
April 1997

National Security Analysis Issue Area Plan

Fiscal Years 1997-99

Foreword

As the investigative arm of Congress and the nation's auditor, the General Accounting Office is charged with following the federal dollar wherever it goes. Reflecting stringent standards of objectivity and independence, GAO's audits, evaluations, and investigations promote a more efficient and cost-effective government; expose waste, fraud, abuse, and mismanagement in federal programs; help Congress target budget reductions; assess financial information management; and alert Congress to developing trends that may have significant fiscal or budgetary consequences. In fulfilling its responsibilities, GAO performs original research and uses hundreds of databases or creates its own when information is unavailable elsewhere.

To ensure that GAO's resources are directed toward the most important issues facing Congress, each of GAO's 32 issue areas develops a strategic plan that describes the significance of the issues it addresses, its objectives, and the focus of its work. Each issue area relies heavily on input from congressional committees, agency officials, and subject-matter experts in developing its strategic plan.

The National Security Analysis issue area covers programs of the Department of Defense (DOD), the individual military services, and other supporting defense agencies. GAO's work in this issue area focuses on major DOD initiatives to implement the national military strategy, force structure, budget analysis, and intelligence. The principal issues we cover are:

- the extent to which DOD's initiatives for implementing the national military strategy result in the efficient and effective allocation of resources,
- the efficiency and effectiveness of DOD's existing and planned force structure,
- the extent to which planned defense budgets accurately reflect the projected costs of DOD programs, and
- the extent to which the intelligence community is adequately addressing the changed threat and new requirements.

In the pages that follow, we describe our key planned work on these important issues.

Because events may significantly affect even the best of plans, our planning process allows for updating and the flexibility to respond quickly to emerging issues. If you have any questions or suggestions about this plan, please call me at (202) 512-3504.

A handwritten signature in black ink that reads "Richard Davis". The script is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Richard Davis
Director
National Security Analysis

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Table I: Key Issues

Issue	Significance
Strategy implementation: Do DOD's initiatives to implement the national military strategy ensure efficient and effective allocation of resources?	Since the end of the Cold War, DOD has been undertaking initiatives to adjust its programs and forces to reflect a changed security environment and reduced budgets, emphasizing the importance of jointness in its planning and operations. However, many aspects of DOD's processes and approaches remain unchanged. Congress, concerned about DOD's progress in adapting to the new environment and the quality of DOD's future planning, has required DOD to complete a quadrennial defense review of strategy, force structure, and modernization needs by May 1997.
Force structure: Are DOD's forces organized efficiently and effectively to implement the national military strategy?	Congress continues to be concerned about the adequacy of DOD's planned force structure. The size and composition of the force will be a key topic in the quadrennial defense review. Efforts to size and organize DOD's forces more efficiently and eliminate overlapping capabilities are becoming more important as DOD seeks to modernize its forces and achieve long-term readiness within expected budgets.
Budget analysis: Do budgets for national security programs accurately reflect the projected costs of DOD programs?	There is widespread concern in Congress about the adequacy of funding for defense priorities, such as modern weapon systems. DOD is looking to fund its modernization plan within the defense budget through various means, including reducing its infrastructure. Congress is unsure whether ongoing initiatives will achieve needed savings for modernization.
Intelligence: Is the U.S. intelligence community adequately addressing the changed threat and new requirements?	The United States spends tens of billions of dollars each year on intelligence programs, most of which were developed during the Cold War years. The intelligence community is continuing to undergo major changes because of the changing post Cold War security environment.

Table I: Key Issues

Objectives	Focus of Work
<ul style="list-style-type: none">• Evaluate whether DOD's major initiatives to implement the national military strategy are based on sound assumptions and will result in an efficient and effective allocation of resources.• Assess DOD's progress in institutionalizing jointness in its programs, processes, and procedures.	<ul style="list-style-type: none">• Adjustments in defense programs and operations to reflect the changed security environment.• Opportunities to identify greater efficiencies that maximize force capabilities within reduced budgets.• Potential for improving the jointness of DOD's planning, requirements determination, and operations.
<ul style="list-style-type: none">• Assess whether DOD has an appropriate mix of combat and support forces to implement the national military strategy.• Identify opportunities for achieving savings by organizing forces more efficiently or consolidating key functions shared by more than one service, component, or command.• Assess the active/reserve mix and potential to place greater emphasis on less costly reserve forces.• Evaluate the basis for the services' stated requirements for military, civilian, and reserve personnel.	<ul style="list-style-type: none">• Assessment of key combat and support missions.• Potential for consolidating functions among/within services.• Opportunities for reshaping role and structure of reserve forces.• Service requirements for active military personnel.
<ul style="list-style-type: none">• Assess whether DOD's budgets are based on accurate data and sound estimates with lower program and societal costs.• Assess whether DOD's financial plan and budget execution match its priorities.• Identify the trends in DOD's budget and assess the implications of those trends.	<ul style="list-style-type: none">• Full disclosure of budget assumptions and estimates.• Analyses of defense infrastructure and appropriations accounts.• Comparison of spending plans and stated defense priorities.
<ul style="list-style-type: none">• Determine whether unnecessary duplication exists between intelligence organizations and programs.• Evaluate the accuracy of intelligence estimates used to support force structure and weapon acquisitions.• Assess the role of intelligence agencies in supporting new missions.	<ul style="list-style-type: none">• Consistency of force structure and weapon needs with threat estimates.• Intelligence support for peace operations.

Table II: Planned Major Work

Issue	Planned Major Job Starts
Strategy implementation	<ul style="list-style-type: none">•Review of DOD's Quadrennial Defense Review.•Assess DOD's progress in achieving jointness under the Goldwater-Nichols Act.•Analysis of U.S. information warfare strategies.•Review of U.S. strategies for critical infrastructure protection.
Force structure	<ul style="list-style-type: none">•Requirements for Army combat forces.•Assessment of DOD's Deep Attack Weapons Mix Study.•Reviews of Air Force, Army, and Navy requirements for active military personnel.•Capping report on military and civilian end strength issues.•Review of military headquarters force.
Budget analysis	<ul style="list-style-type: none">•Comparison of Fiscal Year 97 and Fiscal Year 98 Future Years Defense Programs.•Analysis of Bosnia peace operation costs.•Trends in budget and obligation data in DOD's operations and maintenance account.•Review of DOD's infrastructure reduction efforts.•Future Years Defense Program analysis of central training and force management activities.•Future Years Defense Program analysis of acquisition workforce.
Intelligence	<ul style="list-style-type: none">•Reviews of selected intelligence programs as congressional interests dictate.

Table III: GAO Contacts

Director	Richard Davis	(202) 512-3504
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