). The DON's Data Cataloging Strike team and core Advana / Jupiter team curated and added hundreds of additional data sources (representing a 400% increase) to the DON Data Catalog. These new data sources are now visible in the catalog and the DON is making progress and increasing the aperture to link data sources from across the DON. The DON is also driving formal data product development in key business and operational areas. These data products are built on expert-informed logical data models and undergo tagging, integration and curation processes before they are served to the broader DON enterprise through Jupiter. Simultaneously, the DON CDAO and DON Data Stewards are coordinating with NAVAUDSVC on an initial audit for the existence and effectiveness of data quality control processes to be completed in late FY24. This work will undoubtedly uncover numerous areas for improvement through internal controls for data management.

"WE MAKE DAILY STRIDES TOWARD ACHIEVING THE VISION OF DEPUTY SECRETARY HICKS TO ENSURE DON DATA MEETS VAULTIS PRINCIPLES. WE WANT TO ENSURE SENIOR LEADERS HAVE HIGH-QUALITY DATA WHEN MAKING DECISIONS THAT IMPACT OUR WARFIGHTERS AND THEIR FAMILIES."

Dr. Randal Cole
Chief Data and AI Officer Department of the Navy

– Department of the Air Force

As part of its ongoing modernization efforts, the Air Force CIO, in partnership with the AFRL, is accelerating initiatives to provide Guardians, Airmen, civilian employees, and DoD contractors the ability to responsibly experiment with Generative AI, with adequate safeguards in place. The Air Force will launch NIPRGPT, an experimental bridge to leverage GenAI on the Non-classified Internet Protocol Router Network while continuing to explore maturing industry solutions.

NIPRGPT is part of the Dark Saber software platform developed at the AFRL Information Directorate in Rome, New York. Dark Saber is an ecosystem of Airmen and Guardians from across the Air Force that brings together innovators and developers and equips them to create next- generation software and operational capabilities deployable to the Joint Force at a rapid pace.

STRATEGIC OBJECTIVE 5.7 - ESTABLISH A DoD-WIDE ENTERPRISE PERFORMANCE MANAGEMENT SYSTEM.

Strategic Objective Lead: PIO/DA&M

To realize current NDS objectives, the Department needs to implement enduring advantages and address institutional management priorities, as articulated in the Department's SMP. DoD Components contribute to the realization of these strategic priorities by defining strategic objectives, performance goals, performance measures and targets. This enterprise-wide performance management system allows DoD senior leaders to measure DoD-wide performance in the delivery of enduring advantages as articulated in the DoD SMP. The management system should be rigorous and comprehensive to enable transparent and data-enabled decision-making.

Executive Summary of Progress:
The DepSecDef directed DoD Components to utilize the SMP in their routine activities, both to conduct DoD Component strategic reviews and to monitor cross-cutting initiatives requiring input from multiple DoD Components through functional governance fora, along with transforming the SMP into a data-driven real time strategic management tool. The PIO/DA&M also engaged with OSD PSAs and MILDEPs to develop the next generation enterprise measures framework to track how the Department "runs the business" (operational performance) across functional lines and implement the NDS / SMP (strategic performance) to enable decision advantage on mission delivery and strategy. The DPIC supports the preparation of the SMP, monitors results' implementation for the year of execution through "Pulse" the Department's authoritative performance management and business analytics platform in Advana. DoD Components report progress on the implementation of strategic objectives and performance goals on a quarterly basis. The DepSecDef regularly monitors SMP implementation and chairs SMP's progress in the DMAG, which serves as the SMP's governance body, at least twice per year. Additionally, the PIO/DA&M, in collaboration with the OUSD(P&R), developed analytics that showcase senior executives, leaders and professionals' individual contributions to the Department's successful implementation of the NDS and the SMP, and provide input to annual performance appraisal processes.

Performance Goal 5.7.1 - All DoD Components provide input to the SMP.

Performance Goal Lead: PIO/DA&M

DoD Components define strategic objectives and performance goals, performance measures and targets to inform SMP strategic priorities for the budget year and FYDP; they also provide information on results delivered in the year of execution on a quarterly basis (performance measures data and narrative on results achieved)

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.7.1.1 -Percentage of DoD Components providing input to SMP	25%	42.60%	N/A

Performance Goal Progress Update:
In the development of the SMP throughout FY24, 13 of 18 OSD PSAs are contributing Strategic Objectives to the SMP. Five DAFAs are also now providing performance measures to be tracked in the SMP. All three MILDEPs are committed to contributing their data to enterprise-wide performance measures.

STRATEGIC OBJECTIVE 5.8 - STRENGTHEN OSD AS A COMPONENT.

Strategic Objective Lead: PIO/DA&M

In fulfilling the objective of the NDS, OSD will act as a unified team to seek out and exploit whole-of-Department opportunities for greater Department effectiveness in an environment of great power competition, including developing and implementing administration, management, and performance improvement functions across the Department to strengthen DoD missions and goals through strategic and performance planning, measurement, and data analysis; developing enduring advantages to address OSD management priorities, as articulated in the SMP; and ensuring the Department's progress towards the achievement of priority goals is communicated to senior leaders, managers, DoD employees, Congress, and the general public.

