

Army Programs
 COMMAND MANAGEMENT

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Section I
General

1. Purpose

This document establishes a FORSCOM Council Structure and outlines the interaction of the FORSCOM Council Structure with FORSCOM staff agencies to enhance the operation of the Command.

2. General

a. The FORSCOM Council Structure provides senior leadership forums for promoting dialogue, reviewing and deciding on major issues having broad impact on the Command, in conjunction with the formal coordination process. Topics such as planning, programming, budgeting, resourcing and information management activities requiring cross staff deliberation will be handled within the FORSCOM Council Structure, except where approval is obtained from the Chief of Staff.

b. The FORSCOM Council Structure will consist of three permanent organizations: the FORSCOM Staff Council (FSC), the FORSCOM Staff Deputy Council (FSDC), and the Program Budget Advisory Committee (PBAC). The FSC is the senior body, chaired by the Chief of Staff. The PBAC supports the FSC, specifically in programming, budgeting and execution matters. Composition of the PBAC is dependent upon the issues addressed. The FSDC, chaired by the Deputy Chief of Staff, supports the FSC on all other matters.

c. The FORSCOM Council Structure is further supported by the Command and Control Working Group (C2WG). The C2WG advises the FSDC on command and control projects and their acquisition, including the CINC Initiatives Fund and the Command and Control Initiative Program (C2IP). Further information on the C2WG is contained in memorandum, FCDJ, 27 Mar 90, subject: Command and Control Working Group (C2WG) Charter.

3. References

- AR 1-1 (Planning, Programming, Budgeting and Execution System).
- AR 11-32 (Army Long-range Planning Systems).
- AR 25 Series (Information Management).
- AR 37-1 (Army Accounting and Fund Control).
- AR 37-100-XX (Account/Code Structure).
- FORSCOM Regulation 11-1 (FORSCOM Program and Budget System, Programming Guide, and Programming Change Procedures (Standing Guidance, Volume III, FORSCOM Operating Program)).
- FORSCOM Memo 11-7 (Preparation Instructions for FORSCOM Operating Program (Volume I, Command Level Guidance, and Volume II, Detailed Guidance)).

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FORSCOM Reg 525-17 (Development and Management of the Commander-In-Chief Command and Control Initiatives Program (C2IP)).

Chairman, Joint Chiefs of Staff (CJCS) Memorandum of Policy (MOP) Number 65 (CINC Initiatives Fund).

The Joint Staff Command, Control, and Communication Systems Directorate (J6) Instruction 5717.1B (CINC C2 Initiatives Program).

Section II Description

4. The FORSCOM Staff Council (FSC)

The FSC is chaired by the Chief of Staff. Designated voting members are the J1, J2, J3, J4, J5, J6, J8, and the Engineer. Other staff members and subject matter experts may be added for specific purposes by the Chairman as non-voting members to ensure appropriate representation (see app A). The FSC is responsible for senior level management decisions and will make recommendations to the CINCFOR. For meetings on resource management areas, the FSC will act as the Senior Program Budget Advisory Committee (SPBAC); the term "Program Director" is synonymous with FORSCOM Staff Council designated membership. The specific role of the FSC in the planning and budget systems is described at appendices C and D, respectively.

5. The FORSCOM Staff Deputy Council (FSDC)

The FSDC is Chaired by the Deputy Chief of Staff. The J1, J2, J3, J4, J5, J6, J8, and the Engineer will designate one Deputy Director at the COL or civilian equivalent as the designated voting member to represent them. Other staff members and subject matter experts may be added by the Chairman as non-voting members to ensure proper representation for specific purposes. The FSDC may be a decision, advisory, or working body. It will normally serve as an advisory or working body on issues to be raised to the FSC. The FSDC will meet at the direction of the Council Chairman.

6. Program Budget Advisory Committee (PBAC)

The PBAC will be chaired by the Chief, Program Budget Division, J8, for budget and execution matters, and by the Chief, Policy and Programming Division, J5, for planning and programming matters. Appendix E depicts membership composition, responsibilities and procedures for the PBAC.

7. Command and Control Working Group (C2WG)

The Chief, Current Operations Division, J3, chairs the C2WG and may designate a deputy chairman at his discretion. The chairman is responsible for convening and conducting meetings, as required. Working group membership will consist of a knowledgeable representative from each principal joint staff agency. Additional staff agencies may be added at the discretion of the chairman. Participation of liaison officers to HQ FORSCOM is encouraged. Working group recommendations, multi-agency issues, and progress reports will be presented to the FSDC in response to FSDC taskings or at the request of the C2WG Chairman.

8. AD HOC Working Groups

The FSDC and the PBAC Chairman may designate Working Groups as necessary to address specific issues

for either the FSC (SPBAC), PBAC or the FSDC. Membership in these groups will vary depending on the issues considered. One example would be the FORSCOM Planning Working Group (app C).

9. Executive Secretaries

The Chairman of the FSC, the FSDC, and the PBAC may designate an Executive Secretary when specific expertise is required. The Executive Secretary will be responsible for all facets of those meetings within their designated areas. Executive Secretaries may, at any time, provide a recommendation to their appropriate Chairman to convene. Standing Executive Secretaries are at appendix A.

10. Administration

The Deputy Chief of Staff will be responsible for the administration of the FORSCOM Council Structure and will execute this task through a designated or appointed Executive Secretary.

Appendix A:

FSC Council Membership/Executive Secretary Responsibilities

Basic council membership consists of the Permanent Members listed in table A-1. Staff Observers may be added by the Chairman as needed for specific purposes. The Executive Secretary is responsible for all meetings to include location, agenda, and documentation of results. Executive secretaries for the standing FSC councils are identified in table A-1.

Appendix B:

Planning, Programming, Budgeting, Execution, and Evaluation System (PPBEES) Definitions

The basic functions of PPBEES are defined as follows:

a. Planning. Planning is the examination of strategy and concepts leading to determination of requirements for meeting assigned missions.

b. Programming. Programming is the identification of resources to achieve an objective or plan with an indicated fiscal year time phasing of what is to be done and how it is to be accomplished.

c. Budgeting. Budgeting is the process of determining resources required to accomplish assigned missions and programmed objectives for a specified fiscal period. Budgeting identifies resource requirements in more detail than the program and also defines what can and cannot be accomplished within resources available.

d. Execution. Execution is the application of available resources to accomplish approved programs, satisfy obligation targets, and effectively manage shifting priorities and program changes.

e. Evaluation. Evaluation is the application of program performance measures to assess the attainment of planned, programmed, or budgeted objectives. It also includes the determination of corrective actions.

