OFFICE OF THE SECRETARY OF DEFENSE

Fiscal Year (FY) 2021 Budget Estimates

February 2020
Volume 1
Part 1 of 2
Justification for FY 2021
Operation and Maintenance, Defense-Wide

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Office of the Secretary of Defense
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Preparation of the Defense-Wide budget, excluding revolving funds, cost the Department of Defense a total of approximately $1,220,000 in FY 2020.

Operation and Maintenance, Defense-Wide Baseline

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$ in thousands	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
O&M,D-W	43,384,307	841,948	-6,380,182	37,846,073	559,262	243,744	38,649,079

The FY 2019 Actual column includes $7,750 million of FY 2019 Overseas Contingency Operations (OCO) funding. The FY 2020 Enacted and FY 2021 Budget columns excludes $8,053 million and $6,022 million, respectively, of OCO.

The Operation and Maintenance, Defense-Wide funding request supports critical Department-wide functions that support the National Defense Strategy for the Secretary, Military Departments, and warfighters. The funding pays for common information services and system sustainment, contract administration and audits, family support programs, and administrative functions for the Military Departments. This funding supports the activities of the Special Operations Command (SOCOM), numerous Combat Support Agencies, policy and oversight Agencies, and three Intelligence Agencies.

Budget/Program Highlights

Overview   Changes between FY 2020 and FY 2021 include (dollars in millions)

37,261	FY 2020 column of the FY 2020 Budget Request
37,846	Adjusted FY 2020
-1,172	Net program changes in Defense Agencies (unclassified)
+391	Net pricing changes in Defense Agencies (unclassified)
+1,584	Price and program growth in classified programs
38,649	FY 2021 President's Budget Request

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Classified Programs Major Changes:
Changes in classified programs may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

Defense Agency Programs FY 2021 Highlights:
Highlights of Defense Agency FY 2020 funding include program changes of:

- -$861.103 million (OM,DW): Decrease reflects the impact of the Defense-Wide Review.

- -$315.000 million (OEA): Decrease reflects a Congressional add in FY 2020 for the Public Schools on Military Installations Program which is not included in the FY 2021 Request.

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Summary by Agency ($ in thousands)

OP-32A	FY 2019	Price	Program	FY 2020	Price	Program	FY 2021
CMP	223,706	4,474	36,080	264,260	5,285	-121,552	147,993
DAU	180,721	4,476	-5,821	179,376	3,066	-19,479	162,963
DCAA	616,893	16,281	-5,728	627,446	11,398	-30,727	608,117
DCMA	1,418,813	35,625	-19,067	1,435,371	24,695	-66,853	1,393,213
DHRA	882,852	7,229	60,531	950,612	18,760	-148,614	820,758
DISA	2,180,704	43,250	373,899	2,597,853	51,720	-183,744	2,465,829
DLA	361,425	7,307	59,452	428,184	7,809	-53,909	382,084
DLSA	154,269	3,347	-124,632	32,984	545	4,108	37,637
DMA	230,506	5,077	-33,801	201,782	4,085	-8,870	196,997
DoDDE	2,923,899	82,094	-76,867	2,929,126	54,929	-42,626	2,941,429
DPAA	154,921	3,432	9,826	168,179	3,190	-42,144	129,225
DSCA	1,993,492	40,284	-1,394,166	639,610	13,419	-54,470	598,559
DCSA	765,460	16,270	118,297	900,027	17,207	41,351	958,585
DTIC	0	0	1,985	1,985	40	-2,025	0
DTRA	847,366	12,935	-281,647	578,654	11,444	26,317	616,415
DTSA	35,334	885	-1,461	34,758	738	2,936	38,432
MDA	471,048	9,339	60,939	541,326	10,729	-46,197	505,858
OEA	132,335	2,689	314,601	449,625	8,964	-418,317	40,272
OSD	1,622,941	29,723	86,943	1,739,607	32,699	-180,230	1,592,076
SDA	0	0	30,343	30,343	584	17,239	48,166
SOCOM	9,503,604	258,048	-3,815,730	5,945,922	119,437	114,821	6,180,180
TJS	1,114,541	36,847	-59,358	1,092,030	-12,943	16,164	1,095,251
WHS	437,744	7,580	-132,893	312,431	3,678	24,182	340,291
Other	17,131,733	214,756	-1,581,907	15,764,582	167,784	1,416,383	17,348,749
Total	**43,384,307**	**841,948**	**-6,380,182**	**37,846,073**	**559,262**	**243,744**	**38,649,079**

*The FY 2019 Actual column includes $7,750 million of FY 2019 Overseas Contingency Operations (OCO) appropriations funding.
*The FY 2020 Estimate column excludes $8,053 million in FY 2020 OCO.
*The FY 2021 Request column excludes $6,022 million in FY 2021 OCO.

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0100D Operation and Maintenance, Defense-Wide	(Dollars in Thousands)		
	FY 2019	**FY 2020**	**FY 2021**
Budget Activity 01: Operating Forces			
0100D 010 1PL1 Joint Chiefs of Staff	453,708	389,528	439,111
0100D 020 8PL1 Joint Chiefs of Staff – CE2T2	566,502	578,128	535,728
0100D 030 8PL2 Joint Chiefs of Staff – CYBER		24,573	24,728
0100D 110 1PL2 Special Operations Command/Operating Forces	9,049,892		
0100D 040 1PL6 Special Operations Command Combat Activities		1,058,349	1,069,971
0100D 050 1PLS Special Operations Command Cyberspace		14,313	9,800
0100D 060 1PLU Special Operations Command Intelligence		496,278	561,907
0100D 070 1PL7 Special Operations Command Maintenance		541,700	685,097
0100D 080 1PLM Special Operations Command Management/ Operational HQ		177,532	158,971
0100D 090 1PLV Special Operations Command Operational Support		915,856	1,062,748
0100D 100 1PLR Special Operations Command Theater Forces		2,708,092	2,598,385
Total, BA 01: Operating Forces	**10,070,102**	**6,904,349**	**7,146,446**
Budget Activity 03: Training and Recruiting			
0100D 120 3EV2 Defense Acquisition University	180,721	179,376	162,963
0100D 130 3PL1 Joint Chiefs of Staff	94,331	99,801	95,684
0100D 140 3EV8 Professional Development Education		33,802	33,301
0100D 150 3EV7 Special Operations Command/Training and Recruiting	362,579		
Total, BA 03: Training and Recruiting	**637,631**	**312,979**	**291,948**
Budget Activity 04: Administration and Servicewide Activities			
0100D 160 4GT3 Civil Military Programs	223,706	264,260	147,993
0100D 180 4GT6 Defense Contract Audit Agency	616,893	624,084	604,835
0100D 190 4GDC Defense Contract Audit Agency - CYBER			3,282
0100D 200 4GT8 Defense Contract Audit Agency - CYBER		3,362	
0100D 210 4GTO Defense Contract Management Agency	1,418,813	1,410,980	1,370,681
0100D 220 4GTP Defense Contract Management Agency - CYBER		24,391	22,532

			(Dollars in Thousands)		
0100D Operation and Maintenance, Defense-Wide			**FY 2019**	**FY 2020**	**FY 2021**
0100D	230 4GTE	Defense Counterintelligence & Security Agency	765,460	887,807	949,008
0100D	250 4GTG	Defense Counterintelligence & Security Agency - CYBER		12,220	9,577
0100D	260 4GT8	Defense Human Resources Activity	882,852	950,612	799,952
0100D	270 4GSE	Defense Human Resources Activity - CYBER			20,806
0100D	280 4GT9	Defense Information Systems Agency	2,180,704	1,961,493	1,883,190
0100D	290 4GU9	Defense Information Systems Agency - CYBER		636,360	582,639
0100D	330 4GTA	Defense Legal Services Agency	154,269	32,984	37,637
0100D	340 4GTB	Defense Logistics Agency	361,425	428,184	382,084
0100D	350 ES18	Defense Media Activity	230,506	201,782	196,997
0100D	360 4GTC	Defense Personnel Accounting Agency	154,921	168,179	129,225
0100D	370 4GTD	Defense Security Cooperation Agency	1,993,492	639,610	598,559
0100D	390 4GTK	Defense Technical Information Center		1,985	
0100D	400 4GTH	Defense Technology Security Administration	35,334	34,758	38,432
0100D	410 4GTI	Defense Threat Reduction Agency	847,366	565,183	591,780
0100D	430 4GTL	Defense Threat Reduction Agency - CYBER		13,471	24,635
0100D	440 4GTJ	Department of Defense Education Activity	2,923,899	2,929,126	2,941,429
0100D	450 011A	Missile Defense Agency	471,048	541,326	505,858
0100D	480 4GTM	Office of Economic Adjustment	132,335	449,625	40,272
0100D	490 4GTN	Office of the Secretary of Defense	1,622,941	1,671,579	1,540,446
0100D	500 4GTC	Office of the Secretary of Defense - CYBER		68,028	51,630
0100D	510 ES14	Space Development Agency		30,343	48,166
0100D	520 4GT1	Special Operations Command/Admin & Svc-Wide Activities	91,133		
0100D	530 4GTQ	Washington Headquarters Services	437,744	312,431	340,291
0100D	999	Classified Programs	17,131,733	15,764,582	17,348,749
Total Operation and Maintenance, Defense-Wide			**32,676,574**	**30,628,745**	**31,210,685**
Total Operation and Maintenance, Defense-Wide			**43,384,307**	**37,846,073**	**38,649,079**

*FY 2019 includes both Base and Overseas Contingency Operations Funding.

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Operation and Maintenance, Defense-Wide (0100)

Object	Object Sub-Class Title	FY 2019 Program Amount	FY 2019 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2019 Program Growth Amount	FY 2020 Program Amount	FY 2020 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2020 Program Growth Amount	FY 2021 Program Amount
	Civ Compensation											
101	Exec, Gen'l & Spec Scheds	5,792,163	2,822	2.77%	160,795	-101,724	5,854,056	0	1.54%	90,152	78,946	6,023,154
103	Wage Board	25,775	0	2.78%	716	1,072	27,563	0	1.54%	424	2,518	30,505
104	FN Direct Hire (FNDH)	9,332	0	2.78%	259	-171	9,420	0	1.54%	145	171	9,736
106	Benefit to Fmr Employees	149	0	2.68%	4	-153	0	0	0.00%	0	0	0
107	Voluntary Sep Incentives	2,178	0	2.80%	61	455	2,694	0	1.52%	41	-981	1,754
110	Unemployment Compensation	0	0	0.00%	0	5,862	5,862	0	1.54%	90	113	6,065
111	Disability Compensation	7,589	0	2.78%	211	575	8,375	0	1.54%	129	1,722	10,226
121	PCS Benefits	12,658	0	2.78%	352	-4,890	8,120	0	1.54%	125	1,776	10,021
199	**Total Civ Compensation**	**5,849,844**	**2,822**		**162,398**	**-98,974**	**5,916,090**	**0**		**91,106**	**84,265**	**6,091,461**
	Travel											
308	Travel of Persons	1,067,814	910	1.99%	21,319	-169,149	920,894	0	2.00%	18,418	-63,245	876,067
399	**Total Travel**	**1,067,814**	**910**		**21,319**	**-169,149**	**920,894**	**0**		**18,418**	**-63,245**	**876,067**
	Supplies & Materials											
401	DLA Energy (Fuel Products)	158,747	0	-0.67%	-1,064	-25,970	131,713	0	-5.07%	-6,676	25,959	150,996
402	Service Fund Fuel	13,746	0	-0.67%	-92	-13,584	70	0	-5.71%	-4	-66	0
411	Army Supply	3,867	0	-0.08%	-3	23,848	27,712	0	4.10%	1,136	1,500	30,348
412	Navy Managed Supply, Matl	1,184	0	2.03%	24	4,333	5,541	0	4.02%	223	-7	5,757
413	Marine Corps Supply	27	0	-7.41%	-2	82	107	0	1.87%	2	-11	98
414	Air Force Consol Sust AG (Supply)	356,453	0	8.05%	28,694	-150,947	234,200	0	9.69%	22,694	-242,002	14,892
416	GSA Supplies & Materials	30,344	0	2.00%	607	-11,377	19,574	0	2.00%	391	573	20,538
417	Local Purch Supplies & Mat	49,654	0	2.00%	993	-5,179	45,468	0	2.00%	909	-260	46,117

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418	Air Force Retail Supply (Gen Support Div)	15,175	0	2.87%	436	56,909	72,520	0	2.57%	1,864	-74,329	55
421	DLA Mat Supply Chain (Cloth & Textiles)	45	0	0.00%	0	0	45	0	0.00%	0	0	45
422	DLA Mat Supply Chain (Medical)	1,152	0	-0.43%	-5	-512	635	0	0.16%	1	0	636
423	DLA Mat Supply Chain (Subsistence)	72	0	0.00%	0	0	72	0	0.00%	0	0	72
424	DLA Mat Supply Chain (Weapon Sys)	3,498	0	0.26%	9	27,778	31,285	0	-0.14%	-44	699	31,940
425	Flying Hour Air Force Consolidated Sustainment (Supply)	0	0	0.00%	0	0	0	0	0.00%	0	215,442	215,442
426	Flying Hour AF Retail Supply Chain (General Support Division)	0	0	0.00%	0	0	0	0	0.00%	0	92,948	92,948
499	**Total Supplies & Materials**	**633,964**	**0**		**29,597**	**-94,619**	**568,942**	**0**		**20,496**	**20,446**	**609,884**
	Equipment Purchases											
502	Army Fund Equipment	9,196	0	-0.09%	-8	-7,718	1,470	0	4.08%	60	325	1,855
503	Navy Fund Equipment	310	0	1.94%	6	2,663	2,979	0	4.03%	120	0	3,099
505	Air Force Fund Equip	0	0	0.00%	0	1,203	1,203	0	0.00%	0	24	1,227
506	DLA Mat Supply Chain (Const & Equip)	12,619	0	-0.48%	-60	-1,843	10,716	0	-0.09%	-10	2,004	12,710
507	GSA Managed Equipment	3,817	0	1.99%	76	121	4,014	0	1.99%	80	7	4,101
599	**Total Equipment Purchases**	**25,942**	**0**		**14**	**-5,574**	**20,382**	**0**		**250**	**2,360**	**22,992**
	DWCF Purchases											
601	Army Industrial Operations	80	0	0.00%	0	2,810	2,890	0	0.00%	0	0	2,890
603	DLA Distribution	4,937	0	0.00%	0	-4,104	833	0	0.00%	0	0	833
610	Navy Air Warfare Center	18,500	0	2.25%	417	-4,916	14,001	0	4.94%	692	-227	14,466
611	Navy Surface Warfare Ctr	28,658	0	1.63%	467	3,333	32,458	0	8.14%	2,642	-73	35,027

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612	Navy Undersea Warfare Ctr	6,249	0	-0.14%	-9	-4,621	1,619	0	9.20%	149	0	1,768
614	Space & Naval Warfare Center	5,748	0	1.77%	102	277	6,127	0	6.25%	383	-228	6,282
623	Navy Transportation (Special Mission Ships)	571	0	30.47%	174	-745	0	0	0.00%	0	0	0
630	Naval Research Laboratory	217	0	7.37%	16	-233	0	0	0.00%	0	0	0
631	Navy Base Support (NFESC)	616	0	12.34%	76	419	1,111	0	1.80%	20	0	1,131
633	DLA Document Services	157	0	0.64%	1	1,598	1,756	0	0.68%	12	-73	1,695
634	NAVFEC (Utilities and Sanitation)	86	0	0.00%	0	5,466	5,552	0	2.02%	112	1,149	6,813
647	DISA Enterprise Computing Centers	18,375	0	-10.00%	-1,837	11,112	27,650	0	1.30%	359	-2,447	25,562
661	Air Force Consolidated Sust AG (Maint)	381	0	3.67%	14	3,914	4,309	0	7.10%	306	-7	4,608
671	DISA DISN Subscription Services (DSS)	194,660	0	-8.63%	-16,799	-127,532	50,329	0	4.80%	2,416	1,426	54,171
672	PRMRF Purchases	221,896	0	0.63%	1,387	30,607	253,890	0	0.00%	0	11,142	265,032
677	DISA Telecomm Svcs - Reimbursable	63,209	0	2.00%	1,262	7,816	72,287	0	0.00%	0	24,377	96,664
678	DISA IT Contracting Services	0	0	0.00%	0	5,657	5,657	0	0.00%	0	288	5,945
679	Cost Reimbursable Purchase	0	0	0.00%	0	39,981	39,981	0	0.00%	0	-1,953	38,028
680	Building Maint Fund Purch	221	0	2.26%	5	16,888	17,114	0	0.00%	0	1,425	18,539
683	Purchases from DWCF Defense Counterintelligence & Security Agency	0	0	0.00%	0	0	0	0	0.00%	0	373,797	373,797
695	DFAS Financial Operations (DLA)	0	0	0.00%	0	4,900	4,900	0	8.10%	397	-397	4,900
696	DFAS Financial Operation (Other Defense Agencies)	79,490	0	0.21%	167	-29,931	49,726	0	26.83%	13,341	-7,605	55,462