Executive Summary of Progress:
The OPIO/DA&M supported the DepSecDef in conducting bi-annual management reviews with all OSD PSAs, leading OSD-wide organizational health and management reform initiatives and launched an "OSD PSA 101" series where PSAs rotationally brief OSD counterparts on their mission to raise awareness and foster cooperation. The establishment of the OSD CIO within OPIO/DA&M represents a transformative effort to meet the priority of building a resilient Joint Force and defense ecosystem. The OSD CIO continues to modernize the digital experience for OSD personnel, enhancing the user experience to advance warfighter needs through meeting the objectives outlined in the OSD CIO's approved implementation plan and digital modernization roadmap. The Department completed a FY24 performance measure target of 50% baseline of OSD IT User Satisfaction in February 2024, and a survey program is ongoing to meet the FY25 and FY26 target of 100% OSD IT User Satisfaction baseline.

Deputy Secretary of Defense Kathleen H. Hicks addresses members of the Office of the Secretary of Defense alongside Secretary of Defense Lloyd J. Austin III and Director of Administration and Management Jennifer C. Walsh during a town hall meeting at the Pentagon, Washington, D.C. Dec. 15, 2023.

"THE STRATEGIC MANAGEMENT PLAN ENABLES THE DEPARTMENT TO MONITOR AND TRACK THE IMPLEMENTATION OF THE NATIONAL DEFENSE STRATEGY'S STRATEGIC PRIORITIES THAT SUPPORT BUILDING ENDURING ADVANTAGES AND IS THE RESULT OF A COLLABORATIVE EFFORT ACROSS THE DEPARTMENT OF DEFENSE."

Ms. Jennifer Walsh, Performance Improvement Officer and Director of Administration and Management

Performance Goal 5.8.1 - Treat OSD as an IT Enterprise
Performance Goal Lead: PIO/DA&M/IM&T

Manage OSD IT as an enterprise, holistically assessing and prioritizing requirements for best value, leveraging DoD enterprise services for efficiencies, and providing DoD IT enterprise capabilities to OSD for an improved digital experience, with outcomes supported by metrics. The goal of the performance metric is to baseline current OSD IT User Satisfaction in FY23 and FY24, and then utilize this baseline to assess the impact to OSD of upcoming modifications to the OSD IT Enterprise in FY25 and beyond.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.8.1.1- Baseline OSD IT User Satisfaction.	50%	100%	N/A

Performance Goal Progress Update:
Completed the FY24 performance measure target of 50% baseline of OSD IT User Satisfaction in February 2024, and a survey program is ongoing to meet the FY25 and FY26 target of 100% OSD IT User Satisfaction baseline.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

– OASD(LA)
OASD(LA), in coordination with PIO/DA&M, updated the DoDs business process and practices regarding the legislative review, assignment, and management of statutory and non-statutory congressional reporting requirements.

STRATEGIC OBJECTIVE 5.9 - IMPROVE FOUNDATIONAL DATA MANAGEMENT.

Strategic Objective Lead: CDAO

Increase the quality and availability of relevant DoD data to support advanced analytics and artificial intelligence capabilities.

Executive Summary of Progress:
In FY24, the Department made substantial progress towards the objective of improving foundational data management to enhance the quality and availability of DoD data for advanced analytics and AI capabilities. Key achievements included the deployment of Pulse platform capabilities that enabled senior executives to make data driven decisions from data connected directly to source systems. Furthermore, the Advana platform played a central role in cleansing and integrating data from over 500 authoritative sources. Additionally, the Data Product Teams (DPT) exceeded expectations by delivering 46 data products, collaborating with multiple organizations to support mission-critical needs in logistics, personnel, and infrastructure.

CDAO, Overall, made noteworthy progress, as the DPT's efforts in scaling data product management and treating data as a strategic asset across the enterprise demonstrate significant strides in data quality improvement. Looking ahead to FY25, the focus will be on refining measurement frameworks, expanding data source connections, and continuing to build high-quality data products that support cross-domain decision-making.

Members of the 56th Air and Space Communications Squadron at Joint Base Pearl Harbor-Hickam operate cyber systems using a Enhanced communications flyaway kit during the Global Information Dominance Experiment 3 and Architect Demonstration Evaluation 5 at Alpena Combat Readiness Training Center, Alpena, Michigan, July, 12, 2021.

Key Initiatives and Achievements

Based on the discovery findings, Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD(PA)) established focused initiatives with CDAO's APT to enhance data management capabilities. This collaboration prioritized several activities, including the development of a Digital Readiness Playbook to assist the office in establishing clear performance metrics that align with the organization's vision. The playbook would outline staff responsibilities for data protection and usage, ensuring consistent practices across the organization.

To address immediate operational needs, OATSD(PA) began working with the APT immediately to develop methods to streamline the handling of the office's FOIA requests, including a review of available technical infrastructure to improve efficiencies. OATSD(PA) also began exploring the development of specialized Public Affairs work roles following the DoD's Cyber Workforce Framework. These enhancements aim to markedly improve operational efficiency and the organization's ability to measure public affairs activity return on investment.

Simultaneously, OATSD(PA) developed a strategic plan in FY24 and will implement in FY25 and FY26 activities in this plan to improve its data management practices. These activities include establishing a customer satisfaction survey to gather quantifiable feedback on its services; developing rubrics for measuring alignment of DoD-level public affairs activities with the national priorities; and conducting technology and tools surveys to standardize data collection and analysis practices.

Future Initiatives

In addition to executing its strategic plan activities, OATSD(PA) will continue strengthening its data management practices by exploring the value of a Digital Readiness Playbook. The OATSD(PA) plans to codify work roles to mature its functional community and aid in tracking the workforce data and to create a workflow and system to streamline the processing of FOIA requests. Lastly, OATSD(PA) plans to create performance goals that improve the community's data management practices in the next update of the SMP.

