

**Fiscal Year 2017 President's Budget
Defense Contract Management Agency (DCMA)**



February 2016

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**Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2017 President's Budget**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 4: Administration and Services**

	FY 2015 <u>Actual</u>	Price Change	Program Change	FY 2016 <u>Enacted</u>	Price Change	Program Change	FY 2017 <u>Estimate</u>
DCMA	1,290,715	16,425	37,311	1,344,451	20,047	-8,118	1,356,380

The FY 2015 Actual column includes \$12.1 million of FY 2015 OCO Appropriations funding (PL 113-235).

The FY 2016 Enacted column excludes OCO Appropriations funding (PL 114-113).

The FY 2017 Estimate column excludes \$13.6 million of Overseas Contingency Operations Appropriations funding.

I. Description of Operations Financed:

The Defense Contract Management Agency (DCMA) is positioned as a unique, independent enterprise that provides the Department of Defense (DoD) with capabilities not found in the Component Services, or anywhere else within Government. DCMA's vision is: *One team, one voice delivering acquisition insight that matters*. The Agency is keenly focused on providing invaluable support and services that surpass the resources invested by DoD. We are the DoD's independent acquisition eyes and ears and are a key partner to the Component Service's buying commands, DoD partners and Allied customers. Our robust acquisition insight enables maximum military readiness, reduces acquisition enterprise risk, and informs DoD affordability decisions. We provide customers timely and relevant oversight analyses on current contracts and information that arms the decision makers as they prepare for the next contract.

In accordance with the President's Management Agenda (PMA), the Secretary of Defense's (SECDEF) "Six Areas of Focus", and the 2014 Quadrennial Defense Review (QDR), DCMA continues to adapt, reshape, and rebalance in preparation for future strategic challenges and opportunities. Adherence to Better Buying Power (BBP) 3.0 initiatives, such as controlling costs throughout the product lifecycle, incentivizing productivity, and improving tradecraft in acquisition of services ensures affordability and increased

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I. Description of Operations Financed (cont.)

productivity. Application of improved supply chain management directives, superior price-costing strategies, and partnering with industry will enable the Agency to understand industry risks and reduce or eliminate requirements imposed on industry where costs outweigh benefits, while protecting government interests and without adversely impacting performance. Furthermore, we are invigorating our efforts to adjust to the changing environment by achieving and sustaining audit readiness, creating an agile and flexible learning organization/culture, responding to future customer programs, initiating and strengthening acquisition processes, and optimizing mission execution to support the acquisition enterprise through agile business practices.

DCMA Overview

DCMA's specific mission is to provide Contract Administration Services (CAS) to the DoD Acquisition Enterprise and its partners, to ensure delivery of quality products and Services to the Warfighter, and to provide actionable acquisition insight to DoD decision makers. In fulfilling that mission, DCMA provides 1) CAS to the military services and other authorized customers worldwide, 2) contingency contract support in Theater when directed through its designation as a Combat Support Agency (CSA) under the auspices of DoD Directive 3000.06, 3) independent assessment on Defense Acquisition Executive Summary (DAES) programs, and 4) industrial base assessments and support for the Defense Industrial Base (DIB). The Agency influences worldwide acquisition through three Field Directorates: Operations Directorate, with CAS operations supported via three CONUS regions; International Directorate; and Special Programs Directorate.

The Agency's civilian and military personnel (11,256 and 541, respectively) are located in over 1,000 locations, managing over 19,459 contractors and approximately 343,600 active contracts. These contracts have a total face value of \$6.5 trillion (T) of which \$2.0T has been obligated. Of the obligated amount, \$210.6B remains un-liquidated. The

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I. Description of Operations Financed (cont.)

Agency's responsibilities include managing Acquisition Category I and II programs, \$157.6B of Government property in-plant, \$18.6B in progress payments, and \$11.6B in performance-based payments, ensuring each complies with Federal acquisition and auditability standards.