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697	Refunds	1	0	0.00%	0	524	525	0	0.00%	0	11	536
699	**Total DWCF Purchases**	**644,052**	**0**		**-14,557**	**-36,780**	**592,715**	**0**		**20,829**	**400,605**	**1,014,149**
	Transportation											
702	AMC SAAM (fund)	345,243	0	17.00%	58,692	-337,782	66,153	0	-5.20%	-3,440	221	62,934
703	JCS Exercises	103,601	0	17.00%	17,612	-11,038	110,175	0	-5.20%	-5,729	-14,981	89,465
705	AMC Channel Cargo	5,222	0	1.99%	104	-5,257	69	0	1.45%	1	1	71
706	AMC Channel Passenger	17	0	0.00%	0	0	17	0	0.00%	0	0	17
708	MSC Chartered Cargo	79,856	0	-10.60%	-8,464	-36,144	35,248	0	-73.00%	-25,731	22,436	31,953
710	MSC Surge Sealift (Full Operating Status)	0	0	0.00%	0	25,360	25,360	0	0.00%	0	1,213	26,573
719	SDDC Cargo Ops-Port hndlg	6,892	0	38.00%	2,619	-2,804	6,707	0	-27.00%	-1,811	1,877	6,773
720	DSC Pounds Delivered	0	0	0.00%	0	2	2	0	0.00%	0	1	3
723	MSC Afloat Prepositioning Air Force	42	0	19.05%	8	-50	0	0	0.00%	0	0	0
771	Commercial Transport	140,665	698	2.00%	2,829	-10,986	133,206	0	2.00%	2,663	-10,095	125,774
799	**Total Transportation**	**681,538**	**698**		**73,400**	**-378,699**	**376,937**	**0**		**-34,047**	**673**	**343,563**
	Other Purchases											
901	Foreign National Indirect Hire (FNIH)	8,875	18	0.00%	0	-230	8,663	0	2.00%	173	-8	8,828
912	Rental Payments to GSA (SLUC)	86,632	0	2.00%	1,733	-9,442	78,923	0	2.00%	1,577	544	81,044
913	Purchased Utilities (Non-Fund)	61,382	459	2.00%	1,237	2,636	65,714	-1	2.00%	1,314	-2,032	64,995
914	Purchased Communications (Non-Fund)	458,002	130	2.00%	9,163	-137,310	329,985	-1	2.00%	6,600	-1,601	334,983
915	Rents (Non-GSA)	136,099	411	2.00%	2,729	253,729	392,968	0	2.00%	7,861	-9,095	391,734
917	Postal Services (U.S.P.S)	3,076	0	1.98%	61	-549	2,588	0	2.01%	52	365	3,005
920	Supplies & Materials (Non-Fund)	798,151	598	2.00%	15,973	-234,119	580,603	2	2.00%	11,612	-148,739	443,478

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921	Printing & Reproduction	16,243	0	1.99%	324	-5,520	11,047	0	2.00%	221	38	11,306
922	Equipment Maintenance By Contract	3,544,271	0	2.00%	70,885	-1,186,038	2,429,118	0	2.00%	48,582	-134,553	2,343,147
923	Facilities Sust, Rest, & Mod by Contract	447,657	3,352	2.00%	9,020	-231,634	228,395	0	2.00%	4,568	19,460	252,423
924	Pharmaceutical Drugs	6,875	0	3.90%	268	-4,319	2,824	0	1.98%	56	0	2,880
925	Equipment Purchases (Non-Fund)	1,080,847	298	2.00%	21,622	-294,840	807,927	-2	2.00%	16,159	-26,567	797,517
926	Other Overseas Purchases	2,245	0	2.00%	45	73	2,363	0	1.99%	47	0	2,410
928	Ship Maintenance By Contract	0	0	0.00%	0	4,724	4,724	0	1.99%	94	0	4,818
929	Aircraft Reworks by Contract	233,504	0	2.00%	4,670	87,465	325,639	0	2.00%	6,513	83,905	416,057
930	Other Depot Maintenance (Non-Fund)	127,659	0	2.00%	2,553	187,261	317,473	0	2.00%	6,349	-28,948	294,874
932	Mgt Prof Support Svcs	1,201,428	0	2.00%	24,029	-166,654	1,058,803	0	2.00%	21,176	-12,693	1,067,286
933	Studies, Analysis & Eval	202,815	0	2.00%	4,052	27,576	234,443	0	2.00%	4,691	-24,389	214,745
934	Engineering & Tech Svcs	361,364	0	1.99%	7,184	29,619	398,167	0	2.00%	7,963	-35,724	370,406
935	Training and Leadership Development	129,152	0	2.00%	2,583	-14,311	117,424	0	2.00%	2,348	5,894	125,666
936	Training and Leadership Development (Other Contracts)	184,468	0	2.00%	3,689	-64,234	123,923	0	2.00%	2,478	186	126,587
937	Locally Purchased Fuel (Non-Fund)	15,342	0	-0.67%	-103	-2,730	12,509	0	2.01%	251	487	13,247
951	Other Costs (Special Personal Svc Pay)	21,817	0	0.00%	0	-2,097	19,720	0	0.00%	0	1,045	20,765
955	Other Costs (Medical Care)	50,759	0	3.90%	1,979	8,390	61,128	0	3.90%	2,384	-1,236	62,276
957	Other Costs (Land and Structures)	44,382	0	2.00%	888	66,338	111,608	0	2.00%	2,232	-30,738	83,102
959	Other Costs (Insurance Claims/Indmnties)	5	0	0.00%	0	-4	1	0	0.00%	0	0	1

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

Operation and Maintenance, Defense-Wide (0100)

		FY 2019 Program Amount	FY 2019 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2019 Program Growth Amount	FY 2020 Program Amount	FY 2020 Foreign Currency Amount	Price Growth Percent	Price Growth Growth	FY 2020 Program Growth Amount	FY 2021 Program Amount
Object	Object Sub-Class Title											
960	Other Costs (Interest and Dividends)	587	0	1.87%	11	-16	582	0	1.89%	11	8	601
964	Other Costs (Subsistence and Support of Persons)	1,240	0	1.94%	24	-753	511	0	1.76%	9	-10	510
984	Equipment Contracts	7,537	0	2.00%	151	10,334	18,022	0	2.00%	360	9,590	27,972
985	Research & Development, Contracts	7,701	0	0.00%	0	-5,201	2,500	0	0.00%	0	-2	2,498
986	Medical Care Contracts	10,693	0	3.89%	416	-10,106	1,003	0	3.89%	39	1	1,043
987	Other Intra-Govt Purch	3,267,803	470	1.82%	59,388	-723,987	2,603,674	0	2.00%	52,074	-431,759	2,223,989
988	Grants	569,786	0	2.00%	11,395	350,445	931,626	0	2.00%	18,632	-639,076	311,182
989	Other Services	3,267,275	3,813	2.00%	65,409	-1,550,104	1,786,393	2	2.00%	35,729	-176,032	1,646,092
990	IT Contract Support Services	952,510	0	2.00%	19,049	-358,276	613,283	0	2.00%	12,266	-36,059	589,490
991	Foreign Currency Variance	8,567	0	2.00%	171	-8,471	267	0	1.87%	5	-5	267
993	Other Services - Scholarships	22,198	0	2.00%	444	-22,642	0	0	0.00%	0	0	0
998	Other Costs (SOCOM Only)	10,473	0	0.00%	0	-9,483	990	0	0.00%	0	0	990
999	**Total Other Purchases**	**17,349,420**	**9,549**			**341,042**	**-4,014,480**	**13,685,531**	**0**	**274,426**	**-1,617,743**	**12,342,214**
	Published Official Position	26,252,574	13,979			613,213	-4,798,275	22,081,491	0	391,478	-1,172,639	21,300,330

Footnote:

Excludes classified programs, which may be found in Volume III of the Operation and Maintenance, Defense-Wide justification entitled "Other Programs, Classified Justification Book."

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Civil Military Programs

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Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
CMP	223,706	4,474	36,080	264,260	5,285	-121,552	147,993

I.   Description of Operations Financed: The Department of Defense (DoD) Civil Military Programs are managed by the Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD (M&RA)) and encompass outreach/service programs identified as follows:

- National Guard Youth Challenge Program
- Innovative Readiness Training Program

National Guard Youth Challenge Program (NGYCP) (Title 32 U.S.C. 509) is a youth development outreach program managed by the Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs and administered by the National Guard Bureau (NGB) through cooperative agreements with the States. The NGYCP provides the DoD an opportunity to work with State and local governments to engage our nation's youth. The goal of the NGYCP is to improve the life skills and employment potential of participants by providing military-based training and supervised work experience. The 18-month program consists of at least a 22-week residential phase that includes a 2-week pre-Challenge phase and a 12-month post-residential phase. The NGYCP core program components are as follows:

- Assists participants in attaining a high school diploma or its equivalent;

I.   Description of Operations Financed (cont.)

- Provides leadership development, promoting fellowship and community service;

- Additional Job Challenge Phase at certain Youth Challenge Programs provides occupational skills instruction and credentialing; individualized career and academic counseling; leadership development activities that encourage responsibility, employability, and other positive behavior; employer engagement and job placement.

- Develops life coping and job skills, while improving participant physical fitness, health and hygiene. The NGYCP has measurably improved the employment and academic outcomes for at-risk youth. Compared to peers, at-risk youth who participate in NGYCP have higher rates of employment and higher earnings, and are more likely to earn a GED or college credits. DoD funds provided may not exceed 75 percent of the in 30 Cost costs of operating the NGYCP. The program is currently operating in 39 programs locations (states and territories) to include the District of Columbia (D.C.), and Puerto Rico.

Innovative Readiness Training Program (IRT) (Title 10 U.S.C. 2012) The IRT program builds mutually beneficial partnerships between U.S. communities and the DOD to meet training and readiness requirements for Service Members and units while addressing public and civil-society needs. The program generates military readiness for approximately 5500 joint Service Members each year by providing hands-on training for mission-essential tasks in complex interagency, joint, and total force environments that are seldom found outside of a national crisis and often only simulated during other training events. Each year, approximately half of the IRT funding is transferred to Service reserve component personnel accounts to cover costs of program management, advance party travel to project site locations and coordination meetings with community sponsors. Projects are in the

I.   **Description of Operations Financed (cont.)**

heart of American communities and typically include building critical infrastructure or providing mobile health and/or dental clinics. The program generates both the quality and quantity of training venues required for mission readiness. The program also develops partnership capabilities that translate into our nation's capacity to form and sustain successful alliances and coalitions. In addition to attracting and retaining talent within the DOD, the program also strengthens the bond between American citizens and the U.S. military, showcasing the diversity and operational excellence of our military members. Examples of IRT projects include:

- Healthy Cortland and Greater Chenango Cares (NY): Medical, dental, optometry, and veterinary projects across two temporary clinic sites. 350+ Military members trained on medical-related mission essential tasks, leadership, and community outreach (e.g. disease management and basic first aid), as well as basic and advanced life support, medic skills, and personnel accountability. This effort provided over 17,000 medical procedures at no cost to the community.

- Operation Footprint(MS): Multi-Service construction project in partnership with the Southwest Indian Foundation and the Navajo Nation to construct homes for the elderly, handicapped, and families with dependent children in a region where 56% of the population lives below the poverty line and 43% of the labor force is unemployed.

- Camp Kamassa (MS): Three-year civil engineering, construction project building a year-round handicap accessible camp for children and adults with serious illnesses, physical and mental challenges and other special needs. Service members constructed a bridge over a small creek, eight duplex cabins, and a multi-purpose building, as well as laying additional site utilities.

Civil Military Programs
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I.   Description of Operations Financed (cont.)

- Girl Scout Camp Paumalu (HI): Multi-year civil engineering, construction project.
  In 2019, service members constructed a new 11,603 square foot Science, Technology, Engineering and Math (STEM) Center for Excellence. The units' efforts met METL requirements across twelve functional areas and special training opportunities to include an operation of a Disaster Relief Mobile Kitchen Trailer and a Route Clearance Package.

II. Force Structure Summary:
N/A

Civil Military Programs
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	FY 2020 Congressional Action Percent	FY 2020 Appropriated	Current Enacted	FY 2021 Estimate
DoD STARBASE Program	29,967	0	35,000	n/a	35,000	35,000	0
Innovative Readiness Training (IRT)	12,935	15,644	14,356	91.8	30,000	30,000	13,115
National Guard Youth Challenge Program (NGYCP)	180,804	150,063	49,197	32.8	199,260	199,260	134,878
Total	**223,706**	**165,707**	**98,553**	**59.5**	**264,260**	**264,260**	**147,993**

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**165,707**	**264,260**
Congressional Adjustments (Distributed)	99,356	
Congressional Adjustments (Undistributed)	-803	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**264,260**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**264,260**	
Supplemental		
Reprogrammings		
Price Changes		5,285
Functional Transfers		
Program Changes		-121,552
Current Estimate	**264,260**	**147,993**
Less: Wartime Supplemental		
Normalized Current Estimate	**264,260**	

Civil Military Programs
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**165,707**
1. Congressional Adjustments		98,553
a. Distributed Adjustments		
1) National Guard Youth Challenge Program (NGYCP)	50,000	
2) STARBASE	35,000	
3) Innovative Readiness Training (IRT)	14,356	
b. Undistributed Adjustments		
1) Unjustified Growth: Across-the-board reduction to the Operation and Maintenance, Defense-Wide, Account.	-612	
2) Budget Justification Inconsistencies: Across-the-board reduction to the Operations and Maintenance, Defense-Wide Account.	-191	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**264,260**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**264,260**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**264,260**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**264,260**
6. Price Change		5,285
7. Functional Transfers		
8. Program Increases		
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
9. Program Decreases		-121,552
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) National Guard Youth Challenge (NGYCP)	-51,000	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: $199,260 thousand; Baseline FTEs: 0; +0 FTEs)		
2) Starbase	-35,700	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: $35,000 thousand; Baseline FTEs: 0; +0 FTEs)		
3) Innovative Readiness Training (IRT)	-14,643	
Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: $30,000 thousand; Baseline FTEs: 0; +0 FTEs)		
c. Program Decreases in FY 2021		
1) Defense Wide Review (DWR) - Reduce Innovative Readiness Training Support and National Guard Youth Challenge	-16,462	

     -National Guard Youth Challenge Program(NGYCP)
(Reduction: $15,003 thousand) - Decrease results in
a lower level of planned cadet enrollment and
matriculation in states that have secured state
matching funds from 11,525 to approximately 7,380
students, and a reduction of 14 academies from 41 to
27 and their associated staffing in order to support
the targeted 75% federal share of funds to operate a
Challenge program.(FY 2020 Baseline: $199,260
thousand; Baseline FTEs:0)

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

C. Reconciliation of Increases and Decreases	Amount	Totals

        -Innovative Readiness Training (IRT)
(Reduction: $1,459 thousand) - Reduction reflects reduced unit and individual training activities level within IRT.
(FY 2020 Baseline: $30,000 thousand; Baseline FTEs:0)

  2) National Guard Youth Challenge (NGYCP)   -2,610
The decrease reflects the change in fiscal guidance from FY 2020 to FY21, resulting in additional reductions of planned cadet enrollment and matriculation from 7,380 to approximately 6,500 students, and the elimination of an additional 3 academies and their associated staffing. (FY 2020 Baseline: $199,260 thousand; Baseline FTEs: 0; +0 FTEs)

  3) Innovative Readiness Training (IRT)   -1,137
The decrease reflects the change in fiscal guidance from FY20 to FY21 resulting in further cuts to unit and individual training activities across various communities in attempt to streamline activities and services. (FY 2020 Baseline: $30,000 thousand; Baseline FTEs: 0; +0 FTEs)

FY 2021 Budget Request   **147,993**

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

The Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs (ASD (M&RA)), has policy oversight and control over the DoD CMP. The control and management of the DoD CMP is maintained through the establishment of policies, directives, and funding controls. The evaluation of the program is made by the Secretary of Defense, the Deputy Secretary of Defense, the Under Secretary of Defense (Personnel and Readiness), and the ASD (M&RA).

Currently, there are 41 Programs located in 31 States and Puerto Rico. Two programs in one new state and one existing state (Ohio and West Virginia) are expected to be added in FY 2020. The performance measurement represents the number of students expected to graduate from the Challenge academy by fiscal year. The profile below does not depict the impact of the funding change between FY 2020 and FY 2021 as determinations on which locations will be impacted are not final.

<u>STATE</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Alaska	340	340	340
Arkansas	200	200	200
California (3)	1,200	1,200	1,200
District of Columbia	200	200	200
Florida	300	300	300
Georgia (3)	1,200	1,200	1,200
Hawaii (2)	400	400	400
Idaho	200	200	200

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

<u>STATE</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Illinois	525	525	525
Indiana	200	200	200
Kentucky (2)	400	400	400
Louisiana (3)	1,400	1,400	1,400
Maryland	200	200	200
Michigan	230	230	230
Mississippi	400	400	400
Montana	200	200	200
Nevada	0	200	200
New Jersey	200	200	200
New Mexico	200	200	200
North Carolina (2)	450	450	450
Oklahoma	220	220	220
Oregon	250	250	250
Pennsylvania	0	200	200
Puerto Rico	320	340	340
South Carolina	200	200	200
Tennessee	200	200	200
Texas	300	200	200
Virginia	300	300	300
Washington	270	270	270

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

STATE	FY 2019	FY 2020	FY 2021
Wisconsin	200	200	200
West Virginia	300	300	300
Wyoming	200	200	200
Total	**11,005**	**11,525**	**11,525***

* Does not reflect the impact of the Defense-wide Review initiative as decisions impacting the locations are not final.

V. <u>Personnel Summary</u>

N/A

Civil Military Programs
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Fiscal Year (FY) 2021 Budget Estimates

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
988 Grants	223,706	4,474	36,080	264,260	5,285	-121,552	147,993
999 Total Other Purchases	**223,706**	**4,474**	**36,080**	**264,260**	**5,285**	**-121,552**	**147,993**
Total	**223,706**	**4,474**	**36,080**	**264,260**	**5,285**	**-121,552**	**147,993**

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Defense Acquisition University

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Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DAU	180,721	4,476	-5,821	179,376	3,066	-19,479	162,963

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

DAU helps approximately 175,000 Department of Defense (DoD) acquisition-coded employees to achieve the right acquisition outcomes now and in the future. DAU is the one institution that affects all professionals in the Defense Acquisition Workforce (DAW) across 14 career paths at every stage of their career. DAU's products and services target workplace performance and promote mission effectiveness, and are critical to improving the professionalism of the DAW. Also, DAU provides support to four functional areas: international, requirements, earned value management, and services acquisition, in addition to the Defense Contract Management Agency (DCMA) via the College of Contract Management (CCM).