"ENSURING WE CAN ACCESS THE RIGHT DATA AT THE RIGHT TIME IS THE KEY TO ENABLING EFFECTIVE DIGITAL SYSTEMS."

- JENNIFER HAY, CDAO CHIEF PRODUCT OFFICER

"THIS IS AN EXCITING TIME FOR US AS WE MATURE OUR USE OF DATA TO MODERNIZE OPERATIONS. PARTNERING WITH THE EXPERTS IN CDAO IS ALLOWING US TO BETTER UNDERSTAND DATA MANAGEMENT BEST PRACTICES AND BUILD A ROADMAP TO THE FUTURE."

- JUSTIN WARD, OATSD(PA) DIRECTOR OF BUSINESS OPERATIONS

Strategic Priority 5
Address Institutional Management Priorities

Performance Goal 5.9.1 - Building a strong foundation of high quality, authoritative data.
Performance Goal Lead: CDAO

Improve foundational data management practices, ensuring data integrity, quality, and accessibility throughout the organization. CDAO can authoritatively measure and influence Data Mesh's data flow to meet the needs of the Department. Achieve virtuous Data Mesh Implementation momentum through Data Product production.

PERFORMANCE MEASURES	FY 2024 Target	FY 2024 Result	FY 2023 Result
PM 5.9.1.1 -% Prioritized use cases linked to source systems.	60%	75.66%	N/A
PM 5.9.1.2 -% Prioritized use cases with appropriate encryption.	100%	100%	N/A
PM 5.9.1.3-% Prioritized data sources meeting targeted completion rate.	50%	49.14%	40%
PM 5.9.1.4 -# of data products produced by the PSA Data Product Teams.	5	46	N/A
PM 5.9.1.5 -% Senior Governance meetings leveraging descriptive, predictive, or prescriptive analytics.	55%	27.27%	N/A

Performance Goal Progress Update:
The FY24 targets for building a strong foundation of high-quality, authoritative data was met, with four out of five key metrics achieved. Prioritized use cases linked to source systems reached 76% against a 60% target, and 100% of use cases met encryption standards, highlighting improvements in data quality, integrity, and security. Additionally, the DPT delivered 46 data products, exceeding expectations, and supporting mission- critical needs across various domains. This progress demonstrates the effectiveness of the Data Mesh approach, positioning data as a valuable asset for analytics and AI. Moving forward, CDAO will expand data source integration, refine data quality metrics, and promote data stewardship to sustain momentum in FY25, ensuring continued accessibility and trustworthiness of data to support the Department's advanced analytics and AI capabilities.

EXAMPLES OF MILDEPS AND OTHER PSA CONTRIBUTIONS.

- OASD(PA)
The OATSD(PA) made significant strides in FY24 toward improving its data management practices in support of building a strong foundation of high quality, authoritative data.

Discovery and Assessment Process
OATSD(PA) partnered with CDAO's APT to conduct a comprehensive assessment of the organization's data management practices. The APT conducted extensive discovery sessions, including interviewing 25 public affairs personnel. These sessions revealed both opportunities and challenges: while OATSD(PA) possessed extremely talented personnel, there were gaps in data governance, limited analytic tools, and uneven data management practices. The team also identified that measuring public affairs return on investment would require incremental steps that align with the mission. Through these discovery sessions, several key priorities emerged. The assessment highlighted the need for improved data strategy and governance, enhanced analytic capabilities, and workforce development in data management roles.

MET NOT MET EXCEEDED NO STATUS

Appendix A - Performance Improvement Initiatives

The 2024 President's Budget outlined the Department's proposed updates to the process for submitting, reviewing, and reporting on Performance Improvement Initiatives (PII) supporting implementation of the National Defense Strategy (NDS) and DoD's Strategic Management Plan (SMP). The Department identified several proposed PII for inclusion in the FY 2024 Budget Overview Book to begin in FY 2024 and throughout the Future Years Defense Program. As a result of additional analysis, certain initiatives were not funded, priorities changed, or some were more appropriately aligned to force structure changes rather than PII. This report reflects these changes and identifies only those PII aligned to SMP priorities according to 10 U.S.C. 125a(e)(1).

Strategic Priority 1: Take Care of Our People and Cultivate the Workforce We Need

Strategic Objective 1.1- "Cultivate talent management through the adoption of contemporary workforce development and talent acquisition approaches that positions the Department as an employer of choice for both uniformed and civilian service."

Performance Improvement Initiative	Owner	Initiative Description	FY 2024 Accomplishment
Navy Reserve Recruiter Reduction	Department of Navy	Reduction of 56 Selected Reserve (SELRES) (21 enlisted/35 officer) billets supporting Commander, Navy Recruiting Command (CNRC). Reserve Recruiting Support reduction reflects administrative efficiencies gained through Navy Personnel and Pay (NP2) and eCRM fielding which reduces administrative workload and increases recruiting contact time with applicants. Recruiter efficiencies can only be realized if eCRM delivers on-schedule.	Efficiencies gained through Navy Personnel and Pay (NP2) and eCRM fielding reduces recruiter administrative workload and increases recruiter contact time with applicants, allowing reduction in workforce. These were savings realized in FY24 and the reserve manpower continues to be assessed, programmed, and budgeted on year-to-year basis.
DAU Credentials	OUSD (A&S)	To help the Defense Acquisition Workforce and the greater defense acquisition community succeed, USD(A&S) is empowering senior leaders, program managers, supervisors, and individuals to select training that meets specific job and development requirements.	This initiative is funded within the DAU FY2026 budget request and funding planned across the FYPD.

