



OFFICE OF THE SECRETARY OF DEFENSE
 1800 DEFENSE PENTAGON
 WASHINGTON, DC 20301-1800

OFFICE OF THE
 SECRETARY OF DEFENSE



ACTION MEMO

2004 AUG 31 PM 4: 10

PROGRAM ANALYSIS
 AND EVALUATION

100.5

FOR: SECRETARY OF DEFENSE DepSec Action _____

FROM: Ken Krieg, Director, PA&E *KJK* AUG 31 2004

SUBJECT: COCOMs' Integrated Priority Lists (IPLs)

- Request your signature on the memorandum at Tab A tasking the combatant commanders for their Integrated Priority Lists (IPLs).
- The IPLs are the combatant commanders' principal mechanism for commenting on the adequacy of the defense program.
- The next IPL cycle focuses on the COCOMs' long-term strategic challenges. It also provides an opportunity for the COCOMs to identify any short-term capability gaps that require action in the FY 2007-2011 program.

RECOMMENDATION: Secretary sign memorandum at Tab A.

COORDINATIONS: Tab B.

Attachment
 As Stated

8/31
Have Krieg
talk him through it
at the next
SLP prep
D. Paul

TSA SD	<i>d/l MB</i>
SRMA SD	
MA SD	
EXEC SEC	<i>M 9/1</i>

31 Aug 04



OSD 13027-04



THE SECRETARY OF DEFENSE
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SEP 13 2004

MEMORANDUM FOR THE COMBATANT COMMANDERS

SUBJECT: Integrated Priority Lists

In support of the new two-year Planning, Programming, Budgeting, and Execution (PPBE) process, the Department will pursue a modified approach for developing next year's Integrated Priority Lists (IPLs).

As you know, the Strategic Planning Council considered the November 2003 IPLs in its sessions this year. The decisions emerging from the Council's deliberations are reflected in the Joint Programming Guidance (JPG) you received in June. Accordingly, I expect the key capability enhancements and offsets mandated by the JPG to be incorporated into the defense program for FY 2006-11.

As we turn our attention to the next IPL cycle—which occurs in an “off year” of the two-year process—I would like you to focus on longer-term strategic planning issues in the years 2012 and beyond. The goal will be to identify those strategic issues and long-term challenges that are likely to shape the international security environment and U.S. defense priorities in the years to come.

In developing your longer-term IPLs, it would be helpful if each of you would respond to the questions below with bullet point answers:

- What are the key challenges (listed in priority order) that your command is likely to confront in 2012 and beyond?
- What assumptions did you make in identifying those challenges?
- What are the key capability gaps (listed in priority order) that could hinder efforts to overcome the challenges?
- What would you recommend as areas where we could accept additional risk in order to redirect resources to higher-priority gaps?

In addition, there may be some short-term capability gaps resulting from on-going wartime efforts, new missions, and updates to operational plans that urgently require



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action during FY 2007-2011. These inputs should be prioritized and follow the FY 2006-2011 IPL guidance and remain at the strategic capabilities-based level.

To resource/enable these changes, provide areas where we can accept additional risk. Please keep in mind that the threshold is higher during an “off-year” for making changes as we assess your needs.

The Director of Program Analysis and Evaluation—in conjunction with the Under Secretary for Policy, the DoD Comptroller, and the Director for Force Structure, Resources, and Assessment, J8—will work to ensure the COCOMs have the opportunity to participate fully in the reformed PPBE process.

Please send your written submissions by November 15 and furnish a copy to the Director of Program Analysis and Evaluation.

A handwritten signature in black ink, appearing to read "D. A. [unclear]".