DoD looks for ways to effectively support its warfighters, in part through the DAU efficiencies identified through the Defense Wide Review. In response, DAU began

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

transforming its learning program by streamlining certification, reducing class length, offering smaller units of learning tracked by credentials, and designing classes to be delivered virtually. This transformation will be accelerated in FY 2020 with DAWDF funding.

DAU believes that a new certification construct, based on customized, career-long learning, will better implement the DAWIA mandate for workforce professionalization, and will reduce overall cost of learning by ensuring that learning is delivered only to those who need it, when they need it. This concept moves beyond today's 3-tiered, one-size-fits-all certification framework in each functional area, to one that is tailorable to individual and organizational needs.

DAU launched four pilot DAU credentials to provide learning on urgent topics, provided in smaller packages than traditional certification courses. While smaller than certification programs, these credential packages will be trackable to show individual and workforce learning. The four pilot credentials are "Agile for the DoD Team Member", "Digital Engineering for the DoD Consumer", "Services Acquisition DoD Team Members for Acquisition Professionals", and "Services Acquisition DoD Team Members for Non-Acquisition Professionals". The pilot programs have been well accepted and supported, and we expect credentials to be an important part of future acquisition training.

To make training more efficient, the DAU is also incorporating more adaptive, blended learning solutions for the workforce. These include shorter classroom offerings and customized workshops, more virtually facilitated online offerings, and improved distance learning courses.

I.   Description of Operations Financed (cont.)

One of the DAU's goal is to produce quality and breadth of learning assets to support improving acquisition outcomes. Thus, the DAU continues to succeed in its vital function — giving the DAW tools and knowledge it needs to succeed. The DAU accomplished an impressive amount of learning to the workforce in FY 2019:

- Provided over 8.6 million hours of foundational learning;
- Graduated 198,464 (online course graduates: 153,400 and classroom graduates: 45,064);
- Offered 308 online continuous learning modules, 622,454 student completions; and
- Provided 652,698 hours of Performance Learning.

Organizational Strengths

A National Inherently Governmental Resource. The efforts of defense acquisition is an inherently governmental responsibility. The DAU's faculty and staff are proficient, connected, and agile. The DAU is the one institution that affects every member of the DAW throughout all professional career stages in 14 career fields and the College of Contract Management. The University provides a full range of primary, intermediate, and advanced certification training; assignment-specific training; continuous learning modules; rapid deployment training; knowledge sharing resources; job support tools; mission assistance; workshops; and job-relevant applied research. The DAU develops a qualified acquisition workforce through foundational learning, workflow learning, and performance learning, which, when combined, results in more successful acquisition outcomes. As an inherently governmental resource, only the DAU has the combined attributes of being a steward of the acquisition body of knowledge, staffed with government expert practitioners, accredited

I.   Description of Operations Financed (cont.)

and recognized worldwide for excellence, and possessing a healthy, trusted relationship with senior Department of Defense leadership and Congress.

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

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

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

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

I.   Description of Operations Financed (cont.)

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

Core Capabilities

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

Mission Success

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

- For the fifth year in a row, the DAU's Defense Acquisition Research Journal was recognized as the best in 2019!   The Awards for Publication Excellence (APEX), sponsored by Communications Concept Inc., recognizes excellence in graphic design, editorial content, and the ability to achieve overall communications excellence. The

I.   <u>**Description of Operations Financed (cont.)**</u>
     Defense Acquisition Research Journal won the award for Publication Excellence in the
     One-of-a-Kind Publications-Government category.

* In 2019, the DAU was selected for the Trailblazer Award as part of the prestigious
  Chief Learning Officer Learning in Practice award program. This program recognizes
  the very best learning executives who demonstrate excellence in the design and
  delivery of employee development programs through a combination of qualities such as
  leadership, vision, business acumen, and strategic alignment. The trailblazer award
  honors those who have delivered new and unique applications of emerging technology
  to employee learning and development.

* In 2019, the DAU was recognized as the Public Sector Innovation Winner for the
  implementation of its business intelligence project, Empowering People Through Data
  Literacy, by the Public Sector 360 Media Group's award program. The Government
  Innovation Awards showcase the best examples of discovery and innovation in
  government IT.

* Also, in 2019 and for the ninth consecutive year, ELearning! Magazine named the DAU
  as one of the best learning programs at the world Enterprise Learning! Conference &
  Expo.

* Finally, in 2019, the DAU joined the very top organizations that have reached the #1
  position in CLO's Learning Elite Program and, as a result, for the third straight
  year was elected into the Winners' Circle. The Learning Elite serves as a
  benchmarking program established to recognize best practices in the best learning
  organizations in the industry.

I.   Description of Operations Financed (cont.)

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

Strategic Goals

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

Each goal has a set of objectives and tasks that drive the overall goal outcome. Goals focus on the work to accomplished, supported by an established model.

Goal 1 – Customer Intimacy:

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

I.   Description of Operations Financed (cont.)

they say; understand and communicate what we hear; analyze the data to collaborate and
determine what the customer needs; prioritize those needs, identify initiatives, and
implement enterprise solutions. The expected outcome is for generations of requirements
and acquisition professionals to exhibit skills in both the science and art of
acquisition.

Goal 2 – Product Leadership:

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

Goal 3 – Operational Excellence:

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

I.   **Description of Operations Financed (cont.)**

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

Congressional and Department of Defense Mandated Focus Area

During FY 2019, the DAU used the funding to accomplish work in the following Congressional and OSD critical areas.

Other Transactions Authority: The DAU conducted 22 workshops on Other Transactions Authority (OTA) and one OTA simulation. The DAU also rapidly interfaced with the acquisition community throughout all Branches to better inform the revamping of OSD (A&S) Other Transaction Guide. The DAU dialogued in-person with several Other Transactions Subject Matter Experts in multiple career fields to gather Powerful Examples of the implementation of OTAs as a Non-Traditional Contracting Methodology. The DAU leveraged those compelling examples and created new learning content for other courses and Mission Assistance engagements such as Defense Acquisition Executive Overview Workshops and real-time organizational support.

Agile Techniques: To understand, use, and improve industry-standard practices, the DAU initiated training and certification in Agile techniques for a broad cross-section of faculty members. We collaborated with industry on an agile program workshop concept and trained the DAU faculty in the Scaled Agile Framework (SAFe), the industry-standard methodology. By training different faculty from different functional areas, we were able

I.   Description of Operations Financed (cont.)

to create a multi-functional team that could assist Requirements Owners in identifying approaches to overcome functional knowledge gaps and accelerate delivery schedules for warfighting capability. This standard agile method has allowed the DAU to support more than ten programs in incorporating the agile methodology into their applications through workshop activities.

Cybersecurity: DAU continued to update cybersecurity content in its curriculum. In FY 2019, the DAU delivered 68 workshops and conducted four cybersecurity symposiums.

Gaming and Simulation: During FY 2019, the DAU developed a decision-making game that allows students to compete with other Acquisition Professionals in a FAR-based game. This game contains over 8,000 questions and answers to challenge players to demonstrate their FAR knowledge. DAU also developed a Capital Planning and Investment Control game that will be used in software acquisition courses to allow students to make essential trade-off decisions and risk assessments. Also, three micro simulations were developed and are being embedded in LOG 201 and helping students understand the Life Cycle Sustainment Plan in Milestones A, B & C. DAU now has 60 games available to support the learning needs of acquisition professionals.

International: To assist meeting the National Defense Strategy Line of Effort (build alliances and attract new partners), the DAU created and fielded new international acquisition content in the foundational ACQ101 course to emphasize the importance of international acquisition at an early stage of acquisition education. To continue this throughout a learner's career, the DAU also created new international acquisition content for ACQ 202(DL) and ACQ 356(DL) planned for fielding in FY20. These efforts ensure the importance of international considerations are emphasized "early and often" for a broad

I.   Description of Operations Financed (cont.)

set of learners across multiple career fields. The DAU also created cross-organizational content in seminars with the Defense Technology Security Administration (DTSA) and the Defense Security Cooperation University (DSCU), resulting in DAU updates and new content creation for ACQ 130 Fundamentals of Technology Security/Transfer (FTS/T) (Distance Learning). The DSCU fielded the new course and is in the process of being fielded by DAU. This effort brought new and standard Technology Security and Foreign Disclosure (TSFD) knowledge to the acquisition workforce to help the learner recognize the importance of exportability and program protection.

Requirements Management:

- RQM 310 – O&M funding supports RQM 310 efforts and innovations to include exercise sign-up tool, enhanced learner critique/comment tool, and RQM simulation. The upgrades resulted in improved feedback from the simulation block and enhanced training in Key Performance Parameters (KPP) and evaluation and organizational inter-relationships. Both are areas of emphasis requested by our Service, agency, and Combatant Command Personnel Accountability and Assessment System (CCMD) customers.

- Job Support Tools – In FY 2019, DAU revised Job Support Tools supporting our requirements customers, including the Capabilities-Based Assessment tool, the Initial Capabilities Document tool, the Capabilities Development Document tool, the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) tool, and the Initial Capabilities Document Checklist. All are receiving positive feedback from the field, and we continue making minor, agile updates based on customer feedback.

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

- Mission Assistance – Specific efforts included:
  - Support for 12 Navy courses and 2 Webinars paired with the J8 covering three topics and 180-200 participants
  - JRAC video on a Rapid Acquisition Powerful Example
  - Training for Army Futures Command and the Joint Electronic Warfare Center
  - Requirements training for six staff members of the Senate Armed Services Committee (SASC).

II. <u>**Force Structure Summary**</u>:

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

- **Capital and Northeast** – Fort Belvoir, Virginia (serves workforce of 43,300)

- **Mid-Atlantic** – California, Maryland (serves workforce of 32,230)

- **Midwest** – Kettering, Ohio (serves workforce of 25,680)

- **South** – Huntsville, Alabama (serves workforce of 40,720)

- **West** – San Diego, California (serves workforce of 37,070)

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

Further, DAU has two colleges:

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

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

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

			FY 2020				
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
1. Teaching	120,353	120,223	-874	-0.7	119,349	119,349	105,922
2. Curriculum Development	16,298	15,810	0	0.0	15,810	15,810	14,337
3. Performance Learning	24,419	24,564	0	0.0	24,564	24,564	24,866
4. Workflow Learning	16,406	16,412	0	0.0	16,412	16,412	14,893
5. Research	1,278	1,290	0	0.0	1,290	1,290	1,172
6. Human Capital	1,967	1,951	0	0.0	1,951	1,951	1,773
Total	**180,721**	**180,250**	**-874**	**-0.5**	**179,376**	**179,376**	**162,963**

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**180,250**	**179,376**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-874	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**179,376**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**179,376**	
Supplemental		
Reprogrammings		
Price Changes		3,066
Functional Transfers		
Program Changes		-19,479
Current Estimate	**179,376**	**162,963**
Less: Wartime Supplemental		
Normalized Current Estimate	**179,376**	

Defense Acquisition University
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Fiscal Year (FY) 2021 Budget Estimates

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**180,250**
1. Congressional Adjustments		-874
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Unjustified Growth: Across-the-board reduction to the Operation and Maintenance, Defense-Wide Account	-666	
2) Budget Justification Inconsistencies: Across-the-board reduction to the Operation and Maintenance, Defense-Wide Account	-208	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**179,376**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**179,376**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**179,376**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**179,376**
6. Price Change		3,066
7. Functional Transfers		
8. Program Increases		3,066
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Reflects projected FY program funding level prior to the Defense Wide Review adjustments.	3,066	
9. Program Decreases		-22,545

Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Defense Wide Review (DWR): Reduce Selected On Campus Courses	-13,000	
Costs allocated to sub-activities (Teaching: -$10,405K; Curriculum Development: -$1,141K; Performance Learning: -$36K; Workflow Learning: -$1,186K; Research: -$90K; Human Capital: -$142K) (FY 2020 Baseline: $179,376 thousand; Baseline FTEs: 615; -22 FTEs)		
2) DWR: DAU Revised Management Structure	-9,135	
Costs allocated to sub-activities (Teaching: -$7,311K; Curriculum Development: -$800K; Performance Support: -$25K; Workflow Learning: -$833K; Research: -$67K; Human Capital: -$99K) (FY 2020 Baseline: $179,376 thousand; Baseline FTEs: 615; -16 FTEs)		
3) Total Civilian Personnel Compensation: One less paid day in FY 2021	-410	
Costs allocated to sub-activities (Teaching: -$329K; Curriculum Development: -$36K; Performance Support: -$1K; Workflow Learning: -$37K; Research: -$3K; Human Capital: -$4K) (FY 2020 Baseline: $179,376 thousand; Baseline FTEs: 615; +0 FTEs)		
FY 2021 Budget Request		**162,963**

Defense Acquisition University
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Fiscal Year (FY) 2021 Budget Estimates

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

Number of Students Trained*	Workload Actuals FY 2019	Workload Estimate FY 2020	Workload Estimate FY 2021
Classroom	45,077	48,000	50,000
Web-based	153,399	160,000	160,000
Total	198,476	208,000	210,000

Continuous Learning Module	FY 2019 Actuals	FY 2020 Estimate	FY 2021 Estimate
Completions Total (MEMO)	726,358	630,000	700,000
Army	44,036	39,520	39,900
Navy	51,955	72,800	73,500
Air Force	46,239	43,680	44,100
DoD	40,050	41,600	42,000
Other	16,196	10,400	10,500
Total	198,476	208,000	210,000

The DAU uses students trained as an efficient measure for mission performance. Students who successfully complete specified Defense Acquisition Workforce Improvement Act (DAWIA) course requirements are the key output measure. The ultimate goal is DAWIA certifications meet the mandates of Congressional legislation while improving the DoD acquisition

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

posture. The majority of effort occurs via web-based delivery to facilitate maximum learning flexibility.

* NOTE: The number of students trained does not reflect the impact of the DWR. These numbers are expected to change as decisions are finalized on the reduction of selected on-campus courses.

Defense Acquisition University
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Fiscal Year (FY) 2021 Budget Estimates

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

	FY 2019	FY 2020	FY 2021
Cost per Grad (FY 2018: $728)	$911	$862	$776
$ Chg from FY 2018	$183	$134	$48
% Chg from FY 2018	25.1%	18.4%	6.6%
$ Chg YoY	$183	-$49	-$86
% Chg YoY	25.1%	-5.4%	-10.0%

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

Defense Acquisition University
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V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	**Change FY 2019/ FY 2020**	**Change FY 2020/ FY 2021**
Active Military End Strength (E/S) (Total)	30	43	43	13	0
Officer	27	40	40	13	0
Enlisted	3	3	3	0	0
Civilian End Strength (Total)	690	671	632	-19	-39
U.S. Direct Hire	690	671	632	-19	-39
Total Direct Hire	690	671	632	-19	-39
Active Military Average Strength (A/S) (Total)	30	43	43	13	0
Officer	27	40	40	13	0
Enlisted	3	3	3	0	0
Civilian FTEs (Total)	622	615	577	-7	-38
U.S. Direct Hire	622	615	577	-7	-38
Total Direct Hire	622	615	577	-7	-38
Average Annual Civilian Salary ($ in thousands)	177.8	183.4	185.6	5.6	2.2
Contractor FTEs (Total)	165	153	127	-12	-26

Civilian FTEs reductions were identified during the Defense Wide Review (DWR) in FY 2021 (-38 FTEs).

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	110,574	3,074	-835	112,813	1,737	-7,482	107,068
199 Total Civ Compensation	**110,574**	**3,074**	**-835**	**112,813**	**1,737**	**-7,482**	**107,068**
308 Travel of Persons	11,334	227	-1,858	9,703	194	-1,795	8,102
399 Total Travel	**11,334**	**227**	**-1,858**	**9,703**	**194**	**-1,795**	**8,102**
633 DLA Document Services	109	1	2	112	1	0	113
699 Total DWCF Purchases	**109**	**1**	**2**	**112**	**1**	**0**	**113**
771 Commercial Transport	0	0	5	5	0	0	5
799 Total Transportation	**0**	**0**	**5**	**5**	**0**	**0**	**5**
912 Rental Payments to GSA (SLUC)	5,425	109	0	5,534	111	-1,325	4,320
914 Purchased Communications (Non-Fund)	2,838	57	0	2,895	58	-300	2,653
915 Rents (Non-GSA)	168	3	0	171	3	0	174
917 Postal Services (U.S.P.S)	13	0	0	13	0	0	13
920 Supplies & Materials (Non-Fund)	576	12	0	588	12	-250	350
921 Printing & Reproduction	1,316	26	-467	875	18	-250	643
922 Equipment Maintenance By Contract	99	2	452	553	11	0	564
923 Facilities Sust, Rest, & Mod by Contract	7,508	150	-649	7,009	140	-1,850	5,299
925 Equipment Purchases (Non-Fund)	4,329	87	400	4,816	96	-2,800	2,112
932 Mgt Prof Support Svcs	11,465	229	-1,220	10,474	209	-1,508	9,175
957 Other Costs (Land and Structures)	936	19	0	955	19	-150	824
960 Other Costs (Interest and Dividends)	1	0	0	1	0	0	1
987 Other Intra-Govt Purch	1,821	36	0	1,857	37	0	1,894
989 Other Services	1,692	34	226	1,952	39	-217	1,774
990 IT Contract Support Services	20,517	410	-1,877	19,050	381	-1,552	17,879
999 Total Other Purchases	**58,704**	**1,174**	**-3,135**	**56,743**	**1,134**	**-10,202**	**47,675**
Total	180,721	4,476	-5,821	179,376	3,066	-19,479	162,963

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Defense Contract Audit Agency

February 2020

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Defense Contract Audit Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 4: Administrative and Service-wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DCAA	616,893	16,281	-5,728	627,446	11,398	-30,727	608,117

* The FY 2019 Actual column <u>includes</u> $1,295.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $1,810.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $1,247.0 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: (www.dcaa.mil) The Defense Contract Audit Agency (DCAA) provides audit and financial advisory services to the Department of Defense (DoD) and other federal entities responsible for acquisition and contract administration. The DCAA's role in the financial oversight of government contracts is critical to ensure DoD gets the best value for every dollar spent on defense contracting. The DCAA operates under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, and its work benefits the men and women in uniform and the American taxpayer.

