

**Public Law 112-73 Section 8123**  
**FY 2012 SECDEF Efficiency Initiatives Reports**

- Tab A** Narrative description, location and financial summary of FY 2012 SECDEF Efficiency Initiatives that the Services were allowed to reinvest
- Tab B** Depiction of current estimate of FY 2012 - FY 2016 efficiency savings by Component, public law title, and account.

Preparation of this report/study cost the Department of Defense a total of approximately \$7,520 for the 2012 Fiscal Year.

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Congressional Report on FY 2012 Efficiencies

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COMPONENT	EFFICIENCY BIN	DESCRIPTION AND LOCATION	ESTIMATED SAVINGS							EXPLANATION OF CHANGE FROM PB 2012 SUBMISSION	
			Original FY 2012 (\$B)	Original FYDP (\$B)	Current FY 2012 (\$B)	Current FYDP (\$B)	MIL E/S	CIV FTE	CTR FTE		CTR \$ (\$M)
ARMY	Reorganization	Reduce infrastructure civilian and military manning by restructuring headquarters management and eliminating unneeded task forces (FY 2012, \$0 billion; FYDP, \$0.1 billion). The Army is reducing the number of positions in support organizations by more than 1,000. The bulk of these are realized by eliminating the Army Evaluation Task Force at Fort Bliss, Texas, and assigning its critical evaluation mission to an operational brigade combat team at Fort Bliss.	\$ (0.0)	\$ (0.1)	\$ (0.0)	\$ (0.1)					
ARMY	Reorganization	Reduce recruiting and retention incentives (FY 2012 \$764 million; FYDP, \$5.3 billion). The Army has restructured its recruiting and retention efforts in order to capitalize on the current and projected economic environments.	\$ (0.8)	\$ (5.3)	\$ (0.8)	\$ (5.3)					
ARMY	Better Business Practices	Consolidate e-mail infrastructure and data centers (FY 2012, \$0 billion; FYDP, \$0.5 billion). The Army is leveraging the Defense Information Systems Agency's world-wide email capabilities at their Defense Enterprise Computing Centers to reduce operating costs by over 70%. The Army plans to reduce data centers by more than 50% which will generate significant net savings starting in FY 2015.	\$ -	\$ (0.5)	\$ -	\$ (0.5)					
ARMY	Better Business Practices	Reduce contractor staff augmentation (FY 2012, \$0 billion; FYDP, \$3.5 billion). In addition to the Defense-wide contractor workforce reductions, the Army will implement management reforms, based on capability portfolio reviews, that will result in greater reductions to Army service support contractors.	\$ -	\$ (3.5)	\$ -	\$ (3.5)					
ARMY	Better Business Practices	Streamline logistics sustainment processes (FY 2012, \$127 million; FYDP, \$0.6 billion). The Army is working to optimize its distribution/disposal/transportation network in order to minimize second destination transportation costs. In addition, the Army is closing four chemical weapons demilitarization sites earlier than programmed, reducing war reserves ammunition stock requirements due to accelerated retrograded ammunition from Korea, and implementing organizational clothing and individual equipment bar code technology to enable quicker and more accurate processing of soldiers through central issue facilities.	\$ (0.1)	\$ (0.6)	\$ (0.1)	\$ (0.6)					No Change.
ARMY	Better Business Practices	Streamline the Installation Management Command process (FY 2012, \$0 billion; FYDP, \$1.0 billion). The primary source of efficiency savings is reductions in Installation Management Command regional headquarters from six to four. The Northeast regional office at Fort Monroe, Virginia, and the Southeast regional office at Fort McPherson, Georgia, are collocating at Fort Eustis, Virginia, in accordance with BRAC law, providing the opportunity to consolidate them into one office. The Army also plans to consolidate the Korean regional office with the Pacific regional office at Fort Shafter, Hawaii	\$ -	\$ (1.0)	\$ -	\$ (1.0)					

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ARMY	Better Business Practices	Reduce support processes (FY 2012, \$75 million; FYDP, \$3.6 billion). The Army has adopted an Enterprise Governance Approach to transforming business operations and obtaining the best possible outcomes for the entire Army rather than individual portions of the force.	\$ (0.1)	\$ (3.6)	\$ (0.1)	\$ (3.6)					
ARMY	Better Business Practices	Streamline recruiting and training processes (FY 2012, \$0 billion; FYDP, \$1.1 billion). The Army is working to refine and optimize full spectrum training requirements in support of the Army Force Generation Process. These efforts should result in a training program that is more efficient and effective in supporting a dynamic environment that will demand operations that span the spectrum of conflict from humanitarian and civil support to counterinsurgency to general war.	\$ -	\$ (1.1)	\$ -	\$ (1.1)					
ARMY	Program Reductions/Terminations	Cancel procurement of Surface-Launched Advanced Medium-Range Air-to-Air Missile (SLAMRAAM) (FY 2012, \$103 million; FYDP, \$1.1 billion). The Army terminated this anti-air/missile defense system to focus on current/near-term indirect fire threat. It is mitigating risk through increased reliance on other proven/emerging capabilities.	\$ (0.1)	\$ (1.1)	\$ (0.1)	\$ (1.1)					
ARMY	Program Reductions/Terminations	Terminate Non-line of Sight Launch System (FY 2012, \$605 million; FYDP, \$3.2 billion). As a result of a comprehensive review of Army/Joint fire support capabilities relative to current/projected threats, the Army terminated this redundant program and increased reliance on other capabilities (e.g., guided artillery munitions).	\$ (0.6)	\$ (3.2)	\$ (0.6)	\$ (3.2)					
ARMY	Program Reductions/Terminations	Reduce Abrams sustainment costs (FY 2012, \$0 billion; FYDP, \$1.2 billion). Earlier investments to reduce tank types to two variants are now paying dividends in lower sustainment costs.	\$ -	\$ (1.2)	\$ -	\$ (1.2)					
ARMY	Program Reductions/Terminations	Delay fielding of Enhanced – Infantry Brigade Combat Team network (FY 2012, \$0 billion; FYDP, \$1.4 billion). The Army is reducing early fielding of Increment 1 (9 to 6 BCTs) to provide additional time for development and testing.	\$ -	\$ (1.4)	\$ -	\$ (1.4)					
ARMY	Program Reductions/Terminations	Delay next generation Ground Combat Vehicle (FY 2012, \$490 million, FYDP, \$0.8 billion). The Army withdrew its Request for Proposal to clarify its requirements for the next generation combat vehicle, thereby freeing near-term funds to be applied to other high priority programs.	\$ (0.5)	\$ (0.8)	\$ (0.5)	\$ (0.8)					
ARMY	Program Reductions/Terminations	Terminate Scorpion landmine (FY 2012, \$69 million; FYDP, \$0.2 billion). The Army restructured this landmine-alternative effort to better reflect recent operational experience and demand. It is mitigating risk by increasing reliance on a less expensive alternative.	\$ (0.1)	\$ (0.2)	\$ (0.1)	\$ (0.2)					No Change
ARMY	Program Reductions/Terminations	Other Program reductions (FY 2012, \$0 billion; FYDP, \$3.1 billion). Other changes include reducing purchase quantities of Excalibur rounds based on portfolio redundancy in available precision effects, ammunition reductions in war reserve materiel based on lessons learned.	\$ -	\$ (3.1)	\$ -	\$ (3.1)					

