



TESTIMONY

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BEFORE THE SUBCOMMITTEE ON CONTRACTING OVERSIGHT

**SENATE COMMITTEE ON HOMELAND SECURITY AND
GOVERNMENT AFFAIRS**

Counternarcotics Contracts in Central and South America

FY 1999 – FY 2009

May 20, 2010

Chairman McCaskill, Senator Brown, and other distinguished Members of the Committee: thank you for the opportunity to appear today with my Department of State colleagues to discuss the Department of Defense's (DoD) use of counternarcotics (CN) contracts in Central and South America. Before describing the contract support we employ in this region, I'd like to present a brief overview of the DoD's CN Program, and what I consider to be a significant return on our investment of appropriated CN funds by the demonstrable progress being made in this region in disrupting illicit narcotics trafficking.

Counternarcotics Program Overview

The transnational illicit drug trade is a multi-faceted national security concern for the United States. The drug trade is a powerful corrosive force that weakens the rule of law in affected countries, preventing governments from effectively reducing or containing other transnational threats, such as terrorism, insurgency, organized crime, weapons trafficking, money laundering, human trafficking, and piracy. The global and regional terrorists who threaten interests of the United States finance their activities with the proceeds from narcotics trafficking.

The National Strategy for Homeland Security establishes the security of our borders as a top national priority. Terrorists associated with Islamic Radical Groups (IRGs), as well as narco-terrorist groups such as the Revolutionary Armed Forces of Colombia (FARC), operate sophisticated networks designed to move not only weapons, drugs, and other materials, but people as well. A wealth of intelligence reporting has linked many IRG members to both drug trafficking and alien smuggling. The DoD, through extensively coordinated projects with Federal law enforcement agencies, has developed collaborative and effective methods for detecting, and monitoring, the movement of illegal drugs. Such trafficking, in which terrorists with transnational reach commonly engage, is a present and growing danger to the security of the United States, our forces abroad, and our allies.

The DoD's CN program continues to adapt to evolving trafficking trends. Most of these trafficking trends involve either networks of interconnected criminal groups sharing expertise,

skills, and resources in joint ventures, or powerful, well-organized crime syndicates seeking to legitimize their image. The inability of many nations to police themselves effectively and to work with their neighbors to ensure regional security represents a challenge to global security. Extremists and international criminal networks frequently exploit local geographical, political, or social conditions to establish safe havens from which they can operate with impunity. Ungoverned, under-governed, misgoverned, and contested areas offer fertile ground for such groups to exploit gaps in governance capacity to undermine local, state, and regional security. The DoD's CN program addresses these threats by building partnerships and developing the capacity of international partners to counter transnational drug organizations effectively.

The DoD uses its CN resources and authorities as effectively and efficiently as possible to achieve national and DoD CN priorities. These efforts focus on two primary missions:

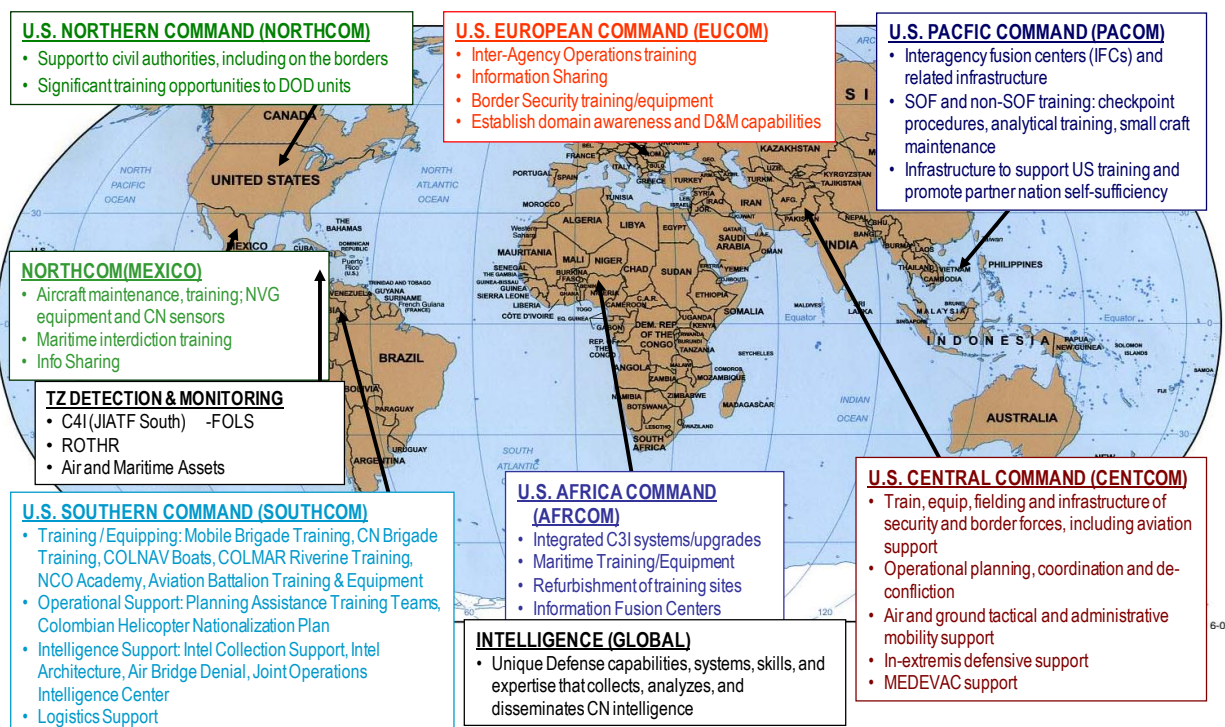
1. Helping local, State, Federal, and foreign agencies address the drug trade and narco-terrorism by:
 - a. Detecting and monitoring drug trafficking.
 - b. Sharing information.
 - c. Helping countries build their capacity and control their ungoverned spaces.
2. Maintaining DoD readiness through drug demand reduction programs.