The Agency's primary function is to conduct contract audits and related financial advisory services. Contract audits are independent, professional examinations of financial representations made by defense contractors. Specifically, DCAA helps determine whether contract costs are allowable, allocable, and reasonable. The DCAA conducts audits in accordance with Generally Accepted Government Auditing Standards (GAGAS), a set of standards that ensures audit conclusions are well supported by evidence. The type and extent of DCAA's audit work varies based on the type of contract awarded, but its audit services are generally limited to acquisitions under Federal

I.   Description of Operations Financed (cont.)

Acquisition Regulation (FAR), Part 15 (Contracting by Negotiation). The DCAA audits only contractors; it has no internal audit responsibilities within DoD.

The DCAA auditors examine contractor accounts, records, and business systems to evaluate whether contractor business practices and procedures are in compliance with the FAR, the Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and other applicable government laws and regulations. The DCAA has no direct role in determining which companies are awarded defense contracts; rather, it provides recommendations to government officials on contractor cost assertions regarding specific products and services. With these recommendations, contracting officers are better able to negotiate prices and settle contracts for major weapons systems, services, and supplies. The DCAA currently has oversight of approximately 9,000 active contractors. In a typical year, DCAA engages in examinations with around 4,500 contractors, examining over $350 billion in contract costs, and issuing about 3,500 audit reports.

In FY 2021, DCAA will execute its entire portfolio of audit work including incurred cost, forward pricing, terminations and claims, business systems, CAS, Voucher Payments, and Truth in Negotiation (TiN) compliance audits. Focusing on the entire portfolio of audit work enables DCAA to fulfill its role in the financial oversight of government contracts and is critical to ensuring DoD gets the best value for every dollar spent on defense contracting. The DCAA will continue efforts to review incurred cost proposals within 12 months of the receipt of an adequate submission in order to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) assist the Department in closing completed contracts; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed).

The DCAA's FY 2019 Financial Statements received an unmodified opinion from independent public auditors. The DCAA has maintained an unmodified audit opinion since FY 2000.

I.   Description of Operations Financed (cont.)

The DCAA continues to return savings to the Government that far exceed the cost of its operations. In
FY 2019, the Agency audited approximately $240 billion of costs incurred on contracts and issued about 710 forward pricing proposal audit reports covering over $118 billion in proposed contract costs. The DCAA also recognized $3.7 billion in net savings as a result of reported audit findings. The return on taxpayers' investment is approximately $5.50 for every dollar invested in the Agency ($668 million in FY 2019, including reimbursable funding).

The DCAA's workload and associated staffing levels follow the DoD procurement funding levels. However, there is a time lag for the DoD audit workload to decrease because of contract execution and closeout. The DCAA contract audit workload is divided into the major functional categories described below:

1. **Forward Pricing Effort.** The FAR and Public Law 100-679, Cost Accounting Standards (CAS), require DoD procurement officials to comply with various administrative procedures before entering into contracts. These procedures include obtaining pertinent accounting and financial advice before making decisions related to prospective contract prices. The ultimate goal of the forward pricing audit effort is to assist contracting officers in determining and negotiating fair and reasonable prices for goods and services. The DCAA furnishes pre-award services to contracting officers including:

    a. Price Proposal Audits. These examinations determine the reasonableness of contractors' price proposals submitted in anticipation of negotiating Government contracts. Contracting officers request these audits, which must be accomplished within a short period to avoid delaying the procurement process. The DCAA has no control over the

I.   Description of Operations Financed (cont.)

number or timing of price proposal audits and must respond to each audit request as a top priority.

    b. Forward Pricing Rate Proposal Audits. These examinations determine the reasonableness of projected labor, overhead, and other indirect expense rates submitted by a contractor prior to submission of price proposals. Normally a contracting officer negotiates these rates separately; the contractor then uses the rates in subsequent price proposals.

    c. Responses to Requests for Specific Cost Information. This effort includes providing specific cost information to procurement officials on labor rates, overhead rates, and similar factors when information is readily available within DCAA's files.

2. **Incurred Cost Effort.** The FAR requires DCAA to perform audits of claimed costs incurred and submitted by contractors for reimbursement under cost reimbursable, fixed price incentive, and other types of flexibly priced contracts to determine if the costs are acceptable in accordance with contract terms, FAR, and CAS rules and regulations, if applicable. These audits must be accomplished for the Government to close contracts and make final payment to the contractor. This effort includes examinations of direct labor and material costs and indirect expenses, and provides insight on the function of contractor business systems and related internal controls. Although the primary purpose of incurred cost audits is to express an opinion on the acceptability of costs claimed under Government contracts, knowledge of contractors' accounting and other business systems gained during these audits is helpful in evaluating contractors' price proposals.

I.   Description of Operations Financed (cont.)

As required by the FY 2018 National Defense Authorization Act, in FY 2021, DCAA will complete incurred costs audits within 12 months of receiving an adequate submission in order to (1) assist in achieving auditable financial statements, a Secretary of Defense priority; (2) assist the Department in closing completed contracts; and (3) prevent undue delays in payments of fees to contractors (a portion of fees to contractors is delayed until the contract is closed).

3. **Special Audits.** The contracting officer normally requests audits that include examinations of termination claims, progress payment requests, and equitable adjustment claims that must be accomplished within a short period to avoid adverse effects such as additional claims for interest on amounts due. Special audits also include accounting system audits DCAA performs for procurement contracting offices prior to contract award or during contract performance, and other efforts requested by the contracting officers. The DCAA has little control over the number or timing of these audits and must respond to all such requests as a priority.

4. **Other Audits.** Other audits primarily consist of audits performed after contract award and can be requested by a contracting officer or initiated by DCAA. DCAA typically initiates these type of audits when there is potential for a high risk for misallocation or mischarging of costs; they include the following:

   a. Truth in Negotiations Audits. Truth in Negotiations (TiN) (10 USC §2306a) requires contracting officers to obtain certified cost or pricing data from contractors before awarding a contract unless an exception applies. Under TiN, the Government has the right to examine records to ensure that certified cost or pricing data is accurate, current and complete. The DCAA is responsible for performing these audits,

I.   Description of Operations Financed (cont.)

which assist in determining whether a contract or subcontract price was unduly increased because the contractor failed to furnish accurate, complete, or current certified cost or pricing information in negotiating a contract.

b. Business System Audits. These evaluate contractor systems to assess if the systems comply with DFARS business systems requirements, and generate accurate and reliable data for contracting officers to use in determining fair and reasonable prices. DCAA performs audits of contactors' accounting system, material management and accounting (MMAS) system, and estimating system.

c. Cost Accounting Standards (CAS). Contracts and subcontracts that do not qualify for an exemption are subject to CAS coverage as a condition of Government contracting. The FAR assigns DCAA responsibility for examining contractors' implementation and compliance with the CAS rules and regulations. The CAS related audit effort includes assessing adequacy and compliance of the CAS Disclosure Statement, compliance with the CAS, and assessment of contractor Cost Impact Statements for noncompliances.

5. **Other Direct Audit Efforts.** Other audit-related activities include providing on-site assistance to procurement and contract administration offices, corporate audit directorate programs, and negotiation support. This activity includes efforts related to Congressional, Government Accountability Office (GAO), DoD Inspector General (DoDIG), and other external requests, surveys, and reports. The major functions are:

a. Financial Liaison. The DCAA maintains financial liaison advisors, as appropriate, at major procurement and contract administration offices. Their primary functions are to: facilitate effective communication and coordination between procurement officers and auditors; provide DCAA management with information regarding specific awards, trends in

I.   Description of Operations Financed (cont.)

type and volume of awards, and other data impacting immediate or long range DCAA responsibilities; and provide DCAA management with information on the adequacy, responsiveness and timeliness of audit services rendered to procurement and contract administration offices.

   b. Corporate Audit Directorate. The DCAA extended the success of its Contract Audit Coordinator (CAC) program into a Corporate Audit Directorate (CAD) structure and now has seven of the largest contractors organized into four CADs whose accounting functions, operations, and contract performance occur at multiple locations under the audit cognizance of multiple DCAA field offices, but are now under one DCAA management hierarchy. The CAD structure enables effective communications and audit coordination at these contractor locations allowing information to be effectively disseminated, problem areas to be monitored to ensure uniform resolution; it also enables coordination with other DCAA personnel, contractor representatives, and cognizant procurement officials on issues affecting multiple locations.

   c. Negotiation Conferences. A fundamental requirement of DCAA's mission is to provide high quality contract audit services to ensure the Government is paying fair prices. Audit results often involve complex accounting issues and quantitative analyses that dispute contractors' cost estimates or representations. On these occasions, the best interests of the Government are served by having auditors present at negotiations to further explain the audit position, perform analyses of additional contractor data presented at the negotiation table, and provide any other accounting and financial assistance the contracting officer may require during the negotiation process.

   d. External Audit Interface. The DCAA develops information and comments on reports from the GAO, DoD-IG, and other government Inspector General offices. This activity also

I.   Description of Operations Financed (cont.)

includes efforts related to discussions and conferences, and any interface involving any other government audit organizations.

e. Suspected Irregular Conduct (SIC). This activity represents effort expended related to SIC referrals, and responses to requests from investigative agencies or the Department of Justice regarding fraud or other irregular practices. The DCAA also develops evidence for the U.S. attorney, grand jury, and for use at trial.

f. Audit Support and Planning. The DCAA field offices prepare annual audit program plans for the upcoming year and work on projects and studies requested by the regions or Headquarters. Projects normally relate to new and innovative ways of performing DCAA's audit mission, and add to the body of knowledge needed to enhance Agency mission accomplishment through the development and application of improved audit management technology and audit techniques.

6. **Field Support.** This includes support personnel assigned to four regional offices, four CADs, the Defense Contract Audit Institute, the Office of Information Technology, and Technical Audit Services Division.

a. Regional Offices and CADs. These offices provide technical audit management and supervision to field office personnel.

b. Defense Contract Audit Institute (DCAI). The DCAI develops and delivers training for approximately 4,325+ contract auditors and is an affiliated member of the Defense Acquisition University; directs and controls the development and delivery of classroom courses, seminars, computer-based self-study courses, and internet-based, instructor-led courses; has program management responsibility for DCAA training and career development

I.   Description of Operations Financed (cont.)

including ensuring the workforce obtains DoD Acquisition and Financial Management certification requirements; assures that programs of instruction, courses, and training materials meet DoD, GAGAS, and National Association of State Boards of Accountancy (NASBA) standards; provides training and education policy guidance, monitoring and evaluation of Agency training not conducted by the Institute; ensures training materials are up-to-date; and develops new courses when required by the changing audit environment. Programs provided by DCAI include audit, leadership, and supervisory training.

   c. Office of Information Technology (OIT). The OIT is responsible for the design, development, and maintenance of Agency-specific automated information systems (AIS), web applications, and audit software. It employs a computer hardware acquisition strategy/plan to satisfy AIS and personal computing requirements. It is also responsible for operating the Agency-wide communications infrastructure, monitoring network performance, managing DCAA's information assurance program, and establishing and implementing policy and standards for information technology (IT) systems and services.

   d. Technical Audit Services Division (OTS). The OTS conducts research and distributes information to the field on quantitative audit techniques, computer-assisted audit techniques, and other auditing topics that have Agency-wide application. The OTS also provides technical assistance to auditors in planning reviews of contractor's electronic data processing systems and supports field offices in the implementation of DoD electronic commerce initiatives.

   e. Field Professional Support Staff. These personnel provide clerical, administrative, and resource management services.

I.   Description of Operations Financed (cont.)

7. **Headquarters**. The DCAA Headquarters performs the work normally associated with the central office of a professional public organization, develops policy and promulgates instructions and operating directives needed to perform the Agency mission, performs oversight reviews of regional and field office operations and audit quality, provides Regions and CADs with resource management services including human capital, administration, and financial management, and includes the General Counsel which provides legal advice regarding contracts, ethics, and personnel issues. Headquarters personnel interface with other DoD components, other Government agencies, and Congressional committees.

II. **Force Structure Summary:**

Not Applicable.

Defense Contract Audit Agency
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III. <u>Financial Summary</u> ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
1. Audit Operations	**616,893**	**627,467**	**-3,383**	**-0.5**	**624,084**	**624,084**	**604,835**
DCAA Communications	9,413	5,426	-1	0.0	5,425	5,425	9,521
DCAA Major Headquarters	36,851	40,613	1,131	2.8	41,744	41,744	41,433
DCAA Operations	570,629	581,428	-4,513	-0.8	576,915	576,915	553,881
2. Cyberspace Activities	**0**	**3,362**	**0**	**0.0**	**3,362**	**3,362**	**3,282**
DCAA Cyberspace	0	3,362	0	0.0	3,362	3,362	3,282
Total	**616,893**	**630,829**	**-3,383**	**-0.5**	**627,446**	**627,446**	**608,117**

* The FY 2019 Actual column <u>includes</u> $1,295.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $1,810.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $1,247.0 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.

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	630,829	627,446
Congressional Adjustments (Distributed)	-325	
Congressional Adjustments (Undistributed)	-3,058	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	627,446	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	627,446	
Supplemental	1,810	
Reprogrammings		
Price Changes		11,398
Functional Transfers		-2,700
Program Changes		-28,027
Current Estimate	629,256	608,117
Less: Wartime Supplemental	-1,810	
Normalized Current Estimate	627,446	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**630,829**
1. Congressional Adjustments		-3,383
a. Distributed Adjustments		
1) Excess FTEs	-300	
2) Unjustified Growth	-25	
b. Undistributed Adjustments		
1) Unjustified Growth	-2,330	
2) Budget Justification Inconsistencies	-728	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**627,446**
2. War-Related and Disaster Supplemental Appropriations		1,810
a. OCO Supplemental Funding		
1) FY20 Defense-Wide Overseas Contingency Operations	1,810	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**629,256**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**629,256**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,810
FY 2020 Normalized Current Estimate		**627,446**
6. Price Change		11,398
7. Functional Transfers		-2,700
a. Transfers In		
b. Transfers Out		
1) Iran Claims Litigation Funding	-2,700	
The decrease is due to transfer of responsibility from DCAA to DISA for the annual contribution to the Department of State for costs relating to litigation		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
of Iran's legal claims. (FY 2020 Baseline: $2,700 thousand; Baseline FTEs: 0)		
8. Program Increases		34,768
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Personnel Compensation	25,126	
The increase is due to growth in the average salary as a result of FTE reductions, the impact of the 2019 and 2020 pay raises, and the mandated increase of agency contributions to the FERS retirement fund. (FY 2020 Baseline: $512,254 thousand; Baseline FTEs: 4,149)		
2) Purchased Communications	3,986	
The increase reflects the cost to fully fund the DISA communications bill. (FY 2020 Baseline: $5,426 thousand; Baseline FTEs: 0)		
3) IT Contract Support Services	1,919	
The increase is the result of properly aligning costs within the new accounting system structure; these costs were previously captured under Line 922, Equipment Maintenance. (FY 2020 Baseline: $9,763 thousand; Baseline FTEs: 0)		
4) Disability Compensation	1,769	
The increase reflects forecasted costs based on historical execution. The Federal Employees'Compensation Act (FECA) program is financed by the Employees' Compensation Fund, which consists of monies paid into it by Federal agencies		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
receiving appropriations from Congress. (FY 2020 Baseline: $1,402 thousand; Baseline FTEs: 0)		
5) Management Professional Support Services	1,094	
The increase is the result of properly aligning costs within the new accounting system structure; these costs were previously captured under Line 989, Other Services. (FY 2020 Baseline: $0 thousand; Baseline FTEs: 0)		
6) PCS Benefits	624	
The increase reflects forecasted PCS costs for auditor moves based on historical execution for the budgeted FTEs and planned personnel moves. (FY 2020 Baseline: $822 thousand; Baseline FTEs: 0)		
7) Postal Service	190	
The increase is the result of properly aligning costs within the new accounting system structure; these costs were previously captured under Line 771, Commercial Transport. (FY 2020 Baseline: $0 thousand; Baseline FTEs: 0)		
8) Purchased Utilities	60	
The increase is the result of properly aligning costs within the new accounting system structure; these costs were previously capture under Line 987, Other Intra-Governmental Services. (FY 2020 Baseline: $118 thousand; Baseline FTEs: 0)		
9. Program Decreases		-62,795
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) One less compensable day	-1,509	

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

C. Reconciliation of Increases and Decreases	**Amount**	**Totals**
c. Program Decreases in FY 2021		
1) Defense Wide Review (DWR)	-32,490	

    - Reduce Interim Advisory Services and Post Payment Voucher Audits: Personnel Compensation(-$26,502 thousand). There is a reduction in FTEs for auditors performing low risk Interim Voucher Advisory Services and Post Payment Voucher audits. The DCAA will continue to focus efforts on high risk audits with high return on investment to the taxpayer and warfighter.

    - Reduce Interim Advisory Services and Post Payment Voucher Audits. Travel(-$2,728 thousand): The decrease is for support costs associated with the reduction in FTEs, planned conferences, and other non-mission critical travel.

    - Reduce Interim Advisory Services and Post Payment Voucher Audits. Supplies and Materials (-$400 thousand): The decrease is related to the reduction in FTEs and efficiencies in managing supplies and materials.

    - Consolidate and Reduce Agency Infrastructure: GSA Rent (-$1,500 thousand). The decrease is related to office consolidation and leased space reductions.