Strategic Objective 1.2- "Promote the health, wellbeing, and safety of the force and families."

Performance Improvement Initiative	Owner	Initiative Description	FY 2024 Accomplishment
Navy Recruiting Efficiencies	Department of the Navy	Reduces active-duty enlisted recruiters end strength by -40/-41/-56/-56/-56xEN to support administrative efficiencies with Navy Personnel and Pay (NP2) and Enterprise Customer Relationship Management (eCRM) transformation, which reduces administrative workload and increases recruiting contact time with applicants.	Reduction in recruiter administrative workload increases contact time with applicants, yielding higher production per recruiter (PPR). This increased production per recruiter allows reduction in workforce. These were savings realized in FY24 and the reserve manpower continues to be assessed, programmed, and budgeted on year-to-year basis.

Appendix A - Performance Improvement Initiatives (cont'd)

Strategic Priority 2: Transform the Foundation of the Future Force

Strategic Objective 2.3- "Modernize and sustain the nuclear deterrent and protect against chemical, biological, and radiological threats."

Performance Improvement Initiative	Owner	Initiative Description	FY 2024 Accomplishment
Terminate COBRA Blk II FY24	Department of the Navy	Divest of Coastal Battlefield Reconnaissance and Analysis (COBRA) Block-II System Development Program was a modernization effort for existing Fleet capability (COBRA Block-I and Airborne Laser Mine Detection System (ALMDS) systems) designed for integration on the MQ-8C. COBRA Block-1 capability ceased in FY22 with an accepted capability gap until FY28 for COBRA Block-2 IOC. Existing capabilities (National Technical Means (NTM) and EOD) enable divestment while upgrades to ALMDS and development of Future Naval Capabilities (FNCs) continue. No prime contractor associated with the program due to being at a pre-solicitation (pre-Milestone B) stage of life. Program was scheduled for IOC Q4FY28.	The reallocation provides funds for higher priorities in the Future Years Defense Program (FYDP), and the program remains terminated.
Decom CG63 in FY24	Department of the Navy	Accelerated USS COWPENS decommissioning from FY26 to FY24. USS COWPENS has experienced increased maintenance availability costs and poor Return on Investment in terms of operational employment and capability. This reduction is in line with the Defense Planning Guidance to assume risk in guided missile cruiser force structure. USS COWPENS is homeported in San Diego, CA and the lead maintenance activity is BAE San Diego. The ship will decommission at 33 years old with an ESL of 35 years. This issue accelerated the decommissioning from FY26 to FY24. No impact to ship procurement industrial base.	The reallocation provides funds for higher priorities in the FYDP. Cost avoidance was executed from a manpower and maintenance costs with the decommissioning of the USS COWPENS in August 2024.
Terminate MH-53 AMCM support FY24	Department of the Navy	Divests Legacy Airborne Mine Countermeasures (AMCM) minesweeping, hunting, and neutralization capabilities employed by the MH-53E. Divestment tied to sundowning of MH-53E platform, an increasingly expensive platform to maintain that is at or beyond their total flight hours. These programs are not transferrable to any other Navy platforms. This will divest of AQS-24 (x20), Mk-105 (x10), Mk-103 (x40), Mk-104 (x20), SPU-1/W (x20), ASQ-232A (x6). The largest prime contractors are Northrup Grumman and Atlas North America. All equipment was scheduled to sundown and be demilitarized in FY27.	This reallocation provides funds for higher priorities in the FYDP. This provides for better alignment of resources to programs more aligned to the defense planning guidance (DPG). Currently the Airborne Mine Countermeasures capability is on track to sunset in March 2025.

Appendix A - Performance Improvement Initiatives (cont'd)

Strategic Priority 4: Strengthen Resilience and Adaptability of Our Defense Ecosystem

Strategic Objective 4.6- "Deliver Capabilities for Enterprise Business and Joint Warfighting Impact."

Performance Improvement Initiative	Owner	Initiative Description	FY 2024 Accomplishment
MH-53 sqdn Early Inactivation	Department of the Navy	The MH-53 is a less capable legacy platform assigned a mission which has more capable alternatives. In accordance with the DPG and CNOG, Navy is accepting risk in legacy platforms in exchange for more effective and efficient capabilities. The Littoral Combat Ship's Mine Counter Measure mission package is scheduled for IOC in FY22. Additionally, MH-60S capabilities (Airborne Laser Mine Detection System and Airborne Mine Neutralization System) were fielded in prior years to bridge the gap. These emerging systems effectively reduce the demand for the legacy MH-53 platform. Early deactivation of 2 squadrons (HM-15, HM-12) totaling 24 MH-53E aircraft based out of Norfolk Naval Station, Norfolk VA. Original stand-down was scheduled for FY27. No impact to Aviation Procurement industrial base.	This is the divestment of legacy, low valued platform in a lower priority mission, and the program is on track to sunset in March 2025
Amph Construct Battln ES Savings	Department of the Navy	Amphibious Construction Battalion Two (ACB2) was disestablished. Re-allocates 790 (716 Selected Reserve (SELRES) enlisted, 27 SELRES officers and 47 Full Time Support (FTS) enlisted) end strength from ACB2 to Navy Expeditionary Logistics Support Group (NAVELSG) Vertical Launch System (VLS) reload teams in support of strategic competition priorities.	The reallocation directly supports warfighting readiness in alignment with strategic guidance and Fleet priorities. The Amphibious Construction Battalion Two has been decommissioned representing a one-time savings.
Warehouse Utilization	OUSD (A&S)	OUSD(A&S) requires project management, execution planning and management, distribution network modeling, advanced analytics, and knowledge transfer and training support as part of a comprehensive standardized solution that enables DoD to measure, report and improve warehouse utilization and distribution footprint, reduce costs, sustain savings from consolidation, increase visibility of inventory, and demonstrate warehousing as a strategic supply chain enabler for the Department. This SECDEF-directed reform initiative seeks an average warehouse utilization rate of 75% across all DoD owned and/or leased warehouses (current DoD average is 49%) achieved primarily through a reduction in commercially owned and/or leased warehouses and space. OUSD(A&S) believes an opportunity exists for DoD to achieve a net savings of up to $1.2B over the FYDP through this initiative.	In FY24, WU was able to close out the fourth and final pilot site (Anniston). WU also supported the warehouse assessment in Guam to facilitate decisions on whether to repair or replace aged warehouses. The baseline utilization rate for approximately 950 warehouses is uploaded in the WU Dashboard hosted on Advana. Additional warehouse scans are dependent on availability of funding.
Rapid Sustainment Improvement Process (RSIP)	OUSD (A&S)	RSIP incentivizes Military Services to scale cross-cutting sustainment technologies to improve materiel readiness DoD-wide. RSIP identifies systemic materiel readiness issues and fields proven technical sustainment solutions across the Services. The rapid fielding of the right technologies and product support at speed drives competitive advantage for our fighting forces, allies, and partners.	RSIP FY24 funds were received by the Services in April 2024 with portions of that funding going on contract to procure assets. Once items are received the Services will begin implementation.