Efficiencies and Process Improvements

Targeting the SECDEF's focus areas of balance, investment protection, and military readiness, DCMA's strategic initiatives include organizational restructuring and layering to streamline mission operations, demonstrating our commitment as good stewards of the nation's resources entrusted to us. DCMA continues to implement previously reported efficiency initiatives contributing to the Agency's 20% Major Headquarters Activity (MHA) reduction. Execution of these initiatives and other efficiencies enabled DCMA to reduce MHA authorizations in FY 2015. As part of the DoD commitment to reduce the size of DoD Headquarters Activities by 25%, DCMA reevaluated the headquarters functions performed and properly document the size of the DCMA headquarters, which is reflected in FY 2016 on the Management Headquarters PB-22 Exhibit. DCMA is fully prepared to derive MHA efficiencies and is reviewing courses of action to achieve a 25% reduction.

The DCMA initiatives enable DoD to implement three other PMA Overarching Goals: #1 - Deliver a world-class customer service experience for citizens and businesses; #3 - Open government assets as a platform for innovation, job creation, and economic growth; and #4 - Unlock the potential of the Federal workforce and build the workforce we need for tomorrow. Strengthening tomorrow's workforce begins with building, shaping, and sustaining our workforce today. Our workforce composition has shifted fundamentally from seasoned, highly-skilled personnel to highly-educated, yet relatively inexperienced newcomers. Production, quality assurance, manufacturing, contracting and engineering

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I. Description of Operations Financed (cont.)

personnel comprise the largest portion of our acquisition workforce. Using Agency and Defense Acquisition Workforce Development Fund (DAWDF) funding, we have made significant strides in recruiting and training our acquisition workforce.

Another DCMA initiative is to reduce facility costs by 30%. The savings will be achieved by a combination of optimizing the Agency's footprint, partnering with the military services where on-base locations make sense, leveraging IT and communications technology, establishing appropriate and consistent facility standards, and becoming more energy efficient. These infrastructure efficiencies will allow us to apply more resources to our high payoff roles such as our cost and pricing operations.

To further balance resources and better inform leadership regarding investment protection and military readiness, DCMA is leveraging technology while applying agile enterprise architecture techniques. The Agency is deploying a new automated platform initiative - Integrated Workload Management System (IWMS) - to improve its capacity to capture programmed and required operational workflow, completed workload, and workload not accomplished. Combined with concurrent implementation of the Defense Agencies Initiative (DAI) time and labor module, the Agency will be able to more completely and comprehensively determine workload and/or workforce parity, workforce shortfalls, and acceptable risk; develop appropriate tools to address necessary programmatic changes; and identify propriety of reutilization or possible return of DCMA-allocated resources. With these enhanced IT solutions, DCMA will provide decision-makers better data to compare options, provide ready analytic solutions, allocate resources, improve processes, and reduce manual reporting and management efforts at our field organizations. Not only do these IT initiatives support SECDEF focus areas, but they also support PMA Management Goal #9 - Effectiveness: Smarter IT delivery; Management Goal #12 - Efficiency: Benchmark and improve mission-support operations, and PMA Overarching Goal #2 - Increase

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I. Description of Operations Financed (cont.)

the value and quality of core operations. Furthermore, we are developing and implementing all of these technology investments while ensuring we maintain good information assurance. These investments in our information security were crucial in a recent cyber incident where DCMA was able to respond expeditiously and limit impact to the DCMA mission and business functions. IT solution investment will continue to be a critical requirement to ensure the Agency executes contract oversight and insight that enables secure and timely authorization of approximately \$455M payments to contractors daily.

FY 2017 Budget

DCMA's primary costs of operations are civilian personnel and personnel support costs. The FY 2017 request supports the cost of compensating and maintaining a skilled workforce performing critical acquisition support functions in a global environment. Approximately eighty five percent of the FY 2017 budget is personnel compensation and benefits for the direct funded employees. The remaining fifteen percent includes facility sustainment and leases, travel, and IT sustainment, support, and equipment.