    - Fourth Estate Network Optimization: Other Intra-Govt Purchases (-$1,360 thousand). The decrease is

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

C. Reconciliation of Increases and Decreases	Amount	Totals

due to realignment within the Defense Agencies in
support of the Fourth Estate Network IT Optimization
reform initiative. (-349 FTEs)

2) Other Services   -17,969
   The decrease is to realign funding to Line 101,
   Exec, Gen'l & Spec Scheds, due to the 2019 and 2020
   pay raises not previously funded. (FY 2020 Baseline:
   $37,612 thousand; Baseline FTEs: 0)

3) Equipment Maintenance By Contract   -5,131
   The decrease is the result of properly aligning
   costs to Line 990, IT Contract Support Services,
   within the new accounting system structure. (FY 2020
   Baseline: $10,172 thousand; Baseline FTEs: 0)

4) Equipment Purchases   -2,843
   The decrease is due to an accelerated technology
   refresh in FY 2019. (FY 2020 Baseline: $3,167
   thousand; Baseline FTEs: 0)

5) Travel   -1,570
   The reduction is due to utilization of technology
   permitting more online interactions versus face-to-
   face meetings. (FY 2020 Baseline: $12,131 thousand;
   Baseline FTEs: 0)

6) DFAS Financial Operations   -1,024
   The decrease is to properly adjust price growth in
   accordance with the estimated cost projection
   provided by DFAS. (FY 2020 Baseline: $4,901
   thousand; Baseline FTEs: 0)

7) Supplies & Materials   -219

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

C. Reconciliation of Increases and Decreases	Amount	Totals
The decrease is the result of properly aligning costs to Line 989, Other Services, within the new accounting system structure. (FY 2020 Baseline: $1,355 thousand; Baseline FTEs: 0)		
8) Rents (Non-GSA)	-40	
The reduction reflects actual anticipated lease costs that will no longer be required. (FY 2020 Baseline: $2,408 thousand; Baseline FTEs: 0)		
FY 2021 Budget Request		**608,117**

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

The DCAA's goal is to provide high quality audit services performed in accordance with Generally Accepted Government Auditing Standards (GAGAS). The DCAA has developed audit performance measures which assess the quality of audits, the timeliness of audit services, and the efficient and effective use of budgetary resources.

Performance Based Measures Overview. As a key defense acquisition organization, DCAA is chartered with the responsibility of providing a wide range of audit and financial advisory services supporting the negotiation, administration, and settlement of contracts for Government contracting officers. By virtue of this mission, DCAA must retain a cadre of trained, highly competent and professional employees. In a typical year, labor and related fringe benefits account for approximately 83 percent of DCAA's budget. Statutory and regulatory requirements, designed to ensure that the Government meets its fiduciary responsibilities to the public, drive the majority of DCAA's workload. In this capacity, DCAA supports the oversight and internal control responsibilities of the Office of the Secretary of Defense, the DoD-IG, the GAO, and the Congress.

The DCAA performs audits primarily for contracting officers in the Departments of the Army, Navy, Air Force, and the Defense Contract Management Agency. Audit services provided by DCAA are key to making contract decisions; they help contracting officers ensure that DoD components obtain the best value from the goods and services they purchase.

Strategic Plan. The DCAA's current Strategic Plan was issued in April 2016. To address key challenges and fulfill its mission, DCAA uses a strategic planning approach which aims to achieve DCAA's Vision through its pursuit of several goals to be accomplished within a 5-year timeframe. The DCAA also uses a Human Capital Plan which tiers from the Strategic

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

Plan and addresses strategies related to recruitment, on boarding, employee development, retention and succession planning.

<u>**DCAA Mission.**</u> As a key member of the government acquisition team, we are dedicated stewards of taxpayer dollars who deliver high quality contract audits and services to ensure that warfighters get what they need at fair and reasonable prices. Our mission statement clarifies our commitment to getting the most value for every dollar spent on defense contracts.

<u>**DCAA Vision.**</u> Every audit or service we deliver is on time, on point, and highly valued. Our vision is to provide products and services that are indispensable to the acquisition process. We aspire to always deliver services and products when we promise them and in time to meet acquisition requirements. We strive to deliver the right service, at the right time, to provide the most value throughout the contracting cycle.

<u>**DCAA Strategic Plan Goals**</u>
Goal 1: Embody a culture of One Agency, One Team, One Direction.
Goal 2: Support the acquisition community by providing quality audits and advisory services.
Goal 3: Foster a diverse workforce of highly motivated and valued professionals.
Goal 4: Enhance working relationships with DCAA external stakeholders.
Goal 5: Provide the workforce with the right information, business processes, and capabilities to successfully accomplish the mission.

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

Summary of Audit Performance Based Measures. The DCAA continues to reassess performance measures to develop measurements that more closely align with the Strategic Plan. Detailed descriptions are provided for each of the existing measures.

	Audit Performance Measures	FY 2019 Objective	FY 2019 Actuals	FY 2020 Objective	FY 2021 Objective
	Workforce Environment Measures:				
1	Federal Employee Viewpoint Survey – Response Rate	75%	75%	75%	75%
	Quality Related Measures:				
2	DCAA QA Review Results – Audits Performed in Accordance with GAGAS	Exceed FY 2018 Rate	79.6%	Exceed FY 2019 Rate	Exceed FY 2020 Rate
	Timeliness Measures:				
3	Incurred Cost Aging (Months)	Close within 12 months of an adequate submission	99.8% On Time	Close within 12 months of an adequate submission	Close within 12 months of an adequate submission
4	Forward Pricing Audits Issued by Original Due Date	85%	83%	87%	89%
	Efficiency Measures:				
5	Incurred Cost Years Closed	4,000	7,778	4,000	4,000

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

| 6 | Increase in Business System/Post award Audits Completed | 250 | 115 | 250 | Maintain FY 2020 Quantity |

Description of Performance Measures:

1. Federal Employee Viewpoint Survey – Response Rate. The DCAA uses this measure to assess the extent of employee engagement. The response rate is an indication of employee engagement, desire to play a part in continuing improvement, and belief that leadership will listen and act. The response rate represents the percent of employees that complete the survey compared to the total universe of employees surveyed.

2. DCAA Quality Assurance (QA) Review Results – Audits performed in accordance with GAGAS. The DCAA uses this measure to validate the quality of audits completed. The DCAA's Quality Assurance organization performs these reviews and evaluates whether they are performed in accordance with GAGAS; the goal is to increase the percentage of audits passing the QA Review each cycle.

3. Incurred Cost Aging (Months). The DCAA uses this measure to gauge the currency of its inventory of contractor fiscal year incurred cost submissions on hand. The DCAA prioritized incurred cost work in recent years and continues to close older proposals in a timely manner. In FY 2018, DCAA continued to make a substantial reduction in its incurred cost backlog, closing over 6,000 incurred cost years related to contractor fiscal years 2015 and prior; this brought the average age of inventory to 8.4 months. In FY 2019 DCAA transitioned to an updated timeliness objective and began to close incurred cost submissions within 12 months of the identification of an adequate submission in

IV. Performance Criteria and Evaluation Summary:

accordance with the NDAA for FY 2018. The DCAA completed 99.8% of its incurred cost reviews within 12 months in FY 2019.

4. Percent of forward-pricing proposal audit reports issued by the original agreed-to due date. Contracting officers in the process of negotiating prices for new contracts request audit advice on the reasonableness of the contractor's proposed prices from DCAA. The DCAA's ability to provide these audit services in a timely manner is critical to the timely awarding of contracts. We measure the percent of forward pricing proposal audit reports issued by the original due date agreed to between the auditor and requester. The percentage of reports meeting the due date is expected to improve each year.

5. Incurred cost years closed. Timely annual audits of costs incurred on contracts by DCAA are an important part of timely contract closeout for Government contracting officers and an important initiative for the Department of Defense. The measure represents the number of contractor fiscal years of incurred cost assignments closed through audits, memorandums, or cancellations. The DCAA has prioritized incurred cost work in recent years to decrease its incurred cost backlog and exceeded its goal for decreasing its incurred cost backlog in FY 2018 by closing 8,482 incurred cost years, including over 6,000 incurred cost years related to contractor fiscal years 2015 and prior. DCAA closed another 7,778 incurred cost years in FY 2019. This work put DCAA in position to provide more timely incurred cost audits begin closing approximately 4,000 annual incurred cost submissions within 12 months of the identification of an adequate submission in accordance with the NDAA for FY 2018.

6. Increase in Business System/Truth in Negotiations (TiN) Audits Completed. The DCAA completed fewer Business System/TiN Audits in FY 2018 as it prioritized incurred cost work

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

to decrease its incurred cost backlog. However, DCAA began to transition its FY 2019 workload to the Department's higher-risk, higher-return audits and completed 115 additional audits. In FY 2020, DCAA will continue to increase continue its efforts in the high-risk audit areas of business systems and TiN audits. Business system audits evaluate contractor systems to assess if the systems generate accurate and reliable data for contracting officers to use in determining fair and reasonable prices. TiN audits evaluate contractor compliance with the Truth in Negotiations Act to ensure contractors provided contracting officers the most current, accurate and complete data at the time of negotiations.

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V. Personnel Summary	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Civilian End Strength (Total)	4,347	4,432	3,915	85	-517
U.S. Direct Hire	4,057	4,151	3,658	94	-493
Total Direct Hire	4,057	4,151	3,658	94	-493
Reimbursable Civilians	290	281	257	-9	-24
Civilian FTEs (Total)	4,403	4,430	4,057	27	-373
U.S. Direct Hire	4,113	4,149	3,800	36	-349
Total Direct Hire	4,113	4,149	3,800	36	-349
Reimbursable Civilians	290	281	257	-9	-24
Average Annual Civilian Salary ($ in thousands)	126.7	124.0	136.9	-2.7	12.9
Contractor FTEs (Total)	302	296	288	-6	-8

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

		Change FY 2019/FY 2020			Change FY 2020/FY 2021		
	FY 2019			FY 2020			FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	518,567	14,389	-20,702	512,254	7,889	-4,647	515,496
103 Wage Board	34	1	29	64	1	-64	1
111 Disability Compensation	1,524	42	-164	1,402	22	1,769	3,193
121 PCS Benefits	1,171	33	-382	822	13	624	1,459
199 Total Civ Compensation	**521,296**	**14,465**	**-21,219**	**514,542**	**7,925**	**-2,318**	**520,149**
308 Travel of Persons	13,062	256	-1,212	12,106	242	-3,070	9,278
399 Total Travel	**13,062**	**256**	**-1,212**	**12,106**	**242**	**-3,070**	**9,278**
696 DFAS Financial Operation (Other Defense Agencies)	4,931	10	-40	4,901	1,315	-1,024	5,192
699 Total DWCF Purchases	**4,931**	**10**	**-40**	**4,901**	**1,315**	**-1,024**	**5,192**
771 Commercial Transport	1,044	21	144	1,209	24	0	1,233
799 Total Transportation	**1,044**	**21**	**144**	**1,209**	**24**	**0**	**1,233**
912 Rental Payments to GSA (SLUC)	13,751	275	-356	13,670	273	-902	13,041
913 Purchased Utilities (Non-Fund)	125	3	-10	118	2	60	180
914 Purchased Communications (Non-Fund)	9,413	188	-4,175	5,426	109	3,986	9,521
915 Rents (Non-GSA)	2,315	46	47	2,408	48	-40	2,416
917 Postal Services (U.S.P.S)	104	2	-106	0	0	190	190
920 Supplies & Materials (Non-Fund)	1,359	27	-31	1,355	27	-619	763
921 Printing & Reproduction	10	0	4	14	0	0	14
922 Equipment Maintenance By Contract	31	1	10,140	10,172	203	-5,131	5,244
923 Facilities Sust, Rest, & Mod by Contract	2,567	51	-1,678	940	19	0	959
925 Equipment Purchases (Non-Fund)	7,871	157	-4,861	3,167	63	-2,843	387
932 Mgt Prof Support Svcs	5,942	119	-6,061	0	0	1,094	1,094
960 Other Costs (Interest and Dividends)	0	0	2	2	0	0	2
987 Other Intra-Govt Purch	4,560	90	8,443	13,093	262	-4,060	9,295

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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
989 Other Services	12,444	249	21,867	34,560	691	-17,969	17,282
990 IT Contract Support Services	16,068	321	-6,626	9,763	195	1,919	11,877
999 Total Other Purchases	**76,560**	**1,529**	**16,599**	**94,688**	**1,892**	**-24,315**	**72,265**
Total	616,893	16,281	-5,728	627,446	11,398	-30,727	608,117

* The FY 2019 Actual column includes $1,295.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $1,810.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $1,247.0 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.

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

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DCMA	1,418,813	35,625	-19,067	1,435,371	24,695	-66,853	1,393,213

* The FY 2019 Actual column includes $18,336.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $21,723.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $21,723.0 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:

Overview

The Defense Contract Management Agency (DCMA) is a Joint Chiefs of Staff designated Combat Support Agency comprised of approximately 12,000 civilian and military personnel, located in over 1,000 locations, managing approximately 309,000 active contracts with a total face value of $7.16 trillion of which $2.1 trillion has been obligated. Of the obligated amount, $303.2 billion remains un-liquidated. The Agency is a revenue generator for the Department, something very few Fourth Estate Agencies can claim. DCMA enables Services to procure more necessary warfighting equipment at reduced cost and expand Force Structure at optimal cost. DCMA's return on investment (ROI) to the Department for the past four years was almost $3.00 for every $1.00 invested in the Agency.   The DCMA's responsibilities include Acquisition Category I and II program management, $169.5 billion of Government property in-plant, $23.2 billion in in-progress payments, and $12.8 billion in performance-based payments, ensuring each complies with Federal acquisition and auditability standards. As established by DoD 5105.64 and FAR Part 42.302, DCMA's mission is to perform Contract Administration Services (CAS) and Contingency Contract Administration Services (CCAS) for the Department of Defense (DoD), other authorized

I.   Description of Operations Financed (cont.)

Federal Agencies, foreign governments, international organizations, and others as authorized.

Essentially, DCMA directly manages Industry's performance of all DoD Weapon Systems and Combat Platform production and depot maintenance work. Only shipbuilding, services, facilities management, consumables (fuel, etc.), and low risk parts production and delivery are not serviced by DCMA. As a defense agency and member of the Fourth Estate acquisition community, DCMA reports to the Under Secretary of Defense for Acquisition and Sustainment. In FY 2019, actions such as litigation, cost and pricing actions, earned value streamlining efforts, cost rate settlements, worker's compensation claims, and Equal Employment Opportunity (EEO) settlements resulted in DCMA returning approximately twice its operating budget to the Services in refunds, recovered costs, forward (future) pricing rates, and negotiated price reductions. These actions allow the Services to procure more necessary warfighting equipment at reduced cost, expanding Force Structure and delivering more lethality to the Warfighter.

Alignment to NDS

The DCMA directly supports the National Defense Strategy (NDS) and the Secretary of Defense's definitive guidance on three lines of effort to enable the Department to remain the world's preeminent fighting force. The DCMA's mission and responsibilities clearly align with these lines of effort: building a more lethal force, strengthening our allies and partners, and seeking efficiencies through business process re-engineering and fiscal stewardship.

To deliver on our mission and vision and to align ourselves with the NDS, DCMA is focused on five primary strategic goals: 1) enhance Lethality through on-time delivery of quality

I.   Description of Operations Financed (cont.)

products; 2) enhance Lethality through affordability; 3) ensure Agency funds are used in alignment with Department guidance and executed in a transparent, accountable manner; 4) reform the agency business practices by working smarter not harder; and 5) enhance and strengthen the skills, readiness, and effectiveness of the total workforce. DCMA will assess each of these primary strategic goals identifying measurable capability improvements leading to enhanced Warfighter lethality through timely delivery of quality products, and acquisition insight supporting affordability and readiness.

Eighty four percent of DCMA's employees are part of the acquisition workforce. Production, quality assurance, manufacturing, contracting, and engineering personnel comprise the largest portion of DCMA's acquisition workforce performing the DCMA's mission in a global environment. This workforce performs full support across the contract life-cycle from pre-award through closeout. Activities include:

- controlling contractor indirect costs by establishing forward and final rates, resolving claims and disputes, and making final determinations on cost accounting standard audits

- providing negotiation intelligence by ensuring business system compliance for contract accounting, property management, material management, earned value and purchasing systems

- influencing contract negotiations by making commercial item determinations and providing insight into contract cost and pricing

- administering the Department's awarded contracts by executing contract modifications; cost monitoring; managing ground and flight operations, delivery schedules, and government property; providing transportation authorizations for in-plant material; accepting and authorizing payments for contracted goods and services; recovering expiring and cancelling funds; and closing contracts.

I.   Description of Operations Financed (cont.)

In support of the National Defense Plan Performance Goal 2 "Strengthen Allies and Attract More Partners", DCMA is at the forefront of executing the Department's Security Cooperation (SC) mission to collaboratively build and sustain our Allies security interests and industrial capabilities. Within the SC community the DCMA provides support to Foreign Military Sales (FMS) delegated by Service buying commands, Foreign Direct Commercial Sales (DCS) contracts, and international agreements, placing our personnel in direct support of our Allies in critical locations in the United States and overseas.

FY 2021 Budget

The DCMA priorities for this budget are to implement DoD directives to focus on high risk/high priority programs; become more efficient, as directed in the Defense Wide Review (DWR); and ensure proper compensation of employees in accordance with congressional pay adjustments. In order to implement the DWR, DCMA will engage in strategic workforce shaping efforts in Contract Management, Facilities and IT Manpower (478 FTEs). These efficiencies must be taken smartly and strategically since DCMA continues to receive increased demand in core mission acquisition program production and new program starts that stress its ability to properly support priority core mission requirements.

