Fiscal Year (FY) 2020 President's Budget

Operation and Maintenance, Defense-Wide
Defense Acquisition University

March 2019

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Defense Acquisition University
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) #3: Recruitment and Training

	FY 2018 Actuals	Price Change	Program Change	FY 2019 Enacted	Price Change	Program Change	FY 2020 Estimate
DAU	139,610	1,196	40,324	181,130	1,392	-2,272	180,250

I.   Description of Operations Financed: The Defense Acquisition University (DAU) (http://www.dau.mil) is a "corporate" university of the Department of Defense, Office of the Under Secretary of Defense (Acquisition and Sustainment) (OUSD, A&S). The DAU's mission is to provide a global learning environment to develop qualified acquisition, requirements, and contingency professionals who deliver and sustain effective and affordable warfighting capabilities. The DAU's vision is to produce an accomplished and adaptive workforce, giving the warfighter a decisive edge.

The DAU helps approximately 169,000 Department of Defense (DoD) acquisition employees to achieve the right acquisition outcomes now and in the future. The DAU is the one institution that affects all professionals in the Defense Acquisition Workforce (DAW) across 14 career paths at every stage of their career. The DAU's products and services target workplace performance and promote mission effectiveness, and are critical to improving the professionalism of the DAW. Also, the DAU provides support to four functional areas (1.International, 2.Requirements, 3.Earned Value Management (EVM), and 4.Services Acquisition); in addition to the Defense Contract Management Agency (DCMA) via the College of Contract Management (CCM).

As DoD looks for ways to affordably support its warfighters in a period of significant budget constraints, the DAU expects to see fewer new program starts and more modifications, more service life extensions, acquisition support of cybersecurity, and

I. <u>**Description of Operations Financed (cont.)**</u>

more pressure on system sustainment costs. There will be more emphasis on service acquisitions and business systems, which require a different set of complex skills than the traditional weapon programs that have historically received the most attention. As such, DAU's knowledge sharing assets will be of increasing benefit to the changing DAW as their acquisition careers progress. The DAU has been very proactive in addressing after-course needs by incorporating learning and knowledge-sharing assets into real-world work processes, providing just-in-time knowledge.

The DAU's quality and breadth of learning assets support improving acquisition outcomes. Thus, the DAU continues to succeed in its vital function — giving the DAW tools and knowledge it needs to succeed. The DAU delivered an impressive amount of learning to the workforce in FY 2018:

- Provided over 8.6 million hours of foundational learning;
- 191,863 graduates (online course graduates: 147,684 and classroom graduates: 44,179);
- Offered 308 online continuous learning modules, 726,838 student completions; and
- Provided 652,698 hours of Performance Learning.

<u>**Organizational Strengths**</u>

A National Inherently Governmental Resource. The work of defense acquisition is an inherently governmental responsibility. The DAU's faculty and staff are proficient, connected, and agile. The DAU is the one institution that affects every member of the DAW throughout all professional career stages in 14 career fields, the College of Contract Management, and four distinct functional areas. The university provides a full range of

I.   Description of Operations Financed (cont.)

basic, intermediate, and advanced certification training; assignment-specific training; continuous learning modules; rapid deployment training; knowledge sharing resources; job support tools; mission assistance; workshops; and job-relevant applied research. The DAU develops a qualified acquisition workforce through foundational learning, workflow learning, and performance learning, which, when combined, results in more successful acquisition outcomes. As an inherently governmental resource, only the DAU has the combined attributes of being a steward of the acquisition body of knowledge, staffed with government expert practitioners, accredited and recognized worldwide for excellence, and possessing a healthy, trusted relationship with senior Department of Defense leadership and Congress.

Steward of the Acquisition Body of Knowledge. The DAU's curricula development expertise is unique concerning design, content, and intimate understanding of the DoD acquisition environment. This expertise facilitates the alignment of curricula to the career-long learning needs of the DAW and rapid training on emerging defense acquisition policy initiatives.

In addition to delivering training in the classroom and online, DAU provides on-site consulting, customized workshops, and a wide variety of acquisition-related learning resources that are available to the DAW 24/7 in the workplace, at home, or on the go. These resources include communities of practice, job support tools, an acquisition knowledge repository, the defense acquisition guidebook, and the defense acquisition portal, which contains links to the latest acquisition policies and guidance.