Through its Combatant Commands, the Military Departments, and the Defense Agencies, the DoD provides unique military platforms, personnel, systems, and capabilities that support federal law enforcement agencies and foreign security forces involved in CN missions, including activities that aid, benefit from, or are related to narcotics trafficking. The DoD CN mission targets those terrorist groups worldwide that use narcotics trafficking to support terrorist activities by deploying CN assets in regions where terrorists benefit from illicit drug revenue or use drug smuggling systems.

The DoD develops, coordinates, and implements a focused CN program with an enabling role that supports interdiction, enforcement, and border control operational roles by authorized domestic and international agencies. DoD facilitates interdiction operations through providing

situational awareness, command and control systems, actionable intelligence, and equipping and training partner nation CN forces. Overseas capacity building efforts yield a significant impact by strengthening partner nation law enforcement and CN forces to disrupt trafficking at the source of production or transit origin.

DoD CN Efforts are Worldwide



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The Office of the Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats (DASD-CN & GT), with oversight from the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict and Interdependent Capabilities and the Under Secretary of Defense for Policy, is the single focal point for the DoD's CN activities, and ensuring that DoD develops and implements a focused CN program with clear priorities and measured results. Consistent with applicable laws, authorities, regulations, and funding/resources, the DoD ensures that sufficient forces and resources are allocated to the CN mission to achieve high-impact results.

Counternarcotics Central Transfer Account

The DoD Counternarcotics Central Transfer Account is a single budget line item, funding all CN requirements with the exception of Active Duty military pay and Service operations tempo (“OPTEMPO”). The CTA was established by the FY 1988 National Defense Authorization Act. The Congress appropriates funds directly into the CTA. The funds are then reprogrammed by my office to Military Departments and Defense Agency accounts. The funds may be used to address emerging CN requirements using the DoD’s internal reprogramming process. With this flexibility, the Defense CN program can accommodate ever-changing patterns in the narcotrafficking threats by shifting counterdrug resources where they will be most effectively used.

Progress Towards CN Goal: Central and South America Illicit Narcotics Trafficking

According to the 2008 Interagency Assessment of Cocaine Movement (IACM), the demand for illicit drugs in the United States remains strong and creates incentives for illegal activities. The Andean Ridge Countries in South America produce nearly all of the world’s cocaine, and of the approximately 955 metric tons of export quality cocaine shipped from the region in 2008, approximately 60 percent of that came to the United States. The remainder went to new and expanding markets in Europe, the Middle East, and Asia.

Disrupting the drug market at its source is at the core of the layered CN strategy. By working with the governments of producing countries, we can eliminate illegal drug crops before they move to final production and interdict drug shipments before they are broken down into smaller loads, thereby removing the greatest amount of narcotics from the market. In so doing, we assist partner nations in strengthening public security and democratic institutions, and strike powerful blows against terrorist groups and international organized crime by denying those criminal groups access to the profits from drug production at the beginning of the trafficking chain.

Colombia. The pressure placed on drug trafficking organizations by increased transit zone seizures has been amplified by dramatic decreases in production in the Andes since 2001. The Government of Colombia has expanded its presence throughout the country, reducing levels of violence, attacking coca and poppy cultivation and illicit drug trafficking, dismantling drug trafficking organizations, and disrupting the transportation networks of the drug trafficking organizations.

