

Fiscal Year (FY) 2021 Budget Estimates

**Operation and Maintenance, Defense-Wide
Office of the Secretary of Defense**



February 2020

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**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

Operation and Maintenance, Defense-Wide Summary (\$ in thousands)

	FY 2019 <u>Actuals</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2020 <u>Enacted</u>	Price <u>Change</u>	Program <u>Change</u>	FY 2021 <u>Estimate</u>
OSD	1,622,941	29,723	86,943	1,739,607	32,699	-180,230	1,592,076

* The FY 2019 Actual column includes \$17,769.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).

* The FY 2020 Enacted column excludes \$16,666.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).

* The FY 2021 Estimate column excludes \$16,984.0 thousand of FY 2021 OCO Appropriations Funding.

* The FY 2019 OCO Actual from the footnote above does not match the data in the OSD budget database due to a disconnect discovered after budget database had locked; the footnote reflects the correct FY 2019 Actual OCO Appropriation Funding.

I. Description of Operations Financed: The Office of the Secretary of Defense (OSD) is the principal staff of the Secretary of Defense (SECDEF) in the exercise of policy development, planning, resource management, and fiscal and program evaluation responsibilities. The OSD includes the immediate offices of the SECDEF and the Deputy Secretary of Defense (DEPSECDEF), Under Secretaries of Defense, the Executive Support Offices and other Core Programs which are listed below:

Principal Staff Assistants:

- Office of the Chief Management Officer (O,CMO)
- Office of the Under Secretary of Defense for Research and Engineering (OUSD(R&E))
- Office of the Under Secretary of Defense for Acquisition and Sustainment (OUSD(A&S))
- Office of the Under Secretary of Defense for Policy (OUSD(P))
- Office of the Under Secretary of Defense Comptroller (OUSD(C))
- Office of the Under Secretary for Personnel and Readiness (OUSD(P&R))
- Office of the Under Secretary for Intelligence and Security (OUSD(I&S))
- DoD Chief Information Officer (DoD CIO)
- Director, Cost Assessment and Program Evaluation (D,CAPE)

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

- Office of General Counsel (OGC)
- Director, Operational Test and Evaluation (D,OT&E)
- Assistant Secretary of Defense for Legislative Affairs (ASD(LA))
- Assistant to the Secretary of Defense for Public Affairs (ATSD(PA))
- Office of the Director of Net Assessment (ODNA)

Other Funded Programs and Organizations:

- Immediate Office of the Secretary and Deputy Secretary of Defense
- Capital Security Cost Sharing (CSCS)
- Boards, Commissions, and Task Forces (BCTF)
- Test Resource Management Center (TRMC)
- Emergency and Extraordinary Expenses (EEE)
- Defense War-Gaming
- Grants
- Training

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
	FY 2019	FY 2020	FY 2021
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
A. <u>Core Operating Program CivPay:</u>	339,906	387,196	413,326

FY 2019 Actual includes \$198 thousand of OCO funding.

The OSD Core Operating Program provides the necessary resources to support effective implementation of the NDS. Funding in this sub-activity group includes all civilian personnel compensation and benefits required for OSD's operations and the centrally funded support services.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands	
<u>Requested FY 2021 Civilian Pay and Benefits:</u>	<u>Civilian Pay</u>	<u>Full Time Equivalents (FTEs)</u>
OUSD (Comptroller)	36,750	178
OUSD (Intelligence)	37,143	161
OUSD (P&R)	27,322	129
OUSD (Policy)	75,866	356
O, CMO	25,603	119
D, CAPE	27,659	129
DoD CIO	24,549	117
OUSD (R&E)	43,405	192
OUSD (A&S)	57,067	262
ASD (LA)	4,032	22
ATSD (PA)	7,932	45
DOT&E	16,642	74
ODNA	2,072	10
OGC	10,183	44
SECDEF IO	6,093	30
TRMC	6,104	27
Other Civ Pay Benefits (FECA, VSIP, MTBP)	4,904	0
Total	413,326	1,895

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
B. <u>Other DoD Programs and Initiatives:</u>			
Assistant Secretary of Defense for Legislative Affairs (ASD(LA))	1,061	976	1,202
Assistant to the Secretary of Defense for Public Affairs ATSD(PA))	5,297	3,937	3,842
Office of General Counsel (OGC)	449	507	516
Office of the Director, Net Assessment (ODNA)	16,401	18,063	17,579
Test Resource Management Center (TRMC)	2,820	2,916	2,942
Director for Operational Test and Evaluation (DOTE)	263	399	407
Other DoD Programs and Initiatives			
a. Capital Security Cost Sharing	290,241	288,310	285,213
b. Boards, Commissions, and Task Forces	14,281	19,953	9,826
c. Emergency and Extraordinary Expenses	1,798	1,561	1,590
d. Office of the Secretary of Defense	5,461	8,204	8,358
e. Defense War-Gaming	52,666	54,067	54,024
f. Other (Republic of Korea Scholarship Fund, Grants, Training)	46,226	57,628	3,695
<u>Total</u>	<u>436,964</u>	<u>456,521</u>	<u>389,194</u>

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

- a. Assistant Secretary of Defense for Legislative Affairs (ASD(LA)): Serves as the principal staff assistant and advisor to the SECDEF for DoD relations with the U.S. Congress and has overall oversight of DoD legislative affairs. The ASD(LA) promotes the Administration's defense budget and the Department's strategy, legislative priorities, and policies to the U.S. Congress. The ASD(LA) priorities support required contracts specializing in critical areas of research and operational requirements necessary to accomplish the Legislative Affairs mission as defined by the Department.

- b. Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)): Serves as the principal staff advisor and assistant to the SECDEF and DEPSECDEF for public information, internal information, community relations, information, training, and audiovisual matters. The ATSD (PA) follows the Secretary's guidance in providing Department information to the public, the Congress, and the media. The ATSD(PA) sponsors the DoD Defense.gov web site, which is DoD's official website and the starting point for finding U.S. military information online. The ATSD(PA) supports all SECDEF press briefings and responds to all public inquiries to the DoD.

The ATSD(PA) funding supports specialized contracts, which provide the Department's information to the public, the Congress, and the media. These specialized contracts support assistance with the maintenance and hosting of the official website and information sharing capabilities as directed by the Secretary's guidance.

- c. Office of General Counsel: The OGC is headed by the General Counsel of the DoD. Appointed by the President with the advice and consent of the Senate, the General Counsel is by law the Chief Legal Officer of the DoD (10 U.S.C. § 140).

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

The DoD General Counsel shares direct legal responsibilities and functions with the Defense Legal Services Agency and is responsible for, but not limited to the following functional areas:

- Provides advice to the SECDEF and DEPSECDEF regarding all legal matters and services performed within, or involving, the Department of Defense;
- Directs legal services performed within DoD, including determining the adherence of DoD attorneys to appropriate professional standards;
- Serves in two capacities: as General Counsel for DoD and as the Director of DLSA, a DoD agency that provides legal advice and services for the Defense Agencies, DoD Field Activities, and other assigned organizations.

- d. The Office of the Director Net Assessment (ODNA): Provides analytical techniques that are essential to diagnosing the most critical elements of short and long term strategic competition, and understanding their implications and strategic risks and opportunities. These techniques provide highly valued analytical insights to the DoD, Military Services, and Combatant Commands drawing on expertise and resources not available the within DoD. This research differs in character and focus from other DoD research programs, which are concerned with issues of current or near future policy.
- e. The Boards, Commissions, and Task Forces (BCTF): The BCTF is a subset of the DoD Federal Advisory Committee Management Program managed by the Chief Management Office (CMO). The Department's program is mandated by law - the Federal Advisory Committee

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

Act (FACA) of 1972 and the Government in Sunshine Act and other Federal statutes and regulations. These statutes require that the Department provide each advisory committee it establishes or supports with resources so the advisory committee can conduct its work independently and without undue influence from the Department, Federal employees, military officers, or interest groups.

The BCTF's currently support the following Commissions: a) the Defense Business Board (DBB), b) the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Forces (DAC-IPAD), c) the Vietnam 50th Anniversary Commemoration Committee (VNCC), d) the 13th Quadrennial Review of Military Compensation (QRMC), e) the National Commission on Military National and Public Service (NCoS), f) the National Security Commission on Artificial Intelligence (NSCAI), g) the National Commission on Military Aviation Safety (NCMAS), h) the Cyberspace Solarium Commission (CSC), i) Electromagnetic Spectrum Operations Cross-Functional Team (EMSO-CFT), and any short-term (two years or less) congressionally-mandated commissions as directed by the annual National Defense Authorization Acts (NDAA). The commissions may vary in length and requirement, and as such, the list may change from cycle to cycle.

- f. The Test Resource Management Center (TRMC): A field activity under the purview of the Under Secretary of Defense for Research and Engineering, TRMC ensures the Department has the necessary capabilities to test weapon systems that are currently in development. Mandated by Congress in the NDAA for FY 2003, TRMC: (1) governs and assesses the adequacy of DoD's Test and Evaluation (T&E) infrastructure to support the development, acquisition, fielding, and sustainment of defense systems; (2) reviews and certifies proposed Service and Defense Agency T&E budgets for adequacy; and (3) formulates and maintains a strategic plan for T&E resources to ensure they align to the NDS.

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

- g. The Director for Operational Test and Evaluation (DOT&E): Title 10, U.S. Code, Section 139 requires the DOT&E to provide guidance and consultation with the SECDEF, OUSD(A&S), and the Military Services regarding policies and procedures for conducting operational test and evaluation. The DOT&E monitors and reviews DoD and Service-level strategic plans, investment programs, and resource management decisions to ensure capabilities necessary for realistic operational tests are supported. Additionally, DOT&E supports mission essential headquarters travel and hosting of the DOT&E public-facing website.
- h. The Capital Security Cost Sharing (CSCS): Supports the Department's critical component of building our relationships with other partners and allies. The request funds the Department's share of the CSCS and Maintenance Cost Sharing (MCS) Program as authorized by section 604 of the Secure Embassy Construction and Counterterrorism Act (SECCA) of 1999. The CSCS also funds the Department's share of the CSCS International Cooperative Administrative Support Services (ICASS) pass through.

CSCS funding supports more than 86,000 U.S. Government employees from more than 30 agencies at over 280 locations worldwide. Together with interagency contribution from the CSCS Program and other reimbursements, the funding provides the necessary resources for New Embassy Compound (NEC) projects as well as site acquisitions at locations where NEC projects are planned in the future. Additionally, the FY 2021 request supports the maintenance, repair, and renovation of existing office and support (non-residential) facilities that are occupied by multiple agencies. These projects also address security deficiencies and include major security upgrades as part of the larger rehabilitation projects.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
	FY 2019	FY 2020	FY 2021
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
C. <u>Under Secretary of Defense</u> <u>(Acquisition and Sustainment)</u>	305,901	319,684	279,322

The OUSD(A&S) is the principal staff assistant and advisor to the SECDEF and DEPSECDEF for all matters relating to acquisition and sustainment. The OUSD (A&S)'s primary responsibilities include serving as Department's Chief Acquisition and Sustainment Officer with the mission of delivering and sustaining timely, cost-effective capabilities for the armed forces and Department. The OUSD(A&S) is also responsible for establishing policies on and supervising all elements of acquisition, sustainment, the defense industrial base, and the modernization of nuclear forces.