Appendix A - Performance Improvement Initiatives (cont'd)

Strategic Priority 5: Address Institutional Management Capabilities

Strategic Objective 5.5- "Optimize budget to execution and foster a high integrity funds control environment."

Performance Improvement Initiative	Owner	Initiative Description	FY2024 Accomplishment
DON Underexecution Review	Department of the Navy	This issue reduces FY 2024 APN, OMN, OMNR, OPN, PMC, RDTEN, and WPN requested funding for identified programs whose FY 2022 execution have not met established procurement obligation or development expenditure benchmarks in FY 2022. Proposed reductions are based on 30 June obligations reflected in the Execution Documentation System. For procurement, the end of June obligations benchmark is 60.0 percent of total funds availability, based on OUSD(C) procurement execution metrics. For RDTEN, the June expenditure benchmark is 41.3% and is based on the OUSD(C) End of Year benchmark of 55%. The proposed reductions are restored to the same budget lines in FY2025 (60%) and FY2026 (40%). This is a refining action to increase budget efficiencies. In accordance with OSD guidance, this has been submitted historically as a valid reform initiative.	This initiative had savings realized in FY24. The Department of the Navy will conduct and implement under-execution reviews and realigns funding on a year-to-year basis.
USMC Under-execution Revie	Department of the Navy	In order to ensure the timely and appropriate execution of funds, the DON conducts execution reviews. When execution of funds is delayed due to cost, schedule, or performance issues, funds are reduced to meet established execution benchmarks. Accordingly, the following savings were recouped for under-execution. This initiative is a continuation from PB-23. The actions from the under-execution review directly impact the ability to increase effectiveness, efficiency, and reliability of the delivery of goods and services for the Marine Corps.	This initiative provides future years defense program funding to sustain Force Design investments. There were savings realized in FY24, and the Department of the Navy conducts and implements under-execution reviews and realigns funding on a year-to-year basis. Examples of budgetary impacts include: Marine Corps Forces Cyber (FY 2024: -$7M: FYDP: $0M); Aerial Delivery and Autonomous Distribution (FY 2024: -$5M: FYDP: $0M); Tactical Communication Modernization (FY 2024: -$3M: FYDP: $0M); Ammunition Life Cycle Management (FY 2024: -$2M: FYDP: $0M); Marine Air Defense Integrated System (MADIS) (FY 2024: -$2M: FYDP: $0M); Family of Expeditionary Fuel Systems (FY 2024: -$2M: FYDP: $0M)

Appendix B – Acronyms and Abbreviations

AAF	Adaptive Acquisition Framework
ABC2	Amphibious Construction Battalion Two
ABSM	Advanced Battle Management System
ACWA	Assembled Chemical Weapons Alternative
ADSTAR	Australian Defense Science, Technology, and Research
Advana	Advancing Analytics
AFFF	aqueous film forming foam
AFFOA	Advanced Functional fabrics of America
AFGSC	Air Force Global Strike Command
AFLCMC	Air Force Life Cycle Management Center
AFRL	Air Force Research Lab
AI	artificial intelligence
AIEC	Audit Integration Executive Committee
ALMDS	Airborne Laser Mine Detection System
Am	material availability
AMCM	Airborne Mine Countermeasures
AMI	Auburn Manufacturing Inc.
AML	autonomous multi-domain launcher (USA)
Ao	operational availability
AOR	area of responsibility
APFIT	Accelerate the Procurement and Fielding of Innovative Technologies
APNT	Assured position, Navigation, and Timing
APP	Annual Performance Plan
APR	Annual Performance Report
APT	Analytic Product Team
ARAP	Applied Research for the Advancement of S&T Priorities
ARLIS	Applied Research Laboratory for Intelligence and Security
ARM	Advanced Robotics for Manufacturing
ASD	Assistant Secretary of Defense
ASD(EI&E)	Assistant Secretary of Defense for Energy, Installations, and Environment
ASD(LA)	Assistant Secretary of Defense for Legislative Affairs
ASD(MC)	Assistant Secretary of Defense for Mission Capabilities
ASD(NCB)	Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs
ASD(R)	Assistant Secretary of Defense for Readiness
ASD(S&T)	Assistant Secretary of Defense for Science and Technology
ASD(S)	Assistant Secretary of Defense for Sustainment
ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
ASD(SPC)	Assistant Secretary of Defense for Strategy, Plans, and Capabilities
ASN(EI&E)	Assistant Secretary of the Navy for Energy, Installations, and Environment
ASN(RDA)	Assistant Secretary of the Navy for Research, Development, and Acquisition
ATSD	Assistant to the Secretary of Defense
ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
ATSD(PCLT)	Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency
AUKUS	Australia, United Kingdom, United States
BGCAPP	Blue Grass Chemical Agent-Destruction Pilot Plant
BSE	black start exercises
C/DA	cost per day of availability
C2	command and control
C2DAO	Command Chief Data and Analytics Officer
C3	command, control, and communications
C5ISR	command, control, communication, computers, cyber, intelligence, surveillance, and reconnaissance
C5ISRT	command, control, communication, computers, cyber, intelligence, surveillance, reconnaissance, and targeting
CAP	Cross-Agency Priority
cATO	Continuous Authority to Operate
CB	chemical and biological
CBDP	Chemical and Biological Defense Program

