



# The Unwritten Rules of PPBE

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# Wartime Budget Battles: The ROE



JTF FOR SOMALIA RELIEF OPERATION  
GROUND FORCES RULES OF ENGAGEMENT

NOTHING IN THESE RULES OF ENGAGEMENT  
LIMITS YOUR RIGHT TO TAKE APPROPRIATE  
ACTION TO DEFEND YOURSELF AND YOUR UNIT

A. YOU HAVE THE RIGHT TO USE FORCE TO  
DEFEND YOURSELF AGAINST ATTACKS OR  
THREATS OF ATTACK.

B. HOSTILE FIRE MAY BE RETURNED EFFECTIVELY  
AND PROMPTLY TO STOP A HOSTILE ACT.

C. WHEN U.S. FORCES ARE ATTACKED BY UNARMED  
HOSTILE ELEMENTS, MOBS AND/OR RIOTERS, U.S.  
FORCES SHOULD USE THE MINIMUM FORCE  
NECESSARY UNDER THE CIRCUMSTANCES AND  
PROPORTIONAL TO THE THREAT.

D. YOU MAY NOT SEIZE THE PROPERTY OF OTHERS  
TO ACCOMPLISH YOUR MISSION.

E. DETENTION OF CIVILIANS IS AUTHORIZED FOR  
SECURITY REASONS OR IN SELF-DEFENSE.

REMEMBER

1. THE UNITED STATES IS NOT AT WAR.
2. TREAT ALL PERSONS WITH DIGNITY AND RESPECT
3. USE MINIMUM FORCE TO CARRY OUT MISSION
4. ALWAYS BE PREPARED TO ACT IN SELF-DEFENSE

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"a certain grasp of military affairs is vital  
for those in charge of general policy."  
- Karl von Clausewitz

# A Gathering Storm

Continuing Cost of Conflict

Procurement Costs

The Economy

Business Security



ROE can be simple...



Engage the energy more closely.  
England expects the money more closely.



# Rules of the “Road”

🐔 Road Runner cannot harm the Coyote except by going "beep, beep".

🐔 No outside force can harm the Coyote -- only his own ineptitude or the failure of Acme products.

🐔 The Coyote could stop anytime -- IF he was not a fanatic.  
(Repeat: "A fanatic is one who redoubles his effort when he has forgotten his aim." —George Santayana).

🐔 No dialogue ever, except "beep, beep" and yowling in pain.

🐔 Road Runner must stay on the road -- for no other reason than that he's a roadrunner.

🐔 All action must be confined to the natural environment of the two characters -- the southwest American desert.

🐔 All tools, weapons, or mechanical conveniences must be obtained from the Acme Corporation.

🐔 Whenever possible, make gravity the Coyote's greatest enemy.

🐔 The Coyote is always more humiliated than harmed by his failures.

🐔 The audience's sympathy must remain with the Coyote.

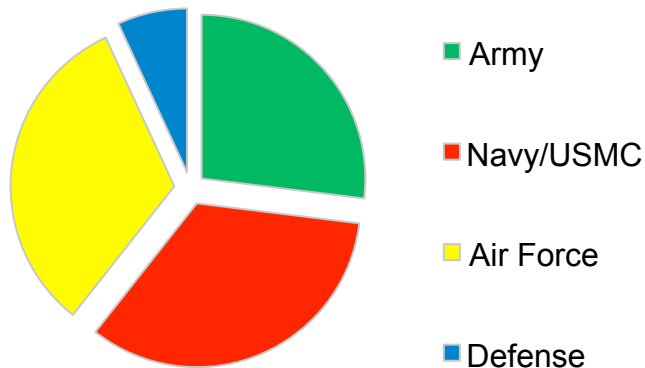


# The 1/3 – 1/3- 1/3 Rule

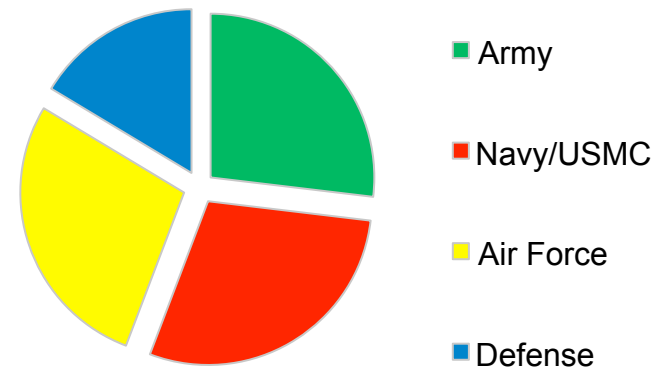
And the Lord spake, saying, "First shalt thou take out the Holy Pin, then shalt thou count to three, no more, no less. Three shall be the number thou shalt count, and the number of the counting shall be three. Four shalt thou not count, neither count thou two, excepting that thou then proceed to three. Five is right out. Once the number three, being the third number, be reached, then lobbest thou thy Holy Hand Grenade of Antioch towards thy foe, who being naughty in my sight, shall snuff it." Amen