The OUSD(A&S)'s activities include:

- 1) Acquisition Program Support Systems
- 2) Acquisition Visibility
- 3) C3 Information and Integration (C3II)
- 4) Chief Financial Officer Act Compliance
- 5) Committee on Foreign Investments in the U.S. (CFIUS)
- 6) Contracting E-Business Capabilities
- 7) Contracting Enablers, Initiatives, and Pricing
- 8) Core Services
- 9) Corrosion Prevention Program
- 10) Countering Weapons of Mass Destruction Expert Fellows Program
- 11) Cyber Integration

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

- 12) Defense Installation Data Infrastructure (DISDI)
- 13) Defense Management Initiatives
- 14) DoD Siting Clearinghouse
- 15) Emerging Contaminants
- 16) Energy Office
- 17) Environmental Safety and Occupational Health (ESOH)
- 18) Environmental Resiliency
- 19) Human Capital Initiatives (HCI)
- 20) I&E Business Enterprise Integration
- 21) Industrial Policy Program Support
- 22) Information and Integration Portfolio Management
- 23) Integrated Acquisition Environment (GSA Bill)
- 24) International Cooperation Program Support
- 25) Legacy Resource Management Program
- 26) Logistics Systems Modernization (LSM)
- 27) Low Observable, Counter-Low Observable (LO/CLO)
- 28) Native American Lands Environmental Mitigation Program
- 29) OSD Studies Fund
- 30) OUSD(A&S) Travel
- 31) Performance Assessment and Root Cause Analysis (PARCA)
- 32) Quick Reaction Special Projects (QRSP)
- 33) Readiness Environmental Protection Initiative (REPI)
- 34) Small Business Program Support
- 35) Threat Reduction and Arms Control (TRAC)
- 36) Treaty Compliance Support

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
	FY 2019	FY 2020	FY 2021
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
C. <u>Under Secretary of Defense</u> <u>(Research and Engineering)</u>	14,726	38,348	40,661

The OUSD(R&E) is the principal staff assistant and advisor to the SECDEF and DEPSECDEF for all matters relating to research and engineering, and other related matters. The USD(R&E) serves as the Department's Chief Technical Officer, and is responsible for unifying defense research, development, and prototyping activities across the enterprise. The OUSD(R&E) establishes policies on, and oversees, all defense research and engineering, technology development, technology transition, prototyping, experimentation, and development testing activities and programs. The OUSD(R&E) responsibilities also include: establishing a Department-wide, mission-focused roadmap for each of the National Defense Strategy's modernization priority areas; developing an annual strategic Science and Technology (S&T) investment strategy; leading the establishment and implementation of Department-wide protection methodologies that mitigate the risk of loss of critical technologies to determined adversaries; initiating critical modernization prototypes within the OUSD(R&E) identified capability thrust priorities; developing policy and guidance for DoD Mission and Enterprise Architectures; establishing Open Architecture Standards, piloting alternate rapid acquisition approaches; and ensuring the integration of developmental and operational test and evaluation in coordination with DOT&E.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

The OUSD(R&E)'s activities include:

- 1) Defense Industrial Base Cyber Security
- 2) Developmental Test and Engineering
- 3) Mission Capabilities and Systems Engineering
- 4) OSD Studies Fund
- 5) OUSD(R&E) Travel
- 6) RDT&E Oversight
- 7) Strategic Technology Protection and Exploitation (STP&E) Cyber Resiliency Initiative
- 8) Defense Innovation Unit (DIU)
- 9) Defense Innovation Board (DIB)

\$ in Thousands

	FY 2019 <u>Actual</u>	FY 2020 <u>Enacted</u>	FY 2021 <u>Estimate</u>
D. <u>Under Secretary of Defense (Policy):</u>	77,230	83,595	59,551

FY 2019 Actual includes \$7,432 thousand of OCO funding.

FY 2020 Enacted excludes \$5,843 thousand of OCO funding.

FY 2021 Estimate excludes \$5,960 thousand of OCO funding.

The OUSD(P) is the principal staff assistant and advisor to the SECDEF and DEPSECDEF on capabilities, force, and contingency plans necessary to implement the National Defense Strategy (NDS), defense policy, and the integration and oversight of DoD policy and plans to achieve national security objectives. OUSD(P) represents the Department to foreign governments, international organizations, and interagency functions. Funding supports

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

OUSD(P) mission requirements to consistently provide responsive, forward-thinking, and insightful policy advice and support to the SECDEF, and the Department.

OUSD(P) core mission areas include:

Asian and Pacific Security Affairs

Advises the Under Secretary of Defense for Policy (USD(P)) and the SECDEF on international security strategy and policy issues of DoD interest that relate to the nations and international organizations of the Asia-Pacific, its governments and defense establishments, and oversight of security cooperation programs, including Foreign Military Sales, in the region.

Homeland Defense and Global Security

Develops policy guidance; provides astute policy advice; and oversees planning, capability development, and operational implementation to assure warfighting and national security advantages in the mission areas of Countering Weapons of Mass Destruction; Cyber; Space; Defense Continuity; Mission Assurance; Defense Support of Civil Authorities; and supervises Homeland Defense activities of the DoD.

International Security Affairs

Advises the USD(P) and the SECDEF on international security strategy and policy on issues of DoD interest that relate to the nations and international organizations of Europe (including the North Atlantic Treaty Organization), the Middle East, Western Hemisphere Affairs and Africa, their governments and defense establishments; and oversees security cooperation programs and foreign military sales programs in these regions.

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

Special Operations/Low Intensity Conflict

Serves as the principal civilian advisor to the SECDEF on special operations and low-intensity conflict matters. These core tasks include counterterrorism; unconventional warfare; direct action; special reconnaissance; foreign internal defense; civil affairs; information and psychological operations; and counter-proliferation of Weapons of Mass Destruction (WMD). Additionally, SO/LIC performs the duties as the Secretariat for Special Operations with oversight of the SOCOM.

Strategy, Plans, and Capabilities

Serves as the principal civilian advisor to the USD(P) and the SECDEF on National Security and Defense Strategy and capabilities, force, and contingency plans necessary to implement the Defense Strategy.

The program activities include:

- 1) OUSD(P) Operations
- 2) OUSD(P) Mission Support
- 3) US Mission to NATO
- 4) Rewards Program
- 5) SO/LIC Secretariat for Special Operations (SSO)
- 6) Office of the Principal Cyber Advisor

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
	FY 2019	FY 2020	FY 2021
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
E. <u>Under Secretary of Defense (Comptroller):</u>	110,427	106,180	104,193

The Comptroller is the principal advisor to the Secretary of Defense for budgetary and fiscal matters including financial management, accounting policy and systems, management control systems, budget formulation and execution, and contract and audit administration. The OUSD(C) is responsible for managing the review, formulation, presentation, and execution of the budget for the Department of Defense. In doing so, the Office works to achieve economy and efficiency in the operations of the Department through sound business judgment and effective fiscal planning and control. The OUSD(C) ensures DoD leaders have access to high quality and timely information for decision-making through a business framework that simplifies processes, standardizes systems and data, and promotes financial policies and internal controls. This framework supports effective and efficient financial management operations with a focus to achieve and sustain unmodified (or clean) audit opinions across the Department. In support of the Department's financial management workforce, the OUSD(C) develops and sustains developmental programs including the DoD Financial Management Certification Program. The activities include:

- 1) Comptroller Initiatives
- 2) Defense Resource Management Institute
- 3) Administrative Support
- 4) Resource Management System

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
	FY 2019	FY 2020	FY 2021
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
F. <u>Under Secretary of Defense (Personnel and Readiness)</u>	73,389	64,697	55,952
FY 2019 Actual <u>includes</u> \$5,483 thousand of OCO funding.			
FY 2020 Estimate <u>excludes</u> \$6,830 thousand of OCO funding.			
FY 2021 Estimate <u>excludes</u> \$6,967 thousand of OCO funding.			

The OUSD(P&R) is the principal staff assistant and advisor to the SECDEF for Total Force Management. The OUSD (P&R) develops policies, plans, and programs for Total Force personnel, which includes the allocation among DoD Components and between the Active and Reserve components. The OUSD (P&R)'s mission is to support the Department's global health and medical programs and personnel policy specific to recruitment, equal opportunity, compensation, recognition, discipline, suicides, sexual assaults, separation of all DoD personnel, and quality of life for our military and their families. In addition, OUSD (P&R) provides resources for interagency and intergovernmental activities, special projects, or external requests that require DoD civilian and military personnel. The organization reviews all aspects of readiness levels to ensure forces can execute the National Military Strategy (NMS) along with oversight of collective military training events and enablers. The OUSD(P&R) develops policy for Force Development and Training focusing on individual service members from pre-commissioning to the highest level of military education and training to identify training gaps in our professional force. The OUSD(P&R) is also committed to ensuring the Department has a pipeline of talented civilian employees and securing civilian intellectual capital by investing in, building,

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

and cultivating a talent pool with the requisite technical and leadership skills needed to drive results in functional areas, business units, and across the enterprise. Under the SECDEF's direction, the Close Combat Lethality Task Force (CCLTF) was created and placed within OUSD (P&R) to identify challenges and barriers in improving combat preparedness, lethality, survivability, and resiliency of our Nation's ground close combat formations.

The activities include:

- 1) Advancing Diversity and Equal Opportunity
- 2) Assistant Secretary of Defense (Health Affairs) Operations
- 3) Assistant Secretary of Defense (Manpower and Reserve Affairs) Operations
- 4) Corporate Fellows Program (SDCFP)
- 5) Defense Safety Oversight Council (DSOC)
- 6) Defense Readiness Reporting System (DRRS)
- 7) Lost Work Days System (LWD)
- 8) Military Naturalization Support
- 9) Studies Program
- 10) Training Transformation
- 11) Operation Live Well

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	FY 2019 <u>Actual</u>	FY 2020 <u>Enacted</u>	FY 2021 <u>Estimate</u>
G. <u>Under Secretary of Defense (Intelligence and Security)</u>	93,031	104,001	90,552

FY 2019 Actual includes \$4,655 thousand of OCO funding.
FY 2020 Estimate excludes \$3,993 thousand of OCO funding.
FY 2021 Estimate excludes \$1,557 thousand of OCO funding.

The OUSD(I&S) operating budget supports the Under Secretary's role as Principal Staff Assistant and advisor to the SECDEF and the DEPSECDEF regarding intelligence, counterintelligence, security, sensitive activities, and other intelligence-related matters. The budget also supports the OUSD(I&S)'s role in exercising the SECDEF's authority, direction, and control over, and oversight of the Defense Agencies and DoD Field Activities that are Defense intelligence, counterintelligence, or security Components; and exercises planning, policy, and strategic oversight over all Defense intelligence, counterintelligence, and security policy, plans and programs.

In addition to the Intelligence Mission operating budget, funding is provided for:

- Defense Military Deception Program Office (DMDPO) - provides governance, oversight, and operational implementation of Military Deception (MILDEC) planning and execution capabilities across the Department of Defense.
- The Algorithmic Warfare Cross Functional Team (AWCFT- Project Maven) is a rapid fielding Artificial Intelligence (AI) pathfinder program in support of algorithm-

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

based technology initiatives to develop new methods for bringing AI and machine learning (ML) into Programs of Record (PORs), joint functions, and Department of Defense Intelligence mission areas. Project Maven is a commercial technology initiative affecting intelligence mission areas within the Defense Intelligence Enterprise, including programs funded with Military Intelligence Program and National Intelligence Program funds. Funding provides for program oversight (reservists, contractors & joint duty detailees) and integration into PORs (Engineering support).

- The Personnel Vetting Transformation Office - responsible for transition planning to enable transfer and realignment of personnel and resources from the U.S. Office of Personnel Management (OPM), National Background Investigations Bureau (NBIB) to the Defense Counterintelligence and Security Agency (DCSA). Oversees reform and modernization of the personnel vetting enterprise, including execution of plans and policies to reduce background investigation backlogs, optimize legacy processes, integrated automated information technology systems, and related tasks to improve efficiency, lower costs, and reduce processing times. Ensures innovation to include development and implementation of innovative methods anchored in advanced data analytics, AI/ML, risk assessment, and related disciplines to identify the most effective methods for personnel vetting.