Appendix C:

Planning System

C-1. The FORSCOM planning system is governed by the FORSCOM Staff Council. The Council meets to consider executive level decisions regarding planning at FORSCOM. This includes the FORSCOM Plan Vol I and directorates' supporting plans. These plans reflect the Directorates' key issues requiring management attention. Collectively, these plans provide a framework to achieve the short and long term objectives derived from the command's vision and guiding principles. The Council will meet to consider

Table A-1
FORSCOM Staff Council

TYPE OF COUNCIL							
STAFF AGENCIES	PLAN	PROGRAM	BUDGET	MANPOWER	MCA/MCAR /AFH	ENERGY POLICY	INFO MGMT
Chief of Staff	Ch'man	Ch'man	Ch'man	Ch'man	Ch'man	Ch'man	Ch'man
J1	PM	PM	PM	PM	PM	PM	PM
J2	PM	PM	PM	PM	PM	PM	PM
J3	PM	PM	PM	PM	PM	PM	PM
J4	PM	PM	PM	PM	PM	PM	PM
J5	Exec Secy	Exec Secy	PM	PM	PM	PM	PM
J6	PM	PM	PM	PM	PM	PM	Exec Secy
J8	PM	PM	Exec Secy	Exec Secy	PM	PM	PM
ENGR	PM	PM	PM	PM	Exec Secy	Exec Secy	PM
DPA	SO	SO	SO	SO	SO	SO	SO
TUSA	SO	SO	SO	SO	SO	SO	SO
Provost Marshal	SO	SO	SO	SO	SO	SO	SO
Surgeon	SO	SO	SO	SO	SO	SO	SO
Adjutant General	SO	SO	SO	SO	SO	SO	SO
Chaplain	SO	SO	SO	SO	SO	SO	SO
Staff Judge Advocate	SO	SO	SO	SO	SO	SO	SO
Internal Review	SO	SO	SO	SO	SO	SO	SO
Inspector General	SO	SO	SO	SO	SO	SO	SO
USAR Advisor	SO	SO	SO	SO	SO	SO	SO
ARNG Advisor	SO	SO	SO	SO	SO	SO	SO

PM - Permanent Member (Designated Members).

SO - Staff Observer (May be added for specific purposes by Chairman).

*NOTE: Chief of Staff/Permanent Members (Voting members).
Staff Observers (Non-voting members).*

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planning issues of high impact on FORSCOM and to assess progress toward meeting goals and objectives at the mid-term review.

C-2. The working level group for planning actions will be the FORSCOM Planning Working Group. They will meet to resolve the details of the planning system including but not limited to the aforementioned. The J5 will serve as responsible agency for all planning actions. In the event that no consensus can be reached by this working group, the resolution of the issues will be accomplished by the FSDC and subsequently by the FSC for final resolution.

Appendix D: Programming and Budget System

The FORSCOM Staff Council's (Senior Program Budget Advisory Committee (SPBAC)) role in the programming and budget system is to review, coordinate, and recommend action on resource management matters; to ensure balance between command missions and the distribution of resources; to ensure consistency in command plans, goals, objectives, capabilities, and requirements; to formulate assumptions; and to provide guidance necessary for programming, budgeting, execution, and evaluation documents such as the FORSCOM POM, CBERMU, and FPBG (app F and G). In performing this mission, the Council will review, coordinate, and provide recommendations on:

- a. Major changes in FORSCOM missions, objectives, policies, priorities, and resources contained in guidance documents from DA.
- b. Unfinanced requirements, included in the POM, the CBERMU, and other budget documents.
- c. Publication and supervision of FORSCOM Guidance and revisions thereto, including areas of emphasis, policies, priorities, resource requirements, and resource distribution to achieve a properly balanced program.
- d. Manpower programs and adjustments and changes thereto which impact on command funds as they pertain to personnel. This includes necessary limitations and controls as appropriate.
- e. Operation of the program system in subordinate commands.
- f. The command program for construction.
- g. The command program for energy policy.
- h. The command program for information management.
- i. Command and control projects and their acquisition, as requested by the C2WG.
- j. Such other matters as may be referred to the committee by the Chief of Staff.

Appendix E: Program Budget Advisory Committee (PBAC)

E-1. A PBAC is established to assist the FORSCOM Staff Council (SPBAC) in planning, programming, budgeting, and execution matters. The FORSCOM Staff Council (SPBAC) will provide centralized direction to the PBAC for all resource management matters. The PBAC will prepare such papers, studies, or recommendations as may be required for FORSCOM Staff Council (SPBAC) consideration of an issue.

E-2. The PBAC will meet at the discretion of the Executive Secretary shown in table A-1. The Chief, Program Budget Division, J8 serves as the Chairman of the PBAC for budget and execution matters. The Chief, Policy and Programming

Division, J5, serves as the Chairman for planning and programming matters. Agendas, read aheads and after action reports will be prepared and published by the Chairman, who will also direct the meetings and provide a repository of PBAC decisions and information.

E-3. PBAC membership will include representatives as designated by the Chairman of the PBAC, or as requested to the Chairman by a permanent member. Representatives are responsible for coordinating committee recommendations within their respective offices.

E-4. Rules of operations for the PBAC:

a. The Executive Secretaries to the FORSCOM Staff Council (SPBAC) for planning, programming, budgeting, and execution matters, may act in the name of the Council SPBAC, if PBAC consensus is reached and additional coordination is unnecessary. In the event that no PBAC consensus can be reached, resolution of issues will be accomplished by a Council SPBAC meeting.

b. Contested resource management issues will be resolved using either a decision paper of the SPBAC process. Use of these processes is outlined as follows:

(1) Decision papers will be used when the issue involves only one program director. These issues must be staffed with Executive Secretary. The Council SPBAC chairman is the decision authority for these actions.

(2) The Council SPBAC process will be used for issues which impact more than one program director. A PBAC is convened and members develop a majority recommendation. Dissenting program directors must notify the Executive Secretary in writing. The notification must be received by the Executive Secretary within 48 hours of the PBAC meeting. The notification must include an alternative proposal and must identify the impact of the proposal (decrement list). The Executive Secretary will schedule a Council SPBAC for presentation of the issue. The Executive Secretary will present the issue and the PBAC recommendation. Each dissenting program director will present his argument. Discussion of the issues and a recommendation to the Council SPBAC will take place. A decision will be made by the Chairman of the Council SPBAC.

Appendix F: Basic Guidance Documents

FORSCOM receives PPBS guidance and documents from HQDA, Department of Defense and the Joint Staff, and provides guidance to the field.

a. The FORSCOM PPBEES is an extension of resource management at higher levels. The following documents set in motion FORSCOM management functions or prescribe FORSCOM management actions.

(1) Army Long-Range Planning Guidance (ALRPG). This document issues leadership guidance, describes future planning environments and strategy that shape and guide Army Staff and Major Army Command (MACOM) long-range planning (LRP). It is a mechanism that focuses on LRP throughout the Army; it improves long-range contributions to force and resource planning; it integrates and rationalizes Army Staff functional long-range plans for The Army Plan (TAP).

(2) The Army Plan (TAP). TAP, Army Guidance Volume I, communicates leadership policy and resource guidance to ensure that the Total Army (Active, Reserve, and civilian components) is capable of conducting sustained land warfare, anywhere, at any time. TAP provides HQDA and MACOM planners and programmers guidance

concerning development of optimal force ratios and identification of future high-leverage initiatives. It provides focus for long-range planning as well as year-to-year continuity. Finally, TAP provides the start point for the prioritization process for the biennial Program Objective Memorandum (POM).