I.   <u>**Description of Operations Financed (cont.)**</u>

Skilled Government Practitioners. The DAU's faculty and staff, collectively possess experience and expertise across DoD acquisition disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and acquisition processes.

Training Excellence. The DAU also is recognized internationally, by both the public and private sectors, as a world-class training organization and frequently benchmarked by other training organizations. The DAU is accredited by the Commission of the Council on Occupational Education (CoE).

Strong Relationships with DoD and Congressional Leadership. By providing high-quality and relevant training to the DAW, DAU has earned the support and advocacy of senior Department of Defense leadership and Congress. This relationship ensures DAU learning products and services meet the needs of the acquisition community.

<u>**Core Capabilities**</u>

As the primary training organization for the DAW, the DAU is committed to developing qualified acquisition professionals by fully engaging our students, in the classroom, online, and on the job. The DAU is fully integrated into our learners' careers from the time they enroll in their first DAU course until they retire. The three domains of our Acquisition Learning Model — foundational learning, workflow learning, and performance learning—work together to enhance workplace performance, promote mission effectiveness, and help the DAW achieve better acquisition outcomes.

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I. <u>Description of Operations Financed (cont.)</u>
<u>Mission Success</u>

The DAU has repeatedly demonstrated and been recognized for its success in providing a global learning environment. In 2014, the DAU earned reaffirmation of accreditation from the CoE and regularly has received recognition as a sector leader in the corporate training industry, including:

- Chief Learning Officer (CLO) Learning Elite "Winners' Circle Award. In April 2018 during the CLO Spring Symposium, the DAU was recognized among the very best along with other previous first place award winners as the best corporate universities in world which are incorporated in the prestigious "Winners' Circle" by Chief Learning Officer Magazine. Learning Elite organizations are recognized and ranked across five dimensions: learning strategy, leadership commitment, learning execution, learning impact (internal) and business performance results (external);

- 2017 Awarded #1 by Chief Learning Officer magazine for its Learning Elite Competition (+200 applicants);

- 2016 e-Learning Top 100 Award - Best in Government;

- 2016 CLO Learning Elite Award (Top 10 and # 2);

- 2016 CLO Learning and Practice Awards (3 Awards) Business Partnership - Bronze; and Trailblazer - Bronze; and Innovation - Silver.

- 2016 Brandon Hall Group Excellence in Learning - Best Corporate University Strategy - Silver.

- 2016 National Association of Government Communicators 2nd Place

I.   <u>**Description of Operations Financed (cont.)**</u>

As the primary learning assets provider for the DAW, the DAU is a strategic enabler that expedites the right acquisition outcomes by fully engaging its students, in the classroom, online, and on the job. Its products and services enhance workplace performance, promote mission effectiveness, and help reshape the DAW to meet future challenges. The DAU strives to be fully integrated into its learners' careers from the time of first-course enrollment until retirement, providing the DAW with effective training in order to acquire the very best weapons systems, equipment, and services for this nation's warfighters.

<u>**Strategic Goals**</u>

The DAU's strategic goals are focused around the three organizational disciplines — customer intimacy, product leadership, and organizational excellence. Highly successful organizations are competent in all three disciplines but excel in one. For the DAU, that discipline is Customer Intimacy. The customer is the central focus of everything we do. Our efforts in product leadership and operational excellence are viewed from the perspective of how they will help us achieve customer intimacy.

Each goal has a set of objectives and tasks that drive the overall goal outcome. Each goal also is supported by a model that provides the structure for the work being accomplished in that area.

GOAL 1 - CUSTOMER INTIMACY:

Ensure customers know the DAU understands them and views the DAU as trusted advisors and acquisition partners. The customer is the central focus of everything we do at the DAU. The DAU will actively and intently listen to the voices of its customers, capture what

I.   Description of Operations Financed (cont.)

they hear; analyze it and determine what the customer needs; prioritize those needs and identify initiatives; and implement solutions. The expected outcome is for generations of requirements and acquisition professionals to exhibit skills in both the science and art of acquisition.