- Walkoff - Classified.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

	\$ in Thousands		
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	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
H. <u>Director, Cost Analysis and Program Evaluation (CAPE)</u>	25,010	30,005	27,918

The Director, CAPE (D, CAPE) provides unbiased critical analyses on capability development, resource allocation, and development and acquisition costs of DoD programs and independent advice to the SECDEF and DEPSECDEF to deliver the optimal portfolio of military capabilities through efficient and effective use of taxpayer dollars. CAPE staff develop and analyze program alternatives, manage the Future Years Defense Program (FYDP), and independently validate the costing and funding of programs throughout the DoD. CAPE funds ongoing and new enduring analyses that support DoD's NDS to modernize and increase the lethality of military forces through new capabilities, advanced technology, and new concepts of warfare. Through studies and analyses, CAPE offers tradeoffs and alternatives and assesses best practices and affordability options to effectively modernize capabilities. These analyses are groundbreaking, comprehensive, and data-driven to explore capabilities that improve the lethality of the force. Resources support SECDEF and DEPSECDEF priorities: rebuilding military readiness; strengthening alliances; and reforming the Department's business practices.

CAPE also leads the development within the Department of improved analytical skills and competencies and improved tools, data, and methods to promote performance, economy, and efficiency in analyzing national security planning and the allocation of defense resources. These include reconstituting operational warfighting models, conducting Strategic Portfolio Reviews, performing the Nuclear Deterrent Enterprise Review (when required as a SECDEF priorities), carrying out enterprise data initiatives, and other

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

economic analyses on labor and contract economics. Through competitive sourcing and consolidation, CAPE continues to optimize spending on contracts as well as on contract personnel supporting those contracts. Overall, resources are balanced to support priority demands such as congressionally-mandated studies, SECDEF priorities and continuing strategic reviews, and strategic and warfighting analyses as prioritized by the DEPSECDEF and the Vice-Chairman of the Joint Chiefs of Staff (VCJCS).

The activities include:

- 1) Long Range Planning
 - a. Cost Estimating Analysis and Economic Research
 - b. Strategic, C4, and ISR Programs
 - c. Conventional Forces Analytical Support
 - d. Readiness and Force Employment Analysis
 - e. Irregular Warfare, Mobility Capability, and Force Projection Analyses
 - f. Force Structure, Weapons Systems, and Warfighting Analysis
 - g. Support for Strategic Analysis and Campaign Analysis
 - h. Analytic Innovation Laboratory
 - i. Enterprise Data Initiatives
 - j. .Cost Data Support Group
 - k. Modeling and Simulation
 - l. Programmatic and Budgetary Data Requirements

CAPE's FY 2021 Estimate reflects reductions directed in the Defense Wide Review to achieve efficiencies in support of the Department's highest warfighting priorities.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I. Description of Operations Financed (cont.)

\$ in Thousands

	FY 2019 <u>Actual</u>	FY 2020 <u>Enacted</u>	FY 2021 <u>Estimate</u>
<u>I. DoD Chief Information Officer (CIO)</u>	87,390	112,209	83,113

The DoD CIO is the principal staff assistant and advisor to the SECDEF and the DEPSECDEF for information technology (IT), including national security systems, and information resources management (IRM) matters. The DoD CIO is responsible for all matters relating to the DoD information enterprise, including communications, spectrum management, network operations, information systems, cybersecurity, positioning, navigation, and timing (PNT) policy, cloud computing, artificial intelligence, and the DoD information enterprise that supports DoD command and control (C2). The DoD CIO develops Department-wide strategy and policy on the operation and protection of all DoD IT and information systems, including development and promulgation of enterprise-wide architecture requirements and technical standards, and enforcement, operation, and maintenance of systems, interoperability, collaboration, and interface between DoD and non-DoD systems in direct support of both the National Security Strategy (NSS) and NDS. CIO activities support the modernization and development of advanced IT and Artificial Intelligence capabilities which directly enhance readiness and lethality by focusing attention on modernization of key information capabilities and ensuring that DoD maintains an advantage over adversaries in the areas of cybersecurity, information and communications technology.

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

The activities include:

- 1) Information Systems Security Program (ISSP)
- 2) E-Gov Initiatives and Government-Wide Councils
- 3) Cyber Security Initiative
- 4) Defense Industrial Base, Cyber Security/Information Assurance

	\$ in Thousands		
	FY 2019	FY 2020	FY 2021
	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
J. <u>Office of the Chief Management Officer (O, CMO)</u>	58,967	37,171	46,294

Section 901 of the NDAA for FY 2017 (Public Law 114-328) directed the establishment of the CMO to improve the quality and productivity of the Department's business operations, thereby reducing the costs of those operations. The Office of the Chief Management Officer is the principal management officer to the SECDEF. The CMO oversees, synchronizes, integrates, and coordinates the Department's business operations to ensure optimal alignment of resources in support of the warfighting mission. The CMO's establishment supports the President's goal of improving the efficiency, effectiveness, and accountability of the executive branch as outlined in Executive Order 13781 and the SECDEF's focus on creating a more lethal and effective force by allowing the Department to reallocate resources from business operations to readiness and recapitalization of the combat force. The Department will leverage the CMO's establishment to renew focus on business operations reform. The CMO, in conjunction with the OUSD(C) and other DoD components, is charged with identifying, tracking, and reporting reform initiatives, savings, and reinvestments across the Department.

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

I. Description of Operations Financed (cont.)

The Department is expected to demonstrate greater performance and affordability of business functions and return savings to the warfighter to improve lethality in support of the NDS. The CMO will oversee all business operations reform initiatives implemented across the Department, and not only those under the purview of the Reform Management Group. This effort will be integrated into the existing planning, programming, budgeting, and execution (PPBE) process, with emphasis on identifying, tracking, and reporting. The CMO oversees several entities, including: the Administration and Organizational Policy; Oversight & Compliance; Transformation and Reform; Fourth Estate Management Office; and Data Insights Directorate. The CMO also oversees the Pentagon Force Protection Agency (PFPA) and the Washington Headquarters Services (WHS), a DoD Field Support Activity, which provides financial, personnel, and other administrative support to OSD and NCR organizations.

The CMO is tasked to perform and demonstrate the ability to identify the following:

- 1) Minimize the duplication of efforts
 - 2) Maximize efficiency and effectiveness
 - 3) Establish performance metrics
 - 4) Documentation of mission results, i.e., the initiative's contribution to increased performance and productivity
 - 5) Financial benefit (projected and actual cost savings)
- Investments required to effect the change

II. Force Structure Summary:

N/A

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

	FY 2019 <u>Actuals</u>	Budget <u>Request</u>	FY 2020			Current <u>Enacted</u>	FY 2021 <u>Estimate</u>
			<u>Congressional Action</u>				
			<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>		
A. BA Subactivities							
BA 04: Administration and Servicewide Activities							
1. Cyberspace Activities	109,671	48,783	19,245	39.5	68,028	72,783	51,630
Compensation and Benefits	73,628	7,790	0	0.0	7,790	7,790	8,803
Department of Defense Chief Information Officer	33,313	33,683	24,000	71.3	57,683	57,683	35,123
Office of the Under Secretary of Defense for Policy	227	4,755	-4,755	-100.0	0	4,755	4,844
Office of the Under Secretary of Defense for Research and Engineering	2,503	2,555	0	0.0	2,555	2,555	2,860
2. Compensation and Benefits	266,278	379,406	0	0.0	379,406	379,406	404,523
Baseline	266,080	379,406	0	0.0	379,406	379,406	404,523
Overseas Contingency Operations	198	0	0	n/a	0	0	0
3. Assistant Secretary of Defense for Legislative Affairs	1,061	976	0	0.0	976	976	1,202

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

FY 2020							
	FY 2019 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
A. BA Subactivities							
Operations	1,061	976	0	0.0	976	976	1,202
4. Assistant to the Secretary of Defense for Public Affairs	5,297	5,299	-1,362	-25.7	3,937	3,937	3,842
Operations	5,297	5,299	-1,362	-25.7	3,937	3,937	3,842
5. Office of the Chief Management Officer	58,967	49,171	-12,000	-24.4	37,171	37,171	46,294
Cross Agency Priority Goals	6,869	7,013	0	0.0	7,013	7,013	0
Other CMO Programs	15,604	30,158	-12,000	-39.8	18,158	18,158	22,094
Reform Teams	36,494	12,000	0	0.0	12,000	12,000	24,200
8. Other Defense Programs and Initiatives	410,673	371,123	58,600	15.8	429,723	429,723	362,706
Boards, Commissions, and Task Forces	14,281	10,353	9,600	92.7	19,953	19,953	9,826
Capital Security Cost Sharing	290,241	288,310	0	0.0	288,310	288,310	285,213
Emergency and Extraordinary Expenses	1,798	1,561	0	0.0	1,561	1,561	1,590
Office of the Secretary of Defense	5,461	8,204	0	0.0	8,204	8,204	8,358
Other Programs	46,226	3,628	54,000	1488.4	57,628	57,628	3,695

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

FY 2020							
A. BA Subactivities	FY 2019 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
War-Gaming	52,666	59,067	-5,000	-8.5	54,067	54,067	54,024
9. Office of the Director for Net Assessment	16,401	18,063	0	0.0	18,063	18,063	17,579
Operations	16,401	18,063	0	0.0	18,063	18,063	17,579
10. Defense Operational Test and Evaluation	263	399	0	0.0	399	399	407
Operations	263	399	0	0.0	399	399	407
11. Office of the General Counsel	449	507	0	0.0	507	507	516
Operations	449	507	0	0.0	507	507	516
12. Office of the Under Secretary for Intelligence	93,032	113,001	-9,000	-8.0	104,001	104,001	92,552
Algorithmic Warfare	0	0	11,825	n/a	11,825	11,825	4,993
Defense Civilian Intelligence Personnel System	1,779	1,800	0	0.0	1,800	1,800	0
Defense Military Deception Program Office	1,000	0	2,278	n/a	2,278	2,278	1,105
Defense Operations Security Initiative	1,955	3,917	0	0.0	3,917	3,917	0
Intelligence Mission and	78,844	95,392	-23,103	-24.2	72,289	72,289	76,567

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

FY 2020							
A. BA Subactivities	FY 2019 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
Classified Programs							
Intelligence Mission Data	4,798	1,992	0	0.0	1,992	1,992	0
Overseas Contingency Operations	4,656	0	0	n/a	0	0	0
Personnel Vetting Transformation (PVT)	0	9,900	0	0.0	9,900	9,900	9,887
13. Department of Defense Chief Information Officer	54,076	48,526	6,000	12.4	54,526	54,526	47,990
E-Governance and Councils	9,000	9,049	0	0.0	9,049	9,049	9,086
Joint Artificial Intelligence Center	0	3,403	0	0.0	3,403	3,403	3,425
Other CIO Programs	45,076	36,074	6,000	16.6	42,074	42,074	35,479
14. Director, Cost Analysis and Program Evaluation	25,010	32,005	-2,000	-6.3	30,005	30,005	27,918
Operations	25,010	32,005	-2,000	-6.3	30,005	30,005	27,918
15. Office of the Under Secretary of Defense for Personnel and Readiness	73,389	62,947	1,750	2.8	64,697	64,697	55,952
Defense Readiness	10,529	13,097	0	0.0	13,097	13,097	13,151