*Monty Python and the Holy Grail*

## 1989 Budget

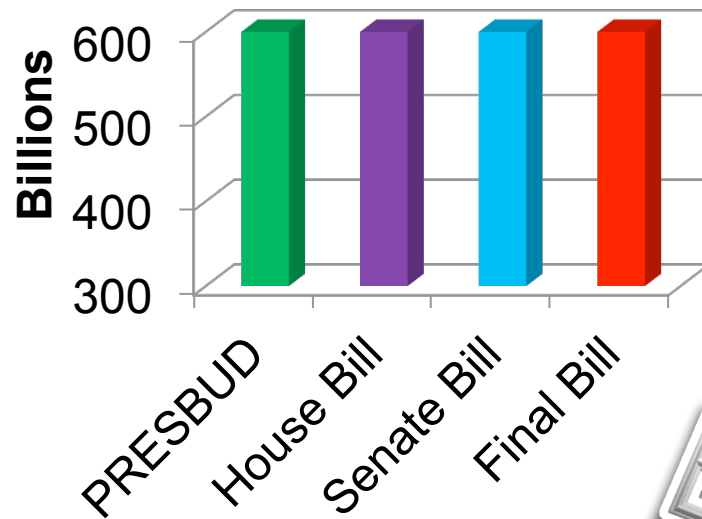


## 2009 Budget

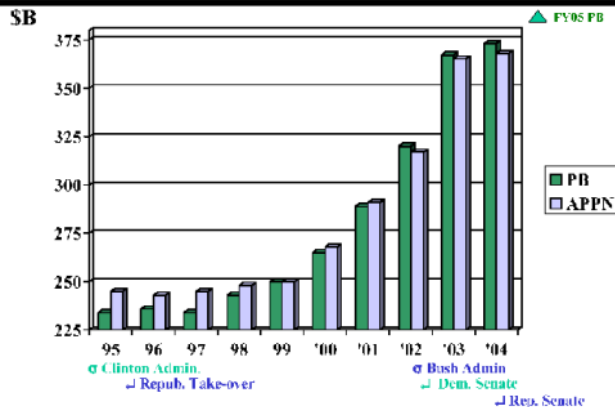


# The Gentleman's Agreement Rule

## DoD FY2009 Auth



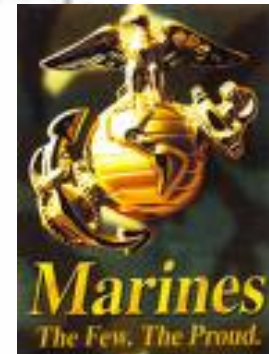
DoD BUDGET REQUEST vs. APPROPRIATION –  
A Quick Review



FY04 does not include Supplemental, nor does FY05 Request include needed Iraq Funds

Executive Agent

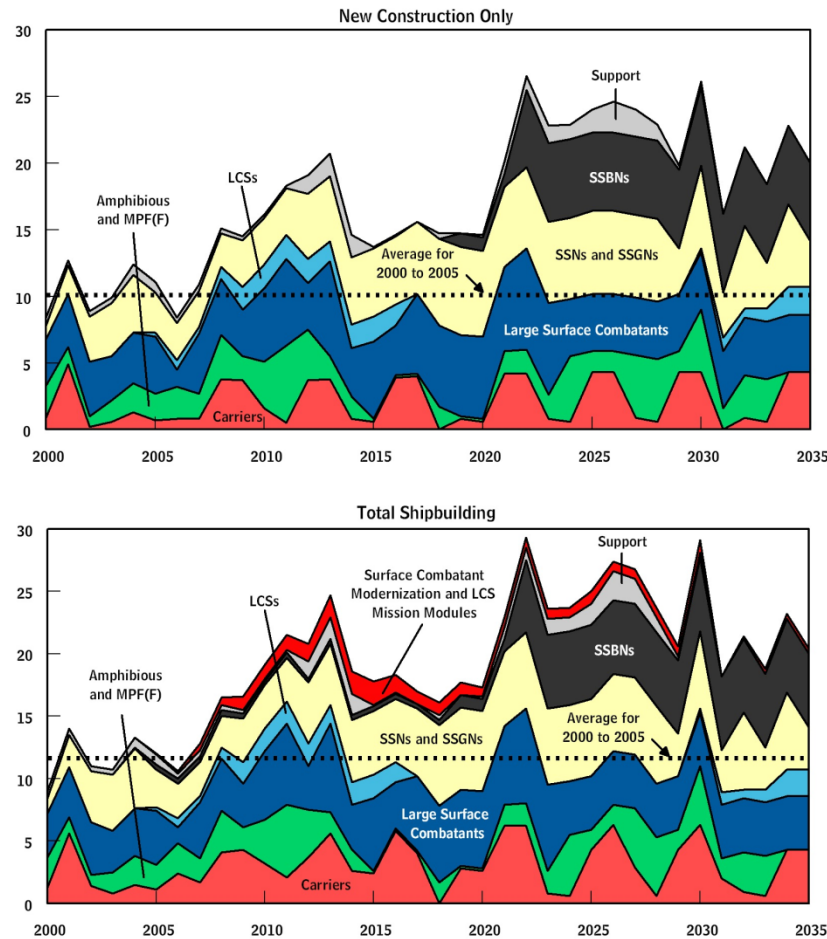
My idea of an agreeable person is  
a person who agrees with me.  
-Benjamin Disraeli