U.S. Government estimates indicate that seizures of cocaine and coca base inside Colombia have grown from about 38 metric tons in 2001 to about 93 metric tons as of early December 2008. Destruction of cocaine hydrochloride laboratories increased from 83 in 2003 to 240 in 2007 and reached 301 as of December 2008, according to Government of Colombia figures. Colombia continues to face challenges, however, including increasingly porous borders with its neighbors, particularly Venezuela, where there is almost no control of cocaine flow from Colombia and no cooperation with the United States or other allies to pursue cocaine movement through its territory.

Colombia extradited 789 narcotics traffickers and other criminals to the United States for trial since 2002, of which 208 were extradited in 2008, significantly more than the 164 in 2007. These extraditions included 15 former paramilitary leaders who are accused of continuing to conduct drug trafficking from prison in Colombia and the leader of the North Valley Cartel.

The U.S. Government coca crop estimate for Colombia highlights for the first time the results of scientific studies showing how eradication pressure is diminishing the productivity of existing coca fields. New productivity data show that Colombia's maximum potential production dropped to 295 metric tons of pure cocaine in 2008. Based on recent scientific field studies by DEA on the impact of eradication, we can now calculate that Colombia's maximum potential production of pure cocaine has fallen a full 58 percent since its high point in 2001 (from 700 metric tons to 295 metric tons). This success is directly attributable to the will of the Government of Colombia to attack trafficking at its source

through eradication, increased Government of Colombia presence, improved security, and development programs to provide alternatives to coca cultivation—all of which will need reinforcement to preclude backsliding and losing gains made over the past seven years. The declines in maximum potential production, combined with other effective law enforcement efforts, have contributed to the decline in cocaine purity and increase in cocaine prices in the United States.

Joint Interagency Task Force-South (JIATF-South). A model for regional engagement and international and interagency coordination is JIATF-South located in Key West, Florida. JIATF-South exists to spearhead the effort to fight one of the most pressing challenges facing the region—illicit trafficking—with an acknowledged potential nexus with narco-terrorism. This interagency task force, which celebrated twenty years of excellence last year, is led by a U.S. Coast Guard Rear Admiral and is comprised of talented individuals from all four Military Services, 14 different executive branch agencies, and 13 partner nations.

JIATF-South continues to make demonstrable headway, producing extraordinary results every year. JIATF-South's joint operating area covers nearly 42 million square miles, which is almost 21 percent of the earth's surface. In the 20 years it has been conducting operations in this region, 2,500 metric tons of cocaine have been seized, 705,000 pounds of marijuana interdicted, 4,600 traffickers arrested, 1,100 vessels captured, and a grand total of approximately \$195 billion removed from the profits of the drug cartels. JIATF-South has accomplished these results while possessing zero assets of its own—every aircraft and vessel involved with detection, monitoring, interdiction, and apprehension is allocated through the DoD Global Force Management process, Department of Homeland Security Statement of Intent, and international contributions that place the assets under the tactical control of JIATF-South.

DoD Counter-Narcoterrorism Technology Program Office

The mission of the Counter-Narcoterrorism Technology Program Office (CNTPO) is to provide technology to the DoD, other Federal agencies, partner nations, and State and local

authorities engaged in counterdrug and counter narcoterrorism operations. This mission is accomplished by working within the DoD and interagency environment to determine common mission requirements. Using a systems engineering approach, technologies are tested for compatibility in the operational environment and integrated into operational processes. Training and sustainment are also included with the systems. Protocols to deploy these technologies have been developed, and multiple systems are in use with operational forces in the United States and partner nations.

In addition to technology development and support, CNTPO acquires and provides commercial-off-the-shelf and Government-off-the-shelf products and services to support ongoing counter narcoterrorism missions being conducted by the DoD, other Federal agencies, partner nations, and State and local authorities.

CNTPO provides technical and program acquisition support to my office (the DASD-CN & GT) and to Combatant Commanders, other Defense Agencies, other Federal agencies, and State and local authorities for counterdrug and counter narcoterrorism missions. CNTPO supports the DoD CN mission with infrastructure, analytical tools, tactical equipment, and contracted surveillance assets. CNTPO routinely acquires goods and services that cross traditional DoD acquisition and contracting scopes. Goods and services required are typically small compared to traditional DoD contracts for major weapon systems or Department-level logistics support. An example includes the contracted CN Airborne Surveillance Aircraft in the U.S. Southern Command Area of Responsibility.

In response to audits and reviews of CNTPO oversight of contracting activities, CNTPO has launched a comprehensive contract oversight system. Five levels of contracting personnel are designated with specific oversight duties. All contracts now incorporate a Performance Requirements Summary that depicts performance standards and corresponding indicators to assess the quality of service performed. CNTPO has increased its staffing and instituted mandatory training for Contracting Officer's Representatives and Contracting Officer Technical Representatives.

