April 23, 2002   7:58 AM

TO: Under Secretaries
             Service Secretaries
             Chairman, JCS
             Vice Chairman, JCS
             Service Chiefs
             PDUSD(P)

FROM: Donald Rumsfeld

SUBJECT: PPB System

Attached is a chart that was used in a briefing recently to explain the Defense PPB system.

When I saw it, I asked if it was a joke. It turns out it is apparently not meant to be a joke.

It struck me that those of us in the Senior Review Group ought to think about whether maybe it is a joke, even though it is not intended to be one.

Regards,

Attach.
  2/02 Defense PPB System slide

DHR:dh
042302-1
■■

Please respond by _____

TAB

A

PERSONNEL AND
READINESS

INFO MEMO

May 1, 2002 – 12:00 PM

FOR: SECRETARY OF DEFENSE

FROM: DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE
              (PERSONNEL AND READINESS) ~~David S C Chu~~ 2 May 02

SUBJECT: PPB a Joke?

- A third of the "plumbing" in the chart you circulated (Tab A) reflects not PPB but a variety of documents whose content might usefully be considered in its deliberations (most of the entries in red). There's a useful question whether all those are needed, or needed so frequently (e.g., National Security Strategy – once an administration should ordinarily be enough).

- The chart is also more complex than it need be by trying to show how three sequential budgets intersect (03, 04, and 05), and by trying to show processes, actors, and products on one page. The underlying process is actually quite simple: you (and the President) give your guidance, the Military Departments submit their program proposals (POMs), you review them (program review), and a budget is produced.

- But the burdens could be substantially reduced if we moved to a biennial budget (tried before, rejected by the Congress), and automated production of the budget based on your program decisions (there's no reason to reproduce these manually as the Budget Estimate Submission, as is currently the case).

RECOMMENDATION: None required.

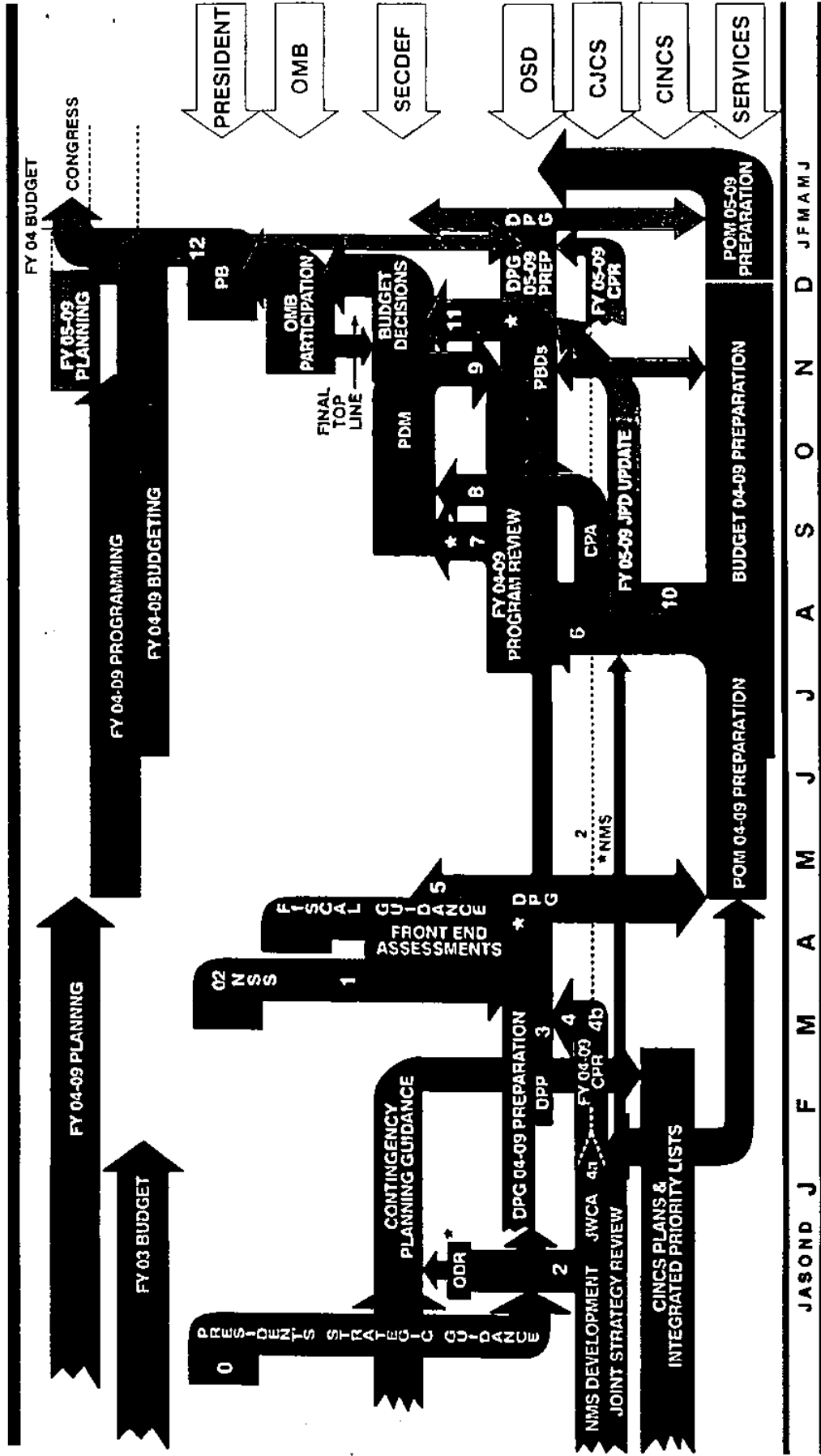COORDINATION: None required.