# The Move Right Rule

## Annual Costs Implied by the Navy's 313-Ship Plan

(Billions of 2007 dollars)



Source: Congressional Budget Office.

Let's make our problem our reliefs' problem.

*Lou Crenshaw*



$$-\vec{\nabla}p + \mu(\vec{\nabla}^2 \mathbf{v}) + \frac{1}{3}\mu(\vec{\nabla}(\vec{\nabla} \cdot \mathbf{v})) + \rho \mathbf{b} = \rho \dot{\mathbf{v}} \quad \text{compressible fluid}$$

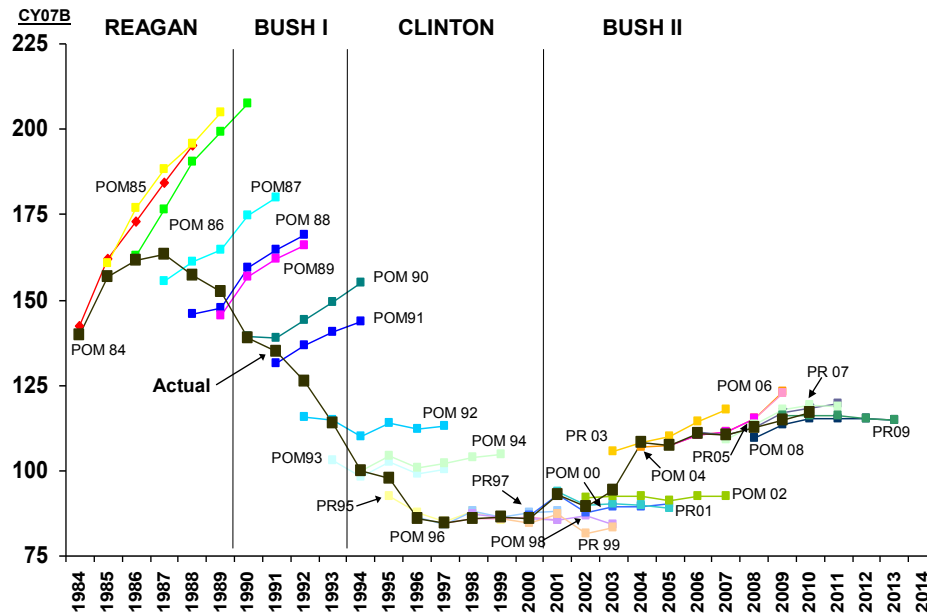
$$-\vec{\nabla}p + \mu(\vec{\nabla}^2 \mathbf{v}) + \rho \mathbf{b} = \rho \dot{\mathbf{v}} \quad \text{incompressible fluid}$$