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

FY 2020							
A. BA Subactivities	FY 2019 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
Reporting System							
Other P&R Programs	57,377	49,850	1,750	3.5	51,600	51,600	42,801
Overseas	5,483	0	0	n/a	0	0	0
Contingency Operations							
16. Office of the Under Secretary of Defense for Policy	77,003	72,492	11,103	15.3	83,595	78,840	54,707
Global Engagement Center (New Start Passthrough)	20,000	20,000	0	0.0	20,000	20,000	0
Other Policy Programs	49,571	52,492	11,103	21.2	63,595	58,840	54,707
Overseas Contingency Operations	7,432	0	0	n/a	0	0	0
17. Office of the Undersecretary of Defense, Comptroller	110,427	110,180	-4,000	-3.6	106,180	106,180	104,193
DoD Consolidated Audit (Independent Public Accountant costs)	17,782	22,119	0	0.0	22,119	22,119	20,181
Other Comptroller Programs	92,645	88,061	-4,000	-4.5	84,061	84,061	84,012
19. Office of the	305,901	301,934	17,750	5.9	319,684	319,684	279,322

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

		FY 2020						
			Congressional Action					
	FY 2019	Budget				Current	FY 2021	
A. <u>BA Subactivities</u>	<u>Actuals</u>	<u>Request</u>	<u>Amount</u>	<u>Percent</u>	<u>Appropriated</u>	<u>Enacted</u>	<u>Estimate</u>	
Under Secretary of Defense for Acquisition and Sustainment								
Acquisition Visibility	13,014	21,824	-12,000	-55.0	9,824	9,824	0	
Committee on Foreign Investment in the U.S.	20,366	24,292	0	0.0	24,292	24,292	26,824	
Industrial Policy Program Support	13,915	4,874	0	0.0	4,874	4,874	8,915	
Native American Land Mitigation	1,567	12,227	0	0.0	12,227	12,227	12,109	
Other Programs A&S Programs	173,914	163,717	4,750	2.9	168,467	168,467	156,474	
Readiness Environmental Protection Initiative	83,125	75,000	25,000	33.3	100,000	100,000	75,000	
20. Office of the Under Secretary of Defense for Research and Engineering	12,223	35,793	0	0.0	35,793	35,793	37,801	
Cyber Resiliency	916	2,800	0	0.0	2,800	2,800	3,743	
Defense Innovation Board	0	1,636	0	0.0	1,636	1,636	1,647	

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

		FY 2020					
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Defense Innovation Unit	0	17,358	0	0.0	17,358	17,358	17,680
Other R&E Programs	11,307	13,999	0	0.0	13,999	13,999	14,731
21. Director, Test Resource Management Center	2,820	2,916	0	0.0	2,916	2,916	2,942
Operations	2,820	2,916	0	0.0	2,916	2,916	2,942
Acquisition Visibility	0	0	0	n/a	0	0	0
Committee on Foreign Investment in the U.S.	0	0	0	n/a	0	0	0
Industrial Policy Program Support	0	0	0	n/a	0	0	0
Native American Land Mitigation	0	0	0	n/a	0	0	0
Other Programs A&S Programs	0	0	0	n/a	0	0	0
Readiness Environmental Protection Initiative	0	0	0	n/a	0	0	0
Total	1,622,941	1,653,521	86,086	5.2	1,739,607	1,739,607	1,592,076

* The FY 2019 Actual column includes \$17,769.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).

* The FY 2020 Enacted column excludes \$16,666.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).

* The FY 2021 Estimate column excludes \$16,984.0 thousand of FY 2021 OCO Appropriations Funding.

* The FY 2019 OCO Actual from the footnote above does not match the data in the OSD budget database due to a disconnect discovered after budget database had locked; the footnote reflects the correct FY 2019 Actual OCO Appropriation Funding.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

B. <u>Reconciliation Summary</u>	Change <u>FY 2020/FY 2020</u>	Change <u>FY 2020/FY 2021</u>
Baseline Funding	1,653,521	1,739,607
Congressional Adjustments (Distributed)	94,100	
Congressional Adjustments (Undistributed)	-8,014	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	1,739,607	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	1,739,607	
Supplemental	16,666	
Reprogrammings		
Price Changes		32,699
Functional Transfers		377
Program Changes		-180,607
Current Estimate	1,756,273	1,592,076
Less: Wartime Supplemental	-16,666	
Normalized Current Estimate	1,739,607	

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
FY 2020 President's Budget Request (Amended, if applicable)		1,653,521
1. Congressional Adjustments		86,086
a. Distributed Adjustments		
1) Atomic Veterans Service Medal (OUSD(P&R))	250	
2) Broadband Access (DoD CIO)	5,000	
3) CDC Water Contamination Study and Assessment (Other Defense Programs and Initiatives)	10,000	
4) Cyber Institutes (DoD CIO)	5,000	
5) Cyber Scholarships and Institutes (DoD CIO)	10,000	
6) Excess Growth	-50,000	
7) Information Assurance Scholarship Program (DoD CIO)	10,000	
8) Interstate Compacts for Licensure and Credentialing (OUSD(P&R))	2,750	
9) National Commission on Military Aviation and Safety (BCTF)	3,000	
10) National Security/Climate Change (OUSD(A&S))	500	
11) Public Law 115-68 Women, Peace, and Security Act of 2017 Implementation (OUSD(P))	1,600	
12) Readiness Environmental Protection Initiative (OUSD(A&S))	25,000	
13) Resilience Planning (OUSD(A&S))	3,000	
14) Sexual Trauma Treatment Pilot Program (OUSD(P&R))	3,000	
15) Space Available Flights (OUSD(A&S))	1,000	
16) United Services Organization (USO)/Red Cross (Other Defense Programs and Initiatives)	44,000	
17) Vietnam Dioxin Remediation (OUSD(P))	15,000	
18) WWII Commemorative Program (BCTF)	5,000	
b. Undistributed Adjustments		
1) Budget Justification Inconsistency (Across-The-Board	-1,908	

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Reduction to the Operation and Maintenance, Defense-Wide, Account)		
2) Unjustified Growth (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account)	-6,106	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		1,739,607
2. War-Related and Disaster Supplemental Appropriations		16,666
a. OCO Supplemental Funding		
1) OCO	16,666	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		1,756,273
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		1,756,273
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-16,666
FY 2020 Normalized Current Estimate		1,739,607
6. Price Change		32,699
7. Functional Transfers		377
a. Transfers In		
1) Compensation and Benefits - Transfer Fourth Estate Management Office (FEMO) from Washington Headquarters Services (WHS) to the Office of the Chief Management Office (OCMO)	561	
Transfers three Full Time Equivalents (FTE) and associated resources from the WHS to the OCMO. The FEMO will establish the OCMO as the single oversight authority for governance of Fourth Estate manpower resources and is in accordance with the Department's		

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
alignment of the OCMO as the total force manpower manager of the Defense Agencies and Field Activities. (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; +3 FTEs)		
b. Transfers Out		
1) Compensation and Benefits - Transfer from the Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD) PA to the Defense Human Resources Activity (DHRA)	-184	
Transfers one FTE and associated resources from the OATSD(PA) to the DHRA in order to deliver additional manpower to provide guidance on civilian personnel policy, professional development programs, and overall effectiveness, efficiency and productivity of personnel operations. (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; -1 FTEs)		
8. Program Increases		158,499
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) CMO - Reform - Community Services	12,200	
Increase funds the transformation management efforts to execute the first year of the business case analysis (BCA), which recommends consolidation of above store level operations. The BCA also outlines the extent to which all or part of the Defense resale business operations should be combined in a single resale enterprise. The purpose of the Community Service Reform effort is to reduce Defense resale		

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
reliance on appropriated funds, eliminate redundancies, and optimize the cost structure, creating more value for the enterprise. (FY 2020 Baseline: \$0 thousand; Baseline FTEs: 0; +0 FTEs)		
2) Compensation and Benefits - Average Annual Rate (AAR) Repricing	21,167	
Increase reflects the proper pricing of the OSD civilian personnel program that recalculates the AAR based on actual execution and accounts for the under budgeted AAR in FY 2020, a portion of the pay raise that is above the national average, step increases, and increased Federal Employee Retirement System (FERS) contributions. (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; +0 FTEs)		
3) Compensation and Benefits - OUSD(A&S) Cyber Resiliency Mission Assurance	615	
Increase of three FTE and associated resources funds development and maintenance of the Cybersecurity Maturity Model Certification (CMMC) program. CMMC is a framework aimed at assessing and enhancing the cybersecurity posture particularly as it relates to controlled unclassified information within the supply chain. The CMMC will review and combine various cybersecurity standards and best practices and map these controls and processes across several maturity levels that range from basic cyber hygiene to advance. For a given CMMC level, the associated controls and processes, when implemented, will reduce risk against a specific set of cyber threats. (FY		

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; +3 FTEs)		
4) Compensation and Benefits - OUSD(C) Establish Chief Financial Office, Data Transformation Office (CDTO) In accordance with National Defense Authorization Act (NDAA) for FY 2018 Section 911, the Secretary of Defense shall establish a data policy for the Department of Defense that mandates that any data contained in a defense business system related to business operations and management, is an asset of the Department of Defense. The CDTO increase of five FTE and associated resources will oversee extraction and analysis of data supporting business reform and audit recommendations; thus, improving operations throughout the Department of Defense. Additionally, CDTO will provide for the availability of common, usable, department-wide data sets and developing an associated data governance process for transparency of enterprise data. The increase of FTEs and associated resources are complemented by a mission support decrease, which is depicted in Program Decrease in FY 2021 statement number 27. (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; +5 FTEs)	1,025	
5) Increase to FY 2021 program funding for Capital Security Cost Sharing, which was subsequently reduced during the DWR (see program decrease 7)	64,214	
6) Increase to FY 2021 program funding, which was subsequently reduced during the DWR.	51,000	

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
7) OUSD(A&S) - Other Programs Increase funds support projected program growth from new requirements generated by FY 2019 National Defense Authorization Act to innovate contracting methods with the design to accelerate contract processes, increase specialized contracting and pricing expertise to prevent price gouging in sole-source contract actions. (FY 2020 Baseline: \$11,532 thousand; Baseline FTEs: 0; +0 FTEs)	1,688	
8) OUSD(C) - Resource Management System and Administrative Support Increase supports the operational sustainment of Next Generation Resource Management Systems, which incorporates information technology toward current and emerging business processes manifesting into a state-of-the art system. (FY 2020 Baseline: \$16,854 thousand; Baseline FTEs: 0; +0 FTEs)	1,482	
9) OUSD(P) - Operations The increased funding supports additional Intergovernmental Personnel Act (IPAs) agreements, Detailees, Fellowships, other support personnel, and associated mission support funding required to ensure that the OUSD(P) has enough expertise to fully support its broad mission. (FY 2020 Baseline: \$38,950 thousand; Baseline FTEs: 0; +0 FTEs)	3,504	
10) OUSD(R&E) - Defense Industrial Base Cyber Security - (Cybersecurity Activities) Increase reflects additional funds for enhanced workloads for continued mission integration and	254	

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
system engineering efforts supporting greater mission performance and system affordability across the DoD. (FY 2020 Baseline: \$2,555 thousand; +0 FTEs)		
11) OUSD(R&E) - Other Programs	1,350	
Increase supports and increase to oversight of RDT&E programs. Additional increases are for continued mission integration and system engineering efforts supporting greater mission performance and system affordability across the DoD. (FY 2020 Baseline: \$11,509 thousand; Baseline FTEs: 0; +0 FTEs)		
9. Program Decreases		-339,106
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Atomic Veterans Service Medal - OUSD(P&R)	-255	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$250 thousand; Baseline FTEs: 0; +0 FTEs)		
2) Broadband Access - DoD CIO	-5,100	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$5,000 thousand; Baseline FTEs: 0; +0 FTEs)		
3) CDC Water Contamination Study and Assessment - Other Defense Programs and Initiatives	-10,200	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$10,000 thousand; Baseline FTEs: 0; +0 FTEs)		
4) Cyber Institutes - DoD CIO	-5,100	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$5,000 thousand;		