Counternarcotics Contracts in Central and South America

For the period of FY 1999 – FY 2009, approximately \$5.3 billion CTA-funded CN programs were allocated to the Central and South America Area of Operations. Of this amount, it is estimated that 18 percent (\$977 million) was expended towards contractor support.

Consistent with the DoD CN Strategy, contractor support was employed for (1): detection and monitoring activities and equipment, such as radar and imaging systems, sensors, and geographic information system mapping; (2) information-sharing services and equipment, such as translation assistance and information technology equipment, systems, and maintenance; and (3) host-country capacity building, such as aircraft training and maintenance, equipment such as boats and night vision goggles, and operational and logistic support, such as helicopter transport and aerial surveillance.

Contractor support has been primarily used in Colombia and the Forward Operating Locations at Comalapa, El Salvador; Aruba and Curacao; and Manta, Ecuador (closed as of September 2009).

In the Central and South America area of responsibility, CNTPO has issued 18 Task Order actions under the Army Space and Missile Defense Command (SMDC) multiple award, indefinite-delivery, indefinite- quantity (IDIQ) contract totaling \$85 million for intelligence and operational support and equipment.

On behalf of CNTPO, the Army Communications-Electronics Command (CECOM) issued multiple award Rapid Response (R2) IDIQ contracts. Within the Central and South America AOR, Lockheed Martin and its subcontractors have been issued 25 Task Order actions aggregating \$87 million to provide intelligence and operational support, aircraft maintenance, IT system support, and public relations and communications support services.

In addition to the SMDC and R2 IDIQ's, CNTPO has issued 20 other procurement actions in the Central and South America AOR totaling \$43 million for intelligence support and aircraft maintenance.

The following table provides other CN procurement actions for the Central and South America region for the period of FY 1999-FY 2009.

Contracting Authority	AOR Procurement Actions and Total Contract Value	Contractors	Scope of Services / Goods
Army Contracting Command (ACC)	907 procurement actions. TCV = \$444 M	U.S. and foreign national businesses	Logistics and operations
Naval Inventory Control Point (NAVICP)	737 procurement actions. TCV = \$11.4 M	Various	Intelligence support, equipment
U.S. Air Force (USAF)	200 procurement actions. TCV = \$537 M	Northrop Grumman, ACS Defense, ITT Systems, Cambridge Communications, ARINC	Detection and monitoring, intelligence and operational support, and equipment
Army Corps of Engineers (ACOE)	168 procurement actions. TCV = \$94.4 M	J&J Worldwide Services, Baskerville Donovan, Inc., foreign national businesses	Logistics
National Geospatial-Intelligence Agency (NGA)	56 procurement actions. TCV = N/A	Foreign national mapping institutes	GIS mapping data
Central America Forward Operating Locations (CENTAM FOL)	3 procurement actions. TCV = \$2.9 M	PAE, DynCorp, U.S. Falcon, Inc.	Detection and monitoring
Naval Facilities Engineering Command Atlantic Division (NAVFAC LANT)	3 procurement actions. TCV = \$2.4 M	Foreign national businesses	Logistics and capacity-building
U.S. Marine Corps (USMC)	1 procurement action. TCV = \$1.2 M	ACS Defense, Inc.	Operational support

Note: TCV = Total Contract Value

All of the documentation supporting these procurement actions has been provided to the Subcommittee staff on or before April 20, 2010.

Contract Oversight Issues / Way Forward

In compiling the information requested by the Subcommittee for this hearing, my office found inconsistent records management among the various contracting entities, found that the volume of procurement actions overwhelms staff capacity in some instances, and found that many of the acquisition steps are manual processes that are both time-consuming and error prone.

What has become clearer to me is that our Combatant Commands, such as U.S. Southern Command, define and drive the mission support requirements, and the Military Departments provide the acquisition vehicles, which lead to ambiguous and inconsistent roles and responsibilities in monitoring contract performance. On the other hand, virtually all contracts require monthly contractor status reports that provide contemporaneous insight into progress and problems.

Moving forward in FY 2010, we are in the process of initiating a comprehensive management review of CNTPO to ascertain whether its original charter is still relevant to today's emerging CN threats, and to the goals and objectives of the updated National Drug Control Strategy and our revised Defense CN Strategy.

Monitoring Progress Towards CN Strategic Goals

My office maintains the Counternarcotics Performance Metric System that tracks and collects annual data from the Military Departments and Combatant Commands with authorized CTA-funded projects. In FY 2009, we collected data on 285 performance metrics (222 unclassified and 63 classified) that align with the CN program's three strategic objectives for detection and monitoring, information sharing, and partner nation capacity building. During the last six months, we have been developing new Standard Operating Procedures to create a more informative performance metric architecture and better align Military Department and Combatant Command CN objectives and performance measures with the Department's CN strategy. Attached at Appendix B is an excerpt from our FY 2009 Performance Summary Report that was submitted to the Office National Drug Control Strategy in February 2010.