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ARMY	Reduce Low Priority Programs	Balance Army installation investment with installation sustainment (FY 2012, \$290 million; FYDP, \$1.5 billion). The Army shifted \$1.4 billion in lower priority military construction projects to base operations while fully funding sustainment of existing facilities at 90% of OSD's Facilities Sustainment Model to protect investments.	\$ (0.3)	\$ (1.5)	\$ (0.3)	\$ (1.5)	-					
ARMY	Reduce Low Priority Programs	Reduce recruiting support and other manning initiatives (FY 2012, \$122 million; FYDP, \$1.3 billion). The Army has restructured its recruiting and retention efforts in order to capitalize on the current and projected economic environments.	\$ (0.1)	\$ (1.3)	\$ (0.1)	\$ (1.3)						
<b>Total Army</b>			<b>\$ (2.665)</b>	<b>\$ (29.540)</b>	<b>\$ (2.665)</b>	<b>\$ (29.540)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>		
DoN	Reorganizations	The Navy aggressively streamlined the active and reserve personnel end strength reducing it by 10,600, while at the same time realigning 6,800 billets to provide additional warfighting enhancements. Specific reorganization and headquarters initiatives include:										No change. Program remains intact from PB12.
		o Combining 2nd Fleet with US Fleet Forces Command, VA	\$ (0.0)	\$ (0.1)	\$ (0.0)	\$ (0.1)	(344)	0	0	\$ -	No change. Program remains intact from PB12.	
		o Reducing manning at fleet shore commands, VA	\$ (0.1)	\$ (0.9)	\$ (0.1)	\$ (0.9)	(1,988)	0	0	\$ -	No change. Program remains intact from PB12.	
		o Reducing patrol wings, FL	\$ (0.1)	\$ (0.6)	\$ (0.1)	\$ (0.6)	(119)	0	0	\$ -	No change. Program remains intact from PB12.	
		o Expediting reserve squadron retirements, FL	\$ (0.0)	\$ (0.4)	\$ (0.0)	\$ (0.4)	(780)	0	0	\$ -	No change. Program remains intact from PB12.	
		o Disestablishing several carrier strike group/destroyer squadron/submarine staffs, VA	\$ (0.0)	\$ (0.1)	\$ (0.0)	\$ (0.1)	(205)	0	0	\$ -	No change. Program remains intact from PB12.	
		o Consolidating administrative functions, VA, CA	\$ (0.0)	\$ (0.4)	\$ (0.0)	\$ (0.4)	0	0	0	\$ -	No change. Program remains intact from PB12.	
		o Consolidating System Command Warfare Center overhead, VA, CA	\$ (0.2)	\$ (1.8)	\$ (0.2)	\$ (1.8)	0	0	0	\$ -	No change. Program remains intact from PB12.	
		o Other DoN reorganizations and manpower reductions.	\$ (0.6)	\$ (4.7)	\$ (0.6)	\$ (4.7)	0	0	0	\$ -	No change. Program remains intact from PB12.	
DoN	Reorganizations	Due to the active management of the Navy's unique portfolio of bases, sustainment funding for Navy facilities was reduced to 80 percent of the modeled value.	\$ (0.9)	\$ (2.2)	\$ (0.9)	\$ (2.2)	0	0	0	\$ -	No change. Program remains intact from PB12.	
DoN	Reorganizations	Efficiencies are also realized in readiness and through fleet training concepts such as revalidation of the flying hour program by type, model, and series of aircraft. Efficiencies were gained in recruiting, advertising, and housing, VA, CA	\$ (0.3)	\$ (4.2)	\$ (0.3)	\$ (4.2)	0	0	0	\$ -	No change. Program remains intact from PB12.	
DoN	Better Business Practices	Contract efficiencies are realized through innovative acquisition practices, combined with a strict requirements process to eliminate program creep and control costs across a number of major systems. Production efficiencies and increased use of multi-year procurements (MYPs) are key principles. Specific MYPs yielding savings include the E-2D and F-18 E/F/G aircraft, CA, CT, ME, MO, NY, PA, TX, VA	\$ (0.5)	\$ (4.0)	\$ (0.5)	\$ (4.0)	0	0	0	\$ -	No change. Program remains intact from PB12.	