DCMA's FY 2017 personnel compensation budget supports the more than 11,000 direct employees performing the mission and overseeing the organization. FY 2017 Appropriation-funded personnel increase by 180 full time equivalents due to two reasons. First, DCMA continues to leverage the DAWDF program to recruit and train acquisition workforce employees. Upon completion of the program, DAWDF employees convert to additional DCMA O&M authorizations and additional O&M personnel compensation is required. Second, additional cost and pricing experts are necessary to meet the demands of the growing cost and price mission assigned to DCMA.

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I. Description of Operations Financed (cont.)

The initiative to reduce facility costs by 30% will be fully executed by FY 2022. As DCMA transitions from commercial leased space to Federal buildings and DoD facilities, a temporary increase in facility sustainment, restoration, and modernization (FSRM) is necessary to prepare the buildings for our employees. Long term savings from this initiative are expected to be 10% a year to achieve the 30% Facilities cost reduction by FY 2020.

The FY 2017 direct IT budget is 50% of DCMA's direct nonlabor budget and totals \$87M. The largest piece of the IT program is network security, which ensures DCMA's networks and proprietary government information remains operational and secure. The second largest IT program is for routine infrastructure sustainment, ensuring DCMA and our customers can access the DCMA network and information. The third largest IT program is life-cycle management of software systems like Mechanization of Contract Administration Services (MOCAS), IWMS, and DAI. To maintain maximum flexibility, DCMA uses a combination of contract and civilian workforce for most of the IT programs.

DCMA is uniquely positioned and committed to providing independent actionable acquisition insight to support and inform DoD affordability decisions, while also clearly recognizing it must operate within challenging fiscal constraints. The Agency has taken and will continue to explore strategic efficiency initiatives to position it to provide quality contract administration services, facilitate the delivery of critical Departmental emerging needs, support and implement SECDEF areas of focus, and act to support PMA initiatives.

II. Force Structure Summary:

N/A

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III. Financial Summary (\$ in thousands)

	FY 2015	Budget	FY 2016			Current	FY 2017
			Congressional Action				
	<u>Actual</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>
A. BA Subactivities							
1. Operational Support	1,290,715	1,374,536	-30,085	-2.2	1,344,451	1,344,451	1,356,380
Contract Management	1,290,715	1,374,536	-30,085	-2.2	1,344,451	1,344,451	1,356,380
Total	1,290,715	1,374,536	-30,085	-2.2	1,344,451	1,344,451	1,356,380

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III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change	Change
	<u>FY 2016/FY 2016</u>	<u>FY 2016/FY 2017</u>
Baseline Funding	1,374,536	1,344,451
Congressional Adjustments (Distributed)	-29,579	
Congressional Adjustments (Undistributed)		
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-506	
Subtotal Appropriated Amount	1,344,451	
Fact-of-Life Changes (2016 to 2016 Only)		
Subtotal Baseline Funding	1,344,451	
Supplemental		
Reprogrammings		
Price Changes		20,047
Functional Transfers		
Program Changes		-8,118
Current Estimate	1,344,451	1,356,380
Less: Wartime Supplemental		
Normalized Current Estimate	1,344,451	

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III. Financial Summary (\$ in thousands)

<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2016 President's Budget Request (Amended, if applicable)		1,374,536
1. Congressional Adjustments		-30,085
a. Distributed Adjustments		
1) Overestimation of Other Services	-17,079	
2) Overestimation of Civilian FTE	-12,500	
b. Undistributed Adjustments		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8035 (Indian Lands)	-506	
FY 2016 Appropriated Amount		1,344,451
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2016 Baseline Funding		1,344,451
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2016 Estimate		1,344,451
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2016 Normalized Current Estimate		1,344,451
6. Price Change		20,047
7. Functional Transfers		
8. Program Increases		30,384
a. Annualization of New FY 2016 Program		
b. One-Time FY 2017 Increases		
c. Program Growth in FY 2017		
1) Personnel Compensation	28,357	
Personnel Compensation increases in correlation with the additional direct O&M FTEs DCMA will execute in FY 2017. DCMA intends to execute additional direct O&M FTEs for the commercial cost and pricing operations and Defense Acquisition Workforce		