GOAL 2 - PRODUCT LEADERSHIP:

Achieve customer value with high-quality learning solutions, customizing products and services to meet the specific acquisition needs of our customers. What we learn about our customer's needs in Goal 1 will inform the types of high-quality learning solutions that the DAU develops to meet those needs. This focus on understanding our customers and delivering products and services that they need ensures the DAU will maintain its position as a leader in the learning and development industry. The expected outcome is a workforce that is accomplished, adaptive, and prepared to respond quickly to give the warfighter a decisive edge.

GOAL 3 - OPERATIONAL EXCELLENCE:

Create a culture of exceptional service to the customer supported by an expert DAU workforce and integrated learning environment. As our efforts in Goal 1 are helping us forge stronger relationships with our customers and to better understand their training and development needs. The DAU workforce and integrating learning environment is also helping us gain an understanding of the type of learning ecosystem needed to effectively and efficiently deliver what our customers need. The DAU knows that we must create a world-class learning ecosystem with expert faculty and staff, a modern physical and technology infrastructure, and efficient and effective business processes. In creating this ecosystem, the DAU focuses on the people, technologies, physical resources, and processes and the interconnections among them. This ecosystem balances speed to market

I.   Description of Operations Financed (cont.)

and cost to ensure the availability of the right type of learning solution at the right time and the right place for the DAW. The expected outcome is an expert faculty and staff supported by a modern physical and technical infrastructure that provides our learners with a world-class learning ecosystem.

Building Compelling Evidence of Results for DAU Stakeholders: The DAU has been able to meet successfully its challenge of serving significantly increasing numbers of students who are in need of certification training. The DAU requested a permanent increase to its Operations and Maintenance (O&M) account via a "transfer" from the Defense Acquisition Workforce Development Fund (DAWDF) funds to create a better alignment of appropriated accounts by funding infrastructure costs with O&M rather than with the DAWDF in FY 2019. Supporting these efforts with O&M provides stable and predictable funding to sustain functions critical to the DAU mission.

Since 2001, the University has increased overall graduates from about 46,000 to an estimated 220,000 in FY 2020. The FY 2020 estimate for the average cost per student is $837.

The DAU's increases in capacity and throughput have not come at the expense of learner satisfaction. The university's customers consistently give top ratings to the DAU's learning assets and to the outstanding faculty who deliver them. The DAU uses the four-level Kirkpatrick training assessment model to evaluate student perceptions, learning outcomes, job performance, and impact on the organization. The DAU has consistently received high marks (80 percent and above) from its students in response to classroom survey questions (a total of 37,443 surveys in FY 2018 averaging 91%).

I.   Description of Operations Financed (cont.)

Through strategic partnerships, over 150 colleges and universities offer credit for the DAU courses toward degrees or certificates saving time, tuition assistance dollars, and out-of-pocket expenses for the DAW.

The DAU is committed to providing its stakeholders and customers with best-in-class learning assets delivered efficiently and effectively. The university has aligned with senior leadership, continuously modernized its business and learning infrastructure, deployed a world-class learning architecture, updated its curricula, recruited the right talent, rewarded performance, and garnered national recognition as one of the leading corporate universities in the world.

When achieved, all these outcomes together will improve acquisition workforce professionalism in a constrained DoD resource environment and ultimately move the DAU closer to achieve its vision of enabling the DAW to achieve better acquisition outcomes, now and in the future.

II. Force Structure Summary:

The DAU main campus is located at Ft. Belvoir, Virginia where the university maintains a staff for centralized academic oversight, a robust curriculum development center, and an e-learning and technology development directorate. The university has five regional campuses strategically located in areas where there is a high concentration of DoD acquisition workforce members. The five regional campuses are as follows:

- **Capital and Northeast** – Fort Belvoir, Virginia (serves workforce of 40,880)

II. <u>Force Structure Summary (cont.)</u>

- **Mid-Atlantic** – California, Maryland (serves workforce of 30,430)

- **Midwest** – Kettering, Ohio (serves workforce of 24,245)

- **South** – Huntsville, Alabama (serves workforce of 38,445)

- **West** – San Diego, California (serves workforce of 35,000)

Further, DAU has two colleges:

- **Defense Systems Management College (DSMC)** – Ft. Belvoir, Virginia. DSMC is chartered to provide the following to the DoD acquisition workforce across the globe: Executive level, international acquisition management, requirements, mission assistance, leadership, and research courses.