Appendix B – Acronyms and Abbreviations (cont'd)

CBW	chemical and biological weapons
CBWE	chemical and biological weapons elimination
CCDR	Combatant Commander
CCMD	Combatant Command
CCoE	Contracting Center of Excellence
CCV	canonical control vocabulary
CDAO	Chief Digital and Artificial Intelligence Officer
CDIO	Chief Digital and Innovation Officer
CFE	carbon pollution-free electricity
CFO	Chief Financial Officer
CI	counterintelligence
CIG	Commanders Initiatives Group
CIO	Chief Information Officer
CJADC2	Combined Joint All Domain Command and Control
CJCS	Chairman of the Joint Chiefs of Staff
CLIP	Central Laboratory Investment Program
CMMC	Cybersecurity Maturity Model Certification
CNIC	Commander, Navy Installations Command
CNRC	Commander, Navy Recruiting Command
COBRA	Coastal Battlefield Reconnaissance and Analysis
COO	Chief Operating Officer
CPIB	Continuous Process Improvement Board
CPM	Capability Portfolio Management
CPMR	Capability Portfolio Management Review
CRADA	Cooperative Research and Development Agreement
CRC	Concept Required Capability
CRRE	Cyber Resilience Readiness Exercises
CSOA	Center for SOF Analysis
CTA	critical technology area
CTO	Chief Technology Officer
DAF	Department of Air Force
DAF	Department of the Air Force
DAFA	Defense Agencies and DoD Field Activities
DAGIR	Data and Applications Government-owned Interoperable Repositories
DARPA	Defense Advanced Research Projects Agency
DASD(Log)	Deputy Assistant Secretary of Defense for Logistics
DASN(RDT&E)	Deputy Assistant Secretary of the Navy for Research, Development, Testing, and Evaluation
DAU	Defense Acquisition University
DBC	Defense Business Council
DBC	Defense Business Council
DBIMP	Distributed Bioindustrial Manufacturing Program
DBITS	Data Barrier Interoperability Tracking System
DBS	Defense Business System
DC CD&I	Deputy Commandant Combat Development and Integration
DCAPE	Director, Cost Assessment and Program Evaluation
DCAT	DoD Climate Assessment Tool
D-CPPP	Department of Defense Credentialling Program for Prevention Personnel
DCWF	Defense Cyber Workforce Framework
DDIL	denied, degraded, intermittent, and limited
DEI	diversity, equity, and inclusion
DEIA	diversity, equity, inclusion, and accessibility
DepSecDef	Deputy Secretary of Defense
DEVCOM	Combat Capabilities Development Command (USA)
DevSecOps	Development, Security, and Operations
DHA	Defense Health Agency
DHN	Defense Health Network
DIB	defense industrial base
DIE	Defense Intelligence Enterprise
DISA	Defense Information Systems Agency
DISG	Deputy's Innovation Steering Group
DITPR	DoD Information Technology Portfolio Repository
DIU	Defense Innovation Unit
DIWG	Defense Innovation Working Group
DM2	DHA Manpower Models
DMAG	Deputy's Management Action Group
DoD	Department of Defense

Appendix B – Acronyms and Abbreviations (cont'd)