(3) The Joint Strategic Planning System (JSPS). The JSPS is a continuing process in which each document or program is an outgrowth of preceding cycles and documents, and in which development proceeds concurrently. Major JSPS documents/actions in which FORSCOM participates are:

(a) The Joint Strategy Review (JSR) initiates the strategic planning cycle and is the JSPS process for gathering information, raising issues, and facilitating the integration of the strategy, operational planning, and program assessments. The final product of the JSR process is the Chairman's Guidance (CG), which provides the principal guidance to the Joint Staff and information to the Secretary of Defense, the CINCs, and the other members of the Joint Chiefs of Staff regarding the framework for building the National Military Strategy Document (NMSD).

(b) The NMSD provides the advice of the Chairman to the President, the National Security Council, and the Secretary of Defense on the national military strategy, the national military objectives it is designed to attain, and the fiscally constrained force structure and support upon which its successful implementation depends.

(c) The Joint Strategic Capabilities Plan (JSCP) provides strategic guidance to the CINCs, the Chiefs of the Services, and the directors of Defense agencies to accomplish assigned strategic tasks, and apportions forces and resources to CINCs, based on military capabilities existing at the beginning of the planning period.

(d) The Chairman's Program Assessment (CPA) provides the Chairman's (CJCS) assessment of the Program Objective Memorandum (POM) force of each Service to assist the Secretary of Defense in decisions on the defense program subsequent to receipt of Service and Defense Agency POMs. The CPA summarizes the views of the Chairman on the balance and capabilities of the POM force and the support levels to attain U.S. national security objectives.

(4) Other Key Documents. The following are other key documents related to and significantly affecting the JSPS and PPBS.

(a) The Defense Planning Guidance (DPG) furnishes the Secretary of Defense's planning guidance and fiscal constraints to the Military Departments for developing their POMs for the defense planning period. The DPG includes major planning issues and decisions; strategy and policy; strategic elements; the Secretary's program planning objectives; the Defense Planning Estimate; the Illustrative Planning Scenario; and a series of studies. The DPG is considered the link between the planning and programming phases of the DOD PPBS.

(b) The Contingency Planning Guidance (CPG) supports the Secretary of Defense in his statutory duty to provide annually to the Chairman, Joint Chiefs of Staff, written policy guidance for contingency planning. The CPG focuses the guidance provided in the NMSD and DPG, and directly impacts the new JSCP.

(5) Army Programming Guidance Documents. Army programming guidance is published in the following four documents: The Army Long-Range Planning Guidance (ALRPG) and The Army Plan (TAP) published by DCSOPS and the MACOM POM Development Instructions (MPDI) and the Army POM Preparation Instructions (APPI) developed by the Director, Program Analysis and Evaluation (DPAE). The DPAE-produced Army guidance documents have been restructured to improve clarity of purpose and to reflect significant changes in the Army's POM development process.

(a) The ALRPG contains an appendix which establishes the Army's Long-Range Programming Guidance. This guidance is provided by the Program Evaluation Groups (PEGs).

(b) The TAP links planning to programming. It provides early direction to the PPBS cycle for the Total Army. The Army Plan addresses planning guidance and objectives for the Army from the first program year of the POM to ten years beyond the last program year (total of 16 years). A draft TAP is released for review in March or April of each odd calendar year to meet a publication schedule of October to December of that year.

(c) The third document supporting the development cycle is titled MACOM POM Development Instructions (MPDI). It explains the program development procedures and provides administrative instructions to be used by the MACOMs as they develop their MACOM POM (formerly MACOM PARR). The MPDI is primarily an administrative guide explaining how MACOMs will formulate, package, and submit their POMs to HQDA. The MPDI provides instructions on such topics as ADP input, military construction and BASOPS reporting, reporting CINC Integrated Priority List issues, and manpower and force structure programming. The MPDI is focused strictly on the MACOM's role in POM development. It is published in late summer-early fall in the odd year.

(d) The fourth document is the Army POM Preparation Instructions (APPI) published by DPAE in December of the odd year. The APPI is written for use by HQDA in final preparation of the Army POM submission to the Office of the Secretary of Defense (OSD).

(6) DA Program and Budget Guidance (DAPBG). The DAPBG is a HQDA publication designed as the single authoritative source document for command resource guidance. As such, it supports both the programming and budgeting processes. It is published three times yearly to correspond with the President's Budget, the POM, and the Army's Budget submission to OSD. The DAPBG is published in two volumes as follows:

(a) Volume I — General Narrative Guidance, Workload Data, and Investment Items.

(b) Volume II — Resource Guidance. A—Resource Trails; B—Command Dictionary.

(7) Planning, Programming, Budgeting, Execution, and Review System (PPBERS). PPBERS is a Chief of Staff Army (CSA) directed activity responsible for evaluating and reporting on the effectiveness of programs and budget accomplishment. The PPBERS cycle consists of comparing actual performance with established goals and taking corrective action as necessary to improve goal accomplishment.

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(8) CINC Initiatives Fund Guidance. The CINC Initiatives Fund is a JCS-managed program intended to be used to resource high priority, one-time requirements that enhance CINC warfighting capabilities, readiness and sustainment of forces assigned. The Joint Staff communicates the amount available and issues additional instructions in the annual message requesting CINC submissions. Funds are allocated based on approval following an evaluation of each proposed initiative.

(9) CINC Command and Control Initiatives Program (C2IP). The CINC C2IP is a JCS managed program intended to provide the Commander-In-Chief FORSCOM (CINCFOR), a capability to implement timely, low-cost, near-term improvements to command and control (C2) systems. These funds will be used in a discretionary manner, primarily to adapt and evolve existing C2 systems to meet unique requirements resulting from unforeseen situations. The improvements made under this program should increase the readiness and combat capability of the command by enhancing the CINC's ability to command and control forces.

b. In response to HQDA guidance, principally contained in the above documents, FORSCOM will publish resource management guidance to the field. These guidance documents are:

(1) Volume I, The FORSCOM Plan (TFP). The FORSCOM Plan projects the future missions and roles of the command in response to the Army's role in support of the National Military Strategy. It will contain a series of plans prepared by the principal staff directorates which address key issues requiring management attention and reflect their functional direction and guidance. This document provides the basis for the development of the Forces Command POM, CINCFOR IPL, CBE and other related resourcing prioritization and sourcing documents.

(2) Volume II, FORSCOM Program Budget Guidance (FPBG). The FPBG is the basic resource management directive for FORSCOM. It is an unclassified document providing resource management guidance in detail for functions having high visibility and functions with unique features requiring special attention, as well as providing guidance for activities of a more routine nature. It is published in two parts as follows: FORSCOM Program Budget Narrative Guidance; and Resources and Performance Guidance (FORSCOM Automated Program and Budget System (FAPABS)). The FPBG is designed to:

(a) Inform commanders and their staff of the responsibilities for effective use of resources. The chapter structure of the FPBG is organized by function. Each chapter is divided into Areas to Manage. The areas are further divided into subareas, addressing in more detail the multiple aspects of each program or function within the area. In this manner, definitive guidance is provided for management of resources for numerous specific programs. Proponents for the chapter structure, the areas within each chapter, and the format of the FPBG rests with J8, Program Budget Division, Resource Allocation Branch. Subareas are added to provide guidance for functions not currently included in the FPBG. Subareas are deleted when they are no longer applicable. Adding and deleting subareas are done at the discretion of the Program Director having proponentcy for the subarea in question.