Approximately 87 percent of the FY 2021 budget is personnel compensation and benefits for the direct funded employees. The remaining budget includes the cost of supporting the workforce, such as IT sustainment, facility sustainment and leases, travel, cyber, supplies and equipment. The 4th Estate Network Optimization (4ENO) transfer of personnel

I.   Description of Operations Financed (cont.)

and operational control of network/commodity IT to Defense Information System Agency (DISA) has been postponed until FY 2022. In the FY 2020 President's budget, DCMA realigned funding from multiple OP-32 lines to reflect how DCMA would pay DISA for services, including the transfer of 250 FTEs from personnel compensation to non-labor. The FY 2020 enacted budget reflects the reversal of the funding realignment for personnel and other IT non labor to reflect the delayed transfer.

Personnel Compensation

Manpower is DCMA's primary asset to accomplishing its mission and is the predominant consumption of appropriated funds. DCMA will continue to assess its manpower to ensure adherence to the NDS in building a lethal force, making sure that high caliber employees are retained and recruited. The FY 2021 request includes reductions to personnel compensation as a result of the Defense-wide Review.

Information Technology

Information technology (IT) is the primary enabling capability DCMA's acquisition workforce relies upon to communicate with its contractors, the DoD acquisition community, and its customers. IAW the National Defense Strategy and the National Defense Authorization Act, DCMA has incorporated several major initiatives to prioritize IT efforts and develop a roadmap for managing and reforming business operations and mission support infrastructure needed to sustain the warfighter.

In FY 2019, DCMA IT closed two Data Centers (Boston and Carson) IAW Data Center Optimization Initiative (OMB Memorandum 19-19). This closure resulted in a successful

I.   Description of Operations Financed (cont.)

migration of DCMA IT systems, applications, and services to the DISA milCloud, thus optimizing efficiencies and improving capabilities for DCMA. DCMA IT upgraded existing IT infrastructure and circuits through a DISA acquired service, resulting in the delivery of exponential bandwidth for the DCMA user community to achieve enhanced capabilities, increase productivity, and optimize speed and efficiencies to support the warfighter.

DCMA's Information Technology program was reduced by $35,600 thousand during the DWR as a result of efficiencies. To achieve this reduction DCMA will take an aggressive approach in utilizing commercial innovation such as DISA software as a service and platform as a service cloud solutions in FY 2020. DCMA IT will need to re-baseline and re-prioritize program efforts to determine affordability and criticality. DCMA IT will implement a Digital Modernization Strategy to modernize legacy IT systems and infrastructure, provide capabilities to perform data analytics of our data and to re-platform our tool sets. This will produce maximum flexibility, faster solutions, and speedy deliverance of IT services and capabilities to the DCMA community. The DCMA's IT investment strategy is being driven by the Director's initiatives to: 1) Develop Mission Business Systems; 2) Leverage Commodity IT Buying Power Though DISA; and 3) Focus on The Last Tactical Mile. These initiatives directly align with and support the DoD CIO's Optimization and Modernization efforts, which include: 1) Network Optimization; 2) Data Center Optimization; 3) Mission Partner Engagement; 4) Defense Travel Modernization ; 5) Enterprise Collaboration; 6) Consolidation of Cyber and IT Responsibilities; 7) Rationalize Business Systems; and 8) Streamline IT Commodity Purchasing.

The transfer of commodity IT management services to DISA continues, however there are delays in the timeline that has caused the reversal of non-labor funding realignments in this budget. DCMA will maintain operational control of network service contracts and civilian personnel in FY 2020. The civilian personnel costs for the 250 FTEs scheduled

I.   Description of Operations Financed (cont.)

to transfer to DISA were moved back to civilian personnel in FY 2020 but are reflected as non-labor in FY 2021. Since DISA does not cover DCMA's mission systems, DCMA must still manage, oversee, and maintain critical systems such as the Mechanization of Contract Administration Services (MOCAS) system.

Facilities

Execution of DCMA's facility initiative to reduce overall physical footprint continues where efforts are financially supportable. The reduction will be achieved by a combination of optimizing current locations, partnering with the military Services where on-base locations make sense, leveraging IT and communications technology to extend telework options, and using appropriate and consistent facility standards. For example, the Eastern Region's office relocation from downtown Boston to Hanscom Air Force Base (AFB) was completed in July 2019. The move included a Data Center re-host at the DISA Enterprise Computing Center (DECC) Columbus location, thus meeting DoD CIO's mandated Federal Data Center Consolidation Initiative. The DCMA is currently working on these large moves: the Phoenix geographic office to Luke AFB, the Seattle geographic office to Naval Station Everett, a consolidation of multiple offices in Houston to the downtown Federal building, and the Detroit geographic office to the Selfridge Air National Guard base. DCMA is also coordinating a Transfer of Mission for Facilities Management to the Washington Headquarters Service (WHS) per the Defense Wide Review's anticipated guidance. This will result in future consolidation efficiencies through WHS management.

Cybersecurity Program

The Defense Contract Management Agency (DCMA) Cybersecurity Program mission is to execute the DoD Cyber Strategy, achieve the Department's cyberspace objectives, and protect the warfighter. Of note, DCMA's networks and systems contain contractual information,

I.   Description of Operations Financed (cont.)

proprietary Defense Industrial Base (DIB) Intellectual Property, DoD sensitive Controlled Unclassified Information (CUI), and sensitive unclassified Navy Nuclear information used by the entire Department of Defense and its federal partners. The Cybersecurity Program supports DCMA's Cybersecurity Service Provider (CSSP) duties and maintains continuous surveillance over all of DCMA's networks, 24 hours a day, 7 days a week, 365 days a year, and protects its users against vulnerabilities. The DCMA is in a unique position within DoD as nearly 1/3 of its workforce operates in contractor plants and remote locations where they review, approve, and verify product delivery and contract execution in support of the Warfighter. This remote user challenge causes increased costs to lower the risk of exposure as opposed to the conventional cybersecurity measures required for brick and mortar locations on a protected post camp. The DCMA FY 2021 budget request includes 15 civilian FTEs and a cybersecurity support contract. DCMA did a thorough review of all cyber requirements and was able to reduce the cost of support to the program, prior to the DWR. In FY 2019 a new contract was awarded through DISA at a reduced cost.

Summary

The DCMA is uniquely positioned and committed to providing independent actionable acquisition insight to provide Warfighter lethality, support acquisition reform, and support achievement of the NDS. The DCMA will continue to explore strategic efficiency initiatives to provide quality contract administration services, facilitate the delivery of critical DoD emerging needs, execute its cybersecurity mission, and support/implement current and future leadership strategic areas of focus.

II. Force Structure Summary:

N/A

Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
4. Administration and Servicewide Activities	**1,418,813**	**1,438,068**	**-27,088**	**-1.9**	**1,410,980**	**1,410,980**	**1,370,681**
Contract Management	1,418,813	1,438,068	-27,088	-1.9	1,410,980	1,410,980	1,370,681
Cybersecurity	0	24,391	0	0.0	24,391	24,391	22,532
Total	**1,418,813**	**1,462,459**	**-27,088**	**-1.9**	**1,435,371**	**1,435,371**	**1,393,213**

* The FY 2019 Actual column <u>includes</u> $18,336.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $21,723.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $21,723.0 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.

Defense Contract Management Agency
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III. <u>Financial Summary</u> ($ in thousands)

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**1,462,459**	**1,435,371**
Congressional Adjustments (Distributed)	-20,000	
Congressional Adjustments (Undistributed)	-7,088	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**1,435,371**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**1,435,371**	
Supplemental	21,723	
Reprogrammings		
Price Changes		24,695
Functional Transfers		
Program Changes		-66,853
Current Estimate	**1,457,094**	**1,393,213**
Less: Wartime Supplemental	-21,723	
Normalized Current Estimate	**1,435,371**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**1,462,459**
1. Congressional Adjustments		-27,088
a. Distributed Adjustments		
1) Improving Funds Management: Program Decreases unaccounted for	-20,000	
b. Undistributed Adjustments		
1) Unjustified Growth	-5,400	
2) Budget Justification Inconsistencies	-1,688	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**1,435,371**
2. War-Related and Disaster Supplemental Appropriations		21,723
a. OCO Supplemental Funding		
1) FY 2020 Overseas Contingency Operations (OCO)	21,723	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**1,457,094**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**1,457,094**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-21,723
FY 2020 Normalized Current Estimate		**1,435,371**
6. Price Change		24,695
7. Functional Transfers		
8. Program Increases		49,522
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) DISA Telecomm Services	24,377	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
As a result of the 4th Estate IT Optimization Reform, DCMA continues to transfer commodity IT management services and migrate to DISA Data Centers. The transfer of services to DISA is coupled with DCMA's digital modernization strategy to modernize legacy IT systems and infrastructure. (FY 2020 Baseline: $11,610 thousand)		
2) Program increase in Contract Management to address priority audit work	15,949	
(FY 2020 Baseline: $1,410,980 thousand; Baseline FTEs: 9,907; +75 FTEs)		
3) Personnel Compensation (Award Spending)	9,053	
Personnel Compensation increase due to a directive issued by the Office of Management and Budget (OMB) to increase non SES/SL/ST award spending. Defense agencies were directed to increase by no less than 1 percentage point of FY21 non-SES salary spending.		
4) Voluntary Sep Incentives	139	
Increase in Voluntary Separation Incentive pay is to support DCMA's workforce shaping efforts in FY21. (FY 2020 Baseline: $159 thousand)		
5) Supplies & Materials	4	
Increase in the supplies and Materials line to account for minimal growth to the forecasted spending estimate. (FY 2020 Baseline: $3,008 thousand)		
9. Program Decreases		-116,375
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Pay adjustment for one less compensable day in FY 2021	-4,710	

One less compensable day in FY 2021 (261) (FY 2020 Baseline: $1,186,745 thousand)

c. Program Decreases in FY 2021		
1) Defense Wide Review (DWR) Reductions	-111,665	

Decision to reduce resources associated with lower priority efforts in order to resource higher priorities.

Contract Management Reduction – ($75,165 thousand) (FY2020 Baseline: 1,410,980 thousand; FTEs: 9577; -458 FTEs)

Fourth Estate Network Optimization (Cyber) – ($2,500 thousand) (FY 2020 Baseline: $24,391 thousand)

Reduce IT and Facilities Management FTEs – ($34,000 thousand) (FY 2020 Baseline: $164,666 thousand; FTEs: 330; -20 FTEs)

| **FY 2021 Budget Request** | | **1,393,213** |

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

Performance Review

The Agency helps our partners spend their finite dollars wisely, ultimately ensuring the front-line Warfighters get the equipment and services for maximum lethality when needed; in FY 2019 DCMA delivered 495 million items worth $85.3B to the Warfighter. Agency focus will not solely rest on qualitative contract administration functions, but will also focus on quantitative factors as well – those factors that will clearly emphasize the Agency's return on investment (ROI) to the Department and to our other customers and the taxpayers at large.

As an example, the independent in-plant insight into contractor processes DCMA offers provides a unique acquisition insight service to the DoD customers to ensure contractor compliance in program development. Software development continues to be one of the main cost drivers for cost overruns. Specifically, the in-plant presence allows us to perform oversight and analysis of existing software development to include emerging critical focus areas of agile software and technology processes, cybersecurity and information assurance concerns.

The Department has repeatedly looked to DCMA to take on greater mission responsibilities and play an expanded role in the evolutionary improvement of Government business in support of the National Defense Strategy. DCMA has undertaken many business related reforms including Commercial Items Determinations and Recommendations, Contracts Closeout reduction oriented activities (internal reforms and recommendations for external-to-DCMA reforms, such as recommendations for policy and legislative changes), emphasis on consolidation or moving offices and organizations onto military installations or other US

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

Government properties, information technology divestiture of functions to DISA and Financial Improvement and Audit Remediation (FIAR) among others.

DCMA plays a critical role in the Department's financial improvement and audit remediation effort due to our role in contract oversight and program management of the Mechanization of Contract Administration Services (MOCAS) system. DCMA is engaged in efforts to evaluate and improve network security and the legacy systems holding critical DoD acquisition information.

While the Agency continues to pursue better risk management, expanded critical capabilities, and ROI to the DoD and its partners, it also recognizes that current core and new mission requirements are at great risk, directly impacting the products delivered to the Warfighter, the Department's buying power, and the return of taxpayer dollars. These areas of risk fall into the categories associated with readiness, sustainment, business reforms, and support for new (additional and expanded) acquisition programs. Many of these will directly impact DCMA's ability to support the imperative to build a more lethal force.

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V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	475	480	462	5	-18
Officer	401	401	388	0	-13
Enlisted	74	79	74	5	-5
Reserve Drill Strength (E/S) (Total)	225	225	225	0	0
Officer	178	178	178	0	0
Enlisted	47	47	47	0	0
Civilian End Strength (Total)	11,447	11,248	11,716	-199	468
U.S. Direct Hire	10,437	10,240	10,276	-197	36
Foreign National Direct Hire	54	56	57	2	1
Total Direct Hire	10,491	10,296	10,333	-195	37
Foreign National Indirect Hire	6	2	3	-4	1
Reimbursable Civilians	950	950	1,380	0	430
Active Military Average Strength (A/S) (Total)	475	480	462	5	-18
Officer	401	401	388	0	-13
Enlisted	74	79	74	5	-5
Reserve Drill Strength (A/S) (Total)	225	225	225	0	0
Officer	178	178	178	0	0
Enlisted	47	47	47	0	0
Reservists on Full Time Active Duty (A/S) (Total)	225	225	225	0	0
Officer	178	178	178	0	0
Enlisted	47	47	47	0	0
Civilian FTEs (Total)	11,280	11,185	10,944	-95	-241

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Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
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V. Personnel Summary	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
U.S. Direct Hire	10,271	9,907	9,504	-364	-403
Foreign National Direct Hire	57	56	57	-1	1
Total Direct Hire	10,328	9,963	9,561	-365	-402
Foreign National Indirect Hire	2	2	3	0	1
Reimbursable Civilians	950	1,220	1,380	270	160
Average Annual Civilian Salary ($ in thousands)	118.8	122.4	126.4	3.6	4.0
Contractor FTEs (Total)	385	175	150	-210	-25

DAWDF and OCO Personnel Summary	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2021/ FY 2022
DAWDF End Strength (Total)	130	0	0	-130	0
OCO End Strength (Total)	91	91	91	0	0
DAWDF and OCO End Strength Total	221	91	91	-130	0
DAWDF FTEs (Total)	174	110	0	-64	-110
OCO FTEs (Total)	85	85	85	0	0

Defense Contract Management Agency
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	1,216,622	33,822	-41,769	1,208,675	18,614	-28,955	1,198,334
103 Wage Board	83	2	0	85	1	0	86
104 FN Direct Hire (FNDH)	4,240	118	0	4,358	67	0	4,425
107 Voluntary Sep Incentives	40	1	118	159	2	139	300
111 Disability Compensation	2,950	82	0	3,032	47	0	3,079
121 PCS Benefits	3,382	94	-576	2,900	45	-445	2,500
199 Total Civ Compensation	**1,227,317**	**34,119**	**-42,227**	**1,219,209**	**18,776**	**-29,261**	**1,208,724**
308 Travel of Persons	27,964	559	-1,783	26,740	535	-5,245	22,030
399 Total Travel	**27,964**	**559**	**-1,783**	**26,740**	**535**	**-5,245**	**22,030**
647 DISA Enterprise Computing Centers	18,375	-1,837	-4,538	12,000	156	-1,201	10,955
677 DISA Telecomm Svcs - Reimbursable	6,800	136	4,674	11,610	0	24,377	35,987
696 DFAS Financial Operation (Other Defense Agencies)	6,553	14	1,126	7,693	2,064	-2,351	7,406
699 Total DWCF Purchases	**31,728**	**-1,687**	**1,262**	**31,303**	**2,220**	**20,825**	**54,348**
771 Commercial Transport	4,989	100	1,541	6,630	133	-2,455	4,308
799 Total Transportation	**4,989**	**100**	**1,541**	**6,630**	**133**	**-2,455**	**4,308**
901 Foreign National Indirect Hire (FNIH)	155	0	55	210	4	0	214
912 Rental Payments to GSA (SLUC)	20,043	401	1,293	21,737	435	0	22,172
913 Purchased Utilities (Non-Fund)	950	19	314	1,283	26	0	1,309
914 Purchased Communications (Non-Fund)	11,583	232	-4,532	7,283	146	-6,628	801
915 Rents (Non-GSA)	2,637	53	1,543	4,233	85	0	4,318
917 Postal Services (U.S.P.S)	170	3	-32	141	3	0	144
920 Supplies & Materials (Non-Fund)	2,678	54	276	3,008	60	4	3,072
921 Printing & Reproduction	644	13	380	1,037	21	0	1,058
922 Equipment Maintenance By Contract	865	17	-697	185	4	0	189

Defense Contract Management Agency
Operation and Maintenance, Defense-Wide
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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
923 Facilities Sust, Rest, & Mod by Contract	9,903	198	5,919	16,020	320	-9,479	6,861
925 Equipment Purchases (Non-Fund)	5,027	101	845	5,973	119	0	6,092
932 Mgt Prof Support Svcs	5,828	117	175	6,120	122	0	6,242
960 Other Costs (Interest and Dividends)	60	1	0	61	1	0	62
987 Other Intra-Govt Purch	13,303	266	10,473	24,042	481	0	24,523
989 Other Services	16,609	332	13,335	30,276	606	-19,049	11,833
990 IT Contract Support Services	36,360	727	-7,207	29,880	598	-15,565	14,913
999 Total Other Purchases	**126,815**	**2,534**	**22,140**	**151,489**	**3,031**	**-50,717**	**103,803**
Total	1,418,813	35,625	-19,067	1,435,371	24,695	-66,853	1,393,213

* The FY 2019 Actual column includes $18,336.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $21,723.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Defense Counterintelligence and Security Agency

February 2020

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Defense Counterintelligence and Security Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 4: Administrative and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DCSA	765,460	16,270	118,297	900,027	17,207	41,351	958,585

I.   Description of Operations Financed:

On behalf of the Secretary of Defense, the Defense Counterintelligence and Security Agency (DCSA), formerly known as Defense Security Service (DSS), serves as the primary Federal entity for vetting an effective, efficient, and trusted workforce for the Federal Government as directed in the Executive Order 13869, as well as the continuation of the National Industrial Security Program (NISP) mission. The DCSA has realigned its organizational structure to support the National Defense Strategy by ensuring a trusted federal, industrial and affiliated workforce through continuous vetting and insider threat programs. These programs enable government and industry to deliver uncompromised capabilities to the warfighter by utilizing artificial intelligence, machine learning and cutting edge technologies and innovation. The blending of the operational missions of Critical Technology Protection, Personnel Vetting, Counterintelligence, professional education and certification provides DCSA the unique advantage in preserving the nation's strategic edge. The DCSA ensures that sensitive and classified U.S. and foreign government information, technologies, and material entrusted to cleared industry is properly protected. DCSA is headquartered in Quantico, Virginia, with 167 field offices across the United States, executes NISP oversight for DoD and 33 other Federal agencies, determines security eligibility for all non-Intelligence DOD

I. **Description of Operations Financed (cont.)**
    personnel and conducts personnel vetting for more than 100 federal agencies. As the
    Industrial Security functional manager for the DoD, DCSA provides security
    education, training, certification, and professional development for DoD and other
    U.S. Government personnel contractor employees, and U.S. foreign government
    partners. Conducting required NISP assessments to deter, detect, and identify loss
    or compromise of classified information and ensure corrective actions are taken to
    prevent recurrence. The DCSA budget submission includes the transfer in of
    functions, personnel and associated resources of Defense Information Systems Agency
    (DISA), National Background Investigation Services (NBIS) Program Executive Office
    (PEO) and subordinate elements; Joint Service Provider (JSP) personnel to provide
    direct support to the DoD Consolidated Adjudication Facility (CAF) and portions of
    DHRA/Defense Manpower Data Center (DMDC) to maintain and develop the purpose built
    information technology systems in support of the Defense Vetting Enterprise to
    include the following DMDC applications: Defense Information System for Security
    (DISS), MIRADOR (the Continuous Evaluation and Records System for Personnel
    Security), the Secure Web Fingerprint Transmission System (SWFT) and the Defense
    Central Index of Investigation (DCII).