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Baseline FTEs: 0; +0 FTEs)		
5) Cyber Scholarships and Institutes - DoD CIO Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$10,000 thousand; Baseline FTEs: 0; +0 FTEs)	-10,200	
6) Global Engagement Center Decrease reversed a one time passthrough to OUSD(P) for the Global Engagement Center (GEC). In accordance with Section 1284 of the NDAA for FY 2019, the Secretary of Defense was directed to transfer funding for fiscal years 2019 and 2020 to the Secretary of State to carry out the functions of the Global Engagement Center (GEC). (FY 2020 Baseline: \$29,849 thousand; Baseline FTEs: 0; +0 FTEs)	-20,400	
7) Information Assurance Scholarship Program - DoD CIO Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$10,000 thousand; Baseline FTEs: 0; +0 FTEs)	-10,200	
8) Interstate Compacts for Licensure and Credentialing - OUSD(P&R) Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$2,750 thousand; Baseline FTEs: 0; +0 FTEs)	-2,805	
9) National Commission on Military Aviation and Safety - (BCTF) Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$3,000 thousand; Baseline FTEs: 0; +0 FTEs)	-3,060	
10) National Security/Climate Change - OUSD(A&S)	-510	

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$500 thousand; +0 FTEs)		
11) Public Law 115-68 Women, Peace, and Security Act of 2017 Implementation - OUSD(P)	-1,632	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$1,600 thousand; Baseline FTEs: 0; +0 FTEs)		
12) Readiness Environmental Protection Initiative - OUSD(A&S)	-25,500	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$25,000 thousand; Baseline FTEs: 0; +0 FTEs)		
13) Resilience Planning - OUSD(A&S)	-3,060	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$3,000 thousand; Baseline FTEs: 0; +0 FTEs)		
14) Sexual Trauma Treatment Pilot Program - OUSD(P&R)	-3,060	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$3,000 thousand; Baseline FTEs: 0; +0 FTEs)		
15) Space Available Flights - OUSD(A&S)	-1,020	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$1,000 thousand; Baseline FTEs: 0; +0 FTEs)		
16) USO & Red Cross - Other Defense Programs and Initiatives	-44,880	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$0 thousand; +0 FTEs)		
17) Vietnam Dioxin Remediation - OUSD(P)	-15,300	

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$15,000 thousand; Baseline FTEs: 0; +0 FTEs)		
18) WWII Commemorative Program - BCTF	-5,100	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: \$5,000 thousand; Baseline FTEs: 0; +0 FTEs)		
c. Program Decreases in FY 2021		
1) BCTF - Other Programs	-314	
The decrease reflects a reduction in contract and administrative support for the Defense Business Board and the Defense Advisory Committee on Investigation, Prosecution, and Defense of Sexual Assault in the Armed Force. (FY 2020 Baseline: \$3,605 thousand; +0 FTEs)		
2) CIO - Cybersecurity and Other Programs	-320	
Decrease reflects a reduction in contract support to the inter-agency Comprehensive National Cybersecurity Initiative in the area of Federal Information Systems. (FY 2020 Baseline: \$27,151 thousand; +0 FTEs)		
3) CMO - Other Programs	-4,923	
In FY 2019 the CMO conducted a zero-based budget review as part of a larger internal reorganization, rebalancing its portfolio to allow greater focus on the core CMO requirements: management and analytical support to the Fourth Estate, 4th Estate IT Optimization, and MHA tracking. (FY 2020 Baseline: \$37,171 thousand; +0 FTEs)		

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
4) Compensation and Benefits - Major DoD Headquarters Activities (MHA) The Office of the Secretary of Defense (OSD) continues efforts to reduce the size of the headquarters staff by more efficiently managing human resources, finance, health services, travel, and supplies. In support of the DoD reform agenda and Major DoD Headquarters Activities reductions, OSD has reduced 7 FTEs and associated funding (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; -7 FTEs)	-1,528	
5) Compensation and Benefits - One Less Compensable Workday The reduction of funding is the result of one less compensable day for FY 2021. The number of compensable days changes from 262 in FY 2020 to 261 in FY 2021. (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893)	-1,584	
6) Defense-Wide Review (DWR): OSD - Public Affairs Reductions The decrease reflects a transfer of management of the visitor clearance process to PFPA, reducing the scope of the Joint Civilian Orientation Conferences and elimination of the Pentagon Briefing Room contract. (FY 2020 Baseline: \$5,299 thousand; Baseline FTEs: 0; +0 FTEs)	-1,300	
7) DWR: Capital Security Cost Sharing Program Decrease reflects a streamlining and rebalancing effort across the Capital Security Cost Sharing	-63,700	

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
portfolio in support of the DoD reform agenda. CSCS operations project lower personnel presence in overseas posts, requiring less funding to construct or maintain embassy consulate compounds, resulting in efficiencies. (FY 2020 Baseline: \$288,310 thousand; +0 FTEs)		
8) DWR: Eliminate Threat Reduction Advisory Committee The decrease reflects the transfer of functions to the Defense Science Board and elimination of the Threat Reduction Advisory Committee. (FY 2020 Baseline: \$4,340 thousand; Baseline FTEs: 0; +0 FTEs)	-568	
9) DWR: OSD - Chief Information Officer Reductions The decrease reflects reduced administrative support, analytical and technical contractor support, and studies supporting Artificial Intelligence. (FY 2020 Baseline: \$38,796 thousand; Baseline FTEs: 0; +0 FTEs)	-1,000	
10) DWR: OSD - Cost Assessment and Program Evaluation Reductions The decrease reflects savings and efficiencies gained by insourcing higher cost support contractors to lower cost government civilians. (Compensation and Benefits: +5, \$1,025) (Mission: \$-4,625). The decrease of mission resources are complemented by a labor increase, which is depicted in Program Increase in FY 2021 statement number 8. (FY 2020 Baseline: \$56,110 thousand; Baseline FTEs: 119; +5 FTEs)	-3,600	
11) DWR: OSD - Legislative Affairs Reduction The decrease reflects a reduction of an additional 2	-300	

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
liaisons who provide support to the Secretary of Defense in dealings with the White House, Cabinet Members, Members of Congress, and the State Department. (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; -2 FTEs)		
12) DWR: OSD - Office of Net Assessment Reduction The decrease reflects a reduction in studies and analyses, bilateral net assessment support, and planned wargames. (FY 2020 Baseline: \$18,063 thousand; Baseline FTEs: 0; +0 FTEs)	-821	
13) DWR: OSD - Office of the Chief Management Officer Reductions The decrease reflects a reduction in Cross-Agency Priority(CAP) goal funding(\$7,048) as the Department has taken steps to eliminate CAP goals payment. The reduction also includes decreased travel, enterprise architecture contract support, and studies and analysis costs(\$4,089). (Compensation and Benefits: -2 FTE, \$410) (Mission: -\$11,810). The decrease of mission support resources is complemented by a labor support decrease, which is depicted in Program Decrease in FY 2021 statement number 27. (FY 2020 Baseline: \$55,120 thousand; Baseline FTEs: 106; -2 FTEs)	-11,400	
14) DWR: OSD - USD A&S Reductions The decrease reflects reduced funding to support Advanced Software Development within Acquisition Enablers, DoD Corrosion Prevention Program, Energy Logistics	-26,451	

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>		<u>Amount</u>	<u>Totals</u>
System Modernization and Studies Fund. (FY 2020 Baseline: \$189,408 thousand; Baseline FTEs: 0; +0 FTEs)			
15) DWR: OSD - USD Comptroller Reductions	The decrease reflects reduction to funds in excess of Service Requirements Review Board (SRRB) targets, Next Generation Resource Management System, and elimination of the Financial Management Application and its contract support. (FY 2020 Baseline: \$91,848 thousand; Baseline FTEs: 0; +0 FTEs)	-5,480	
16) DWR: OSD - USD Intelligence Reductions	The decrease reflects consolidation of the Defense Language Program across the Department. Additional reductions were taken against Studies Fund and the Intelligence Mission Data/Intel Support to Acquisition activity. (FY 2020 Baseline: \$71,895 thousand; Baseline FTEs: 0; +0 FTEs)	-6,007	
17) DWR: OSD - USD P&R Reductions	The decrease reflects a reduction in contract support to the Office of Diversity Management and Equal Opportunity outreach, Operation Live Well program, and a reduction in studies and analyses. (FY 2020 Baseline: \$19,354 thousand; Baseline FTEs: 0; +0 FTEs)	-4,700	
18) DWR: OSD - USD Policy Reductions	The decrease reflects reductions to Combating Terrorism Technical Support Office, the Rewards Program, and Policy Management Office contract support. (FY 2020 Baseline: \$33,245 thousand;	-2,080	

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
Baseline FTEs: 0; +0 FTEs)		
19) DWR: Reduce Defense Business Board Staff The decrease reflects a reduction in association with the Defense Business Board Staff. (FY 2020 Baseline: \$387,196 thousand; Baseline FTEs: 1,893; -2 FTEs)	-250	
20) DWR: Reduction to OSD Studies Funds The decrease reflects a reduction to studies activities across OSD to meet higher priorities. (FY 2020 Baseline: \$89,625 thousand; Baseline FTEs: 0; +0 FTEs)	-7,717	
21) Other DoD Programs and Initiatives - Major DoD Headquarters Activities (MHA) Decrease reflects a streamlining and rebalancing effort across the OUSD(R&E), Public Affairs, and Cost Analysis and Program Evaluations portfolios in support of the DoD reform agenda. These Programs are projected to require reduced contract levels, including contract personnel support, resulting in efficiencies. (FY 2020 Baseline: \$72,855 thousand; Baseline FTEs: 0; +0 FTEs)	-504	
22) Other DoD Programs and Initiatives - War Fighting Lab Incentive Decrease reflects an anticipated reduction in the number of field experiments to develop and deliver innovative concepts of operation for the warfighter. (FY 2020 Baseline: \$46,388 thousand)	-1,886	
23) Other DoD Programs and Initiatives - War Gaming Decrease reflects the normalization of wargaming efforts. as coordination among wargamers resulting	-516	

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
cost efficiencies. (FY 2020 Baseline: \$12,679 thousand; Baseline FTEs: 0; +0 FTEs)		
24) OUSD(A&S) - DoD Readiness and Environmental Protection Initiative (REPI) Decrease reflects the normalization of funding in order to sustain the program at minimally required funding levels, which are \$75,000 thousand per year. (FY 2020 Baseline: \$75,000 thousand; Baseline FTEs: 0; +0 FTEs)	-1,500	
25) OUSD(C) - Comptroller Initiatives Decrease reflects a reductions of contracted audit remediation support continues its audit transition to the sustainment phase. (FY 2020 Baseline: \$91,848 thousand; Baseline FTEs: 0; +0 FTEs)	-4,283	
26) OUSD(I&S) - Algorithmic Warfare Cross Functional Teams Decrease reflects the normalization of Algorithmic Warfare Cross-Functional Teams (AWCFT) mission. As AWCFT transitions to the maintenance phase, contract support costs are reduced and scaled to planned operations. (FY 2020 Baseline: \$20,825 thousand; Baseline FTEs: 0; +0 FTEs)	-15,745	
27) OUSD(P&R) - Major DoD Headquarters Activities (MHA) Decrease reflects a streamlining and efficiency effort aimed at reducing contract support as part of the DoD Reform agenda. Additional efficiencies were gained based on expected reductions in applications to the Military Naturalization program, Advanced Distributed Learning, Defense Readiness Reporting	-3,247	

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary (\$ in thousands)

C. <u>Reconciliation of Increases and Decreases</u>	<u>Amount</u>	<u>Totals</u>
System, reductions in the Department's Joint Training effort, reductions in expected travel, and lower funding requirements to the Lost Work Day system. (FY 2020 Baseline: \$28,271 thousand; Baseline FTEs: 0; +0 FTEs)		
FY 2021 Budget Request		1,592,076

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

A. Under Secretary of Defense, Acquisition and Sustainment (OUSD (A&S)):

The OUSD (A&S) is the PSA and advisor to the SECDEF and DEPSECDEF for all matters concerning acquisition, technology, and logistics. A&S's primary responsibilities include: 1) Supervising (DoD) acquisition, 2) Establishing policies for acquisition (including procurement of goods and services, research and development, developmental testing, and contract administration) for all elements of the Department of Defense, 3) Establishing policies for logistics, maintenance, and sustainment support for all elements of the DoD, and 4) Establishing policies of the Department of Defense for maintenance of the defense industrial base of the United States. The following Performance Evaluation Metrics are samples from three of the larger programs under A&S: Readiness and Environmental Protection Initiative (REPI), and Logistics Systems Modernization (LSM) Support, and Committee on Foreign Investment's in the US (CFIUS).