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DoN	Better Business Practices	The long-term management of total ownership costs allows efficiencies for post-delivery systems using strategic sourcing, quality-based maintenance, and event-based maintenance.	\$ (0.1)	\$ (1.0)	\$ (0.1)	\$ (1.0)	0	0	0	\$ -	No change. Program remains intact from PB12.
DoN	Better Business Practices	Warfighting efficiencies are realized through improved procurement of aviation spare parts and better use of training ammunition.	\$ (0.4)	\$ (6.8)	\$ (0.4)	\$ (6.8)	0	0	0	\$ -	No change. Program remains intact from PB12.
DoN	Better Business Practices	The Department of the Navy aggressively pursued energy initiatives focused on reducing consumption of traditional fossil fuels while finding alternative energy sources.	\$ (0.6)	\$ (2.3)	\$ (0.6)	\$ (2.3)	0	0	0	\$ -	No change. Program remains intact from PB12.
DoN	Program Reductions/Terminations	Terminated the Expeditionary Fighting Vehicle (EFV), OH	\$ (0.1)	\$ (2.3)	\$ (0.1)	\$ (2.3)	0	0	0	\$ -	No change. Program remains intact from PB12.
DoN	Program Reductions/Terminations	Restructured the Joint Light Tactical Vehicle (JLTV), TX	\$ -	\$ (1.6)	\$ -	\$ (1.6)	0	0	0	\$ -	No change. Program remains intact from PB12.
DoN	Program Reductions/Terminations	Terminated the SM-2 missile modification program in favor of the more capable SM-6 missile, AZ	\$ (0.1)	\$ (0.4)	\$ (0.1)	\$ (0.4)	0	0	0	\$ -	No change. Program remains intact from PB12.
DoN	Program Reductions/Terminations	Other Terminated Programs, Various States	\$ (0.4)	\$ (1.3)	\$ (0.4)	\$ (1.3)	0	0	0	\$ -	No change. Program remains intact from PB12.
<b>TOTAL DoN</b>			\$ (4.3)	\$ (35.1)	\$ (4.3)	\$ (35.1)	(3,436)	0	0	\$ -	
AIR FORCE	Reorganization	Manpower and personnel savings (FY 2012, \$493 million; FYDP \$3.1 billion). Realigns manpower into force structure and readiness, while improving operational capabilities and ability to support the warfighter - Various locations	\$ (0.5)	\$ (3.1)	\$ (0.5)	\$ (3.1)					No change
AIR FORCE	Reorganization	Consolidate 2 Air Operations Centers (AOC) in the U.S. and two in Europe, and consolidate 3 Numbered Air Force staffs (FYDP \$0.1 billion). In the U.S., the Air Force will consolidate 601 AOC located at Tyndall AFB, Florida, with 612 AOC located at Davis-Monthan AFB, Arizona. The merged AOC will support NORTHCOM and SOUTHCOM. In Europe, the Air Force will merge 617 AOC supporting AFRICOM into the 603 AOC supporting EUCOM. Inactivates 3 Numbered Air Forces (13AF, 17AF, 19AF)	\$ (0.0)	\$ (0.1)	\$ (0.0)	\$ (0.1)		(212)			Air Force notified Congressional leaders we will not consolidate the 601st AOC at Tyndall AFB and the 612th AOC at Davis Monthan AFB as originally planned. There is no change in savings totals since Military Manpower was repurposed withing AF end strength totals.
AIR FORCE	Reorganization	Consolidate installation support at Major Commands and optimize civilian manpower by reducing headquarters Air Force and Major Command overhead (FY 2012, \$23 million; FYDP \$1.0 billion).	\$ (0.0)	\$ (1.0)	\$ (0.0)	\$ (1.0)		(3,028)			No change in savings. The specific implementation has been refined through the process of allocating reductions in planned civilian growth under the RMD 703 civilian funding limitations.

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AIR FORCE	Better Business Practices	Improve Weapon System Sustainment (WSS) through end-to-end requirement review and better supply chain management processes (FY 2012, \$603 million; FYDP \$3.0 billion). Delivers equivalent of 84% total validated requirement at a WSS funding level of 80% by improving Air Force Materiel Command depot production, achieving Contractor Logistics Support efficiencies, and other efficiencies resulting from SECAF-directed WSS end-to-end assessment.	\$ (0.6)	\$ (3.0)	\$ (0.6)	\$ (3.0)					No change
AIR FORCE	Better Business Practices	Logistics installation efficiencies (FYDP \$2.9 billion). Specifically reduces inventories, reduces flying hour spares, streamlines base and MAJCOM maintenance operations, implements strategic sourcing of supplies, services and construction, and eliminates lease housing.	\$ -	\$ (2.9)	\$ -	\$ (2.9)					No change
AIR FORCE	Better Business Practices	Training efficiencies (FY 2012, \$268 million; FYDP \$1.7 billion). Reduces legacy fighter/bomber Flying Hour Program (FHP) costs by 5% while maintaining mission readiness at or above current standards. Increases use of high-fidelity simulators, mission training centers, and distributed mission operations, as well as fuel management and improved mission planning. Reduces Air Force Reserve Command F-16 flying hour program 10%, reduces the F-22 flying hours to correct utilization rate (UTE) from 20 UTE to 16 UTE, and corrects PACAF F-16 flying hours.	\$ (0.3)	\$ (1.6)	\$ (0.3)	\$ (1.6)					No change
AIR FORCE	Better Business Practices	Acquisition excellence (FYDP \$1.7 billion). Achieves acquisition excellence and restores affordability to acquisition programs while maintaining or improving operational capabilities by scrutinizing contract terms, making government processes/regulations support productivity/stability, and driving to improve outcomes on new contracts in near years resulting in efficiency savings starting in FY15-16	\$ -	\$ (1.7)	\$ -	\$ (1.7)					No change
AIR FORCE	Better Business Practices	Program management and administration efficiencies (FY 2012, \$190 million; FYDP \$1.7 billion). Achieves 15% overall efficiency while improving or maintaining program cost, schedule, and delivery by reducing acquisition program level contracted administrative support.	\$ (0.2)	\$ (1.8)	\$ (0.2)	\$ (1.8)					No change
AIR FORCE	Better Business Practices	Knowledge based services (FY 2012, \$252 million; FYDP \$1.6 billion). Reduces knowledge based contract services cost (i.e. engineering, management, and oversight functions) by 4% (FY 2012) to 10% (FY 2016) while delivering the same or higher level of capability by reducing acquisition program level contract services personnel.	\$ (0.3)	\$ (1.7)	\$ (0.3)	\$ (1.7)					No change
AIR FORCE	Better Business Practices	Facilities, sustainment, restoration and modernization efficiencies (FY 2012, \$309 million; FYDP \$1.6 billion). Reduces total cost of facility sustainment to 80% of Facility Sustainment Model without degrading operational capabilities.	\$ (0.3)	\$ (1.6)	\$ (0.3)	\$ (1.6)					No change