DoDD	DoD Directive
DoDEA	Department of Defense Education Activity
DoDIN	DoD Information Network
DOE	Department of Energy
DON	Department of the Navy
DOT&E	Director, Operational Test and Evaluation
DPG	defense planning guidance
DPIC	Defense Performance Improvement Counsel
DPIF	Defense Performance Improvement Framework
DPT	Data Product Team
DSCA	Defense Security Cooperation Agency
DSCS	Defense Security Cooperation Service
DSE	Defense Security Enterprise
DSOC	Defense Safety Oversight Council
DSSG	Deputy's Strategy Steering Group
DTIC	Defense Technical Information Center
DTRA	Defense Threat Reduction Agency
EAP	Entrepreneurial Accelerator Program
EAP	Entrepreneurial Accelerator Program
eCRM	Enterprise Customer Relationship Management
eMH	enterprise Military Housing
EPM	Enterprise Portfolio Management
ERCIP	Energy Resilience and Conservation Investment Program
ESC-MC	Enterprise SATCOM management and control
ESTCP	Environmental Security Technology Certification Program
EVSE	Electric Vehicle Support Equipment
EWAT	Energy & Water Analysis Tool
FABRIC	Future Autonomous Battlespace Radio Frequency with Integrated Communications
FBwT	Fund Balance with Treasury
FCT	Foreign Comparative Testing
FMD	Financial Management Directorate
FMF	Foreign Military Financing
FMS	foreign military sales
FNC	Future Naval Capabilities
FOIA-	Freedom of Information Act
FPDS	Federal Procurement Data System
FTS	full time support
FY	fiscal year
FYDP	Future Years Defense Program
GAO	Government Accountability Office
GF	general funds
GIDE	Global Information Dominance Experiment
GOaR	Gateway Optimization and Resiliency
GOV	government-owned vehicle
GPRAMA	Government Performance and Results Act Modernization Act of 2010
HBCU	Historically Black Colleges and Universities
HOPE	Hands-On Photonic Education (USD(R&E))
HR	human resources
HRA	High-Risk Areas
HUBZone	Historically Underutilized Business Zone
HVAC	heating, ventilation, and air conditioning
HW/SW	hardware/software
IaaS	infrastructure-as-a service
IAPR	Integrated Acquisition Portfolio Reviews
IBC	Industrial Base Council
IBP	Industrial Base Policy
IC	Intelligence Community
ICAM	Innovation Capability and Modernization
ICC (P)	Integrated Capabilities Command (DAF)
ICOR	Internal Controls Over Reporting
IEP	Installation Energy Plan
IEW	Integrated Early Warning
IG	Inspector General
IL	impact level
INSS	Integrated Networks Systems of System
IPA	independent public accountant

Appendix B – Acronyms and Abbreviations (cont'd)

IPPIP	Integrated Primary Prevention Internship Program
IPPW	Integrated Primary Prevention Workforce
IRAD	Independent Research and Development
IT	Information Technology
ITPfM	IT Portfolio Management
JCS	Joint Chiefs of Staff
JMT	Joint Management Tool
JS	Joint Staff
JTAC	joint terminal attack controller
JWC	Joint Warfighting Concept
km	kilometer
LD	light duty
LLM	Large Language Model
LoE	line of effort
M&S	modeling and simulation
MADIS	Marine Air Defense Integrated System
MCICOM	Marine Corps Installations Command
ME	Mission Engineering
MGUE	Military User GPS Equipment
MHPI	Military Housing Privatization Initiative
MII	Manufacturing Innovation Institutes
MILDEP	Military Department
MILSPEC	military specification
ML	machine learning
MLGC	MUOS to Legacy Gateway Conversion
MMI	major military installations
MOSA	Modular Open System Approach
MRL	Manufacturing Readiness Level
MTESG	Military Training Executive Steering Group
MUOS	Mobile User Objective System
MVF	MUOS Voice Gateway
MW	material weakness
NAD	North Atlantic Division
NATO	North Atlantic Treaty Organization
NAVAUDSVC	Naval Audit Service
NAVELSG	Navy Expeditionary Logistics Support Group
NBSD	Naval Base San Diego
NC3	nuclear command, control, and communications
NCIS	Naval Criminal Investigative Service
NDAA	National Defense Authorization Act
NDIA	National Defense Industry Association
NDIS	National Defense Industrial Strategy
NDIS-IP	National Defense Industrial Strategy Implementation Plan
NDIS-IP	National Defense Industrial Strategy Implementation Policy
NDS	National Defense Strategy
NDS-IP	National Defense Strategy Implementation Plan
NetModX	Network Modernization Experiment
NFR	notice of findings and recommendations
NGB	National Guard Bureau
NGc2	Next Generation Command and Control
NNSA	National Nuclear Security Administration
NP2	Navy Personnel and Pay
NPS	National Park Service
NRL	Navy Research Lab
NTM	National Technical Means
OASD(CT)	Office of the Assistant Secretary of Defense for Critical Technologies
OASD(IBP)	Office of the Assistant Secretary of Defense for Industrial Base Policy
OASD(LA)	Office of the Assistant Secretary of Defense for Legislative Affairs
OASD(MC)	Office of the Assistant Secretary of Defense for Mission Capabilities
OASD(NCB)	Office of the Assistant Secretary of Defense for Nuclear, Chemical, and Biological Programs
OASD(S&T)	Office of the Assistant Secretary of Defense for Science and Technology

Appendix B – Acronyms and Abbreviations (cont'd)