Major Program Title: Readiness and Environmental Protection Initiative (REPI)

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Measure/Description	Actual FY 2019	Projected FY 2020	Projected FY 2021
Readiness and Environmental Protection Initiative (REPI)			
Metric #1: Percent funding to highest tier priority installations (Target is 80%)	82%	80%	80%
Metric #2: Percent of validated projects funded (Target is 70%)	53%	61%	46%
Metric #3: Percent partner cost-share (Target is 50%)	50%	50%	50%

The risk of incompatible land use threatens mission capabilities essential for realistic training and testing for current and future force. Investments for the Readiness and Environmental Protection Initiative (REPI) program address Component requirements to enter into agreements with private conservation organizations and/or state and local governments to acquire off-base property interests, usually conservation easements. These agreements protect mission capability by cost-sharing the long-term protection of high-value habitat and limiting incompatible land uses around DoD ranges and installations. REPI partnership projects meet critical, near-term, but time limited opportunities, to preserve DoD installation and range capabilities. REPI leverages the capabilities, resources and priorities of the private sector and state and local governments to obtain land and/or easements that will prevent incompatible development or other land uses that impact military operations. REPI partnerships support sound planning, ecological integrity and interagency coordination, and help avoid more

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

expensive costs, such as the need for training workarounds or segmentation and future Military Construction (MILCON) to modify or relocate training assets to less-restricted locations.

Major Program Title- Improve Acquisition & Logistics Processes - Logistics Systems Modernization Support (LSMS)

	Actual	Projected	Projected
Measure/Description	FY 2019	FY 2020	FY 2021
Supply Chain and Inventory Management - Average			
Metric #1:			
Customer Wait Time - Army (Days)	19.0	19.0	19.0
Metric #2			
Customer Wait Time Air Force (Days)	15.0	15.0	15.0
Metric #2			
Customer Wait Time - Navy (Days)	16.0	16.0	16.0
Metric #4			
On-Hand Excess	8.0%	8.0%	8.0%
Metric #5			
Due-in Potential Future Excess	3.0%	3.0%	3.0%

Supply Chain Management: DoD measures responsiveness metrics to evaluate the effectiveness of the DoD Supply Chain. Responsiveness is measured by the Customer Wait

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Time metric, which is defined as the time between submission of a customer order from organizational maintenance and receipt of that order by organizational maintenance.

Inventory Management Initiative: DoD is executing a Comprehensive Inventory Management Improvement Program (CIMIP). The CIMIP provides oversight and a framework to guide inventory management improvement across the DoD Components. DoD measures the effectiveness of inventory improvement efforts using metrics for due-in potential future excess and excess on-hand inventory. The DoD objective is to reduce due-in potential future excess to 3% and excess on-hand to 8%.

Major Program Title - Committee on Foreign Investment's in the US (CFIUS)

The Committee on CFIUS is an interagency committee that reviews certain foreign acquisitions, mergers, or takeovers of U.S. businesses to determine the effect of a transaction on the national security of the United States. Informed by the committee's review, based on the authorities of the 1988 Exon-Florio amendment adding section 721 to the Defense Production Act of 1950, the President of the United States has the authority to block or suspend a transaction that threatens to impair the national security of the United States. The Committee is chaired by the Secretary of the Treasury, and includes voting members from the Departments of Commerce, Defense, Energy, Homeland Security, Justice, and State; and the Offices of the U.S. Trade Representative, and Science and Technology Policy. The Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)) establishes policies for DoD's participation in CFIUS. Under the authority, direction, and control of USD(A&S), The Deputy Assistant Secretary of Defense, Industrial Policy (INDPOL) manages the CFIUS process for the Department. Within

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

INDPOL, the CFIUS work load is structured as four tiered; Case Management to handle all currently filed cases, Mitigation and Monitoring to draft and oversee all necessary mitigation to negate national security concerns prior to clearing cases, and Non-notified Transactions to identify transactions that have not filed with CFIUS which may pose national security concerns to our military technology base, and Capital Markets to identify and analyze critical companies that may be at risk before, during, and after receiving foreign investment.

Case Management and Monitoring

		Actual	Estimate	Estimate
Measure/Description		FY 2019	FY 2020	FY 2021
Quantity of cases filed (or estimated):		233	1200	1400
Quantity of cases under management (or estimated):		135	175	220

The Foreign Investments Risk Review Modernization Act of 2018 (FIRRMA) will be implemented on February 13, 2020. The Administration's commitment to invest in CFIUS, a critical player in determining potential national security risks arising from foreign acquisitions of U.S. businesses. Specifically, the increase continues FY 2019's efforts to right-size the CFIUS program and expand its capabilities to support actual and projected caseload increases.

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Non-Notified Transactions, Declarations and Real Estate

		Actual	Estimate	Estimate
Measure/Description		FY 2019	FY 2020	FY 2021
Quantity of non-notified transactions monitored:		136	150	150
Quantity of Declarations filed:		121	135	150

The increased number of covered transactions notified to CFIUS and the complexity of these cases compared with the modest increase in the number of people assigned to reviewing them have, according to member agency officials, taxed the staff of CFIUS member agencies. Member agency officials and external experts have expressed particular concern that CFIUS member agencies were limited in their ability to complete core functions, such as identifying non-notified transactions and monitoring mitigation measures. At the same time, congressional bills have been introduced proposing changes to FINSA that could increase the committee's workload. Officials from Treasury and other member agencies are aware of pressures on their CFIUS staff given the current workload and have expressed concerns about possible workload increases.

B. Under Secretary of Defense, Comptroller (OUSD(C))/ Chief Financial Officer:

The OUSD(C) is the PSA and advisor to the SECDEF and DEPSECDEF for all DoD financial matters. This office oversees and sets policy for budget and fiscal matters, including financial management, accounting policy and systems, management control systems, budget formulation, execution, and contract audit administration. Performance Evaluation Metrics have been developed for the major programs under OUSD(C): Comptroller Initiatives,

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Resource Management Systems (RMS), and Defense Resource Management Institute. These programs account for 98% of Comptroller's total Operation and Maintenance budget in FY 2021.

Major Program Title- Comptroller Initiatives

		Actual	Estimate	Estimate
Measure/Description		FY 2019	FY 2020	FY 2021
Financial Improvement and Audit Readiness				
Metric #1: Percentage of notifications of findings and recommendations conditions closed in support of a clean audit opinion for the Department.		10%	20%	30%
Metric #2: Percentage of components completed and established Go-Forward Asset Valuation.		60%	80%	100%
Metric #3: Percentage of universes of transactions provided to the Defense Repository of Common Enterprise Data (DRCED) tool for the Fourth Estate.		99%	100%	100%
Metric #4: Percentage of reconciliations completed at the transaction level between general ledger and feeder systems for the Fourth Estate.		50%	80%	100%
Metric #5: Percentage of service provider audit reports with an Unmodified ("clean") opinion.		75%	75%	75%

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Metric #6: Percentage reduction of unsupported Journal Vouchers (over FY 2017) recorded in the Defense Departmental Reporting System.		62%	90%	95%
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The number of auditor findings closed and material weaknesses downgraded from year to year is the independent benchmark for measuring progress toward achieving a clean audit opinion. Ultimately, the Department will track progress by the number of reporting entities moving from disclaimers of opinion to qualified opinions and from qualified opinions to unmodified opinions.

Additionally, the Department is:

- a. Tracking progress of remediating complex notifications of findings and recommendations at major milestones;
- b. Assessing the quality of Corrective Action Plan (CAP) preparation and implementation by comparing those internally-validated as closed to those closed by the auditors;
- c. Identifying areas where auditors are able to rely on internal controls and moving validated CAPs into sustainment;
- d. Expanding SSAE No. 18 examinations and increasing reliance on System and Organization Controls reporting over service providers; and
- e. Increasing reliance on Advana, DoD's platform for advanced analytics, for audit sampling and supporting transaction details.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Major Program Title- Comptroller Initiatives

		Actual	Estimate	Estimate
Measure/Description		FY 2019	FY 2020	FY 2021
Metric: Sustain a professional, certified financial management workforce		98%	95%	95%

A key initiative in FY 2019 was the continued maturation of the DoD FM Certification Program (DFMCP), which increases the technical FM and leadership competence of individual FM members (civilian and military), enabling support to the Department's FY 2018 National Defense Strategy (NDS) line of effort one (Rebuild military readiness as we build a more lethal Joint Force), and line of effort three (Reform the Department's business practices for greater performance and affordability). .

The Office of the Under Secretary of Defense (Comptroller) (OUSD(C)) manages the effort to sustain the percentage of FM members in good standing at or above the goal of 95%. Sustainment training of FM certified members will be measured continually by random audits of continuing education and training (CETs) throughout FY 2020 and FY 2021. The net effect of these plans is to sustain the percentage of FM members in good standing at or above the goal of 95%. Goals for FY2020 and FY 2021 are stated in the table above as set forth in the department's Annual Performance Plan.

The DoD FM workforce is comprised of approximately 54K civilian and military personnel of various FM disciplines. DoD continued its record of steady progress in achieving the

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

strategic objective of sustaining a well-trained workforce that possesses the requisite FM knowledge, skills, and abilities to perform effectively in all FM career series. The Department has many FM workforce programs, projects, and initiatives to further develop and sustain a well-trained FM workforce that can effectively meet the Department's strategic objectives. OUSD(C) has developed 81 web based training courses to meet the requirements of the program, with over 727,000 instances of course completions. Additionally, over 13,000 courses have been aligned to the program. These courses not only provide an avenue for FM workforce members to complete initial certification, but to work towards their continuing education and training requirements to remain in good standing.

Major Program Title- Resource Management System

		Actual	Estimate	Estimate
Measure/Description		FY 2019	FY 2020	FY 2021
Metric #1: Number of Agencies utilizing the Exhibition Automation System (EAS) tool		34	34	34
Metric #2: Man-Hours saved using the EAS tool		17%	17%	17%
Metric #3: Number of Exhibits Automated		23	23	23

The OUSD(C) maintains the OUSD(C) Resource Management System (RMS), a Family of Systems that deliver the capability to manage and support DoD Planning, Programming,

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Budgeting, and Execution activities.

a) Performance Criteria and Evaluation Summary:

In FY 2019, OUSD(C) automated and configured new Defense Working Capital Funds (DWCF) exhibits to produce the three DWCF Justification Books. OUSD(C) utilized the new DWCF exhibits to quickly compile and submit books to Congress. OUSD(C) also built additional rate spreadsheets into EAS to enable analysts to create deliverables that are required to be submitted for publication. Based on emerging congressional requirements a new SAG structure was created for the Special Operations Command (SOCOM) to allow analysts to complete their required budget exhibits. A new Summary by Funding grid was added to the system in order to comply with a requirement to break out OCO Exhibit data by various categories. Logic was added to the system to alert users when they attempt to submit budget data for review that is either out-of-balance or inconsistent with other exhibits. The automated alert serves to minimize budget data inconsistencies and further communicate to users that data balancing is required.