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III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Development Fund (DAWDF) graduates. Increase is partially offset by a one time pay adjustment of - \$8,605K for two fewer compensable days in FY17. (FY 2016 Baseline: \$1,127,287 thousand; +180 FTEs)		
2) Facilities Sustainment Restoration and Modernization FSRM costs will increase as DCMA funds the transition from commercial leased spaces to Federal Buildings and DoD facilities. FY 2017 includes the cost to refurbish existing buildings for DCMA occupancy. (FY 2016 Baseline: \$5,297 thousand)	1,247	
3) Permanent Change of Station PCS is necessary to recruit and maintain highly qualified personnel in hard to fill geographical locations. The increase in FY 2017 is necessary to support the increased FTEs. (FY 2016 Baseline: \$6,198 thousand)	500	
4) DISA Enterprise Computing Center DCMA pays proportional costs to DISA for telecommunications and Defense Enterprise Computing Centers use. Program changes adjust pricing growth to maintain consistent cost. (FY 2016 Baseline: \$3,500 thousand; +0 FTEs)	280	
9. Program Decreases		-38,502
a. Annualization of FY 2016 Program Decreases		
b. One-Time FY 2016 Increases		
1) One time Pay adjustment for two less days in FY 2017 (FY 2016 Baseline: \$1,127,287 thousand)	-8,605	
c. Program Decreases in FY 2017		
1) IT Contract Support Services IT Contract Support Services will decrease in FY 2017	-9,750	

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C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
as a result of DoD efforts to consolidate and renegotiate contracts. (FY 2016 Baseline: \$31,778 thousand)		
2) Other Services	-9,544	
The decrease in Other Services is due to realigning intra-governmental expenses from a contract line to line 987 Other Intra-government Purchases. Additionally, Other Services will decrease in FY 2017 as a result of DoD efforts to consolidate and renegotiate contracts. (FY 2016 Baseline: \$20,165 thousand)		
3) Travel of Persons	-4,512	
DCMA will continue to leverage technology to achieve efficiencies in travel where possible. (FY 2016 Baseline: \$28,410 thousand)		
4) Other Intra-Government Purchases	-3,079	
DCMA previously captured expenses for intra-government purchases in Line 989 Other Services, a contract line. Starting in FY 2015, DCMA will properly classify these expenses as intra-government. DCMA anticipates a reduction in intra-government purchases in FY 2017 due to reduced cost of operations on DoD locations. (FY 2016 Baseline: \$18,204 thousand)		
5) Equipment Purchases	-3,000	
DCMA is reducing equipment costs in conjunction with the initiative to reduce facility costs by FY 2022. (FY 2016 Baseline: \$42,561 thousand)		
6) DFAS Financial Operation	-8	
DFAS operating costs will decrease in FY 2017 due to		

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<u>C. Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
the retirement of multiple legacy financial systems. (FY 2016 Baseline: \$6,492 thousand)		
7) Rents (Non-GSA)	-4	
Non-GSA Rents decrease in FY 2017 due to reduced security costs paid through the Pentagon Forces Protection Agency. (FY 2016 Baseline: \$909 thousand)		
FY 2017 Budget Request		1,356,380

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IV. Performance Criteria and Evaluation Summary:

To deliver on our mission and vision, the Agency is focused on four primary goals: 1) inform and contribute to cost control and affordability decisions; 2) develop agile business practices which optimize mission execution and support to the acquisition enterprise; 3) create and maintain an agile learning organization and culture that strives to exceed customer expectations; and 4) expect of ourselves what we expect of our contractors: good fiscal stewardship. All four of the strategic goals go directly to the heart of the DCMA mission. The Agency helps our partners spend their finite dollars wisely, ultimately ensuring the front line Warfighters get the equipment and services they need when they need them. Adherence to executing and ultimately attaining these goals will posture DCMA to positively support current and future BBP initiatives, QDR priorities, SECDEF's six focus areas, and the PMA including initiatives in services acquisition, innovative science and technology, and efforts to ensure greater acquisition affordability and better cost control throughout the acquisition life cycle. Agency focus will not solely rest on qualitative contract administration functions, but will also focus on quantitative factors as well - those factors that will clearly emphasize the Agency's return on investment (ROI) to the Department and to our other customers and the taxpayers at large.