I.   Description of Operations Financed (cont.)
Operational Activities

   A. Critical Technology Protection Center:

	Dollars in Thousands	
FY 2019 Actual	**FY 2020 Enacted**	**FY 2021 Estimate**
$127,431	$103,611	$98,251

The **Industrial Security Field Operations (IO) Directorate** supports the agency's NISP mission by vetting industrial facilities, 1M contractor personnel, and associated information systems (approximately 10,000 cleared companies and 12,100 contractor facilities). Serves as the primary interface between the Federal Government and industry, providing daily oversight, advice, and assistance to cleared companies and ultimately determining the ability of those companies to protect classified information. IO plays a significant role in mitigating potential insider threats and intrusions by adversaries on industry information technology systems and working with industry to develop tailored security plan solutions. DCSA protects the department's critical technologies and research in the hands of industry by applying an asset-focused, threat-driven risk management approach. The risk management approach begins with adjudicating defense contractors' trustworthiness to become a member of the NISP.

The **Industrial Security Integration and Application (ISIA) Directorate** provides headquarters support to field operations and cleared industry relative to industrial and personnel security policy, mitigation of foreign ownership, control or influence (FOCI), implementation of FOCI countermeasures, and administration of international

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

programs. ISIA conducts holistic business intelligence analysis, leveraging all sources, and applies risk-informed analysis for mitigating FOCI. FOCI professionals work with experts in security, finance, business structures, and governance to record and analyze FOCI in U.S. companies performing classified work. They provide input to the DoD lead for the Committee on Foreign Investment in the United States (CFIUS) on all covered transactions that involve cleared companies under FOCI mitigation requirements. CFIUS is an interagency committee chaired by the Secretary of the Treasury to conduct reviews of proposed mergers, acquisitions, or takeovers of U.S. entities by foreign interests under Section 721 of the Defense Production Act. CFIUS is a voluntary process that allows foreign persons and U.S. persons entering into a covered transaction to submit the transaction for CFIUS review to assess the impact of the transaction on national security. CFIUS and FOCI reviews are carried out in two parallel but separate processes. ISIA coordinates with senior members of foreign, civilian, and military organizations, who represent more than 65 foreign governments that are signatories of bilateral security agreements, for the timely and secure international movement of both U.S. and foreign classified information.

Defense Counterintelligence and Security Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I.   **Description of Operations Financed (cont.)**
   B. **Personnel Vetting:**

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Dollars in Thousands

FY 2019	FY 2020	FY 2021
Actual	**Enacted**	**Estimate**
$42,075	**$211,698**	**$281,014**

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1. **Defense Vetting Directorate (DVD):** is comprised of the National Background Investigations Bureau (NBIB), the Vetting Risk Operations Center (VROC), Expedited Screening Center (ESC), and the DoD Consolidated Adjudications Facility (CAF), integrated into the DCSA as directed by legislative and presidential directives. The DVD has established a holistic end-to-end personnel vetting enterprise through the realignment and consolidation of the DCSA vetting functions to deliver an efficient and effective risk based methodology for continuous evaluation, personnel vetting, streamlined adjudications and continuous vetting to safeguard the integrity and trustworthiness of an agile federal and contractor workforce, while preserving military readiness and warfighting capabilities.

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

2.   <u>DoD Insider Threat Management and Analysis Center (DITMAC):</u>

	Dollars in Thousands	
FY 2019	FY 2020	FY 2021
Actual	Enacted	Estimate
$49,159	$15,404	$14,560

Provides an integrated capability to monitor and audit information for insider threat detection and mitigation. The program gathers, integrates, reviews, assesses, and responds to information derived from Counterintelligence (CI), security, cybersecurity, civilian and military personnel management, workplace violence, anti-terrorism risk management, law enforcement, user activity monitoring on DoD information networks, and other sources as necessary and appropriate to identify, mitigate, and counter insider threats to address current and emerging threats to DoD personnel, assets and information.

I.   **Description of Operations Financed (cont.)**

C. **Center for Development of Security Excellence (CDSE):**

Dollars in Thousands		
FY 2019	**FY 2020**	**FY 2021**
Actual	**Enacted**	**Estimate**
$31,309	**$35,495**	**$34,705**

Delivers security education, training, and certification products and services to the DoD and other federal agencies and industry under the NISP. CDSE utilizes an agile delivery platform to maximize accessibility from in-person, instructor-led courses, online courses, webinars, video presentations, toolkits, and job aids. Develops and manages the Security Professional Education Development Certification Program which provides a series of National Commission for Certifying Agencies (NCCA) accredited professional certifications across multiple security disciplines designed to professionalize the security workforce via a common set of competencies that promote interoperability and facilitate professional development and training.

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

    D. <u>Counterintelligence (CI) Analysis:</u>

	Dollars in Thousands	
FY 2019	FY 2020	FY 2021
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
$44,034	$52,414	$48,382

Detect and deter attempts by our nation's adversaries to steal sensitive national security information and technologies from cleared industry and keeps U.S. Government leaders informed of the threat. CI Special Agents work extensively with companies and other U.S. government agencies in order to quickly and efficiently identify, share and refer actionable threat information. The CI premier publication, *("Targeting U.S. Technologies: A Trend Analysis of Cleared Industry Reporting")* analyzes suspicious contact reports from across the cleared national industrial base, describing suspicious foreign activity targeting U.S. personnel, technologies, and export-controlled products. The Cybersecurity Operations Division, employs technology tools and processes to aggressively address threats to cleared contractors in the cyber domain. The Cyber team's proficiencies in cyber and CI analysis, technical analysis, network engineering and management, proactive CI and cyber operations, and law enforcement/CI investigative, operational and management experiences unite to create a work center capable of implementing innovative solutions to counter the cyber threat from foreign intelligence entities.

I.   Description of Operations Financed (cont.)

E. Personnel Security Investigations for Industry (PSI-I):

	Dollars in Thousands	
FY 2019 Actual	FY 2020 Enacted	FY 2021 Estimate
$365,225	$381,115	$373,197

The centrally managed PSI-I budget executes requests for initial and periodic reinvestigations for contractor personnel security clearance in support of all DoD components and 33 other federal agencies participating in the National Industrial Security Program (NISP). Budgetary requirements are based on forecasted survey requirements for industry investigations by case type, in accordance with the FY21 DCSA Working Capital Fund published rate, and adjusted to include costs on a case by case basis for Triggered Enhanced Subject Interviews (TESI) and Reimbursable Security Investigations (RSI). DCSA manages requests for initial and periodic reinvestigations for contractor personnel. PSI-I requirements and budgets are impacted by changes in security policy, investigation pricing, and demand for research, development, and acquisition programs supporting DoD components and Federal agencies participating in the NISP.

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I.   Description of Operations Financed (cont.)
Operational Support Activities

A. Management Headquarters:

	Dollars in Thousands		
	FY 2019 Actual	FY 2020 Enacted	FY 2021 Estimate
	$33,451	$30,185	$29,165

The **DCSA Headquarters** enables mission execution through centralized management of enterprise strategic priorities to provide direct service support to field operations. These functions provide critical common services support devoted to maintaining the alignment of daily operations by enabling industry's delivery of uncompromised capabilities by leveraging advanced technologies and innovation. The support consists of financial management, acquisitions, human capital management, legal advice and assistance through the general counsel and inspector general, public affairs, security, maintenance of facilities, strategic management, logistical, property management, and equal employment opportunity.

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

B. <u>Enterprise Information Technology:</u>

1. <u>Office of the Chief Information Officer (OCIO):</u>

	<u>Dollars in Thousands</u>	
FY 2019	FY 2020	FY 2021
<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
$64,544	$57,885	$61,554

The **OCIO** defines the enterprise information technology strategy through a shared vision of agency policy, standards, and infrastructure that supports the national industrial security oversight, security education, and personnel vetting missions. The OCIO team delivers IT services as part of enterprise applications, mobile IT solutions, secure communications, and a full range of helpdesk troubleshooting support and services to the DCSA community. The OCIO's vision includes partnering with agency, DOD and industry leaders to strategically integrate data driven and innovation solutions to ensure mission success. Includes the transfer of the information technology support for the DoD Consolidated Adjudication Facility (CAF) infrastructure.

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

   2. <u>National Bureau of Investigation Service (NBIS) PEO</u>:

	Dollars in Thousands		
	FY2019 Actual	FY 2020 Enacted	FY 2021 Estimate
	$0	$1,500	$8,180

Developing an enterprise Information Technology (IT) architecture and data strategy for modernizing vetting capabilities supporting background investigations (BI) replacing Office of Personnel Management (OPM's) legacy IT systems. Provides a new, secure infrastructure and investigative support system for DoD and Federal Agencies utilizing web/cloud based capabilities and robust cybersecurity. Leverages DoD's cybersecurity capabilities and national security focused to protect government and contractor's personal and investigative information. Supports the distributed adjudication processes with built-in security; active governance structure, and a new national security culture based on process improvement, artificial intelligence, machine learning and /change management.

II. <u>Force Structure Summary</u>:

N/A

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
Center for Development of Security Excellence	31,309	34,202	0	0.0	34,202	35,495	34,705
Counterintelligence Program	44,034	41,738	0	0.0	41,738	52,414	48,382
Critical Technology Protection*	127,431	128,150	-4,356	-3.4	123,794	103,611	98,251
Cyberspace Activities**	8,232	9,220	3,000	32.5	12,220	12,220	9,577
Enterprise IT***	64,544	49,627	0	0.0	49,627	57,885	69,734
Insider Threat – DITMAC	49,159	68,744	0	0.0	68,744	15,404	14,560
Management HQ Activities	33,451	29,208	0	0.0	29,208	30,185	29,165
Personnel Vetting****	42,075	156,880	2,500	1.6	159,380	211,698	281,014
PSI for Industry	365,225	381,115	0	0.0	381,115	381,115	373,197
Total	**765,460**	**898,884**	**1,144**	**.1**	**900,028**	**900,027**	**958,585**

*Formerly National Industrial Security
**Cyberspace Activities includes Enterprise IT and Insider Threat/DITMAC
***Formerly Office of Chief Information Officer
****Formerly Defense Vetting Directorate

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

	Change FY 2020/FY 2020	Change FY 2020/FY 2021
B. Reconciliation Summary		
Baseline Funding	898,884	900,027
Congressional Adjustments (Distributed)	5,500	
Congressional Adjustments (Undistributed)	-4,357	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	900,027	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	900,027	
Supplemental		
Reprogrammings		
Price Changes		17,207
Functional Transfers		43,178
Program Changes		-1,827
Current Estimate	900,027	958,585
Less: Wartime Supplemental		
Normalized Current Estimate	900,027	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**898,884**
1. Congressional Adjustments		1,143
a. Distributed Adjustments		
1) Defensive cyber and counterintelligence operations	3,000	
2) Access to criminal records for local law enforcement	2,500	
b. Undistributed Adjustments		
1) Unjustified growth (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account)	-3,319	
2) Budget Justification inconsistencies (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account)	-1,038	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**900,027**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**900,027**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**900,027**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**900,027**
6. Price Change		17,207
7. Functional Transfers		43,178
a. Transfers In		
1) DHRA/Defense Manpower Data Center (DMDC)	29,855	
Transfers in funding and manpower to DCSA from DHRA/DMDC to maintain and develop the purpose-built		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

information technology systems supporting the
Personnel Vetting enterprise (+10 FTEs)

2) DISA - National Background Investigation System   6,680
(NBIS)

    Transfer in the functions, personnel and associated
resources of the Defense Information Systems Agency,
National Background Investigation Services (NBIS)
Program Executive Office (PEO) to maintain and
develop the purpose-built IT systems supporting the
Personnel Vetting mission. (Resources totaling
$89,856K was transferred from DISA to DCSA, of which
$6,680K is O&M and $83,176K was redirected to RDT&E
in support of the Software Pilot Program, as
reflected in the DCSA R-2 Exhibit PE 0608197V). (+41
FTEs)

3) DISA - Joint Service Provider Support (JSP)   6,643
    In accordance FY18 NDAA, Section 925(c), transfer in
JSP IT resources, personnel, and functions directly
supporting the DoD CAF (+12 FTEs)

8. Program Increases   47,045
   a. Annualization of New FY 2020 Program
   b. One-Time FY 2021 Increases
   c. Program Growth in FY 2021
     1) Personnel Vetting - International Military Student   14,800
(IMS)
        Provides funding for the Expedited Screening
Protocol for contract personnel to perform
additional screening, vetting, and security measures
for International Military Students (IMS)and for

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

C. Reconciliation of Increases and Decreases	Amount	Totals

access to Contract data (Publically Available
Electronic Information (Social Media)) from the
affected countries/regions (FY 2020 Baseline:
$211,698 thousand; Baseline FTEs: 865)

2) Personnel Vetting - DoD Consolidated Adjudication   11,622
Facility (CAF)
    Increase in funding provides additional civilian
    FTEs required to determine security clearance
    eligibility of all non-intelligence DoD personnel
    occupying sensitive positions and/or requiring
    access to classified material including Sensitive
    Compartmented Information (SCI). (FY 2020 Baseline:
    $211,698 thousand; +32 FTEs)

3) Personnel Vetting - Continuous Evaluation (CE)   11,418
    Increase in funding to support CE software
    enhancements, data costs, system and analytical
    capability to perform critical processing services,
    customer service operations, triaging of incident
    reports and national trusted workforce 2.0
    initiatives. (FY 2020 Baseline: $211,698 thousand;
    Baseline FTEs: 81; +70 FTEs)

4) Enterprise IT   3,767
    Increase provides an integrated enterprise
    information technology management infrastructure to
    provide transparency of data across functional areas
    and deliver efficient and effective background
    investigations to safeguard the integrity and
    trustworthiness of the federal workforce. Provides
    sustainment and maintenance support for the National

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Industrial Security System (NISS) required to bridge capability gap to perform risk based oversight and protection of national security information across the NISP. (FY 2020 Baseline: $57,885 thousand; +3 FTEs)

| 5) Critical Technology Protection | 3,718 | |

Increase provides additional Industrial Security Representatives (ISR) and Information System Security Professionals (ISSP) to issue and sustain facility clearances, certify and accredit classified systems in support of classified contract security requirements, conduct cyber communication readiness inspections (CCRI) and identify and resolve security vulnerabilities at cleared contractor facilities to ensure the protection of U.S. classified information technology. (FY 2020 Baseline: $103,611 thousand; +26 FTEs)

| 6) Counterintelligence | 920 | |

Increase provides additional CI field agents to blend critical technology protection and counterintelligence to identify adversary threats working against the DIB (FY 2020 Baseline: $52,414 thousand; Baseline FTEs: 203; +4 FTEs)

| 7) Center for Development of Security Excellence (CDSE) | 800 | |

Increase funding to develop DoD Insider Threat and Continuous Evaluation security related training, certification and courseware for security professionals. (FY 2020 Baseline: $34,495 thousand; Baseline FTEs: 81; +11 FTEs)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
9. Program Decreases		-48,872
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Cyberspace Activities	-3,000	

         Decrease is the one time increase for defensive
         cyber and counterintelligence operations. (FY 2020
         Baseline: $12,220 thousand)

2) Federal Vetting Center - Law Enforcement Check	-2,500	

         Decrease is for the one time increase for access to
         criminal records for local law enforcement. (FY 2020
         Baseline: $211,698 thousand)

   c. Program Decreases in FY 2021

1) Personnel Security Investigation - Industry	-13,730	

         Decrease in funding for initial and periodic
         reinvestigations for contractor personnel requiring
         access to classified information to include initial
         Top Secret, Top Secret Reinvestigations, Secret and
         Secret Reinvestigations, and Confidential clearances
         to perform on classified contracts. (FY 2020
         Baseline: $381,115 thousand; +0 FTEs)