- **College of Contract Management** – Ft. Lee, Virginia. Co-located with the Defense Contract Management Agency (DCMA) headquarters at Fort Lee, VA, the College of Contract Management (CCM) is chartered to provide the professional, accredited courses necessary to enhance the skills of the workforce within the Defense Contract Management Agency (DCMA).

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III. <u>Financial Summary</u> ($ in thousands)

A. BA Subactivities	FY 2018 Actuals	Budget Request	FY 2019 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2020 Estimate
1. Teaching	97,573	120,714	-471	-0.4	120,243	120,243	120,223
2. Curriculum Development	7,571	16,629	0	0.0	16,629	16,629	15,810
3. Performance Learning	19,038	24,545	0	0.0	24,545	24,545	24,564
4. Workflow Learning	12,557	16,476	0	0.0	16,476	16,476	16,412
5. Research	972	1,272	0	0.0	1,272	1,272	1,290
6. Human Capital	1,899	1,965	0	0.0	1,965	1,965	1,951
Total	**139,610**	**181,601**	**-471**	**-0.3**	**181,130**	**181,130**	**180,250**

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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2019/FY 2019</u>	Change <u>FY 2019/FY 2020</u>
Baseline Funding	**181,601**	**181,130**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-5	
Adjustments to Meet Congressional Intent	-466	
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**181,130**	
Fact-of-Life Changes (2019 to 2019 Only)		
Subtotal Baseline Funding	**181,130**	
Supplemental		
Reprogrammings		
Price Changes		1,392
Functional Transfers		
Program Changes		-2,272
Current Estimate	**181,130**	**180,250**
Less: Wartime Supplemental		
Normalized Current Estimate	**181,130**	

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2019 President's Budget Request (Amended, if applicable)		**181,601**
1. Congressional Adjustments		-471
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Sec. 8024 (FFRDC)	-5	
c. Adjustments to Meet Congressional Intent		
1) Congressional Adjustment to Base	-466	
d. General Provisions		
FY 2019 Appropriated Amount		**181,130**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2019 Baseline Funding		**181,130**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2019 Estimate		**181,130**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2019 Normalized Current Estimate		**181,130**
6. Price Change		1,392
7. Functional Transfers		
8. Program Increases		4,578
a. Annualization of New FY 2019 Program		
b. One-Time FY 2020 Increases		
c. Program Growth in FY 2020		
1) Equipment Purchases	1,500	
Recent historical data shows that an increase to the baseline is required. (Teaching: +$1,080K; Curriculum Development: +$90K; Performance Learning: +$195K; Workflow Learning: +$105K; Research: +$30K) (FY 2019 Baseline: $5,829 thousand)		

III. <u>**Financial Summary**</u> **($ in thousands)**

C. <u>**Reconciliation of Increases and Decreases**</u>	<u>**Amount**</u>	<u>**Totals**</u>
2) Annualization of approved FY 2019 civilian pay increase to support growth of the Defense Acquisition Workforce Costs allocated to sub-activities (Teaching: +$659K; Curriculum Development: +$253K; Performance Learning: +$190K; Workflow Learning: +$127K; Research: +$38K). FY 2019 Baseline FTEs: 642 (FY 2019 Baseline: $111,340 thousand; +9 FTEs)	1,267	
3) Increased IT contract support for cyber security and optimization of networks Costs allocated to sub-activities (Teaching: +$342K; Curriculum Development: +$28; Performance Learning: +$56K; Workflow Learning: +$30K; Research: +9K) (FY 2019 Baseline: $16,065 thousand)	474	
4) Equipment Maintenance Recent historical data shows that an increase to the baseline is required. (Teaching: +$306K; Curriculum Development: +$26K; Performance Learning: +$56K; Workflow Learning: +$30K; Research: +$0K) (FY 2019 Baseline: $1,142 thousand)	427	
5) Total Civilian Personnel Compensation: One additional paid day in FY 2020 Costs allocated to sub-activities (Teaching: +$306K; Curriculum Development: +$26K; Performance Learning: +$56K; Workflow Learning: +$30K; Research: +9K) (FY 2019 Baseline: $111,340 thousand)	427	
6) Student Travel An increase to the baseline is required to support Defense Acquisition Workforce Training growth.	400	