To reduce overall DoD cost of doing business, we are engaging with our Service Acquisition Executives to encourage and invite earlier collaboration in the acquisition process to ensure requirements are defined with well written entry and exit criteria, testing requirements defined, technical data addressed and risk addressed. DCMA participation earlier in the acquisition life cycle process provides clearer requirements for execution and sustainment, reduces life cycle costs and supports better buying power. The DCMA expertise in various aspects of contract administration has contributed and will continue to contribute to significant returns to the Department. For example, pricing

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IV. Performance Criteria and Evaluation Summary:

efforts are anticipated to realize projected savings of \$11.5B over the next 3 to 5 years. Also, in the four years since the Cost Recovery Initiative began, DCMA action has resulted in over \$1.4B in cost avoidances and more than \$370M in recoveries. Identification of fraudulent behavior resulted in fraud recoveries and fines totaling \$200M in FY 2015 alone. Separately, as a result of the DCMA litigation, the government has successfully recovered from government contractors another \$109.6M and has avoided paying government contractors an additional \$347.5M in FY 2015.

Software development continues to be one of the main cost drivers for cost overruns. Our independent in-plant insight into contractor processes provides a unique acquisition insight service to our DoD customers to ensure contractor compliance in program development. Specifically, our in plant presence allows us to perform oversight and analysis of existing software development to include emerging critical focus areas of agile software and technology processes and to lean forward to address cybersecurity and information assurance concerns. This oversight and analysis is important to DCMA's mission assurance responsibilities and is integral to better buying power.

Adherence to executing and ultimately attaining these goals will posture DCMA to positively support current and future BBP initiatives, QDR priorities, SECDEF's six focus areas, and the PMA, including initiatives in services acquisition, innovative science and technology, and efforts to ensure greater acquisition affordability, and better cost control throughout the acquisition life cycle.

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
<u>Active Military End Strength (E/S) (Total)</u>	386	529	510	143	-19
Officer	324	454	436	130	-18
Enlisted	62	75	74	13	-1
<u>Reserve Drill Strength (E/S) (Total)</u>	155	226	226	71	0
Officer	125	177	177	52	0
Enlisted	30	49	49	19	0
<u>Civilian End Strength (Total)</u>	11,256	11,546	11,972	290	426
U.S. Direct Hire	11,196	11,466	11,892	270	426
Foreign National Direct Hire	49	67	67	18	0
Total Direct Hire	11,245	11,533	11,959	288	426
Foreign National Indirect Hire	11	13	13	2	0
Memo: Reimbursable Civilians Included	696	692	898	-4	206
<u>Active Military Average Strength (A/S) (Total)</u>	386	529	510	143	-19
Officer	324	454	436	130	-18
Enlisted	62	75	74	13	-1
<u>Reserve Drill Strength (A/S) (Total)</u>	155	226	226	71	0
Officer	125	177	177	52	0
Enlisted	30	49	49	19	0
<u>Civilian FTEs (Total)</u>	10,713	10,978	11,364	265	386
U.S. Direct Hire	10,653	10,898	11,284	245	386
Foreign National Direct Hire	49	67	67	18	0
Total Direct Hire	10,702	10,965	11,351	263	386
Foreign National Indirect Hire	11	13	13	2	0
Memo: Reimbursable Civilians Included	690	692	898	2	206

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<u>V. Personnel Summary</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Change FY 2015/ FY 2016</u>	<u>Change FY 2016/ FY 2017</u>
Average Annual Civilian Salary (\$ in thousands)	110.5	111.1	112.7	.6	1.6