# The More Money Rule

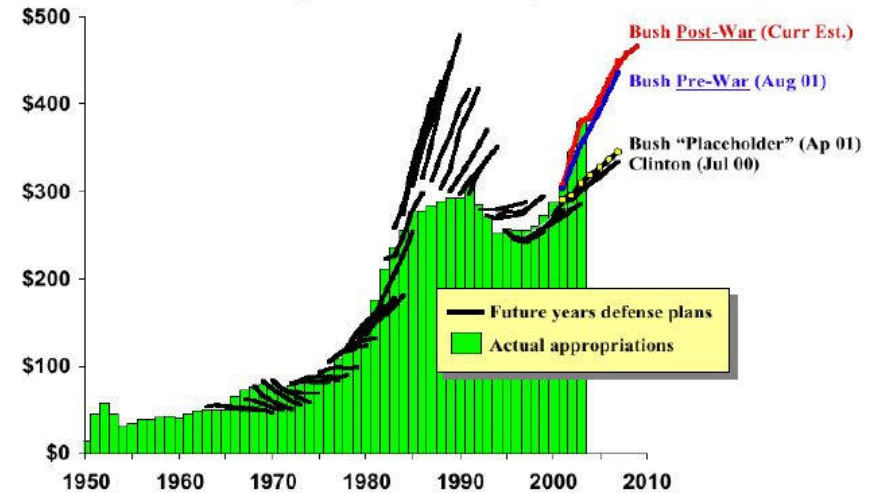


## Program vs Budget NAVY HISTORICAL TRENDS



## DoD Budget: Plans Vs. Reality (Includes effects of inflation)

Current \$ - Billions

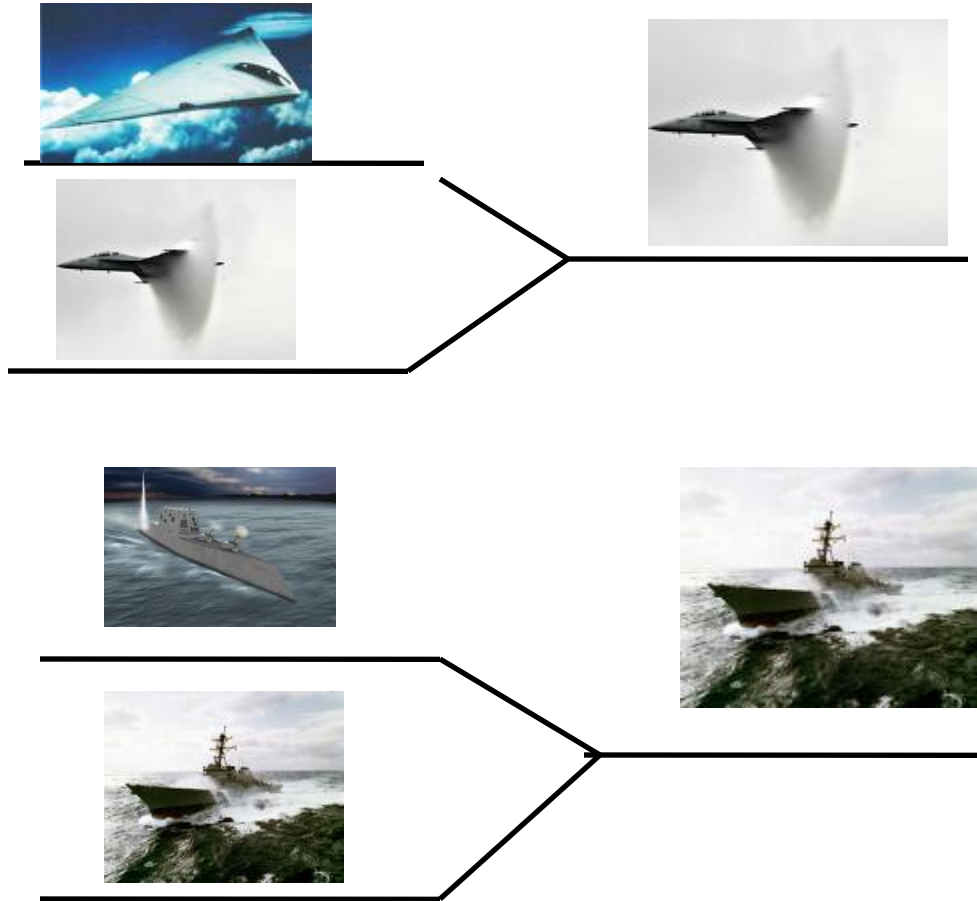


# The Gold Watch Rule



Pay Raise  
Fuel Bill  
Extra Ship  
End Strength  
Training

# The Elimination Rule



*For illustrative use only*



# The Unfunded Rule



## Ye Olde ROE

- The  $\frac{1}{3}$  –  $\frac{1}{3}$  –  $\frac{1}{3}$  Rule
- The Gentleman's Agreement Rule
- The Move Right Rule
- The More Money Rule
- The Gold Watch Rule
- The Elimination Rule
- The Unfunded Rule



- The More Money Rule
- The Gold Watch Rule
- The Unfunded Rule

- The Move Right Rule
- The 1/3 - 1/3 - 1/3 Rule
- The Elimination Rule

# THE GOOD AND THE BAD UGLY

- The Gentleman's Agreement Rule



## The New Rules

- The Gentleman's Agreement Rule
- The Pay Bills Now Rule
- The Resources Proportional to Joint Value Rule
- The Balance Risks and Requirements Rule