III. **Financial Summary ($ in thousands)**

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
(Teaching: +$288K; Curriculum Development: +$24K; Performance Learning: +$52K; Workflow Learning: +$28K; Research: +$8K) (FY 2019 Baseline: $9,958 thousand)		
7) Intra-Governmental Increases	72	
An increase to the baseline is required for DFAS support. (Teaching: +$53K; Curriculum Development: +$4K; Performance Learning: +$9K; Workflow Learning: +$5K; Research: +$1K) (FY 2019 Baseline: $5,880 thousand)		
8) DLA Document Services: Additional printing to support growth of the Defense Acquisition Workforce	11	
Costs allocated to sub-activities (Teaching: +$8K; Curriculum Development: +$1K; Performance Learning: +$1K; Workflow Learning: +$1K) (FY 2019 Baseline: $308 thousand)		
9. Program Decreases		-6,850
a. Annualization of FY 2019 Program Decreases		
b. One-Time FY 2019 Increases		
1) Equipment Purchases	-1,927	
Costs allocated to sub-activities (Teaching: -$1,386K; Curriculum Development: -$116K; Performance Support: -$251K; Workflow Learning: -$135K; Research: -$39K) (FY 2019 Baseline: $5,829 thousand)		
2) Equipment Maintenance by Contract	-1,579	
Costs allocated to sub-activities (Teaching: -$1,116K; Curriculum Development: -$193K; Performance Support: -$141K; Workflow Learning: -$82K; Research: -$15K; Human Capital: -$32K) (FY 2019 Baseline:		

III. **Financial Summary ($ in thousands)**

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
$2,249 thousand)		
c. Program Decreases in FY 2020		
1) Civilian Direct Hire Efficiency: Reduction to Management Headquarters Activities	-1,650	
Costs allocated to sub-activities (Teaching: -$1,187K; Curriculum Development: -$99K; Performance Support: -$215K; Workflow Learning: -$116K; Research: -$33K)		
FY 2019 Baseline FTEs: 642 (FY 2019 Baseline: $111,340 thousand; -11 FTEs)		
2) Reflects Assisted Acquisition through USA Learning savings	-1,000	
Costs allocated to sub-activities (Teaching: -$696K; Curriculum Development: -$90K; Performance Support: -$103K; Workflow Learning: -$90K; Research: -$7K; Human Capital: -14) (FY 2019 Baseline: $8,606 thousand)		
3) Management and Professional Support Services: Reductions to reflect expected program	-694	
Costs allocated to sub-activities (Teaching: -$481K; Curriculum Development: -$63K; Performance Support: -$72K; Workflow Learning: -$63K; Research: -$5K; Human Capital: -10K) (FY 2019 Baseline: $8,606 thousand)		
FY 2020 Budget Request		**180,250**

IV. <u>Performance Criteria and Evaluation Summary</u>:

Number of Students Trained	Workload Estimate FY 2018	Workload Estimate FY 2019	Workload Estimate FY 2020
Classroom	44,182	47,000	49,500
Web-based	<u>147,683</u>	<u>170,000</u>	<u>171,000</u>
Total	191,865	217,000	220,500
Army	42,540	45,230	46,895
Navy	52,182	71,950	72,175
Air Force	42,119	45,570	46,305
DoD	37,644	43,400	44,100
Other	<u>17,380</u>	<u>10,850</u>	<u>11,025</u>
Total	191,865	217,000	220,500

The DAU uses students trained as an efficient measure for mission performance. Students who successfully complete specified Defense Acquisition Workforce Improvement Act (DAWIA) course requirements are the key output measure. The ultimate goal is DAWIA certifications meet the mandates of Congressional legislation while improving the DoD acquisition posture. The majority of effort occurs via web-based delivery to facilitate maximum learning flexibility.

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IV. <u>**Performance Criteria and Evaluation Summary**</u>:

	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
Cost per Grad (FY 2017: $769)	$728	$835	$817
$ Chg from FY 2017	-$41	$66	$48
% Chg from FY 2017	-5.3%	8.6%	6.2%
$ Chg YoY	-$41	$107	-$18
% Chg YoY	-5.3%	14.7%	-2.2%

The DAU's operating budget is quantified in terms of performance measurement and results achieved using total students trained as described above. The DAU's history, charter, and mission all emanate from the impetus of DAWIA mandates to standardize and improve DoD's acquisition posture. Average cost per student uses the population of students graduated in proportion to the dollars obligated.