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AIR FORCE	Better Business Practices	Reduce acquisition contract support and overhead (FY 2012, \$314 million; FYDP \$1.5 billion). Lowers F-35 unit cost to those projected by the Joint Estimate Team. Reduces the cost of Science and Technology (S&T) overhead and reinvests the savings to improve S&T productivity and capabilities. Reduces the cost of operations at Test and Evaluation Ranges while maintaining or improving range capabilities. Reduces acquisition unit costs of major end items through more efficient contract negotiations. Restores affordability to acquisition programs while maintaining, or improving, operational capabilities and ability to support the warfighter.	\$ (0.3)	\$ (1.5)	\$ (0.3)	\$ (1.5)					No change
AIR FORCE	Better Business Practices	Space acquisition efficiencies (FY 2012, \$221 million; FYDP \$1.3 billion). Reduces Evolved Expendable Launch Vehicle procurement costs without degrading launch capability. Restructures the National Polar-orbiting Operational Environmental Satellite System into Defense Weather Satellite System Program and adjust GPS Enterprise to achieve programmed efficiencies.	\$ (0.2)	\$ (1.3)	\$ (0.2)	\$ (1.3)					No change
AIR FORCE	Better Business Practices	Reduce cost of information technology (FYDP \$1.3 billion). Reduces the cost of IT operations by 25% by adopting enterprise information services, consolidating network IT, collapsing AF gateways, migrating applications, centrally controlling IT purchases, eliminating legacy telecom, and reducing commercial SATCOM costs.	\$ (0.0)	\$ (1.3)	\$ (0.0)	\$ (1.3)					No change
AIR FORCE	Better Business Practices	Reduce fuel and energy consumption within the Air Force Mobility Command (FY 2012, \$136 million; FYDP \$0.7 billion). Achieves aviation fuel efficiencies by implementing data analysis enabling flight planning improvements.	\$ (0.1)	\$ (0.7)	\$ (0.1)	\$ (0.7)			2		The Air Force is still pursuing this efficiency, but rising fuel costs are creating an FY12 bill in excess of the efficiency target. Unreimbursed operations in early FY12 contributed to higher than planned consumption within the base budget. The Air Force is assessing costs and benefits of additional MAF fuel efficiency initiatives to achieve the goal.
AIR FORCE	Better Business Practices	Other process efficiencies (FYDP \$1.6 billion). Achieves reduced cost of sustainment for C-17 and F-22 through optimal mix of organic and CLS support. Right-size excess infrastructure and facility support costs through reduction of existing Air Force physical plant inventory.	\$ 0.1	\$ (1.6)	\$ 0.1	\$ (1.6)					No change

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AIR FORCE	Program Reductions/Termin ations	Acquisition program efficiencies (FY 2012, \$197 million; FYDP \$1.6 billion). Implements programmatic savings by terminating the AF Infra-red Search and Track program, divesting Airborne Warning and Control System (AWACS) tail 008, retiring Mobile Consolidated Command Center in FY13, terminating Advanced Targeting Pod-Sensor Enhanced (ATP-SE) procurement in FY12, and reducing ATP-SE interim contractor support.	\$ (0.2)	\$ (1.6)	\$ (0.2)	\$ (1.6)						No change
AIR FORCE	Program Reductions/Termin ations	Reduce program management overhead (FY 2012, \$249 million; FYDP \$1.3 billion). Executes operation and maintenance reductions across base operating support accounts.	\$ (0.2)	\$ (1.3)	\$ (0.2)	\$ (1.3)						No change
AIR FORCE	Program Reductions/Termin ations	Other program reductions (FY 2012 \$138 million; FYDP \$0.8 billion).	\$ (0.1)	\$ (0.8)	\$ (0.1)	\$ (0.8)						No change
AIR FORCE	Reduce Lower Priority Programs	Major Command support efficiencies (FYDP \$4.2 billion).	\$ -	\$ (4.2)	\$ -	\$ (4.2)						No change
AIR FORCE	Reduce Lower Priority Programs	Other low priority programs (FY 2012, \$128 million; FYDP \$0.6 billion). Programmatic adjustments including: link 16 crypto modernization slip, reduce Air Force key management infrastructure, reduce ANG Area Processing Center procurement, reduction of Air Force Network (AFNET) increment 2, and re-phasing AFNET support. Also, reduces some low priority installation services and headquarters programs.	\$ (0.1)	\$ (0.6)	\$ (0.1)	\$ (0.6)						No change
<b>TOTAL AIR FORCE</b>			<b>\$ (3.4)</b>	<b>\$ (33.3)</b>	<b>\$ (3.4)</b>	<b>\$ (33.3)</b>	<b>0</b>	<b>(3,238)</b>	<b>0</b>	<b>\$ -</b>		
SOCOM	Better Business Practices	Consolidate multiple task orders into a single Special Operations Forces (SOF) Information Technology Contract (FY 2012 \$67 million; FYDP, \$368 million). Tampa, FL	\$ (0.1)	\$ (0.4)	\$ (0.1)	\$ (0.4)						No Change
SOCOM	Program Reductions/Termin ations	Terminated the Joint Multi-Mission Submersible program and transferred funding, to include residual Advanced SEAL Delivery System O&M funding, to support the command's Undersea Mobility Way Ahead (FY 2012, \$127 million; FYDP, \$751 million). Newport News, VA ; Washington Naval Shipyards, DC	\$ (0.2)	\$ (1.3)	\$ (0.2)	\$ (1.3)						The number of platforms to be provided is now 4.
SOCOM	Reduce Low Priority Programs	Reduce funding associated with efficiencies gained in classified programs (FY 2012, \$112 million; FYDP, \$458million). Multiple Locations	\$ (0.1)	\$ (0.6)	\$ (0.1)	\$ (0.6)						No Change
<b>TOTAL USSOCOM</b>			<b>\$ (0.4)</b>	<b>\$ (2.3)</b>	<b>\$ (0.4)</b>	<b>\$ (2.3)</b>						
<b>Total DoD</b>			<b>\$ (10.7)</b>	<b>\$ (100.2)</b>	<b>\$ (10.7)</b>	<b>\$ (100.2)</b>	<b>(3,436)</b>	<b>(3,238)</b>	<b>0</b>	<b>\$ -</b>		<b>(Numbers may not add due to rounding)</b>