(b) Provide guidance for attaining command objectives. Volume I of the FORSCOM Guidance, TFP, contains the goals and objectives for the total command.

Resource management guidance provided in Volume II bridges the gap between the ideal of the objective and the accomplishment of that objective. Narrative guidance contained in Volume II explicitly addresses relevant Plan objectives and provides guidance as to what actions should be taken in the budget timeframe to achieve those objectives.

(c) Provide applicable policies and procedures. The FPBG identifies the source documents (i.e., regulations, letters, messages, etc.) which define policies and procedures applicable to each Area/Subarea addressed in the document.

(d) Furnish guidance for budget formulation, justification, and execution. Guidance in the FPBG supplements the Letter of Instruction (LOI) for preparation of the Command Operating Budget (COB), execution reports, and other fiscal reports submitted throughout the year. Command policies, priorities established for application of resources, and resource management guidance contained in letters, messages, or other documents dispatched to the field during the course of the year are reiterated in the narrative guidance portion of the FPBG.

(e) Permit continuing evaluation of performance measured against pre-established factors and standards. An integral part of the PPBEES process is evaluation and the essence of evaluation is measurement. The FPBG identifies the most meaningful performance factors and standards for use by the field in measurement of program execution. It also identifies the source, at the installation, Continental United States Army (CONUSA), or unit, where performance data can be found for use in evaluation of performance.

(f) The Narrative Guidance portion of the FPBG should be widely distributed throughout the installation/CONUSA resource management community. It is imperative that resource managers at all levels have access to the detailed guidance provided in this publication. The Narrative Guidance portion of the FPBG is published in March with interim changes as required.

(g) Resource and performance guidance is provided in the FAPABS. The FAPABS provides an automated record of resource decisions of the command. The system provides reports showing funding, workload, and manpower distribution by Army Management Structure (AMS) Account, by MDEP, and by other subdivisions mandated by the PPBEES. Under the power down concept, installation guidance is generally provided at a summary level by MDEP to allow maximum flexibility to the installation commander in applying his resources. Program Directors may provide additional detail guidance, off line, to their installation counterparts as necessary in order to maintain a complete audit trail back to resources contained in the DAPBG.

Appendix G

Principal Resource Submissions/Reports

G-1. The following are the principal report submissions required for the PPBS.

G-2. In the Planning and Programming phases of PPBS, FORSCOM participates in the Defense Planning and Resources Board (DPRB) in its specified command capacity, and in Senior Army Commanders' Conferences in its Major Army Command (MACOM) capacity. In these capacities as a specified combatant command and MACOM it interacts with DOD, the Joint Staff and HQDA in the formulation and preparation of the JSPS and PPBS documents listed in appendix F. The broad guidance

contained in these various joint and Army documents provides the base for developing the following FORSCOM input to the DOD and Army PPBS:

a. CINCFOR Integrated Priority List (IPL). The IPL is an integrated, prioritized list of CINCFOR's most important concerns, coupled with the size and type of programmatic solutions to those concerns, submitted to the Secretary of Defense, normally in October of odd numbered years. It highlights those areas which, in the judgement of CINCFOR require DOD's highest-priority attention. It is a primary programming tool for unified and specified combatant commanders. In its capacity as the Army component (ARLANT) of the unified U.S. Atlantic Command, FORSCOM inputs to the CINCLANT IPL also.

b. FORSCOM Program Objective Memorandum (POM). The FORSCOM POM is the primary vehicle for linking FORSCOM's plans and missions to resources. It is a statement of the Command's resource requirements to accomplish its missions throughout the Future Years Defense Program (FYDP) period (six year period beyond the budget year, e.g., FY 94-99) within the resource constraints imposed by the latest Army Program Budget Guidance (PBG) total obligation authority (TOA). The MACOM POM is normally submitted to HQDA in December of odd numbered years.

c. Command Operating Budget (COB)/Command Budget Estimates (CBE)/Resource Management Update (RMU). The COB/CBE is the process of formulating detailed projections of resource requirements for the accomplishment of assigned missions and approved programs for the budget year. It is a plan for allocating available resources, balancing priorities in competition for limited resources, and identifying those functions which cannot be accomplished within the resources provided. Installations/CONUSA provide their COB input through the FORSCOM Automated Resource System. The FORSCOM CBE is prepared by the FORSCOM staff, using DA provided automated formats, and submitted to DA in late June or early July. Effective with the Budget submitted in FY 86 (FY 88/89), the budget submission process converted to a biennial cycle. Two-year budgets are submitted to DA in the even numbered years called a CBE. Commands will submit a Resource Management Update (RMU) in the odd numbered years.

d. Status of Operating Resources — Installation/CONUSA Reporting. Data for evaluating effectiveness of resource use is supplied as follows:

(1) Unfinanced Requirements (UFR). Installations/CONUSAs submit their UFRs in priority sequence through the FORSCOM Automated Resource System UFR module. These UFRs are requests for resourcing of requirements which cannot be supported within current funding levels. FORSCOM requires submission of current year UFRs on an as-needed basis and for budget year UFRs with installation/CONUSA COB submissions.

(2) Flash Reports. Monthly flash reports compare each installation/CONUSA's cumulative obligations to a monthly program based on FORSCOM historical execution data. Required monthly October through July, at the program/subprogram level of detail, explanation of deviations from the program are also required as applicable. At yearend, The Status of Annual Funding Program (AFP) Flash Report (RCS FCJ8-19) provides obligation status of each installation/CONUSA, excess funds available for withdrawal, new critical UFRs, changes to UFRs previously submitted, and other special interest data. Beginning with

an 'as of 31 August' report due on the sixth workday of September, reports are due approximately once per week, until the last week in September, when it is submitted daily through yearend closeout.

e. CINC Initiatives Fund Submission. This annual submission consists of a prioritized list of projects recommended for funding under the CINC Initiatives Fund program. The unresourced projects should meet the criteria of the program and be justifiable as low-cost, high-benefit requirements for which funding could be obligated before the end of the fiscal year.

f. CINC C2IP Fund Submission. This annual submission consists of a prioritized list of projects recommended for funding under the CINC C2 Initiatives Program. The unresourced projects should meet the criteria of the program and increase the readiness and combat capability of the command by enhancing the CINC's ability to command and control forces.

g. The Information Mission Area (IMA) Modernization (MOD) Plan is the source for developing the IMA portion of the FORSCOM POM and input to the Army Long-Range Planning Guidance. The IMA MOD Plan is the final product of the sustaining base IMA planning phase and includes only approved requirements within HQDA resource availability guidelines. Planning in the IMA is a formal process that identifies and validates future requirements, determines deficiencies in meeting these requirements, and provides a vision of future environments. The IMA MOD Plan is developed biennially every even year in accordance with AR 25-1, The Army Information Resources Management Program, DA PAM 25-2, IMA Planning Process, and supplemented by IMA Planning Guidance issued by Office of Director Information Systems for Command, Control, Communications and Computers. This guidance provides IMA specific guidance for mid-range planning period, POM, and is based on the most current versions of DPG, ALRPG, and TAP. The FORSCOM IMA MOD Plan identifies IMA resources by POM year required to meet the FORSCOM functional proponent goals and objectives, priorities and planned resource allocations for the POM years which support the FORSCOM Plan. The IMA MOD Plan is a starting point for moving to the programming phase of the PPBS.