The OUSD(A&S) authorized a realignment of internal obligation authority and increased the DAU's O&M account beginning in FY 2019 to create a better alignment of sustainment costs to appropriated accounts. The net of increasing DAU's O&M would be that DAU would consume less DAWDF dollar-for-dollar for infrastructure and base costs.

Funding these efforts with O&M will provide stable and predictable funding to sustain functions critical to the DAU mission; as well as reduce pressure on the DAWDF accounts so that they can be used for emerging training and workforce requirements.

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V. __Personnel Summary__	FY 2018	FY 2019	FY 2020	Change FY 2018/ FY 2019	Change FY 2019/ FY 2020
Active Military End Strength (E/S) (Total)	26	43	43	17	0
Officer	23	40	40	17	0
Enlisted	3	3	3	0	0
Civilian End Strength (Total)	671	693	705	22	12
U.S. Direct Hire	671	693	705	22	12
Total Direct Hire	671	693	705	22	12
Active Military Average Strength (A/S) (Total)	26	43	43	17	0
Officer	23	40	40	17	0
Enlisted	3	3	3	0	0
Civilian FTEs (Total)	597	642	640	45	-2
U.S. Direct Hire	597	642	640	45	-2
Total Direct Hire	597	642	640	45	-2
Average Annual Civilian Salary ($ in thousands)	171.2	173.4	174.0	2.2	.6
Contractor FTEs (Total)	44	104	95	60	-9

Civilian FTEs increase between FY 2019 and FY 2020 by nine to support growth of the Defense Acquisition Workforce. Civilian FTEs reduce between FY 2019 and FY 2020 by 11 in Management Headquarters Activities. This will result in a reduction of two FTEs. Annual civilian salary shows no civilian pay raise in FY 2020.

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

OP 32 Line	FY 2018 Actuals	Change FY 2018/FY 2019 Price	Change FY 2018/FY 2019 Program	FY 2019 Enacted	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Estimate
101 Exec, Gen'l & Spec Scheds	102,203	521	8,616	111,340	0	44	111,384
199 Total Civ Compensation	**102,203**	**521**	**8,616**	**111,340**	**0**	**44**	**111,384**
308 Travel of Persons	9,462	170	326	9,958	199	400	10,557
399 Total Travel	**9,462**	**170**	**326**	**9,958**	**199**	**400**	**10,557**
633 DLA Document Services	0	0	308	308	2	11	321
699 Total DWCF Purchases	**0**	**0**	**308**	**308**	**2**	**11**	**321**
771 Commercial Transport	17	0	0	17	0	0	17
799 Total Transportation	**17**	**0**	**0**	**17**	**0**	**0**	**17**
912 Rental Payments to GSA (SLUC)	2,663	48	3,180	5,891	118	0	6,009
914 Purchased Communications (Non-Fund)	1,141	21	30	1,192	24	0	1,216
915 Rents (Non-GSA)	82	1	701	784	16	0	800
917 Postal Services (U.S.P.S)	32	1	2	35	1	0	36
920 Supplies & Materials (Non-Fund)	752	14	68	834	17	0	851
921 Printing & Reproduction	585	11	-9	587	12	0	599
922 Equipment Maintenance By Contract	918	17	1,314	2,249	45	-1,152	1,142
923 Facilities Sust, Rest, & Mod by Contract	808	15	6,049	6,872	137	0	7,009
925 Equipment Purchases (Non-Fund)	2,632	47	3,150	5,829	117	-427	5,519
932 Mgt Prof Support Svcs	1,856	33	6,717	8,606	172	-1,694	7,084
957 Other Costs (Land and Structures)	1,542	28	194	1,764	35	0	1,799
987 Other Intra-Govt Purch	2,640	48	3,192	5,880	118	72	6,070
989 Other Services	2,617	47	255	2,919	58	0	2,977
990 IT Contract Support Services	9,660	174	6,231	16,065	321	474	16,860
999 Total Other Purchases	**27,928**	**505**	**31,074**	**59,507**	**1,191**	**-2,727**	**57,971**
Total	**139,610**	**1,196**	**40,324**	**181,130**	**1,392**	**-2,272**	**180,250**