



# Improving the Army Planning, Programming, Budgeting, and Execution System: The Planning Phase

*Leslie Lewis, Roger Allen Brown, John Schrader, Harry Thie*

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This report documents work on the planning phase of the Army Planning, Programming, Budgeting, and Execution System. The Army had modified its planning and programming documents and asked the Arroyo Center to assess several of them to determine the extent to which the reengineering was successful and to suggest improvements. This report focuses on The Army Plan (TAP), the document that links planning to programming and provides the initial programming guidance to the Army Program Evaluation Groups. This report provides an assessment of TAP 2000-2015 and its Mission Areas (MAs) and recommends improvements for TAP 2002-2017. The authors identify several problems in TAP 00-15: mixing of operational and institutional functions, overlapping areas, overly broad and inappropriate MAs, unwieldy structure, and imprecise performance measures.



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