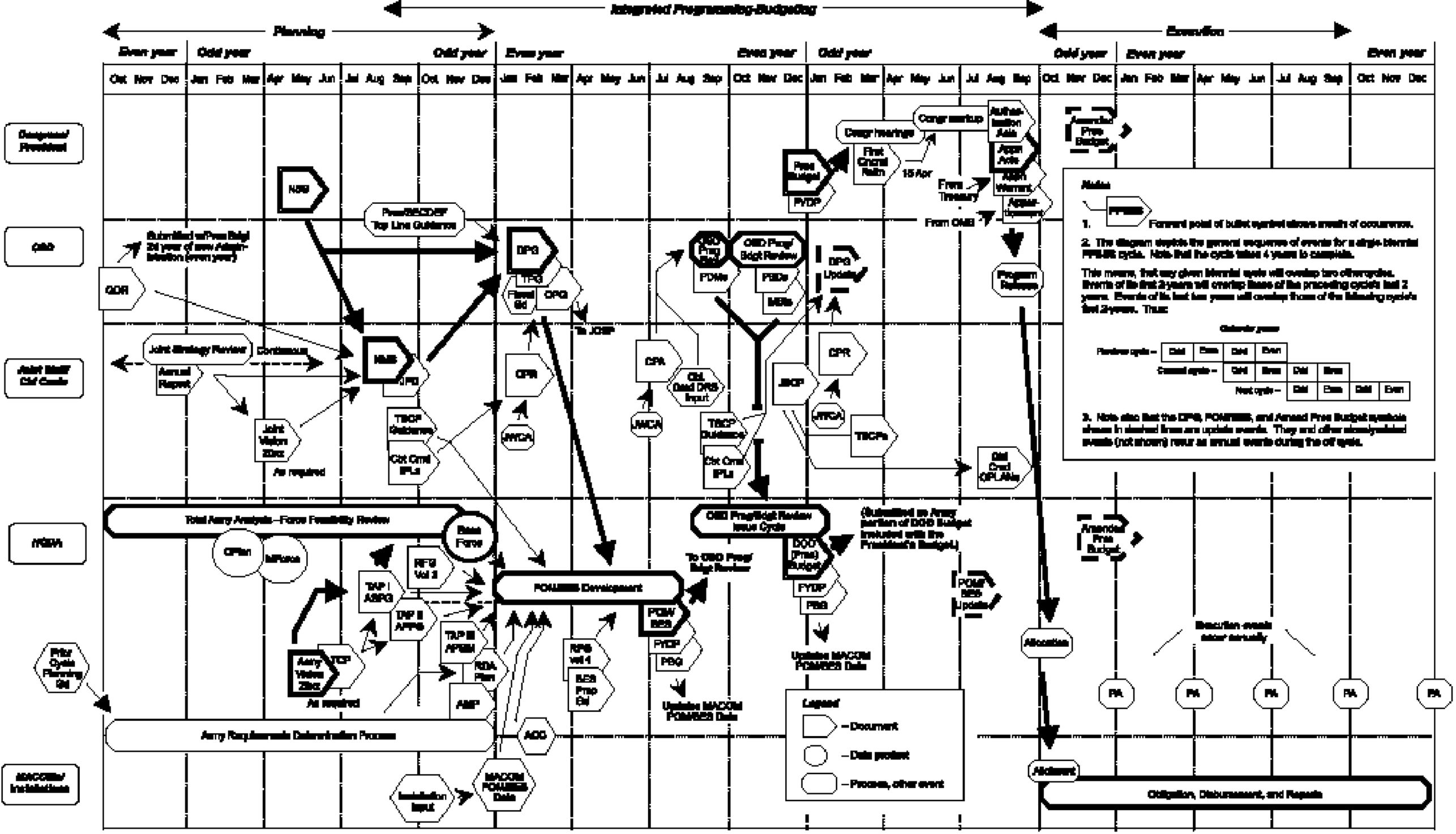

ADD Army Commanders' Conference
ABP Army Modernization Plan
APGM Army Program Guidance Memorandum
APPG Army Planning Priorities Guidance
Appr Appropriation
ASPG Army Strategic Planning Guidance
Bdgt Budget
BES Budget Estimate Submission
Cbt Combatant
Cmd Command
Cncrnt Concurrent
Congr Congress
CPA Chairman's Program Assessment
JSCP Joint Strategic Capabilities Plan
DPG Contingency Planning Guidance
CPLAN Command Plan
CPR Chairman's Program Recommendations
DOD Department of Defense
DPG Defense Planning Guidance
DRB Defense Resources Board
FYDP Future Years Defense Program
Gd Guidance
HQDA Headquarters, Department of the Army
IPL Integrated Priority List
JPD Joint Planning Document
JWCA Joint Warfighting Capability Assessment
MACOM Major Army command
MD Major Budget issue
MPlans Master Force
MILCON Military construction
NMS National Military Strategy
NSS National Security Strategy
OPLAN Operation plan
OMB Office of Management and Budget
OSD Office of the Secretary of Defense
PA Program Assessment
PDD Program Budget Decision
PGD Program and Budget Guidance
PDD Presidential Decision Directive
PDM Program Decision Memorandum
POM Program Objective Memorandum
Pol Policy
PPBES Planning, Programming, Budgeting and Execution System
PPBS Planning, Programming, and Budgeting System
PRD Presidential Review Directive
Prep Preparation
Pres President
Prog Program
QDR Quadrennial Defense Review
Rev Review
RDA Research, Development, and Acquisition
Rslln Resolution
SECDEF Secretary of Defense
TAP The Army Plan
TCP Transformation Campaign Plan
TPG Transformation Planning Guidance
TRADOC U.S. Army Training and Doctrine Command
TSCP Theater Security Cooperation Plan
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Figure 9-7. Events of the biennial PPBS/PPBES cycle