Reductions and/or terminations of these programs did not result in corresponding reductions to civilian or military manpower. The number of contractor personnel displaced as a result of these programmatic changes and their associated cost, were not factors in the decision to reduce or terminate a program. Consequently this figure was not tracked and remains unknown.



**SECDEF Efficiency Initiatives - FY 2012 Update**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYDP \$
<b>ARMY</b>						
<b>CONSTRUCTION</b>	<b>-290,400</b>	<b>-300,000</b>	<b>-300,000</b>	<b>-309,950</b>	<b>-300,000</b>	<b>-1,500,350</b>
Military Construction, Army	-290,400	-300,000	-300,000	-309,950	-300,000	-1,500,350
Reduced Lower Priority Programs	-290,400	-300,000	-300,000	-309,950	-300,000	-1,500,350
<b>FAMILY HOUSING</b>	<b>0</b>	<b>0</b>	<b>-2,456</b>	<b>-4,306</b>	<b>-5,360</b>	<b>-12,122</b>
Family Housing Operations & Debt, Army	0	0	-2,456	-4,306	-5,360	-12,122
Better Business Practices	0	0	-2,456	-4,306	-5,360	-12,122
<b>MILITARY PERSONNEL</b>	<b>-796,304</b>	<b>-973,623</b>	<b>-1,328,020</b>	<b>-1,370,636</b>	<b>-1,428,781</b>	<b>-5,897,364</b>
Military Personnel, Army	-356,296	-441,349	-562,401	-646,773	-677,458	-2,684,277
Reorganizations	-356,296	-441,349	-562,401	-646,773	-677,458	-2,684,277
National Guard Personnel, Army	-154,523	-259,355	-471,810	-427,908	-444,680	-1,758,276
Reorganizations	-154,523	-259,355	-471,810	-427,908	-444,680	-1,758,276
Reserve Personnel, Army	-285,485	-272,919	-293,809	-295,955	-306,643	-1,454,811
Reorganizations	-285,485	-272,919	-293,809	-295,955	-306,643	-1,454,811
<b>OPERATION AND MAINTENANCE</b>	<b>-308,747</b>	<b>-323,785</b>	<b>-1,194,144</b>	<b>-3,693,598</b>	<b>-4,381,152</b>	<b>-9,901,426</b>
Operation & Maintenance, Army	-245,790	-261,612	-1,051,930	-3,219,838	-3,804,492	-8,583,662
Better Business Practices	-197,047	-209,470	-918,101	-3,007,647	-3,593,680	-7,925,945
Reduced Lower Priority Programs	-48,743	-52,142	-133,829	-145,435	-142,259	-522,408
Reorganizations	0	0	0	-66,756	-68,553	-135,309
Operation & Maintenance, Army Res	-13,442	-13,384	-22,649	-123,307	-137,455	-310,237
Better Business Practices	0	0	0	-96,755	-110,708	-207,463
Reduced Lower Priority Programs	-13,442	-13,384	-22,649	-22,632	-22,724	-94,831
Reorganizations	0	0	0	-3,920	-4,023	-7,943
Operation & Maintenance, ARNG	-49,515	-48,789	-119,565	-350,453	-439,205	-1,007,527
Better Business Practices	-5,000	-7,250	-70,666	-300,408	-388,917	-772,241
Reduced Lower Priority Programs	-44,515	-41,539	-48,899	-50,045	-50,288	-235,286
<b>PROCUREMENT</b>	<b>-751,542</b>	<b>-1,468,009</b>	<b>-2,343,162</b>	<b>-2,499,045</b>	<b>-3,640,771</b>	<b>-10,702,529</b>
Aircraft Procurement, Army	0	0	-119,545	-466,939	-532,205	-1,118,689
Better Business Practices	0	0	-32,561	-36,263	-49,685	-118,509
Program Reductions/Terminations	0	0	-86,984	-430,676	-482,520	-1,000,180
Missile Procurement, Army	-690,042	-979,526	-877,616	-710,921	-746,030	-4,004,135
Better Business Practices	0	0	-2,294	-2,554	-3,499	-8,347
Program Reductions/Terminations	-690,042	-979,526	-875,322	-708,367	-742,531	-3,995,788
Other Procurement, Army	-40,853	-145,219	-830,050	-719,236	-1,735,391	-3,470,749
Better Business Practices	0	0	-164,874	-233,601	-321,579	-720,054
Program Reductions/Terminations	-40,853	-145,219	-665,176	-485,635	-1,413,812	-2,750,695
Procurement of Ammunition, Army	-20,647	-134,298	-235,122	-323,350	-343,813	-1,057,230
Better Business Practices	0	0	-27,961	-31,138	-42,666	-101,765
Program Reductions/Terminations	-20,647	-134,298	-207,161	-292,212	-301,147	-955,465
Procurement of W&TCV, Army	0	-208,966	-280,829	-278,599	-283,332	-1,051,726
Program Reductions/Terminations	0	-208,966	-280,829	-278,599	-283,332	-1,051,726