<u>DAWDF and OCO Personnel Summary</u>				<u>Change</u>	<u>Change</u>
	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2015/FY 2016</u>	<u>FY 2016/FY 2017</u>
DAWDF End Strength (Total)	256	411	258	155	-153
OCO End Strength (Total)	42	0	60	-42	60
DAWDF and OCO End Strength Total	298	411	318	113	-93
DAWDF FTEs (Total)	424	339	226	-85	-113
OCO FTEs (Total)	46	0	54	-46	54

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

<u>OP 32 Line</u>	<u>FY 2015</u> <u>Actual</u>	<u>Change</u> <u>FY 2015/FY 2016</u>		<u>FY 2016</u> <u>Enacted</u>	<u>Change</u> <u>FY 2016/FY 2017</u>		<u>FY 2017</u> <u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
101 Exec, Gen'l & Spec Scheds	1,094,976	13,413	18,898	1,127,287	17,123	19,752	1,164,162
103 Wage Board	102	1	0	103	2	0	105
104 FN Direct Hire (FNDH)	3,183	39	1,124	4,346	66	0	4,412
111 Disability Compensation	3,755	0	0	3,755	0	0	3,755
121 PCS Benefits	5,281	0	917	6,198	0	500	6,698
199 Total Civ Compensation	1,107,297	13,453	20,939	1,141,689	17,191	20,252	1,179,132
308 Travel of Persons	22,376	380	5,654	28,410	511	-4,512	24,409
399 Total Travel	22,376	380	5,654	28,410	511	-4,512	24,409
647 DISA Enterprise Computing Centers	3,516	-352	336	3,500	-350	280	3,430
677 DISA Telecomm Svcs - Reimbursable	6,401	128	0	6,529	118	0	6,647
696 DFAS Financial Operation (Other Defense Agencies)	6,415	359	-282	6,492	-262	-8	6,222
699 Total DWCF Purchases	16,332	135	54	16,521	-494	272	16,299
771 Commercial Transport	4,245	72	1,597	5,914	106	0	6,020
799 Total Transportation	4,245	72	1,597	5,914	106	0	6,020
901 Foreign National Indirect Hire (FNIH)	618	8	0	626	10	0	636
912 Rental Payments to GSA (SLUC)	18,492	314	0	18,806	339	0	19,145
913 Purchased Utilities (Non-Fund)	2,169	37	0	2,206	40	0	2,246
914 Purchased Communications (Non-Fund)	7,699	131	0	7,830	141	0	7,971
915 Rents (Non-GSA)	895	15	-1	909	16	-4	921
917 Postal Services (U.S.P.S)	223	4	0	227	4	0	231
920 Supplies & Materials (Non-Fund)	3,031	52	-4	3,079	55	0	3,134
921 Printing & Reproduction	80	1	0	81	1	0	82
922 Equipment Maintenance By Contract	83	1	0	84	2	0	86
923 Facilities Sust, Rest, & Mod by Contract	5,208	89	0	5,297	95	1,247	6,639
925 Equipment Purchases (Non-Fund)	42,092	716	-247	42,561	766	-3,000	40,327

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<u>OP 32 Line</u>	FY 2015	Change		FY 2016	Change		FY 2017
	<u>Actual</u>	<u>FY 2015/FY 2016</u>		<u>Enacted</u>	<u>FY 2016/FY 2017</u>		<u>Estimate</u>
		<u>Price</u>	<u>Program</u>		<u>Price</u>	<u>Program</u>	
960 Other Costs (Interest and Dividends)	63	1	0	64	1	0	65
987 Other Intra-Govt Purch	17,900	304	0	18,204	328	-3,079	15,453
989 Other Services	10,665	181	9,319	20,165	363	-9,544	10,984
990 IT Contract Support Services	31,247	531	0	31,778	572	-9,750	22,600
999 Total Other Purchases	140,465	2,385	9,067	151,917	2,733	-24,130	130,520
Total	1,290,715	16,425	37,311	1,344,451	20,047	-8,118	1,356,380

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