Appendix H: Resource Management Responsibilities

H-1. Resource management responsibilities are shared by the following functionaries:

a. Appropriation Director. The Director of Resource Management (J8) has primary staff responsibility for financial management policy and financial management execution and control of those portions of each appropriation allocated or otherwise made available to FORSCOM. He is the principal resource management and financial advisor to the Commanding General/CINC and staff. He is responsible for consolidation of material from program/activity directors for incorporation into the FPBG, CBE, FAPABS, and other financial management reports or studies as well as procedural standardization of resource management submissions and presentations. The Director of Plans, Programs, and Policy (J5) has primary responsibility for Planning and Programming.

b. Program Director. Program Directors are heads of applicable joint and special staff agencies who are responsible for planning and administering a major defined Sub-program or Activity Account within the Army Management Structure. These Sub-programs/Activity

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Accounts are comprised of MDEPs or Sub-program/Activity Account components of MDEPs which comprise their programs within FORSCOM PPBEES. Sub-program/Activity Account management responsibility is the primary method of fiscal control within FORSCOM. The Program Director has overall control, to include achieving an internal balancing of MDEPs or Activity Accounts within his program. For example, the Director of Operations, J3 is the Program Director for Sub-Program P200000-Mission and the Director of Logistics is the Program Director for the 202096.C Maintenance activity account.

c. Activity Director. Activity directors are MDEP functional managers for the Program Director. They have functional responsibility for planning and administering key MDEPs within a major Sub-program or Key Account. For example, Director of Intelligence, J2 is an activity/functional manager for MDEP RH10-REDTRAIN; and the Director of Logistics, J4 for MDEP XTEQ-Tactical Equipment TDA Maintenance. Both of these are included within Sub-program P200000-Mission for which the Director of Operations, J3 is the Program Director.

H-2. Within HQ FORSCOM, resource management responsibilities are assigned as follows:

ACTION	RESPONSIBILITY
Planning	
1. Develop FORSCOM planning objectives from available OSD/Joint Staff/HQDA documents.	J5. Program and Activity Directors are responsible for assigned portions. J5 integrates input and is proponent for decisions on priorities and objectives. J5 publishes and distributes documentation.
a. Develop FORSCOM input to JSFS documents, the DPG, the ALRPG, and TAP.	J5 accepts input from staff and prepares responses and positions for the Command Group.
b. Develop CINCFOR input to planning and programming phases of the DPRB.	J5 accepts input from staff and prepares responses and positions for the Command Group.
2. Develop Command Guidance and Priorities and Objectives as outlined in FORSCOM Guidance, Volume I.	J5. Program and Activity Directors are responsible for assigned portions. J5 integrates input and is proponent for decisions on priorities and objectives. J5 publishes and distributes documentation.
3. Develop Force Structure guidance (Program Force) based on Total Army Analysis.	J3 in coordination with J5.
4. Input to Agenda and discussion at Army Long-Range Planners' Conference and the J5 Worldwide Planners' Conference.	J5 prepares positions, coordinating with staff if necessary.
5. Develop Command Group input to Sr. Army Commander's Conferences (All).	J5 accepts input from staff and prepares responses and positions for the Command Group.

ACTION	RESPONSIBILITY
Programming	
1. Program Objective Memorandum (POM):	J5. Program Directors provide input for areas of responsibility.
a. Develop field input letter for dissemination to installation/CONUSA.	J5. Program Directors review for areas of responsibility.
b. Receive and interpret HQDA programming guidance and provide instructions to the staff.	J5.
c. Provide guidance to unified combatant commands/components on submitting their IPL issues in programmatic terms.	J5.
d. Receive field input letters from installations/CONUSA, assign pronency, and distribute to staff.	J5. Program Directors review for areas of responsibility.
e. Review/analyze IPL issues.	J5 performs horizontal review. Program Directors review for areas of responsibility.
f. Review/analyze field input.	J5.
g. Receive IPL issues, assign pronency, and distribute to staff.	J5 performs horizontal review. J3 assesses structure and J8 assesses manpower. Program Directors review for areas of responsibility.
h. Review/analyze HQDA Program Budget Guidance.	J5 provides guidance. Program Directors develop for their areas of responsibility.
i. Develop MDEPs, Special Displays, and Modernization Resource Information Submission (MRIS).	J5. Costing by Program Directors for their individual areas with input to J3 data base. MRIS is consolidated by J3 and provided to J5 for inclusion in the POM.
j. Provide instructions and review MRIS data.	J5 with concurrence from Program Directors.
k. Develop prioritization procedures for use in ranking MDEPs and Special Displays.	J5. Program Directors participate.
l. Convene and chair PBAC. Serves as executive secretary to FORSCOM Staff Council.	J5. Program Directors develop for areas of responsibility.
m. Prepare the Commander's Statement.	