Madame Chairman, this concludes my prepared testimony, and I look forward to addressing any questions that that you or other Members of the Subcommittee may have.

Appendix A – U.S. Department of Defense Counternarcotics Authorities

Section 1004 of the National Defense Authorization Act for Fiscal Year 1991, as amended, extended, and restated provides the Secretary of Defense may provide support for the counter-drug activities of any other department or agency of the Federal Government or of any State, local, or foreign law enforcement agency for any of the purposes [listed in statute] if such support is requested.

Section 1033 of the National Defense Authorization Act for Fiscal Year 1998, as amended, provides that the Secretary of Defense may provide any of the foreign governments named [in the statute] with support, such as equipment, maintenance and repair of equipment, for the counter-drug activities of that government.

Section 1022 of the National Defense Authorization Act for Fiscal Year 2004, as amended, extended, and restated provides that a joint task force of the Department of Defense that provides support to law enforcement agencies conducting counter-drug activities may also provide support to law enforcement agencies conducting counter-terrorism activities.

Section 1021 of the National Defense Authorization Act for Fiscal Year 2005, as amended, provides that DoD may provide assistance to the Government of Colombia to support a unified campaign by the Government of Colombia against narcotics trafficking and against activities by organizations designated as terrorist organizations.

Section 112 of United States Code Title 32 provides that the Secretary of Defense may provide funds to the Governor of a State for state drug interdiction and counter-drug activities, including drug demand reduction activities.

Fiscal Year 2009 Summary Results

In FY 2009, the Department of Defense continued to provide significant support to domestic and partner nation drug efforts in the areas of detection and monitoring, information sharing, and building U.S. and partner nation capacity. In addition, the Department continues to utilize a Drug Demand Reduction Program to ensure the constant readiness of DoD forces. The following descriptions and data summarize the key programs and corresponding performance metrics funded by the two Drug Control Decision Units within the Department: the Central Transfer Account and the Overseas Contingency Operations.

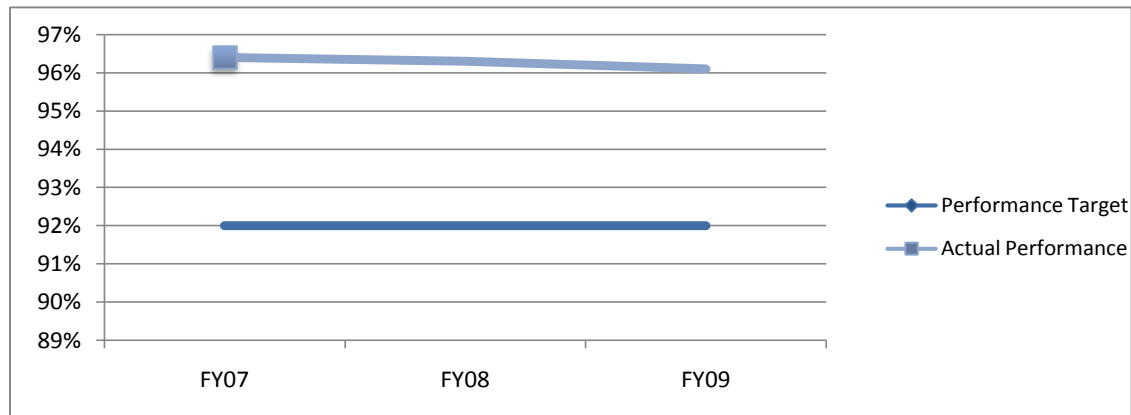
Detection and Monitoring

Geographic Combatant Commands and Defense Agencies employ an array of fixed and mobile systems to provide persistent air and maritime surveillance to detect and monitor worldwide illicit drug trafficking. These assets create situational awareness and contribute to the early identification of drug trafficking patterns. Monitoring information is shared with law enforcement resources to target suspicious cargo, interdict confirmed illegal shipments, and disrupt narco-terrorist organizations.

The United States Air Force maintains the Mobile Air Surveillance System (MASS), a global focused ground based radar system that provides geographic Combatant Commands with persistent low-level, precision surveillance and communications capabilities to detect and monitor potential narcotics shipments. The MASS program is integrated into the Joint Interagency Task Force-South (JIATF-S) facility located at Key West, FL. This integration point provides a consolidated ability to monitor the geographic areas of U.S. Northern Command and U.S. Southern Command ranging from Canada to South America. The benefits realized from the MASS cannot be realized without confidence in the availability of the system. Therefore, the annual performance of MASS is directly related to the system's uptime availability.