OCONUS	outside the continental United States
ODASD(E&ER)	Office of the Deputy Assistant Secretary of Defense for Environment and Energy Resilience
ODASD(FE&T)	Office of the Deputy Assistant Secretary of Defense for Force Education and Training
OIB	Organic Industrial Base
OIG	Office of the Inspector General
OMB	Office of Management and Budge
ONA	Office of Net Assessment
ONR	Office of Naval Research
OPR	office of primary responsibility
OSBP	Office of the Small Business Programs
OSD	Office of the Secretary of Defense
OSIE	On-Site Installation Evaluation
OTST	OSD Transitions of SBIR/STTR Technology
PA/SI	Preliminary Assessment/Site Inspection
PaaS	platform-as-a-service
PAS	Presidentially-appointed Senate confirmed
PBR	Program and Budget Review
PCAPP	Pueblo Chemical Agent-Destruction Pilot Plant
PDM	Program Decision Memorandum
PFAS	polyfluoroalkyl substances
PfM	Portfolio Management
PfMO	Portfolio Management Office
PFPA	Pentagon Force Protection Agency
PG	Performance Goal
PII	Performance Improvement Initiatives
PIO	Performance Improvement Officer
PIO/DA&M	Performance Improvement Officer and Director of Administration and Management
PIPIR	Partnership for Indo-Pacific Industrial Resilience
PM2C	Portfolio Management, Modernization and Capabilities Council
PMA	President's Management Agenda
PNT	position, navigation, and timing
POA&M	Plan of Action and Milestones
POM	Program Objective Memorandum
POV	privately-owned vehicle
PP	permanent party
PPBE	Planning, Programming, Budgeting, and Execution
PPR	production per recruiter
PRC	People's Republic of China
PrSM	Precision Strike Missile
PSA	Principal Staff Assistant
PV	photovoltaic
QAR	quick action requirements
R&D	research and development
RAI	Responsible AI
RCSM	Reserve Component Service Member
RDA	research, development, and acquisition
RDER	Rapid Defense Experimentation Reserve
REPI	Readiness and Environmental Protection Integration
RF	radio frequency
R-GPS	Resilient Global Positioning System
RISC	Research in Intelligence and Security Challenges
RMF	Risk Management Framework
RMIC	Risk Management and Internal Controls
RN	radiological/nuclear
RSIP	Rapid Sustainment Improvement Process
S&I	strategy and implementation
S&T	science and technology
SaaS	software-as-a-service
SATCOM	satellite communications
SB	small business
SBA	Small Business Administration
SBIR	Small Business Innovation Research
SC	security cooperation
SCRM	Supply Chain Risk Management
SDB	Small Disadvantaged Business
SDB	Small Disadvantaged Business

Appendix B – Acronyms and Abbreviations (cont'd)

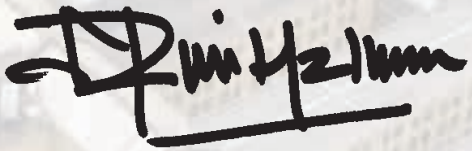
SDC	Static Detonation Chambers
SDVOSB	Service-Disabled Veteran Owned Small Business
SE&A	Office of Systems Engineering and Architecture (OUSD(R&E))
SecDef	Secretary of Defense
SECNAV	Secretary of the Navy
SECO	Spouse Education and Career Opportunities
SELRES	Selected Reserve
SMART	Software Management Response Team (USA)
SMART	Science, Mathematics and Research for Transformation (OUSD(R&E))
SMASH	Surface Morphing and Adaptive Structures for Hypersonics
SMP	Strategic Management Plan
SO	Strategic Objective
SOF	Special Operations Forces
SOSA	Security of Supply Agreement
SSMR	Storage Space Management Support
STEM	science, technology, engineering, and mathematics
STTR	Small Business Technology Transfer
sUAS	small unmanned aerial systems
T&E	test and evaluation
TacSRT	Tactical Surveillance, Reconnaissance and Tracking
TAI&A	Trusted AI and Autonomy
T-BRSC	Tri-Service Biotechnology for a Resilient Supply Chain
TMTR	Technology Modernization Transition Reviews
T-REX	Technology Readiness Experimentation
TRL	Technology Readiness Level
TSM	Tradewinds Solutions Marketplace
TTH	time-to-hire
UDCG	Ukraine Defense Contact Group
UH	unaccompanied housing
UID	unique identifier
UMD	unit manning document
UPK	Universal Prekindergarten
URED	Unified Research and Engineering Database
USACE	United States Army Corps of Engineers
USCYBERCOM	U.S. Cyber Command
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(C)/CFO	Under Secretary of Defense (Comptroller)/ Chief Financial Officer
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(P)	Under Secretary of Defense for Policy
USD(R&E)	Under Secretary of Defense for Research and Engineering
USG	U.S. Government
USINDOPACOM	U.S. Indo-Pacific Command
USMC	United States Marine Corps
USMC	United States Marine Corps
USN	United States Navy
USSF	United States Space Force
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
VAULTIS	Visible, Accessible, Understandable, Linked, Trusted, Interoperable, and Secure
VCJCS	Vice Chairman of the Joint Chiefs of Staff
VENOM-AFT	Viper Experimentation and Next-gen Operations Model – Autonomy Flying Testbed
VLS	Vertical Launch System
WCF	working capital fund
WOSB	Woman Owned Small Business
WU	warehouse utilization
ZEV	zero-emission vehicle
ZT	zero trust
ZTRA	ZT Reference Architecture

Acknowledgment

This report represents the collective achievements of the Department of Defense enterprise in its efforts to implement the NDS and to address institutional management priorities. Moreover, Fiscal Year 2024 marks the first performance cycle in which preparation of the Strategic Management Plan, development of narrative submissions, and collection of performance goals' data were completely automated via Pulse, the Department's authoritative performance management analytics platform in Advana.

This year's Annual Performance Report includes contributions to NDS implementation informed by OSD, Military Departments, and Defense Agencies and DoD Field Activities, as well as a report on investments in performance improvement initiatives to accelerate NDS implementation. This continuous forward momentum was a result of the highly collaborative and coordinated effort across the Department to produce a truly integrated outcome and metrics-driven report.

An endeavor of this magnitude cannot succeed without close collaboration with internal and external key stakeholders. I'd like to personally thank and express my sincere gratitude to our colleagues in the Office of Management and Budget (OMB) for their partnership; to our Senior Leaders for their advice, guidance, and support; and to all the amazing professionals who serve in and out of uniform throughout the Department.



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