Attachment: As Stated

Prepared by: Captain Stephen Wellock, (b)(6)

11-L-0559/OSD/8394   II07677 /02

DEFENSE PPB SYSTEM

PRESIDENT
OMB
SECDEF
OSD
CJCS
CINCS
SERVICES

FY 04 BUDGET
CONGRESS
FY 05-09 PLANNING
12
PB
OMB PARTICIPATION
FINAL TOP LINE
BUDGET DECISIONS
11
9
PDM
PBDs
DPG 05-09 PREP
FY 05-09 CPR
DPG
POM 05-09 PREPARATION

FY 04-09 PLANNING
FY 04-09 PROGRAMMING
FY 04-09 BUDGETING

FY 03 BUDGET

7 8
FY 04-09 PROGRAM REVIEW
CPA
FY 05-09 JPD UPDATE
10
6
BUDGET 04-09 PREPARATION

FRONT END ASSESSMENTS
FISCAL GUIDANCE
5
DPG
*NMS
2
POM 04-09 PREPARATION

02 NSS
1

CONTINGENCY PLANNING GUIDANCE
DPG 04-09 PREPARATION
DPP
3
FY 04-09 CPR
4
4b
CINCS PLANS & INTEGRATED PRIORITY LISTS

PRESIDENTS STRATEGIC GUIDANCE
GUIDANCE
0
QDR
4a
2
NMS DEVELOPMENT
JOINT STRATEGY REVIEW
JWCA
Chairman's Program Recommendations

JASOND J F M A M J J A S O N D JFMAMJ
2001   2002   2003

0. President's Strategic Guidance
1. National Security Strategy
2. JSR/National Military Strategy
3. Defense Program Projection
4a. Joint Warfighting Capabilities Assessment
4b. Chairman's Program Recommendations

5. Defense Planning Guidance
6. Program Objectives Memoranda
7. Program Review
8. Chairman's Program Assessment

9. Program Decision Memoranda
10. Budget Estimate Submissions
11. Program Budget Decisions
12. President's Budget

* Potential Defense Resources Board (DRB)/Expanded DRB
* Quadrennial Defense Review (QDR) & Revised NMS

11-L-0559/OSD/8397

April 23, 2002   7:58 AM

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            Vice Chairman, JCS
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            PDUSD(P)