**SECDEF Efficiency Initiatives - FY 2012 Update**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYDP \$
<b>RESEARCH, DEVELOPMENT, TEST AND EVALUATION</b>	<b>-518,462</b>	<b>-509,223</b>	<b>-132,218</b>	<b>-122,465</b>	<b>-243,936</b>	<b>-1,526,304</b>
Research, Development, Test & Eval, Army	-518,462	-509,223	-132,218	-122,465	-243,936	-1,526,304
Better Business Practices	0	0	-66,450	-112,894	-141,332	-320,676
Program Reductions/Terminations	-518,462	-509,223	-65,768	-9,571	-102,604	-1,205,628
<b>Total ARMY</b>	<b>-2,665,455</b>	<b>-3,574,640</b>	<b>-5,300,000</b>	<b>-8,000,000</b>	<b>-10,000,000</b>	<b>-29,540,095</b>

**SECDEF Efficiency Initiatives - FY 2012 Update**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYDP \$
<b>NAVY</b>						
<b>CONSTRUCTION</b>	<b>-770,638</b>	<b>-389,743</b>	<b>-44,809</b>	<b>320,850</b>	<b>518,409</b>	<b>-365,931</b>
Base Realignment & Closure, Navy	-444	-507	-495	-505	-515	-2,466
Reorganizations	-444	-507	-495	-505	-515	-2,466
FY 2005 BRAC - Navy	-97	-50	-74	-74	-76	-371
Reorganizations	-97	-50	-74	-74	-76	-371
Military Construction, Navy	-770,097	-389,186	-44,240	321,429	519,000	-363,094
Better Business Practices	-183,994	0	0	0	0	-183,994
Reorganizations	-586,103	-389,186	-44,240	321,429	519,000	-179,100
<b>MILITARY PERSONNEL</b>	<b>-592,926</b>	<b>-927,502</b>	<b>-1,090,641</b>	<b>-1,207,418</b>	<b>-1,260,421</b>	<b>-5,078,908</b>
MEDICARE - Retiree Health Care Contribution , Navy	-18,792	-42,208	-49,585	-55,623	-59,915	-226,123
Program Reductions/Terminations	0	0	0	-416	-883	-1,299
Reorganizations	-18,792	-42,208	-49,585	-55,207	-59,032	-224,824
MEDICARE - Retiree Health Care Contribution , Navy Reserve	-4,090	-8,862	-14,821	-21,213	-22,346	-71,332
Reorganizations	-4,090	-8,862	-14,821	-21,213	-22,346	-71,332
Military Personnel, Marine Corps	-128,449	-129,886	-133,135	-136,558	-139,487	-667,515
Reorganizations	-128,449	-129,886	-133,135	-136,558	-139,487	-667,515
Military Personnel, Navy	-380,818	-680,995	-785,884	-870,340	-912,073	-3,630,110
Better Business Practices	0	0	-17,600	-35,200	-52,800	-105,600
Program Reductions/Terminations	0	0	0	-4,046	-8,234	-12,280
Reorganizations	-380,818	-680,995	-768,284	-831,094	-851,039	-3,512,230
Reserve Personnel, Navy	-60,777	-65,551	-107,216	-123,684	-126,600	-483,828
Reorganizations	-60,777	-65,551	-107,216	-123,684	-126,600	-483,828
<b>OPERATION AND MAINTENANCE</b>	<b>-1,360,590</b>	<b>-2,079,920</b>	<b>-2,791,355</b>	<b>-2,874,940</b>	<b>-3,381,822</b>	<b>-12,488,627</b>
Environmental Restoration, Navy	0	0	0	-3,127	-4,833	-7,960
Reorganizations	0	0	0	-3,127	-4,833	-7,960
Operation & Maintenance, Marine Corps	-458,705	-459,833	-491,698	-475,398	-497,894	-2,383,528
Better Business Practices	-73,000	-91,656	-56,619	-50,406	-62,629	-334,310
Program Reductions/Terminations	-25,790	-30,003	-16,351	-16,822	-17,168	-106,134
Reorganizations	-359,915	-338,174	-418,728	-408,170	-418,097	-1,943,084
Operation & Maintenance, MC Reserve	-11,303	-5,819	-2,168	-2,223	-2,276	-23,789
Better Business Practices	-9,248	-3,704	0	0	0	-12,952
Reorganizations	-2,055	-2,115	-2,168	-2,223	-2,276	-10,837
Operation & Maintenance, Navy	-848,881	-1,550,177	-2,226,637	-2,327,570	-2,798,485	-9,751,750
Better Business Practices	-284,011	-417,784	-515,030	-638,361	-759,100	-2,614,286
Program Reductions/Terminations	-17,007	-16,689	-22,335	-15,137	-17,410	-88,578
Reorganizations	-547,863	-1,115,704	-1,689,272	-1,674,072	-2,021,975	-7,048,886
Operation & Maintenance, Navy Res	-41,701	-64,091	-70,852	-66,622	-78,334	-321,600
Better Business Practices	-1,881	-3,285	-4,673	-6,110	-7,152	-23,101
Reorganizations	-39,820	-60,806	-66,179	-60,512	-71,182	-298,499

