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## DoN FYDP Improvement Project

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### Meeting Notes 10-12-00 (mtg w Chris Fox)

Elaine Kujawa, 10/16/2000 - 12:46 PM

Meeting Notes 10/12/00  
Christine Fox / Marine Corp Budgeting – Manpower  
RFM-M

#### I. General Notes

#### Organization of RFM-M

RFM-M office handles budgeting for military personnel. There are two divisions– Active – deals with budgeting issues for active personnel and Reserve – deals with budgeting issues for reserve personnel.

Other areas of RF that work within the Budgeting portion of PPBS are RFO – Mr. Bill Stringer, RFI – LtCol Crouch and RFC – Ms. Renae Pribyl. Should meet with these POCs to capture the full budgeting picture.

RFM-M works closely with M&RA, *Manpower and Reserve Affairs* and MPP, *Manpower Planning & Policy Division*

Personnel in RFM-M are responsible for the formulation, development and execution of MILPERS budget while other offices are responsible for other budgets (e.g., O&M) with formulation & execution functions being performed by separate divisions.

#### Major USMC Budget Areas

- Manpower
- Operations & Maintenance (O&M)
- Procurement & Investment
- "Blue Dollar" Appropriations

RFC – Coordinates All \$ controls from all divisions within the department. RFC is not an office that produces a budget but rather is a consolidation point for the offices that do produce budget estimates/exhibits. RFCs functions include loading data into the Inquiry Response System (IRS), coordinating briefings, etc., responding to congressional inquiries.

Ms. Fox indicated that our draft diagram is, at a high level, accurate but that to really see how the budgeting process works we need to drill down further. For example one of our activity boxes contains an activity "Prepare USMC budget Submit" but we have not drilled down to show

how the various budget submitting offices (BSOs) within USMC coordinate the submission of their budget estimates and related tasks.

Dean Pfoztzer has a good document which clearly lays out the different activities involved in the preparation of the USMC budget.

We should look at MCPIP – Marine Corp Process Improvement Project completed 1996-1997 timeframe. Part of this project examined improvement opportunities in relation to how USMC budget and execution offices operated. Problems/inefficiencies with communications and information sharing were identified. USMC budget personnel were getting different dollar figures in response to data calls depending upon the day of the week. The process improvement project was aimed at increasing communication between programming, budget and execution personnel and arrive at more consistent data.

The recently completed BES will provide insight into how effective recent process improvements have been.

## **II. Potential Areas for Process Improvement**

### **Issue**

Field activity claimants do not have or will not provide financial data that clearly supports what specific activities are supported by reserve dollars. Therefore, it is impossible for RFM-M to prepare a defensible budget for reserve dollars and RFM-M is forced to default to the number used for last years budget without clear indication of what the dollars are being used for and whether the figure should be increased or decreased.

Communication and consistency of data shared between RFM-M and claimants/field activities needs to be increased. If claimants/field activities are not currently preparing financial data detailing the specific activities being supported by reserve dollars, they need to begin doing so. If such information exists, claimants need to do a better job of communicating this information to RFM-M.

### **Issue**

M&RA – MARFORES – USMC HQ communication – There is a disconnect here. MARFORES does not provide adequate information during the POM process and this causes last minute changes to be made on the budgeting side and the reassignment of resources and personnel. For example, MARFORES often plan special projects which are not communicated to M&RA. As a result, the additional Marine personnel required for these projects is not planned for or budgeted for and personnel required for these projects often have to be pulled from other activities, responsibilities.

### **Issue**

Active Duty Special Work (ADSW) – Activity Duty Special Work is defined as work in addition to the normal commitment made by reserve marines. According to Ms. Fox, nobody is collecting data that defines what specific activities have fallen under the umbrella of Active Duty Special Work in the past. Therefore, it is never clear what the dollar requirements are and it is impossible to prepare a defensible budget for this area. Unable to justify requirements in Budget.

### **Issue**

Subsistence Costs –There is no way to prepare a defensible budget for subsistence costs. No one is watching what is being spent or what it is being spent on. I & L and MARFORES are responsible for this area. There is potential for improvement in the tracking of execution data and how it is fed back in to the Budget development process to help build a more accurate budget. There is currently no insight into/ accurate way to forecast subsistence costs.

### **Issue**

There are two ways that budget execution is tracked, Accrual Reports and Expenditure data. Both of which are produced by DFAS. However, there is a big disconnect between these two sources. The expenditure report is not provided in enough detail to be meaningful. Therefore, Ms. Fox is currently using the Liability reports and monthly end strength data to track execution.

### **III. Related Systems**

Ms Fox suggested talking to Dean Pfoztzer, DFAS and RFL (Leroy Dowdle is familiar with DFAS information systems)

There is an End Strength Reporting System, although Ms. Fox was not sure of the name of this system.

### **IV. Additional Points of Contact (POCs)**

O&M Budget – Bill Stringer  
Procurement Budget – Lt. Col. Crouch