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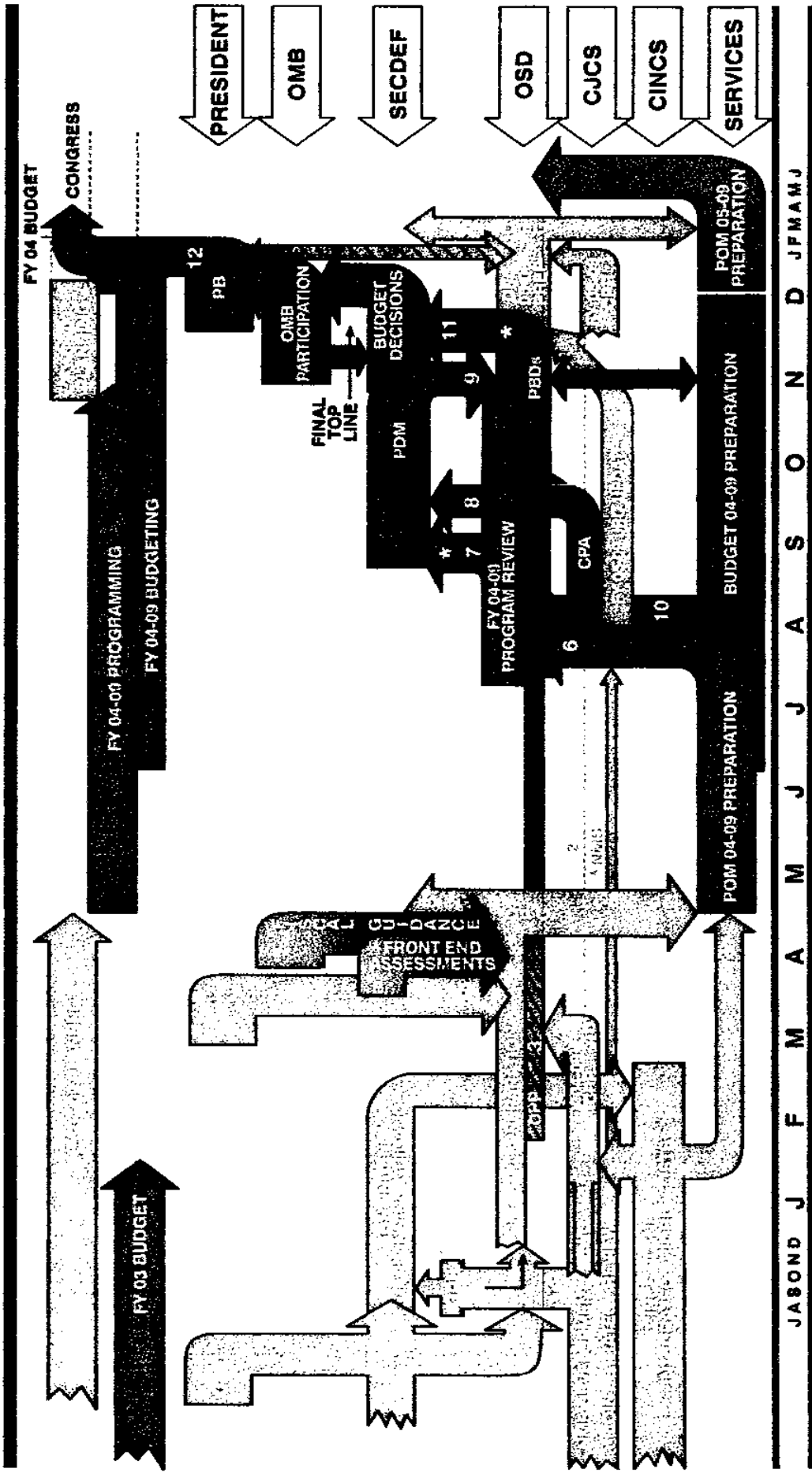
Regards,

Attach.
  2/02 Defense PPB System slide

DHR:dh
042302-1

••

Please respond by _____

DEFENSE PPB SYSTEM

11-L-0559/OSD/8306

April 23, 2002   7:58 AM

TO: Under Secretaries
           Service Secretaries
           Chairman, JCS
           Vice Chairman, JCS
           Service Chiefs
           PDUSD(P)

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Attach.
  2/02 Defense PPB System slide

DHR:dh
042302-1
■■■

Please respond by _____

5/7

Chu Response attached

5/7

Larry Di Rita

5/6

11-L-0559/OSD/9062   U07237 /02

PERSONNEL AND
READINESS

SECDEF HAS SEEN

INFO MEMO

~~· · ?·? 2002~~

May 1, 2002 – 12:00 PM **SECDEF HAS SEEN**

MAY 0 8 2002

FOR: SECRETARY OF DEFENSE

FROM: DAVID S. C. CHU, UNDER SECRETARY OF DEFENSE
          (PERSONNEL AND READINESS)

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RECOMMENDATION: None required.

COORDINATION: None required.

Attachment: As Stated

Prepared by: Captain Stephen Wellock (b)(6)

SPL ASSISTANT DI RITA	6/7
SR MA GIAMBASTIANI	
MA BUCCI	SMS 5/?
EXECSEC WHITMORE	5/3

DEFENSE PPB SYSTEM

PRESIDENT
OMB
SECDEF
OSD
CJCS
CINCS
SERVICES

FY 04 BUDGET
CONGRESS
FY 05-09 PLANNING
FY 04-09 PLANNING
FY 03 BUDGET
FY 04-09 PROGRAMMING
FY 04-09 BUDGETING

PB
12
OMB PARTICIPATION
BUDGET DECISIONS
FINAL TOP LINE
PDM
DPG 05-09 PREP
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BUDGET 04-09 PREPARATION
PBDs
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PRESIDENT'S STRATEGIC GUIDANCE
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3
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4a
4b
2
*
PRESIDENT'S STRATEGIC GUIDANCE

JASOND J | 2001 | JFMAMJJASOND | 2002 | JFMAMJ | 2003

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2/02_G9
OJCS(J5/J8)
OUSD(P)
OOPA&E
OUSD(C)

11-L-0559/OSD/9061