**SECDEF Efficiency Initiatives - FY 2012 Update**

	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FYDP \$</b>
<b>PROCUREMENT</b>	<b>-1,086,774</b>	<b>-1,571,450</b>	<b>-2,877,586</b>	<b>-4,185,898</b>	<b>-4,517,891</b>	<b>-14,239,599</b>
Aircraft Procurement, Navy	-503,903	77,965	-84,596	-980,888	-978,171	-2,469,593
Better Business Practices	-447,671	91,472	-60,888	-958,550	-935,972	-2,311,609
Program Reductions/Terminations	-42,000	0	-404	-411	-10,618	-53,433
Reorganizations	-14,232	-13,507	-23,304	-21,927	-31,581	-104,551
Other Procurement, Navy	-246,048	-56,823	-386,166	-202,304	-437,193	-1,328,534
Better Business Practices	-91,266	22,448	-204,245	-32,494	-238,135	-543,692
Program Reductions/Terminations	-114,436	-31,608	-106,086	-98,866	-104,835	-455,831
Reorganizations	-40,346	-47,663	-75,835	-70,944	-94,223	-329,011
Procurement of Ammo, Navy & MC	-4,306	-296	-783	-58,243	-57,519	-121,147
Better Business Practices	-4,154	-60	-78	-47,192	-45,861	-97,345
Program Reductions/Terminations	0	0	-160	-10,348	-10,524	-21,032
Reorganizations	-152	-236	-545	-703	-1,134	-2,770
Procurement, Marine Corps	-243,299	-789,225	-1,296,789	-1,379,839	-1,344,862	-5,054,014
Better Business Practices	-145,817	-194,077	-167,785	-165,227	-196,554	-869,460
Program Reductions/Terminations	-96,938	-594,482	-1,128,360	-1,213,946	-1,147,700	-4,181,426
Reorganizations	-544	-666	-644	-666	-608	-3,128
Shipbuilding & Conversion, Navy	9,490	-651,864	-909,407	-1,340,305	-1,467,670	-4,359,756
Better Business Practices	47,903	-614,104	-841,386	-1,265,128	-1,362,720	-4,035,435
Reorganizations	-38,413	-37,760	-68,021	-75,177	-104,950	-324,321
Weapons Procurement, Navy	-98,708	-151,207	-199,845	-224,319	-232,476	-906,555
Better Business Practices	-27,333	-52,727	-178,390	-282,200	-301,538	-842,188
Program Reductions/Terminations	-69,863	-96,504	-14,030	65,815	80,069	-34,513
Reorganizations	-1,512	-1,976	-7,425	-7,934	-11,007	-29,854
<b>RESEARCH, DEVELOPMENT, TEST AND EVALUATION</b>	<b>-528,576</b>	<b>-391,823</b>	<b>-332,055</b>	<b>-570,312</b>	<b>-1,234,090</b>	<b>-3,056,856</b>
Research, Development, Test & Eval, Navy	-528,576	-391,823	-332,055	-570,312	-1,234,090	-3,056,856
Better Business Practices	-246,146	-216,382	-117,184	-372,698	-1,045,610	-1,998,020
Program Reductions/Terminations	-199,762	-70,245	-81,369	-67,310	-56,933	-475,619
Reorganizations	-82,668	-105,196	-133,502	-130,304	-131,547	-583,217
<b>REVOLVING FUNDS</b>	<b>37,533</b>	<b>35,566</b>	<b>28,087</b>	<b>21,676</b>	<b>37,115</b>	<b>159,977</b>
National Defense Sealift Fund	37,533	35,566	28,087	21,676	37,115	159,977
Better Business Practices	-26,191	-27,039	-32,130	-31,827	-38,285	-155,472
Program Reductions/Terminations	0	-17,600	-27,800	-20,700	-21,100	-87,200
Reorganizations	63,724	80,205	88,017	74,203	96,500	402,649
<b>Total Navy</b>	<b>-4,301,971</b>	<b>-5,324,872</b>	<b>-7,108,359</b>	<b>-8,496,042</b>	<b>-9,838,700</b>	<b>-35,069,944</b>

**SECDEF Efficiency Initiatives - FY 2012 Update**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYDP \$
<b>AIR FORCE</b>						
<b>CONSTRUCTION</b>	<b>0</b>	<b>49,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,100</b>
Military Construction, Air Force	0	49,100	0	0	0	49,100
Better Business Practices	0	35,000	0	0	0	35,000
Reorganizations	0	14,100	0	0	0	14,100
<b>FAMILY HOUSING</b>	<b>0</b>	<b>-30,000</b>	<b>-30,000</b>	<b>-36,518</b>	<b>-36,342</b>	<b>-132,860</b>
Family Housing Operations & Debt, AF	0	-30,000	-30,000	-36,518	-36,342	-132,860
Better Business Practices	0	-30,000	-30,000	-30,000	-30,000	-120,000
Reorganizations	0	0	0	-6,518	-6,342	-12,860
<b>MILPERS</b>	<b>-216,574</b>	<b>-288,125</b>	<b>-291,084</b>	<b>-300,954</b>	<b>-304,529</b>	<b>-1,401,266</b>
Military Personnel, Air Force	-215,213	-286,134	-288,780	-298,334	-301,567	-1,390,028
Better Business Practices	-15,238	-18,139	-17,045	-15,678	-15,268	-81,368
Program Reductions/Terminations	-137,711	-149,612	-153,292	-157,072	-160,952	-758,639
Reduced Lower Priority Programs	-1,230	-1,840	-1,900	-1,900	-1,900	-8,770
Reorganizations	-61,034	-116,543	-116,543	-123,684	-123,447	-541,251
National Guard Personnel, Air Force	-772	-792	-816	-841	-866	-4,087
Better Business Practices	-772	-792	-816	-841	-866	-4,087
Reserve Personnel, Air Force	-589	-1,199	-1,488	-1,779	-2,096	-7,151
Better Business Practices	0	0	-255	-515	-797	-1,567
Reorganizations	-589	-1,199	-1,233	-1,264	-1,299	-5,584
<b>OPERATION AND MAINTENANCE</b>	<b>-1,902,009</b>	<b>-2,987,720</b>	<b>-4,252,910</b>	<b>-5,884,192</b>	<b>-6,743,012</b>	<b>-21,769,843</b>
Operation & Maintenance, AF Reserve	-165,642	-240,445	-341,379	-433,790	-468,397	-1,649,653
Better Business Practices	-164,140	-233,496	-254,100	-265,864	-228,305	-1,145,905
Reduced Lower Priority Programs	-762	-827	-68,837	-148,851	-220,739	-440,016
Reorganizations	-740	-6,122	-18,442	-19,075	-19,353	-63,732
Operation & Maintenance, Air Force	-1,600,835	-2,398,927	-3,408,873	-4,694,756	-5,411,960	-17,515,351
Better Business Practices	-984,630	-1,661,792	-1,966,434	-2,534,034	-2,700,999	-9,847,889
Program Reductions/Terminations	-257,943	-273,815	-288,571	-296,033	-301,810	-1,418,172
Reduced Lower Priority Programs	-39,849	-74,131	-489,595	-1,032,771	-1,569,057	-3,205,403
Reorganizations	-318,413	-389,189	-664,273	-831,918	-840,094	-3,043,887
Operation & Maintenance, ANG	-135,532	-348,348	-502,658	-755,646	-862,655	-2,604,839
Better Business Practices	-131,574	-344,208	-373,754	-476,738	-444,150	-1,770,424
Reduced Lower Priority Programs	-58	-56	-124,745	-274,673	-414,192	-813,724
Reorganizations	-3,900	-4,084	-4,159	-4,235	-4,313	-20,691