In FY 2020, additional exhibits, reports required by Congress, and quality assurance measures will continue to be introduced and enhanced to streamline the budget build process and reduce data reentry errors. These measures will improve the efficiency and accuracy of building Justification material and books. In FY 2020 EAS will be undergoing a major upgrade effort to revamp the application using the latest technologies as well as streamline and create a more friendly user interface. The upgrade will allow OUSDC and the administrative support team to quickly respond to emerging congressional and OUSDC requirements, general user requests, and requested modifications. The Defense Health

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Program (DHP) appropriation will have an additional focus this fiscal year. Potential future enhancements for DHP include data loads from source documents and systems, and additional base and OCO exhibit automation.

In FY 2021, additional exhibits, reports required by Congress, and quality assurance measures will continue to be introduced and enhanced to streamline the budget build process and reduce data reentry errors. These measures will improve the efficiency and accuracy of building Justification material and books.

Major Program Title- Defense Resource Management Institute

Measure/Description		Actual	Estimate	Estimate
Participant knowledge		FY 2019	FY 2020	FY2021
Metric #1: Number of 4 or 5 responses (1-5 scale; 5 is best) from U.S. participants on whether the course increased resources management knowledge / was useful on end-of- course		97.5%	90%	92%
Metric #2: Average monthly score above 3.5 on all FM Online courses		100%	90%	92%

The Defense Resources Management Institute (DRMI) exists to provide courses and instruction that enhance the effective allocation and use of resources in modern defense organizations. We focus on developing participants' (students') understanding and appreciation of the concepts, techniques, and analytical decision-making skills needed to

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

make better resource decisions. DRMI teaches U.S. military and civilians (O-3 and above and GS-9 and above or equivalent), and international officials of similar rank. As an organization, we evaluate our effectiveness based on educational outcomes of our students, our relevance to defense and security, and our academic quality.

C. Under Secretary of Defense for Intelligence and Security OUSD(I&S):

The USD(I&S) is the PSA and advisor to the SECDEF and DEPSECDEF on Defense intelligence, counterintelligence, security, sensitive activities to include cover, military deception, operations security, and other intelligence-related matters. The OUSD(I&S) exercises planning, policy, and strategic oversight over all DoD intelligence assets. The following evaluation metrics are samples from the OUSD(I&S) programs.

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Major Program Title: Intelligence Mission

Measure Description	Actual	Estimate	Estimate
Human Intelligence (HUMINT) and Sensitive Activities	FY 2019	FY 2020	FY 2021
Clandestine Quarterly Reports	4	4	4
HUMINT Oversight Assessments	3	3	3
HUMINT Operations Reviews/Coordination	25	25	25
HUMINT Defense Attaché Program Reviews /Coordination	35	35	35
HUMINT Advance Skills Training Programs Oversight/Coordination	4	4	4

Per DoD Directive 5143.01, USD(I&S) is responsible for establishing policy and providing oversight of the Defense Cover Program and the Defense Human Intelligence (HUMINT) Enterprise. The HUMINT and Sensitive Activities (H&SA) directorate is responsible for these activities.

Additionally, a classified annex to the Annual Defense Appropriations Act directs DoD to provide quarterly reports on certain clandestine activities conducted by the department. The H&SA compiles and reviews inputs from the DoD components and distributes the quarterly report to six Congressional committees and senior Executive Branch officials. Electronic records management and dissemination of the quarterly reports is required to meet stringent information security measures. The directorate also coordinates OSD-level approvals to conduct certain compartmented activities,

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

conducts periodic reviews of these activities, and prepares/coordinates reports to the USD(I&S), the SECDEF, and Congressional oversight committees. Further, H&SA provides governance, oversight, coordination, and reporting on other sensitive activities and programs for which metrics are in place and available on classified mediums.

Major Program Title: Intelligence Mission

Measure Description	Actual	Estimate	Estimate
Reform the Department of Defense (DoD) Personnel Security Clearance Process	FY 2019	FY 2020	FY 2021
DoD is moving toward a continuous evaluation model to monitor the riskiest population of cleared personnel.	1,400K Personnel	2,500K Personnel	3,100K Personnel
Oversee the deployment of electronic physical access control systems with IMESA functionality across DoD's 373 domestic installations to continuously vet individuals	20	20	20
DoD Insider Threat Program OSD-level Policy reviews and updates	100%	100%	100%

The DoD will continue to modernize the security clearance investigations process to reduce cost and improve the timeliness of background investigations. The DoD will also continue to deploy electronic physical access control systems with Identity Matching

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Engine for Security Analysis (IMESA) functionality as recommended by the Washington Navy Yard reports and as directed by Congress in the FY 2016 NDAA. The Counterintelligence, Law Enforcement & Security (C,LE&S) directorate's insider threat program staff also manage and oversee the DoD Insider Threat Program and make resource recommendations to the SECDEF pursuant to national and DoD requirements in support of insider threat activities. The threat can include damage to the U.S. through espionage, terrorism, unauthorized disclosure of national security information, or through the loss or degradation of departmental resources or capabilities. To deter and prevent such threats, the DoD insider threat program will gather, integrate, review, assess, and respond to information derived from multiple data feeds.

Measure Description	Actual	Estimate	Estimate
DoD Cover Program Oversight	FY 2019	FY 2020	FY 2021
Cover Oversight Reviews	8	4	8
Cover Plan/Annex Reviews	80	85	85
Cover Executive Councils	1	2	2

Quarterly, the Counterintelligence and Law Enforcement (C&LE) directorate conducts scheduled strategic Cover Oversight Reviews of one to two Defense Cover Program Components, assessing compliance with policy and law and program effectiveness.

C&LE also reviews DoD Component Cover Plans and Annexes for policy compliance per DoD Instruction S-5105.63, facilitates the bi-annual Cover Executive Council and Senior

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Review Forums, and assesses, analyzes, and documents trends of all Serious Incident Reports for the Defense Cover Program.

Major Program Title: Intelligence Mission

Measure Description	Actual	Estimate	Estimate
Commonwealth & Partner Engagement Policies, Strategies and Oversight	FY 2019	FY 2020	FY 2021
Provide the USD(I&S) with strategic recommendations for foreign partner engagements and provide guidance to the Defense Intelligence Components on foreign partnerships.	100%	100%	100%
Orchestrate drafting and approval of Defense Intelligence Enterprise (DIE) Action Plans on select priority issues from the foreign partner engagement strategy.	2 Plans	2 Plans	2 Plans
Monitor Defense intelligence components' progress on implementing the foreign partner engagement strategy by providing oversight to DIE Action Plans and select priority issues from the strategy through the Defense Intelligence Partner Engagement Synchronization Board.	100%	100%	100%
Manage Defense Intelligence Strategic Dialogues (DISDs) and other bilateral senior-level committees with select foreign partners.	3 Events	3 Events	3 Events

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Manage and support foreign delegation visits to the USD(I&S) and trips overseas by providing the USD(I&S) with preparatory material, talking points, and foreign partner coordination support	100%	100%	100%
Provide military intelligence foreign disclosure policy guidance and support to the OSD, USD(I&S), the DIE, and other IC Agencies, as required	100%	100%	100%
Manage the operations of the Military Intelligence Disclosure Policy Committee (MIDPC), conducting Principals' meetings, and coordinating the Members' responses to actions brought before the committee in accordance with National Disclosure Policy (NDP-1).	6 meetings	6 meetings	6 meetings
Continue to advance standardized training and certification of DoD Foreign Disclosure Officers through updates to the on-line introductory course and support to DIA's FDO Training & Certification Board of Governors.	Roll-out updated v4.0 in STEPP & AGILE	Roll-out v5.0 of the on-line course in STEPP and AGILE	

The Commonwealth & Partner Engagement (C&PE) Directorate implements the National Defense Strategy (NDS) priority to strengthen alliances and attract new partners. DoD Directive 5143.01 (the USD(I&S) Charter) gives the USD(I&S) the responsibility to oversee, advance, and synchronize the DIE foreign intelligence relationships and establish foreign Defense Intelligence relationships directly. All C&PE's Partner Engagement (PE)

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

activities execute the USD(I&S)'s Charter responsibilities and the NDS. C&PE oversees, advances, and synchronizes the DIE's foreign intelligence relationships by setting DIE-wide PE priorities in the USD(I&S) PE Strategy and promulgating consistent DIE PE actions and messaging through the interagency Defense Intelligence PE Synchronization Board and DIE Action Plans. C&PE arranges forums and meetings that enable the USD(I&S) to establish and foster relationships with foreign counterparts. These forums include: DISDs, Key Leader Engagements, and the Defense Intelligence Seniors Conference of the Commonwealth and the United States. DoD Directive 5143.01 also gives USD(I&S) the responsibility to establish and oversee the implementation of Defense Intelligence policy, guidance, and strategy for intelligence information sharing and facilitate information sharing activities. C&PE implements these responsibilities by managing the MIDPC and providing military intelligence foreign disclosure policy guidance across the Department.

Major Program Title: Intelligence Mission

Measure Description	Actual	Estimate	Estimate
Intelligence Analysis Policies, Strategies and Oversight	FY 2019	FY 2020	FY 2021
Develop, draft, coordinate, and finalize DoD Directive on Publicly Available Information (PAI) to increase efficiencies, reinforce intelligence oversight regulations, and provide guidance on using PAI.	100%	N/A	N/A
Conduct analytic Oversight Program site visits of selected Defense Intelligence components to evaluate the implementation of analysis policies	4 visits	4 visits	4 visits

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Support the OUSD(I&S) senior designated chairperson of the Department's Defense Document and Media Exploitation (DOMEX) Council to strengthen the DoD DOMEX capability, including updating the DoD Directive. Incorporate DIA's FY18 DOMEX strategic plan into ongoing DOMEX improvement activities.	60%	100%	100%
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The Defense Analysis (DA) Team under DDI Warfighter Support leads the Defense Intelligence Enterprise in policy development and oversight of defense analysis to enable policymakers to make informed and accurate decisions. The DA team is responsible for evaluating current policies and developing new policies and procedures to structure and guide DoD intelligence analysis in meeting DoD policy, planning, operations, and acquisition requirements and enhancing analytic capabilities. The DA team also provides oversight and guidance on crucial areas such as defense warning, analysis, tools, training, education, and certification.

Major Program Title: Defense Military Deception (MILDEC) Program Office

Measure Description	Actual	Estimate	Estimate
Policy Oversight (DoD Military Deception)	FY 2019	FY 2020	FY 2021
OSD-level Policy Reviews and Updates	100%	100%	100%
Review Ongoing Operational MILDEC Activities	100%	100%	100%
MILDEC Plan Reviews	100%	100%	100%

In accordance with DoD Instruction S-3604.01, the H&SA directorate establishes OSD-level policy, provides oversight, and oversees the Defense MILDEC Program. H&SA

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

reviews and de-conflicts all proposed combatant command MILDEC activities developed as supporting plans to Joint Strategic Capability Plan-directed contingency and operational plans submitted for review using the Adaptive Planning and Execution Process. H&SA is responsible to review operational MILDEC activities conducted in support of ongoing combatant command operations. H&SA conducts quarterly oversight reviews of ongoing MILDEC operations in collaboration with the Joint Staff and the Office of the Undersecretary for Policy to assess policy compliance and to ensure senior leader awareness. H&SA reports MILDEC program compliance to the USD(I&S), Secretary of Defense, and Congressional oversight committees. Actual numbers are available on classified mediums.