Project Code 4208 Mobile Air Surveillance Systems (MASS)		
Performance Measure	Strategic Performance Targets	Annual Performance
Percent of system availability and mission capability rates of the Mobile Air Surveillance System.	FY07: 92%	FY07: 96.4%
	FY08: 92%	FY08: 96.3%
	FY09: 92%	FY09: 96.10%

Project Code 4208 Multi-Year Trending



Information Sharing

Gathering information and synthesizing it into actionable intelligence is critical for successful counternarcotics (CN) interdictions. Through multiple data collection systems, field based analysts, and fusion centers, DoD provides intelligence and technology support to domestic and partner nation forces to dismantle narcotics trafficking and international terrorist organizations engaging in the drug trade.

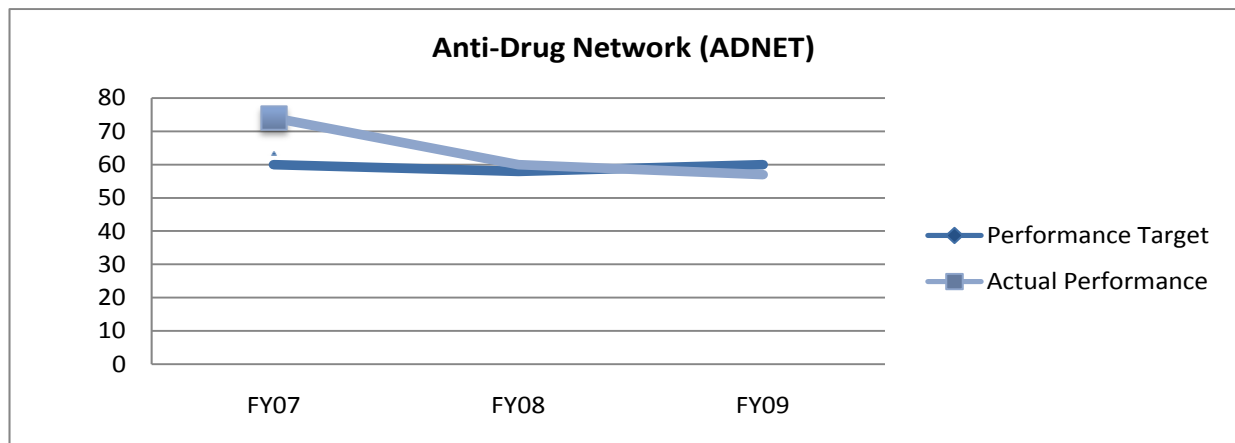
All Combatant Commands, service lines, and defense agencies contribute to the sharing of CN information. The Department's CN activities provide real-time analytical support to U.S. host country teams that support U.S and partner nation law enforcement agencies. For example, Combatant Commands encourage and promote collaboration between the United States and partner nations to identify, assess, and combat emerging transnational threats that cross international borders and threaten the interests of the United States. The Department's activities also provide analytical support to other federal agencies, such as the Drug Enforcement Agency, that are located throughout the globe.

To facilitate communication between partner agencies, the Department supports the Anti-Drug Network (ADNET). The Defense Information Systems Agency (DISA) maintains the ADNET to allow multiple autonomous systems to communicate and share secret and sensitive-but-unclassified information. By creating “communities of interest,” ADNET facilitates command, control, communication, and intelligence capabilities to help defense and civil agencies share mission critical CN information. ADNET is the primary secure link among the Department of Defense, Office of National Drug Control Policy, the Federal Communications

Commission, the US Coast Guard, the Intelligence Community, the Department of Justice, and the Department of Treasury.

The Anti-Drug Network (ADNET) Program was recognized as both a Laureate and Finalist at the esteemed Computerworld Honors Program Gala on June 1, 2009 in Washington, DC. The 2009 edition of the Laureate celebrates the contributions people and organizations have made to the betterment of society through exceptional—if not heroic—use of information technology. This Honors Program identifies organizations from around the world whose use of information technology has been especially noteworthy for originality of conception, breadth of vision and significance to society. ADNET was one of 159 Laureates selected amongst the top technology innovators in various fields, and one of the top 50 international organizations to receive the high honor of “Finalist.” ADNET was recognized for its implementation of web services in support of the counter-narcoterrorism mission.