ACTION	RESPONSIBILITY	ACTION	RESPONSIBILITY
n. Conduct feedback briefings to combatant commanders on programming status of IPL issues.	J5. Program Directors participate.	e. Prepare final IPL for submission to OSD.	J5. Program Directors provide for areas of responsibility.
o. Consolidate, review, revise, and submit to HQDA.	J5. Program Directors develop for areas of responsibility.	4. OSD Program Review:	J5. Program Directors also review.
p. Conduct in-process-reviews and final briefings for the FORSCOM Staff Council and CINCFOR.	J5. Program Directors develop for areas of responsibility.	a. Receive and interpret OSD Program Review Instructions and provide guidance to staff.	J5. Program Directors provide for areas of responsibility.
q. Brief HQDA PAE and the functional panels.	J5. Program Directors brief as required for specific programs.	b. Develop proposed issue outlines and submit to OSD through Joint Staff.	J5. Program Directors provide for areas of responsibility.
r. Track MDEPs/Special Displays through the HQDA decision/prioritization process.	J5. Program Directors track for areas of responsibility.	c. Review Approved Issue List; nominate issue team members.	J5. Program Directors provide for areas of responsibility.
s. Provide periodic and final status of MDEPs/Special Displays to the Command Group.	J5. Program Directors develop for areas of responsibility.	d. Participate on Issue Teams; review and comment on draft Issue Papers.	Program Directors/J5.
t. Provide feedback letter to installation/CONUSA to inform of field input status and provide copy of the Army POM.	J5. Program Directors develop for areas of responsibility.	e. Receive and distribute Issue Books.	J5.
2. Chairman's Program Assessment (CPA):		f. Review and develop comments on Issue Books.	J5. Program Directors for areas of responsibility.
a. Receive draft/predraft CPA from Joint Staff and distribute to staff.	J5.	g. Prepare/assist CINCFOR for DPRB.	J5. Program Directors provide input.
b. Review Service POM's and provide input to Joint Staff for inclusion in the CPA.	J5. Program Directors develop for areas of responsibility.	h. Review and develop comments on DPRB summary sheets.	J5. Program Directors for areas of responsibility.
c. Prepare summary of final CPA for the Command Group.	J5.	i. Receive Program Decision Memoranda (PDM). Prepare summary and rebuttals/comments for command group.	J5.
3. Integrated Priority List (IPL):		5. Army Program Objective Memorandum (POM):	
a. Provide instructions to staff for submission of IPL issues.	J5.	a. Receive Army POM and distribute to staff.	J5.
b. Develop strawman IPL for staff to build upon.	J5.	b. Receive other services/agencies POMs and advise staff that they are available for review.	J5.
c. Chair PBAC to prioritize and approve.	J5. Program Directors participate.	c. Prepare summary of POMs for the Command Group.	J5 in coordination with staff.
d. Conduct approval briefings for FORSCOM Staff Council and CINCFOR.	J5. Program Directors participate.	d. Coordinate HQDA POM briefings to combatant commands.	J5. Staff attend as necessary.
		e. Prepare POM Assessment Letter and submit to HQDA.	J5. Program Directors for areas of responsibility.

ACTION	RESPONSIBILITY	ACTION	RESPONSIBILITY
6. Execution Review:		c. Prepare an overall PBG analysis to aid in identification/correction of errors.	
a. Receive and interpret OSD guidance and provide to staff.	J5. Program Directors also review.	(1) Civilian Personnel Spaces.	J8.
b. Develop proposed topics and submit to OSD through JCS.	J5. Program Directors for areas of responsibility.	(2) Civilian Pay Guidance.	J8 prepares recommended distribution which is reviewed and adjusted by PBAC and CINCFOR.
c. Review approved topic list; nominate team members.	J5. Program Directors for areas of responsibility.	(3) All Other Programs.	J8. Program Directors review their respective areas and input to J8.
d. Participate on teams to develop issues.	Program Directors/J5.	d. Develop budget guidance for dissemination through the FPBG and the FAPABS.	J8. Program Directors prepare for their areas of responsibility for review by J8.
e. Receive and distribute Execution Review documents.	J5.	2. Review and distribute the FPBG and FAPABS.	J8 distributes, after review of General Support Forces military and civilian manpower space allocations and review of all other military space allocations by J3. Program Directors review their own areas of responsibility prior to distribution.
f. Review and develop comments on Execution Review documents.	J5. Program Directors for areas of responsibility.	3. Review HQDA guidance on preparation of CBERMU.	J8 distributes throughout the staff. J8 and J3 review manpower guidance. Program Directors review guidance that pertains to their area of responsibility.
g. Prepare CINCFOR for DPRB.	J5. Program Directors provide input.	4. Determine which parts of the CBERMU will be done through automated procedures and develop overall FORSCOM guidance, instructions, schedules, and assignments.	J8.
h. Assist CINCFOR at DPRB meetings.	J5.	5. Develop special guidance and instructions peculiar to specific organization or functional elements.	Program Directors develop for their areas of interest and input to J8.
i. Review and develop comments on daily activities of the DPRB.	J5.	6. Provide instructions and review MRIS data.	J3. Costing by Program Directors with input to J3 data base.
j. Receive final position from DPRB. Prepare summary for Command Group.	J5.	7. Consolidate FORSCOM guidance for preparation of CBERMU. Reconcile inconsistencies and disseminate to field.	J8.
7. Provide instructions and review MRIS data.	J5. Costing by Program Directors for their individual areas with input to J3 data base. MRIS is consolidated by J3 and provided to J5.	8. Receive installation/CONUSA COB submissions. Process automated reports and distribute to Program Directors.	J8.
8. Develop specific program guidance to their installations for inclusion in the FPBG.	Program Directors prepare for own areas and provide to J8 for review, editing, and consolidation.		
9. Consolidate FPBG, review and reconcile inconsistencies, and disseminate to field.	J8.		
Budgeting			
1. After receipt of PBG from HQDA:			
a. Prepare a program to budget crosswalk.	J8. Program Directors review their respective areas and input to J8.		
b. Track MDEP changes.	J8. Program Directors review their respective areas and input to J8.		

ACTION	RESPONSIBILITY	ACTION	RESPONSIBILITY
9. Review installation/CONUSA COB submissions and revise as necessary.	J8 performs horizontal review of installation/CONUSA submissions. J8 and J3 may assist in review of manpower aspects. Program Directors review for their areas of responsibility.	f. Evaluates CINCFOR proposals and approves or disapproves for funding.	JCS
10. Develop FORSCOM command schedules and information at AMS levels.	J8 and J3 provide assistance on manpower aspects and J8 on dollar aspects. Program Directors for their areas of interest.	g. Notifies applicable staff representative of final results from JCS.	J3.
11. Develop command appropriation, program, subprogram, and special purpose schedules.	J8. J8 and J3 develop manpower schedules, and Program Directors provide input on special purpose schedules and supplementary information.	19. CINC Command and Control Initiatives Program (C2IP):	J6.
12. Prepare Commander's Narrative Analysis.	J8. Program Directors provide supplementary information. J8 and J3 provide manpower information, as necessary.	a. Receives annual message from JCS tasking for proposed initiatives.	J6. CINCFOR staff examines their respective areas and provides input to J6.
13. Review and adjust CBERMU.	PBAC and FORSCOM Staff Council, in turn, as scheduled by J8. Program Directors provide input on special issues.	b. Coordinates total requirements for CINCFOR.	J6 prepares formal correspondence, briefs C2 Working Group for validation and prioritization. Coordinates with staff principals involved.
14. Approve CBERMU.	Commanding General/ CINCFOR.	c. Develops final input for submission for JCS.	CINCFOR
15. Present COB to HQDA and respond to HQDA questions.	J8. Program Directors coordinate with functional counterparts.	d. Approves final input to JCS.	Joint Staff
16. Provide back-up witnesses at OSD and Office of Management and Budget (OMB) hearings.	J8. Program Directors as required for specific programs.	e. Evaluates CINCFOR proposals and approves/disapproves for funding.	J6.
17. Receive and review Program Budget Decisions (PBDs) resulting from OSD/OMB review of September OSD Budget. Distribute PBDs to applicable staff sections.	J8. Program Director review for their areas of interest. J5 may assist as necessary.	f. Notifies applicable staff representatives of final results from JCS.	J8. Includes formal communications with subordinate, lateral, and higher levels of command.
18. CINC Initiatives Fund:	J3.	Execution	J8. Program Directors provide input on specific issues.
a. Receives annual message from JCS tasking for proposed initiatives.	J3.	1. Evaluate overall execution of command financial programs.	J8.
b. Coordinates total requirements for CINCFOR.	J3. CINCFOR staff examines their respective areas and provides input to J3.	2. Receive initial Funding Authorization Document (FAD). Break out funds and distribute to installations/CONUSA/activities. Establish and maintain command withhold account.	J8.
c. Reviews and prioritizes CINCFOR staff recommendations in accordance with guidance in CJCS MOP 65.	C2WG. J3 schedules meeting and invites proposal representatives.	3. Prepare instructions for Status of Operating Resources report. Distribute installation submission to staff.	J8.
d. Develops final input for submission to JCS.	J3 prepares formal correspondence and coordinates with staff.	4. Convene PBAC/ FORSCOM Staff Council meetings as required.	J8.
e. Approves final input for JCS.	CINCFOR.	5. Review FAD (limitations, appropriations, Annual Funding Program (AFP), and allotment level).	J8.

