



UNDER SECRETARY OF DEFENSE  
1100 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1100

MAR 7 2003

COMPTROLLER

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DEPARTMENT OF DEFENSE FIELD  
ACTIVITIES

SUBJECT: Financial Management Modernization Program (FMMP) – System Reviews

I have appointed the Business Modernization and Systems Integration office to oversee system reviews as it applies to financial and nonfinancial feeder systems that have a financial impact. Public Law 105-714 places the responsibility with the Under Secretary of Defense (Comptroller) for approving initiative expenditures in excess of \$1 million and determining its compliance with Financial Management Enterprise Architecture.

For any initiative requiring approval of obligations, your office should fully coordinate a presentation of the system with my staff and relevant Domain Owner(s) at least 30 days before the required funding must be obligated--earlier if possible. This presentation should include: cost and benefit, return on investment, break-even point, and compliance with the architecture.

This does not preclude or eliminate any other required approvals or processes within the Department of Defense. It is imperative that you provide sufficient time for the Domain Owner(s) and the Financial Management Modernization Steering Committee to review and approve funding requests.

My point of contact for this action is Ms. Marilyn Fleming. She may be contacted by e-mail: [flemingm@osd.pentagon.mil](mailto:flemingm@osd.pentagon.mil) or by telephone at (703) 602-0299.

A handwritten signature in black ink, appearing to read "D. S. Zakheim", with a long horizontal stroke extending to the right.

Dov S. Zakheim