Project Code 1102 Anti-Drug Network (ADNET)		
Performance Measure	Strategic Performance Targets	Annual Performance
Number of Communities of Interest (COIs) supported.	FY07: 60	FY07: 74
	FY08: 58	FY08: 60
	FY09: 60	FY09: 57

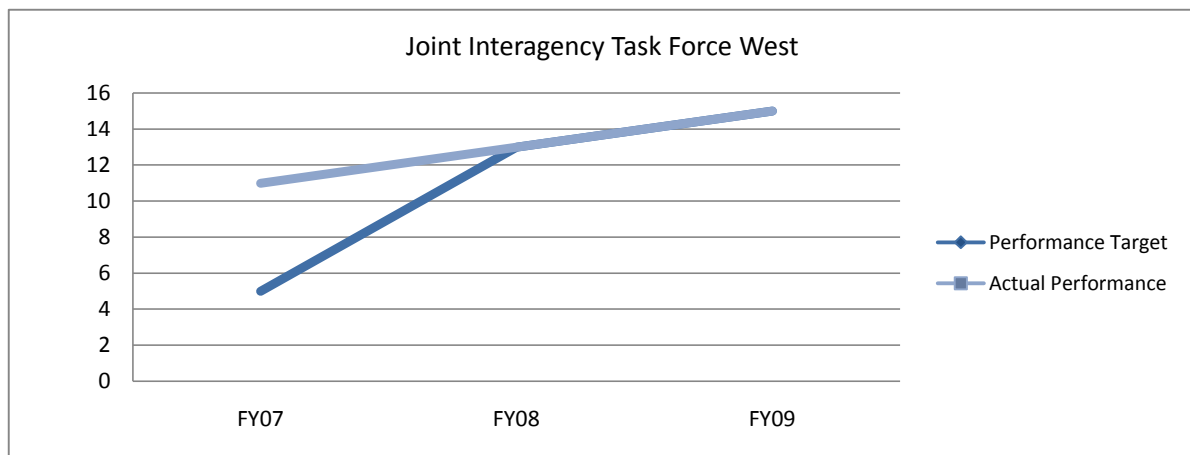


The Department of Defense is focused on the synchronization of information and the fusion of intelligence. To promote that effort, the Department continues to facilitate information

synchronization through the creation of interagency fusion centers. These centers give the U.S. interagency and partner nations the ability to share secure, near real-time transnational threat and counterdrug information.

The United States Navy supports the intelligence operations of the Joint Interagency Task force West (JIATF-West). In cooperation with U.S. interagency and foreign partners, JIATF-West provides CN intelligence and analytical support at various locations throughout the world. By increasing the number of Southeast Asian law enforcement agencies participating in fusion center intelligence development, illicit drug crops and chemical precursors can be disrupted at the source of origin.

Project Code 3309 Joint Interagency Task Force West		
Performance Measure	Strategic Performance Targets	Annual Performance
Number of partner nation law enforcement agencies engaged.	FY07: 5	FY07: 11
	FY08: 13	FY08: 13
	FY09: 15	FY09: 15



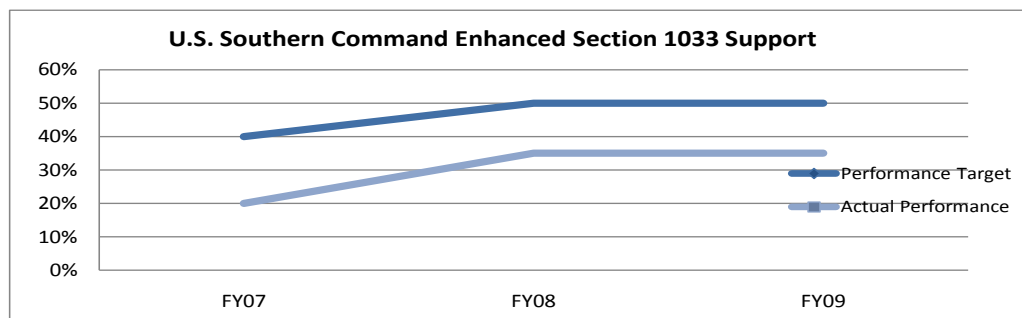
Building U.S. and Partner Nation Capacity

The Department has recognized that combating international drug trafficking and narcoterrorism requires the continual and combined efforts among domestic law enforcement agencies and international CN forces. The Department seeks to increase the capability and capacity of U.S. and partner nation resources to conduct and sustain operations against narcotics

traffickers and international terrorist organizations. The Department's efforts primarily focus on readiness training and enhancing the capabilities of interdiction forces as well as the control of international borders that are the pathways for illicit drug shipments.

Section 1033 of the NDAA authorizes the Secretary of Defense to provide select foreign governments with support for the counter-drug activities of that government. Progress towards these efforts can be viewed in terms of the independent abilities displayed by partner nation forces in the CN efforts. For example, one project provides patrol boats and other equipment along with requisite training to partner forces in the Colombia. In FY 2009, U.S. Southern Command tracked the number of rivers along the border between Colombia and Ecuador that are patrolled by Ecuadorian Marine Corps as an indicator of partner nation capability resulting from U.S. training and equipment. Targets were not reached in FYs 2008-2009 due to delays in boat delivery.