Major Program Title: Defense Operations Security Initiative

Measure Description	Actual	Estimate	Estimate
Policy Oversight (DoD Operations Security)	FY 2019	FY 2020	FY 2021
Complete bi-annual reviews of DoD component Operations Security (OPSEC) programs	N/A	100%	N/A
Review existing Department-level OPSEC policy documents and either revise, cancel, or extend the issuance	100%	100%	100%
OPSEC Oversight Reviews	7	4	4
OPSEC Oversight Forums	6	6	6

In accordance with DoDD 5205.02E, the Defense Operations Security Initiative (DOSI) program lead provides oversight of the Defense OPSEC program. The OUSD(I&S) staff ensure the operational effectiveness of component programs, and DoD OPSEC program staff oversees component programs and assists as required. Additionally, OUSD(I&S)

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

staff support the roles and responsibilities of the oversight council. The oversight council revises and develops DoD OPSEC program standards and assessment criteria to meet the implementation needs for DoD OPSEC programs. These criteria examine education and training requirements; research, development, test and evaluation activities; OPSEC support elements; component visits; annual reporting; and program effectiveness; and are used to explore development of the Defense-wide OPSEC awards program.

D. Department of Defense, Chief Information Officer (DoD(CIO)):

The DoD CIO is the principal staff assistant and advisor to the SECDEF and the DEPSECDEF for information technology (IT), including national security systems, and information resources management (IRM) matters. The DoD CIO shall be responsible for all matters relating to the DoD information enterprise, including communications, spectrum management, network operations, information systems, cybersecurity, positioning, navigation, and timing (PNT) policy, cloud computing, artificial intelligence, and the DoD information enterprise that supports DoD command and control (C2).

Major Program Title: Defense Industrial Base Cybersecurity Activities

Measure/Description	Estimate	Estimate	Estimate
Expand and refine DIB CS activities, both mandatory and voluntary, to better protect DoD unclassified information residing on or transitioning DIB information networks or systems.	FY 2019	FY 2020	FY 2021

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Metric #1: Encourage defense contractors to join the voluntary DIB Cybersecurity Program (# of new participants)	90	150	150
METRIC #3.a.: Number of companies participating in DIB CS Pilot Program with non-cleared defense contractors.	22	50	75
METRIC #3.b.: Products (cybersecurity threat indicators) shared with participants in the DIB CS Pilot Program with non-cleared defense contractors.	8	25	52
METRIC #4: Provide expertise in support of the implementation of the Defense Federal Acquisition Regulation Supplement (DFARS) clause 252.204-7012 in defense contracts. (# of engagements with industry and government).	35	40	45
Metric #5: Through the DoD Cyber Crime Center, continue to develop meaningful cyber threat information products to share with DIB CS participants.	1750	2500	2500

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Major Program Title: Cybersecurity

Measure/Description	Estimate	Estimate	Estimate
Improve Cybersecurity. Improve adoption of security practices, and reduce exposure to vulnerabilities and threats to the operating environment by limiting access to only authorized users and implementing technologies and processes that reduce risk from malicious activity.	FY 2019	FY 2020	FY 2021
Metric #1: Ensure every privileged user logs on via Public Key Infrastructure (PKI) or authorized alternative on NIPRNet.	95%	99%	99%
Metric #2: Move all internet-facing servers to approved Demilitarized Zones (DMZs) on NIPRNet	99%	99%	99%
Metric #3: Upgrade Entire inventory of Windows workstations to Windows 10 Secure Host Baseline NIPRNet.	99%	97%	99%

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

E. Under Secretary of Defense (Personnel and Readiness) (OUSD (P&R)):

The OUSD(P&R) is the PSA and advisor to the SECDEF and DEPSECDEF for all matters concerning personnel and readiness. The OUSD (P&R) funds the operation and support of programs like DRRS, Defense Safety Oversight Council, and others.

	Estimate	Estimate	Estimate
Measure/Description	FY 2019	FY 2020	FY 2021
Metric #1: Number and rates of military fatalities and injuries, civilian lost time injuries and occupational illness, and aviation class A mishaps.	51% fatality reduction from FY 2002 baseline	Continuous improvement	Continuous improvement

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. <u>Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Change FY 2019/ FY 2020</u>	<u>Change FY 2020/ FY 2021</u>
<u>Active Military End Strength (E/S) (Total)</u>	<u>318</u>	<u>361</u>	<u>320</u>	<u>43</u>	<u>-41</u>
Officer	299	344	303	45	-41
Enlisted	19	17	17	-2	0
<u>Reserve Drill Strength (E/S) (Total)</u>	<u>72</u>	<u>128</u>	<u>128</u>	<u>56</u>	<u>0</u>
Officer	53	109	109	56	0
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (E/S)</u>	<u>39</u>	<u>42</u>	<u>41</u>	<u>3</u>	<u>-1</u>
Officer	35	38	37	3	-1
Enlisted	4	4	4	0	0
<u>Civilian End Strength (Total)</u>	<u>1,641</u>	<u>1,893</u>	<u>1,895</u>	<u>252</u>	<u>2</u>
U.S. Direct Hire	1,641	1,893	1,895	252	2
Total Direct Hire	1,641	1,893	1,895	252	2
<u>Active Military Average Strength (A/S) (Total)</u>	<u>318</u>	<u>361</u>	<u>320</u>	<u>43</u>	<u>-41</u>
Officer	299	344	303	45	-41
Enlisted	19	17	17	-2	0
<u>Reserve Drill Strength (A/S) (Total)</u>	<u>72</u>	<u>128</u>	<u>128</u>	<u>56</u>	<u>0</u>
Officer	53	109	109	56	0
Enlisted	19	19	19	0	0
<u>Reservists on Full Time Active Duty (A/S) (Total)</u>	<u>39</u>	<u>42</u>	<u>41</u>	<u>3</u>	<u>-1</u>
Officer	35	38	37	3	-1
Enlisted	4	4	4	0	0
<u>Civilian FTEs (Total)</u>	<u>1,641</u>	<u>1,893</u>	<u>1,895</u>	<u>252</u>	<u>2</u>
U.S. Direct Hire	1,641	1,893	1,895	252	2

Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

<u>V. Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Change FY 2019/ FY 2020</u>	<u>Change FY 2020/ FY 2021</u>
Total Direct Hire	1,641	1,893	1,895	252	2
Average Annual Civilian Salary (\$ in thousands)	207.1	204.5	218.1	-2.6	13.6
<u>Contractor FTEs (Total)</u>	<u>1,998</u>	<u>1,972</u>	<u>0</u>	<u>-26</u>	<u>-1,972</u>

FY 2020 - FY 2021 MILITARY: Reductions are due to strategic efficiency reductions in management headquarters.

FY 2020 - FY 2021 CIVILIAN: End Strength and FTEs are reduced due to continuous efforts to reduce the size of the headquarters staff by more efficiently managing human resources, finance, health services, travel and supplies. In support of the DoD reform agenda and Major Headquarters Activities reductions, OSD has reduced 7 FTEs and associated resources.

FY 2020 - FY 2021 CIVILIAN: End Strength and FTEs are increased by 2 due to a reduction of 15 FTEs and an increase of 17 FTEs. The following changes are detailed in the OP-5 Part III:

- MHA Reductions: -7
- DWR Reductions: -7
- Transfer Out: -1
- DWR Increases (via In-Sourcing): +6
- Transfer In: +3
- Program Increase: +8

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

The increase in the Average Annual Civilian Salary Cost reflects the proper pricing of the OSD civilian personnel program that recalculates the AAR based on actual execution and accounts for the under budgeted AAR in FY 2020, portion of the Pay Raise that is above the national average, step increases and increased Federal Employee Retirement System (FERS) contributions.

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

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

		Change			Change		
<u>OP 32 Line</u>	<u>FY 2019</u>	<u>FY 2019/FY 2020</u>		<u>FY 2020</u>	<u>FY 2020/FY 2021</u>		<u>FY 2021</u>
	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
101 Exec, Gen'l & Spec Scheds	338,587	9,413	36,866	384,866	5,927	21,479	412,272
107 Voluntary Sep Incentives	1,317	37	976	2,330	36	-1,312	1,054
121 PCS Benefits	2	0	-2	0	0	0	0
199 Total Civ Compensation	339,906	9,450	37,840	387,196	5,963	20,167	413,326
308 Travel of Persons	20,296	406	-2,218	18,484	370	3,484	22,338
399 Total Travel	20,296	406	-2,218	18,484	370	3,484	22,338
671 DISA DISN Subscription Services (DSS)	41,784	-3,606	-35,219	2,959	142	115	3,216
672 PRMRF Purchases	0	0	2,038	2,038	0	199	2,237
677 DISA Telecomm Svcs - Reimbursable	1	0	-1	0	0	0	0
696 DFAS Financial Operation (Other Defense Agencies)	33,339	70	-33,048	361	97	-139	319
699 Total DWCF Purchases	75,124	-3,536	-66,230	5,358	239	175	5,772
771 Commercial Transport	1,352	27	-1,368	11	0	0	11
799 Total Transportation	1,352	27	-1,368	11	0	0	11
912 Rental Payments to GSA (SLUC)	539	11	2,756	3,306	66	-2,070	1,302
913 Purchased Utilities (Non-Fund)	127	2	115	244	5	23	272
914 Purchased Communications (Non-Fund)	661	13	787	1,461	29	513	2,003
915 Rents (Non-GSA)	1,410	28	288,017	289,455	5,789	-9,318	285,926
920 Supplies & Materials (Non-Fund)	3,468	69	1,758	5,295	106	965	6,366
921 Printing & Reproduction	201	4	-200	5	0	14	19
922 Equipment Maintenance By Contract	8,670	173	-423	8,420	168	28	8,616
923 Facilities Sust, Rest, & Mod by Contract	78,024	1,560	-79,476	108	2	23	133
925 Equipment Purchases (Non-Fund)	2,510	50	4,938	7,498	150	-677	6,971
932 Mgt Prof Support Svcs	344,718	6,894	3,545	355,157	7,103	11,201	373,461
933 Studies, Analysis & Eval	96,823	1,937	26,569	125,329	2,507	-38,211	89,625
934 Engineering & Tech Svcs	129,522	2,590	15,251	147,363	2,947	-33,713	116,597

**Office of the Secretary of Defense
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates**

		Change			Change		
	FY 2019	FY 2019/FY 2020		FY 2020	FY 2020/FY 2021		FY 2021
<u>OP 32 Line</u>	<u>Actuals</u>	<u>Price</u>	<u>Program</u>	<u>Enacted</u>	<u>Price</u>	<u>Program</u>	<u>Estimate</u>
936 Training and Leadership Development (Other Contracts)	0	0	0	0	0	399	399
937 Locally Purchased Fuel (Non-Fund)	187	-1	-186	0	0	200	200
951 Other Costs (Special Personal Svc Pay)	21,405	0	-1,685	19,720	0	1,045	20,765
957 Other Costs (Land and Structures)	6,558	131	87,311	94,000	1,880	-26,880	69,000
960 Other Costs (Interest and Dividends)	210	4	-214	0	0	0	0
985 Research & Development, Contracts	4,065	0	-1,565	2,500	0	-2	2,498
986 Medical Care Contracts	8,850	345	-9,195	0	0	0	0
987 Other Intra-Govt Purch	372,691	7,454	-215,737	164,408	3,288	-47,176	120,520
988 Grants	44,000	880	3,701	48,581	972	-45,068	4,485
989 Other Services	40,853	817	-13,639	28,031	561	-10,157	18,435
990 IT Contract Support Services	20,771	415	6,491	27,677	554	-5,195	23,036
999 Total Other Purchases	1,186,263	23,376	118,919	1,328,558	26,127	-204,056	1,150,629
Total	1,622,941	29,723	86,943	1,739,607	32,699	-180,230	1,592,076

* The FY 2019 Actual column includes \$17,769.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).

* The FY 2020 Enacted column excludes \$16,666.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).

* The FY 2021 Estimate column excludes \$16,984.0 thousand of FY 2021 OCO Appropriations Funding.

* The FY 2019 OCO Actual from the footnote above does not match the data in the OSD budget database due to a disconnect discovered after budget database had locked; the footnote reflects the correct FY 2019 Actual OCO Appropriation Funding.