ACTION	RESPONSIBILITY	ACTION	RESPONSIBILITY
6. Analyze trends in recoveries of prior year funds, outstanding travel advances, and accounts receivable.	J8. J8 prepares master list using Program Director input for their areas of responsibility. PBAC and FORSCOM Staff Council, in turn, approve or make revisions for the entire Command. Command Group approves final master list.	c. Implements approved initiative in accordance with CJCS MOP 65 and all appropriate regulatory guidance.	Project "sponsor" on CINCFOR staff with functional responsibility.
7. Review and prioritize unfinanced requirements.	J8 for appropriation levels and civilian pay; J8 and J3 for Manpower; Program Directors for assigned area of responsibility.	d. Prepares quarterly report requirements in compliance with CJCS MOP 65.	J3 solicits input from applicable staff, consolidates into final report, and submits to JCS.
8. Analyze execution on a frequent basis.	J8 briefs FORSCOM Staff Deputy Council/FORSCOM Staff Council.	14. C2IP Fund.	Project officer on CINCFOR staff with functional responsibility.
9. Conduct periodic execution reviews.	Program Directors within their areas of responsibility. PBAC and FORSCOM Staff Council review, if necessary.	a. Develops appropriate documents to obligate funds for approved initiatives.	J6.
10. Receive program changes and revise requirements accordingly.	J8. Changes will be initiated by Program Directors and J8. J8 and J3 may assist on manpower aspects.	b. Obligates funds transferred from JCS in a timely manner.	Project officer on CINCFOR staff with functional responsibility.
11. Adjust funding levels as necessary during the year to fund new programs, delete discontinued ones, and reflect changed command priorities or apply undistributed funds.	J8 and Program Directors will manage year-end allocations to assure year-end funds are applied against requirements having highest priority, striving for maximum effective usage. By mid-Sep, J8 assumes control of all FORSCOM funds and manages allocations to assure year-end funds are applied against requirements having the highest priority.	c. Implements approved initiatives in accordance with JCS Instruction and FORSCOM Reg 525-17.	J6 solicits input from applicable staff and consolidates into final report and submits to JCS.
12. For Fiscal Year-end financial management, manage allocation of funds to ensure reported excesses are withdrawn and reallocated for effective use of available resources. Identify and assign priority to year-end requirements. J8 prepares list approved by PBAC and FORSCOM Staff Council, if necessary.		d. Prepares monthly funding status reports in accordance with JCS instruction.	J8.
13. CINC Initiatives Fund:	Project "sponsor" on CINCFOR staff with functional responsibility.	Evaluation	J8 establishes and maintains the structure. Program Directors suggest and advise on structure details.
a. Develops appropriate documents to obligate funds for approved initiatives.		1. Determine compliance with Command financial management policies and procedures (appropriated resources).	
b. Obligates funds transferred from JCS in a timely manner.		2. In coordination with the Defense Finance and Accounting Service (DFAS), HQDA and the field, develop and maintain an accounting structure that maximizes operational usefulness and permits evaluation of effects of expenditure levels on program accomplishment.	
		3. Establish performance indicators that reflect quantifiable progress towards program goals.	
		a. AMS indicators.	Program Directors provide surveillance of established AMS indicators and suggest changes. J8 and J3 review manpower aspects of each indicator. J8 consolidates staff recommendations for change, reconciles inconsistencies, and submits requests for change to HQDA.

ACTION	RESPONSIBILITY	ACTION	RESPONSIBILITY
b. Installation level indicators.	Program Directors identify indicators. J8 and J3 review manpower aspects of each indicator. J8 reconciles inconsistencies and publishes indicators for installation reporting and use.	6. Review for financial improprieties (violations of 31 USC 1301a, AR 37-1 USC 1517, etc.)	
4. Identify deviations and analyze and evaluate their impact on operations.		a. Monitor execution against financial limitations to identify potential violations.	J8 and Program Directors.
a. AMS indicators.	Program Directors. J8 and J3 may analyze overall manpower effect of deviations.	b. Report any suspected violations for analysis and/or staff coordination.	J8 and Program Directors.
b. Installation level indicators.	No reporting at present.	c. Submit appropriate Flash Reports to ASA(FM).	J8.
5. Reconcile deviations and solve problems they disclose.		d. Review, staff, and submit reports of violation as prescribed by AR 37-1.	J8.
a. AMS indicators.	Program Directors, PBAC, and FORSCOM Staff Council.	e. Provide feedback data to responsible commanders.	J8.
b. Installation level indicators.	Flash report.		

**Appendix I:
Primary Staff Responsibilities for FORSCOM Resource Management Operating Program Guidance**

Volume/Chapter	Organization
Volume I	FORSCOM Plan Staff agencies provide inputJ5
Volume II	FORSCOM Program Budget Guidance (FPBG) NarrativeJ8
Chapter 1	OVERVIEWJ8
Chapter 2	STRUCTURING Force Structure.....J3
Chapter 3	MANNING Civilian PersonnelJ1 Community SupportJ1 Discipline, Law & OrderPM Military PersonnelAG Public AffairsODPA RetentionJ1 SafetyJ1 EducationAG
Chapter 4	TRAINING Training.....J3
Chapter 5	MOBILIZATION & DEPLOYMENT MobilizationJ3, J5 Integrated CONUS Medical Mobilization MissionSurgeon
Chapter 6	PROVIDING FACILITIES Environmental, Cultural & Historic Area MgtENGR Facilities DisposalENGR Facility Acquisition ProgrammingENGR Housing ManagementENGR Real Property Maintenance.....ENGR Real Property PlanningENGR Utilities OperationENGR
Chapter 7	MANAGING INFORMATION Information ManagementJ6
Chapter 8	EQUIPPING Force ModernizationJ3 Equipment Distribution.....J4
Chapter 9	SUSTAINING Logistics ServicesJ4 Maintenance ManagementJ4 Supply ManagementJ4 TransportationJ4
Chapter 10	MANAGING Assistance & InvestigationsIG Command ManagementJ8 ContractingJ4 Equal OpportunityJ1 Funds Control & AccountingJ8 InspectionsIG LegalSJA Manpower ManagementJ8 Religion.....Chaplain Security.....J2
Volume III	FORSCOM Program Budget Guidance (Part B) Resources and Performance Guidance (FAPABS).....J8 Program Direc- tors initiate changes for areas of responsibility.