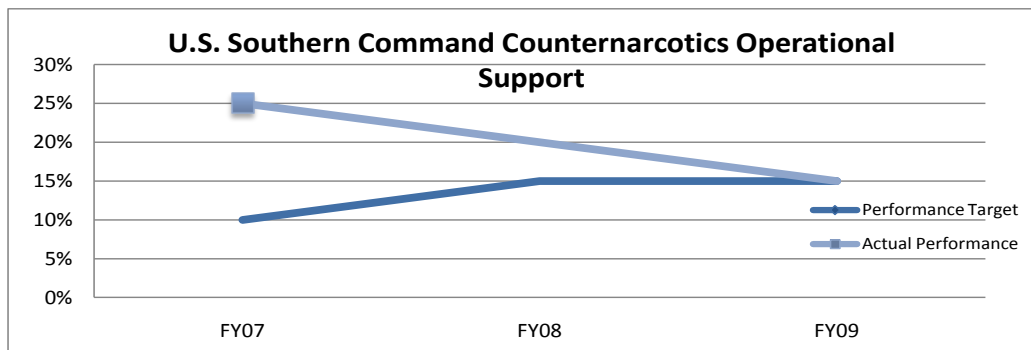
Project Code 9494 U.S. Southern Command Enhanced Section 1033 Support		
Performance Measure	Strategic Performance Targets	Annual Performance
Percent of rivers/estuaries along the northern border with Colombia that are patrolled by Ecuadorian Marine Corps/Naval forces.	FY07: 40% FY08: 50% FY09: 50%	FY07: 20% FY08: 35% FY09: 35%



The U.S. Southern Command's CN efforts provide partner nation CN forces with both training and equipment. The CN training is focused on the sustainment of partner nation capabilities. SOUTHCOM's primary focus is building and sustaining the capabilities of CN forces in Colombia. For example, the mountainous and jungle terrains of Colombia require air

assault capabilities to dismantle narcoterrorist operations. The Colombia Mobile Brigades are increasingly proficient at conducting these operations.

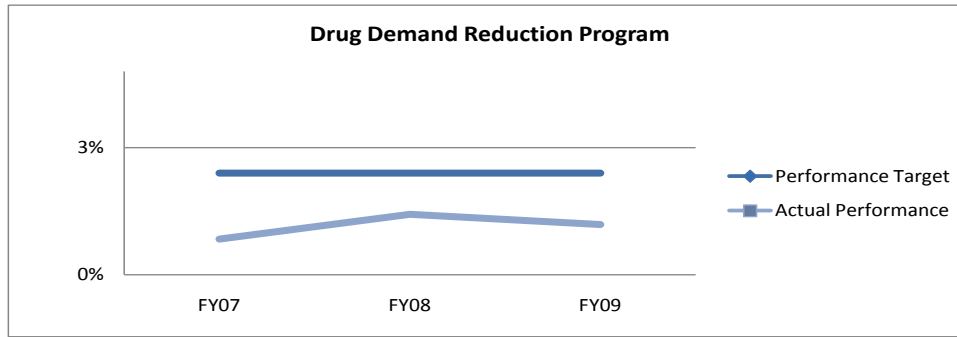
Project Code 9201 U.S. Southern Command Counternarcotics Operational Support		
Performance Measure	Strategic Performance Targets	Annual Performance
Percent of Colombian Mobile Brigades	FY07: 10%	FY07: 25%
	FY08: 15%	FY08: 20%
	FY09: 15%	FY09: 15%



Drug Demand Reduction Program (DDRP)

Drug use is incompatible with the US military and public service. The abuse of illicit drugs can impair performance, and negatively impact on the hazardous conditions that are unique to the military work environment. Illicit drug abuse also has the potential to affect the safety and security of sensitive civilian positions. The DoD DDRP is aligned with DoD policies that pertain to health and readiness within the Office of the Under Secretary of Defense for Personnel and Readiness. The Program components include compulsory random drug testing with punitive consequences, anti-drug education, and drug treatment.

Project Code 8060 Demand Reduction - Testing		
Performance Measure	Strategic Performance Targets	Annual Performance
Percentage of military personnel testing positive though urinalysis for illicit drugs.	FY07: 2%	FY07: 0.70%
	FY08: 2%	FY08: 1.19%
	FY09: 2%	FY09: 0.99%



Conclusion

With the overall objective of providing the support necessary for the successful operation of the Department's CN program, the Department met all program management benchmark (i.e. funds execution, strategic guidance, contract support, etc.) targets, to provide robust, efficient, and effective support to the President's National Drug Control Strategy.

In FY 2010, the Department will continue to improve upon its CN performance management system. Standard operating procedures are currently under development that will sharpen the focus of Services and Defense Agencies when constructing measures for the CN program and will implement a new methodology for the Department's CN performance metrics system.