**SECDEF Efficiency Initiatives - FY 2012 Update**

	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FYDP \$</b>
<b>PROCUREMENT</b>	<b>-984,362</b>	<b>-1,163,695</b>	<b>-1,309,930</b>	<b>-1,481,382</b>	<b>-2,482,430</b>	<b>-7,421,799</b>
Aircraft Procurement, Air Force	-387,256	-652,576	-622,528	-724,289	-1,696,267	-4,082,916
Better Business Practices	-241,154	-404,941	-312,606	-407,003	-1,370,791	-2,736,495
Program Reductions/Terminations	-138,818	-236,947	-318,951	-319,929	-322,248	-1,336,893
Reduced Lower Priority Programs	-7,284	-7,262	9,029	2,643	1,895	-979
Reorganizations	0	-3,426	0	0	-5,123	-8,549
Missile Procurement, Air Force	-227,029	-156,247	-405,577	-402,222	-380,996	-1,572,071
Better Business Practices	-227,029	-156,247	-405,577	-402,222	-380,996	-1,572,071
Other Procurement, Air Force	-268,804	-271,499	-238,610	-358,812	-480,449	-1,618,174
Better Business Practices	-99,214	-174,175	-210,912	-224,897	-345,593	-1,054,791
Program Reductions/Terminations	0	-6,608	-7,450	-7,622	-7,792	-29,472
Reduced Lower Priority Programs	-68,778	-72,923	-11,744	-13,969	-34,275	-201,689
Reorganizations	-100,812	-17,793	-8,504	-112,324	-92,789	-332,222
Procurement of Ammunition, Air Force	-101,273	-83,373	-43,215	3,941	75,282	-148,638
Better Business Practices	-100,661	-82,516	-42,344	4,856	76,213	-144,452
Reduced Lower Priority Programs	-612	-857	-871	-915	-931	-4,186
<b>RESEARCH, DEVELOPMENT, TEST AND EVALUATION</b>	<b>-280,960</b>	<b>-354,911</b>	<b>-456,724</b>	<b>-689,330</b>	<b>-823,588</b>	<b>-2,605,513</b>
Research, Development, Test & Eval, AF	-280,960	-354,911	-456,724	-689,330	-823,588	-2,605,513
Better Business Practices	-191,420	-265,309	-359,730	-589,999	-743,716	-2,150,174
Program Reductions/Terminations	-49,370	-23,872	-15,228	-15,489	-15,755	-119,714
Reduced Lower Priority Programs	-9,418	-18,096	-34,429	-29,326	-6,950	-98,219
Reorganizations	-30,752	-47,634	-47,337	-54,516	-57,167	-237,406
<b>Total Air Force</b>	<b>-3,383,905</b>	<b>-4,775,351</b>	<b>-6,340,648</b>	<b>-8,392,376</b>	<b>-10,389,901</b>	<b>-33,282,181</b>

**SECDEF Efficiency Initiatives - FY 2012 Update**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYDP \$
<b>USSOCOM</b>						
<b>CONSTRUCTION</b>	<b>0</b>	<b>-757</b>	<b>-860</b>	<b>-19,445</b>	<b>-185</b>	<b>-21,247</b>
Military Construction, Defense-Wide	0	-757	-860	-19,445	-185	-21,247
Reduced Lower Priority Programs	0	-757	-860	-19,445	-185	-21,247
<b>OPERATION AND MAINTENANCE</b>	<b>-195,538</b>	<b>-186,036</b>	<b>-194,072</b>	<b>-174,368</b>	<b>-199,333</b>	<b>-949,347</b>
Operation & Maintenance, Defense-Wide	-195,538	-186,036	-194,072	-174,368	-199,333	-949,347
Better Business Practices	-52,064	-55,811	-58,850	-53,791	-73,911	-294,427
Program Reductions/Terminations	-61,796	-55,084	-59,655	-59,679	-47,280	-283,494
Reduced Lower Priority Programs	-81,678	-75,141	-75,567	-60,898	-78,142	-371,426
<b>PROCUREMENT</b>	<b>-163,739</b>	<b>-245,445</b>	<b>-293,035</b>	<b>-204,996</b>	<b>-148,622</b>	<b>-1,055,837</b>
Procurement, Defense-Wide	-163,739	-245,445	-293,035	-204,996	-148,622	-1,055,837
Better Business Practices	-17,978	-20,670	-19,640	-23,361	-8,102	-89,751
Program Reductions/Terminations	-106,397	-179,346	-237,312	-148,799	-115,829	-787,683
Reduced Lower Priority Programs	-39,364	-45,429	-36,083	-32,836	-24,691	-178,403
<b>RESEARCH, DEVELOPMENT, TEST AND EVALUATION</b>	<b>-29,821</b>	<b>-42,121</b>	<b>-60,137</b>	<b>-40,194</b>	<b>-81,565</b>	<b>-253,838</b>
Research, Development, Test & Eval, DW	-29,821	-42,121	-60,137	-40,194	-81,565	-253,838
Better Business Practices	-2,112	-2,163	-2,202	-2,240	-761	-9,478
Program Reductions/Terminations	-22,537	-34,228	-51,757	-35,113	-87,068	-230,703
Reduced Lower Priority Programs	-5,172	-5,730	-6,178	-2,841	6,264	-13,657
<b>Total USSOCOM</b>	<b>-389,098</b>	<b>-474,359</b>	<b>-548,104</b>	<b>-439,003</b>	<b>-429,705</b>	<b>-2,280,269</b>
<b>Grand Total</b>	<b>-10,740,429</b>	<b>-14,149,222</b>	<b>-19,297,111</b>	<b>-25,327,421</b>	<b>-30,658,306</b>	<b>-100,172,489</b>