Appendix J:

Program Element (PE)/Key Account (KA) Responsibility

NOTE: Sub-program/Activity Account management responsibility is the primary method of fiscal control within FORSCOM. The Program Director has overall control responsibility for achieving an internal balancing of MDEPs or Activity Accounts within their Sub-program/Key Account. Agency depicted as "Organization", if different than Program Director, has responsibility for providing information to the Program Director.)

APPN	Program Element (PE)/ Key Account (KA)	Title	Organization
OMA		GENERAL PURPOSE FORCES (MISSION)	J3 (Prog Dir)
	201189	COUNTER-DRUG PROGRAM	J3
	202011	DIVISIONS	J3
	202012	NONDIV COMBAT BDE/REGM	J3
	202013	OTHER NONDIV COMBAT UNITS	J3
	202014	TACTICAL SPT - OTHER UNITS	J3
	202015	TACTICAL SPT - COMMUNICATION UNITS	J3
	202016	TACTICAL SPT - INTELLIGENCE UNITS	J3
	202017	TACTICAL SPT - MEDICAL UNITS	J3
	202018	TACTICAL SPT - LOGISTICS UNITS	J3
	202019	TACTICAL SPT - ADMIN UNITS	J3
	202020	TACTICAL SPT - MAINT OF TACTICAL EQ	J4
	202056	ENVIRONMENTAL COMPLIANCE (ECAP)	ENGR
	202076	MINOR CONSTRUCTION (RPM) L ACCOUNT	ENGR
	202078	MAINTENANCE AND REPAIR (RPM) K ACCOUNT	ENGR
	202092	SPECIAL ACTIVITIES	J3
	202098	MGT HEADQUARTERS	J8
	202099	ADMINISTRATIVE SUPPORT	J3(J1)
	208011	JCS EXERCISES	J3
	208015	COMBAT DEVELOPMENT ACTIVITIES	J3
	208090	AUDIOVISUAL & VISUAL INFO SPT	J3
	208095	BASE COMMUNICATIONS	J6
	208114	AIR TRAFFIC CONTROL - TACTICAL	J3
	208611	INFORMATION PROGRAM MANAGEMENT	J6
	208612	INFORMATION MANAGEMENT - AUTOMATION SPT	J6
	208616	INFORMATION MANAGEMENT - CSDA	J6
	202096	BASE OPERATIONS(-)	
	.A	REAL ESTATE LEASES	ENGR
	.B	SUPPLY OPERATIONS	J4
	.C	DIRECT SUPPORT/GENERAL SUPPORT (DS/GS) MAINTENANCE OF MATERIEL	J4
	.D	TRANSPORTATION SERVICES	J4
	.E	LAUNDRY AND DRYCLEANING SERVICES	J4
	.F	THE ARMY FOOD SERVICE PROGRAM	J4
	.G	PERSONNEL SUPPORT	J1
	.H	UNACCOMPANIED PERSONNEL HOUSING OPERATION, ADMIN & FURNISHINGS	ENGR
	.J	OPERATION OF UTILITIES	ENGR
	.M	ENGINEER SUPPORT	ENGR
	.N	COMMAND ELEMENT, SPECIAL STAFF, HQ COMMANDANT	J1(J3)
	.P	AUTOMATION ACTIVITIES	J6
	.Q	RESERVE COMPONENT SUPPORT	J3
	.S	COMMUNITY AND MORALE SUPPORT ACTIVITIES	J1
	.T	PRESERVATION OF ORDER	J1(PM)(J2)
	.U	DIRECTORATE OF RESOURCE MANAGEMENT	J1
	.W	DIRECTOR OF CONTRACTING/CONTRACTING DIVISION	J4
	.Y	RECORDS MANAGEMENT, PUBLICATIONS	J6
	380000	INTELLIGENCE ACTIVITIES	
	381334	OTHER CMD GEN DEF INTEL PGM SPT	J2
	381335	ADP GEN DEF INTEL PROGRAM SPT	J2
	381398	FORCES CMD (GDIP)	J2
	390000	INFORMATION MANAGEMENT	

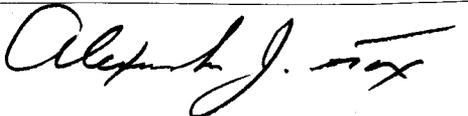
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APPN	Program Element (PE)/ Key Account (KA)	Title	Organization
	393152	WWMCCS-ADP	J6
	720000	CENTRAL SUPPLY ACTIVITIES	
	722892	TROOP ISSUE SUBSISTENCE ACTIVITY	J4
	728010	SECOND DESTINATION TRANSPORTATION	J4
	728012	MGT OF TIMBER PRODUCTION AREAS	J4/ENGR
	810000	TRAINING	
	814723	DASE ROTC COOP PROGRAM	J1
	870000	OTHER GENERAL PERSONNEL ACTIVITIES	J1
	878707	CORRECTIONAL FACILITIES	J1
	878708	YOUTH DEVELOPMENT PROGRAM	J1
	878716	OTHER PERSONNEL ACTIVITIES	J1
	878719	CHILD DEVELOPMENT SERVICES	J1
	878720	ARMY COMMUNITY SERVICES	J1
	878751	CIV TRAINING, EDUCATION AND DEV	J1
	878789	COUNTER DRUG PROGRAM	J1 (AG)
	879732	ARMY CONTINUING EDUC SYSTEM	J1 (AG)
	879734	ARMY CAREER ALUMNI PROGRAM	J1 (AG)
	950000	ARMY ADMINISTRATION AND ASSOCIATED ACTIVITIES	
	951214	PUBLIC AFFAIRS	ODPA
	951215	PROD CAPITAL INVESTMENT PROGRAM	J8
	951298	MGT HEADQUARTERS (PUBLIC AFFAIRS)	ODPA
	001000	SUPPORT OF ALLIES	J8
	002000	FOREIGN MILITARY SALES PROGRAM	J8
OMAR	510000	TRAINING/ORGANIZATION OF MISSION FORCES	
	519992	RESERVE READINESS SUPPORT	J3
	530000	SUPPORT ACTIVITIES (MISSION)	
	539998	MGT HEADQUARTERS (USAR READINESS)	J3
OMARNG	510000	NATIONAL GUARD	J8
	51589M.E2	OPENING, OPERATING AND CLOSING FORSCOM/TRADOC/CONUS INSTALLATIONS	J8
AFH	191000	OPERATIONS	ENGR
	192000	MAINTENANCE OF REAL PROPERTY FACILITIES	ENGR
	193000	UTILITIES	ENGR
	194000	LEASED HOUSING	ENGR

(FCJ8-PBA)

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