2) Critical Technology Protection	-7,995	

         Decrease in funding reduces required lease space
         resulting in shortage of key geographical operating
         space to fulfill the DCSA mission; consolidates
         field offices to incorporate the merger of DCSA
         organizations and degrades facility access control
         systems that results in subpar security for
         classified information, workspace, and workforce

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

C. Reconciliation of Increases and Decreases	Amount	Totals
security threats. (FY 2020 Baseline: $103,611 thousand)		
3) Defense Wide Review (DWR) - DCSA Reduction: Enterprise IT Reduction defers IT efforts to procure equipment,lifecycle and asset management, and infrastructure. (FY 2020 Baseline: $57,885 thousand)	-6,400	
4) Counterintelligence Program Decrease is the result of the realignment of funds to support RDT&E Adaptive Data Exchange (ADX) enhancements to support the DIB cyber protection. (FY 2020 Baseline: $52,414 thousand)	-4,000	
5) DWR - DCSA Reduction: Critical Technology Protection Decrease reduces contractor support for industrial oversight to provide performance metrics, technical edits, and support to the field. (FY 2020 Baseline: $103,611 thousand)	-3,700	
6) DWR - DCSA Reduction: Center for Development of Security Excellence Decrease delays updates to the DoD Security Skill Standards for use by DoD security professionals. (FY 2020 Baseline: $35,495 thousand)	-2,300	
7) DWR - DCSA Reduction: Counterintelligence Program Decrease reduces contractor support to produce and disseminate raw reporting requirements in relation to classified technology. (FY 2020 Baseline: $52,414 thousand)	-2,000	
8) DWR - DCSA Reduction: Management HQ Activities	-1,400	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Decrease reduces contractor support for enterprise services. (FY 2020 Baseline: $30,185 thousand)		
9) DWR - DCSA Reduction: Insider Threat - DITMAC	-1,300	
Decrease reduces contractor support to provide case management support and insider threat analysis. (FY 2020 Baseline: $15,404 thousand)		
10) CIVPAY - One Less Compensable Workday	-547	
Decrease is attributed to one less compensable day from 262 to 261. (FY 2020 Baseline: $253,303 thousand; Baseline FTEs: 1,730)		
FY 2021 Budget Request		**958,585**

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

<u>**Critical Technology Protection Center**</u>

A. NISP Performance Measure: Protection of Classified Information.

Comments: The 12,500 cleared facilities for which the Defense Counterintelligence and Security Agency (DCSA) provides oversight are geographically dispersed across the United States and range from small consulting firms with part-time, inexperienced security managers to large manufacturing and research and development plants with professional security staffs. Some of the larger facilities possess large amounts of highly classified information and have very complex security requirements. There are a range of engagement actions with industry that contribute to DCSA's oversight of the NISP and the protection of classified information in cleared industry. At the front-end of the process, DCSA makes an administrative and risk-based determination as to the trust worthiness of a company to become a member of the NISP. Once the facility is in the NISP, there are a range of actions that the IO Directorate conducts to determine the security posture of a facility and its appropriateness to remain in the NISP. The most in-depth actions are Comprehensive Security Reviews (CSR) that result in Tailored Security Plans (TSP). A condensed version of the CSR is the enhanced security vulnerability assessment. These security reviews result in an assessment of the security posture, but do not result in a TSP, and are more of a compliance-based assessment as opposed to a risk-based assessment. DCSA uses an intelligence-led, asset-focused, threat-driven approach to determine the appropriate level of engagement a facility requires. The following metric tracks engagement with industry across a variety of activities.

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

FY19 Actions	
Substantive Counterintelligence and Security Engagements	25,000+
Security Reviews	2,100+
Comprehensive Security Reviews	58
Command Cyber Readiness Inspections	25
Tailored Security Plans Finalized	18
Facility Clearances Issued	790
Information Systems Authorized to Process Classified Information	6,615
FY19 Findings	
Vulnerabilities Identified	3,028
Security Violations Processed	1,149
Cases Involving Loss/Compromise of Classified Information	790

1. <u>Center for Development of Security Excellence (CDSE)</u>

A. CDSE Performance Measure #1: Requested Seats in CDSE FY 2019 Scheduled Courses
Comments: This performance measure is used to compare the number of "student seats" (throughput capacity) available for Instructor-led classroom and Instructor-led Virtual courses vs. "student seats" requested by the security community in FY 2019.

FY2019 Seats Available in Courses Scheduled	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Total
Monthly Available Seats As Scheduled	0	199	66	98	126	114	148	199	264	172	123	100	1,609
Total Requested Seats	0	285	116	148	249	164	222	249	350	258	273	150	2,464
% of Seat Requests Filled	0%	70%	57%	66%	80%	70%	67%	80%	75%	67%	45%	67%	65%

IV. Performance Criteria and Evaluation Summary:

B. CDSE Performance Measure #2: Required Active Course Inventory.
Comments: This output performance measure provides the actual number of active training courses (Virtual and Instructor Led Courses, eLearning Courses and Short Format Learning Courses) in the inventory compared with the total number of CDSE courses in maintenance due to new/updated policy, updated Defense Security Skill Standards, changing security landscape, new mission areas and/or security community requests. The goal is to make sure all courses continue to be current, accurate and relevant with the current security environment which requires continuous maintenance and sustainment of courses. An emphasis is being put on online learning products vs. classroom today, where possible, to meet the exponential growth in the demand for CDSE products

Active Product Inventory												
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
Active Products	441	446	450	459	467	475	481	495	503	509	511	520
Products in Maintenance or Development	62	67	72	78	79	85	96	79	75	71	66	57
% of Total Inventory in Maintenance or Development	14%	15%	16%	17%	17%	18%	9%	16%	15%	14%	13%	11%

2. Counterintelligence (CI):

A. (CI) Performance Measures:

Annual Production of intelligence information reports (IIRs) and relevance of analytic products (output and impact) to the community. CI identifies threats to personnel, facilities, information, and technology resident in the cleared U.S. industrial base

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

and is charged to identify threats targeting the federal government's trusted workforce. In both instances, CI articulates those threats to stakeholders and action agencies for potential investigative or operational consideration. DCSA continually updates and aligns activities to detect, deter, and disrupt National Intelligence Priorities Framework (NIPF) actors targeting critical defense technologies and the federal government's trusted workforce. Production targets are: (1) release ≥ 90% of the annual IIR production target, the annual production target being 8,000 IIRs; and (2) ≥ 95% of all analytic products produced will address NIPF CI Tier 1-3 countries and non-state actors – Foreign intelligence Entities (FIE) (output/impact).

4. <u>Personnel Vetting</u>
A. DoD Consolidated Adjudications Facility (DoD-CAF) Performance Measures:

To determine security clearance eligibility of non-Intelligence Agency DoD personnel occupying sensitive positions and/or requiring access to classified material including Sensitive Compartmented Information (SCI). These determinations involve all military service members, applicants, civilian employees, and consultants affiliated with the Department of Defense, to include DoD personnel at the White House and contractor personnel under the National Industrial Security Program (NISP). The DoD CAF also adjudicates security clearance eligibility for staff of the United States Senate and House of Representatives, the Congressional Budget Office, the United States Capitol Police and selected judicial staff. Additionally, the DoD CAF renders favorable adjudicative determinations for employment suitability of DoD civilian employees and Common Access Card (CAC) or Fitness eligibility of non-cleared DoD contractors."

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

	FY2019	FY2020	FY2021
Number of Personnel Serviced	4,100,000	4,100,000	4,100,000
Number of Tier 1 and non-background investigations decisions (IR/CE,etc.)	105,700	118,251	138,839
Number of Background Investigation Decisions (less Tier 1) (Tier 3/5, SSBI, NACLC, etc.)	954,800	722,672	665,179

B. Personnel Service Investigation – Industry (PSI – I) Performance Measures:

The PSI-I budget is based on total number of forecasted investigations, by case type, and the DCSA rate, and adjusted to include costs on a case by case basis for Triggered Enhanced Subject Interviews (TESI) and Reimbursable Security Investigations (RSI). The DCSA administers requests for initial and periodic reinvestigations for contractor personnel to include Tier 5 for Top Secret/SCI, and Tier 3 for Secret and Confidential clearances. The Vetting and Risk Operations Center (VROC) has developed metrics below to evaluate the number of personnel serviced by their multiple lines of business when executing the PSI-I budget.

	FY 2018	FY2019
Personnel Serviced Cleared Contractors	839,500	847,650
eQIPs Processed	139,246	226,601
Interims Issued	79,569	100,662
Interim Declinations	1,622	1,325
Periodic Reinvestigations Approved	85,399	88,350

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IV. **Performance Criteria and Evaluation Summary**:

C. **Continuous Evaluation Program (CE) Performance Measures:**
   In the role as the Security Executive Agent (SecEA), the Director of National
   Intelligence (DNI) established the Continuous Evaluation (CE) Program within the
   National Counterintelligence and Security Center (NCSC). CE, a personnel security
   investigative process, is part of the security clearance reform effort to modernize
   personnel security processes and increase the timeliness of information reviewed
   between periodic reinvestigation cycles. CE supplements and enhances, but does not
   replace, established personnel security processes by leveraging automated records
   checks to assist in the ongoing review of an individual's eligibility for access to
   classified information or to hold a sensitive position.

FY 2019	FY 2019	FY 2020	FY 2021
Enrolled Personnel	Actionable Alerts	Projected Personnel Enroll	Projected Personnel Enroll
1,396,056	30,100	2,500,000	3,600,000

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

D. **Expedited Screening Protocol (ESP) Performance Measures:**
In February 2019, VROC implemented the Expedited Screening Protocol (ESP) to ensure uniform and consistent standards for a centralized process for the screening and vetting of individuals requiring access to DoD systems, facilities, personnel, information, or operations for allegiance, foreign preference, or foreign influence concerns.

	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected
Risk Determiniations	16,576	100,000	250,000

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V. __Personnel Summary__	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Civilian End Strength (Total)	914	1,813	2,087	899	274
U.S. Direct Hire	914	1,813	2,087	899	274
Total Direct Hire	914	1,813	2,087	899	274
Civilian FTEs (Total)	884	1,730	1,939	846	209
U.S. Direct Hire	884	1,730	1,939	846	209
Total Direct Hire	884	1,730	1,939	846	209
Average Annual Civilian Salary ($ in thousands)	142.5	146.4	143.0	3.9	-3.4
Contractor FTEs (Total)	172	200	312	28	112

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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands):</u>

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	125,335	3,484	123,810	252,629	3,890	20,053	276,572
121 PCS Benefits	660	18	-4	674	10	0	684
199 Total Civ Compensation	**125,995**	**3,502**	**123,806**	**253,303**	**3,900**	**20,053**	**277,256**
308 Travel of Persons	6,726	135	387	7,248	145	377	7,770
399 Total Travel	**6,726**	**135**	**387**	**7,248**	**145**	**377**	**7,770**
683 Purchases from DWCF Defense Counterintelligence & Security Agency	0	0	0	0	0	373,797	373,797
696 DFAS Financial Operation (Other Defense Agencies)	1,302	3	197	1,502	403	-303	1,602
699 Total DWCF Purchases	**1,302**	**3**	**197**	**1,502**	**403**	**373,494**	**375,399**
771 Commercial Transport	537	11	-1	547	11	0	558
799 Total Transportation	**537**	**11**	**-1**	**547**	**11**	**0**	**558**
912 Rental Payments to GSA (SLUC)	1,294	26	0	1,320	26	0	1,346
913 Purchased Utilities (Non-Fund)	11	0	0	11	0	0	11
914 Purchased Communications (Non-Fund)	8,091	162	0	8,253	165	-165	8,253
915 Rents (Non-GSA)	4,250	85	0	4,335	87	0	4,422
917 Postal Services (U.S.P.S)	31	1	0	32	1	0	33
920 Supplies & Materials (Non-Fund)	4,382	88	1,335	5,805	116	949	6,870
921 Printing & Reproduction	280	6	0	286	6	0	292
922 Equipment Maintenance By Contract	35,749	715	0	36,464	729	-1,241	35,952
923 Facilities Sust, Rest, & Mod by Contract	2,306	46	0	2,352	47	0	2,399
925 Equipment Purchases (Non-Fund)	12,854	257	-2,631	10,480	210	-869	9,821
932 Mgt Prof Support Svcs	104,251	2,085	79,528	185,864	3,717	-25,614	163,967
934 Engineering & Tech Svcs	925	19	-47	897	18	-3	912
957 Other Costs (Land and Structures)	744	15	0	759	15	0	774

Defense Counterintelligence and Security Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020		FY 2020 Enacted	Change FY 2020/FY 2021		FY 2021 Estimate
		Price	Program		Price	Program	
987 Other Intra-Govt Purch	448,609	8,972	-84,277	373,304	7,466	-325,470	55,300
989 Other Services	7,123	142	0	7,265	145	-160	7,250
999 Total Other Purchases	**630,900**	**12,619**	**-6,092**	**637,427**	**12,748**	**-352,573**	**297,602**
Total	**765,460**	**16,270**	**118,297**	**900,027**	**17,207**	**41,351**	**958,585**

Updates made to the OP-32 to accurately reflect budgetary information

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Defense Human Resources Activity

February 2020

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Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

The DHRA is the premier provider of human resources management services to Departmental leaders, civilians, military members, their families, and retirees. The Field Activity provides extensive support functions to internal and external customers, anticipating emerging mission requirements, pursuing new perspectives and insights to provide innovative, targeted solutions and the best, most cost-effective programs and services.

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Monterey/ Seaside, CA

DMDC
OPA

Alexandria, VA

DEOC
DCPAS
DMDC
DLNSEO
DPFSC
DSPO
DTMO
OACT
SAPRO
OPA
DANTES
DMOC

☆ DCPAS Field Offices are in Macon, GA; Dayton, OH; San Francisco, CA; Boston, MA; Cleveland, OH; Denver, CO; Jacksonville, FL; Seattle, WA; New York, NY; Philadelphia, PA; Dallas, TX; Southbridge, MA; Smyrna, GA; Sacramento, CA; Honolulu, HI; Columbia, MD; San Antonio, TX; Trav is AFB, CA

✦ DMDC has two major offices: One in Monterey | Seaside, CA and one in Alexandria, VA; and field offices in Seoul, Republic of Korea, Mannheim, Landstuhl, Germany, San Antonio, TX, and Fort Knox, KY.

☆ DANTES is located in Pensacola, FL and Sembach Germany.

✦ DEOMI (included in DMOC) is located at Patrick Air Force Base, FL.

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DHRA	882,852	7,228	60,532	950,612	18,760	-148,614	820,758

I.   Description of Operations Financed: The Defense Human Resources Activity (DHRA) is a Field Activity of the Under Secretary of Defense (Personnel & Readiness), (USD (P&R)) that consists of a headquarters and multiple Components. DHRA by design gives USD (P&R) greater capability and flexibility in managing the work of a diverse set of activities supporting the department's human resources mission. Each Component within DHRA has a unique, but complementary mission set. Headquarters DHRA serves as an intermediate headquarters, planning, programming, and budgeting for all activities within the DHRA enterprise and in executing, coordinating, and providing direct oversight to the work of its Components. DHRA ensures that the Department's warfighters and their families receive the care and support they deserve, fairly, and in a timely fashion, through benefits administration and policy enforcement.

The DHRA FY 2021 budget funds execution of the Field Activity's mission to:
- Organize, direct, and manage all assigned resources, to include the programs described herein;
- Design and manage DHRA programs and activities to improve standards of performance, economy, and efficiency;
- Maintain a central repository of the Department of Defense (DoD) Human Resource (HR) information, both current and historic;

I.   Description of Operations Financed (cont.)

- Provide program and policy support and associated information management and administrative services to the DoD Components on civilian HR matters;

- Provide DoD-wide guidance on civilian personnel policy and professional development programs (except with regard to Defense Civilian Intelligence Personnel System, where guidance is developed by the Under Secretary of Defense for Intelligence in conjunction with the USD (P&R));

- Provide rapid data-driven analytic solutions to support the decision making needs to effectively maintain the readiness of the All-Volunteer Force.

- Administer the sexual assault prevention and response policies and programs for DoD;

- Administer the suicide prevention policies and programs for the DoD;

- Administer transition assistance policies and programs for the DoD Service members leaving active duty;

- Administer the combating trafficking in persons policies and programs for the DoD;

- Support the development DoD civilian personnel policies, consulting/advisory services, programs, and solutions that strengthen the mission readiness and morale of DoD HR professionals and directly impact the more than 900,000 civilian employees that make up the DoD civilian workforce.

- Assist in the establishment and administration of policy regarding the development, maintenance, and utilization of language capabilities; monitor trends in the promotion, accession, and retention of individuals with critical skills; and explore innovative concepts to expand language capabilities;

- Serve as the single focal point for commercial travel within the DoD; assist in establishing strategic direction and in establishing and administering travel policy; centrally manage all commercial travel programs;

I.   Description of Operations Financed (cont.)

- Administer the policies for DoD identification cards distributed to members of the Military, DoD civilians, contractors, and other eligible personnel;

- Serve as the authoritative source of identification and authentication of DoD-affiliated personnel for credentialing, identity protection, security, entitlements, and benefits verification.

- Administer the federal responsibilities of the Uniformed and Overseas Citizens Absentee Voting Act of 1986 (UOCAVA), as most recently amended by the Military Overseas Voter Empowerment Act (MOVE Act);

- Provide assistive technology to allow DoD and federal employees with disabilities to access electronic and information technology;

- Provide assistance to Service members and Veterans to pursue their educational goals and earn degrees or certifications during and after their service.

- Perform the technical research support needed to assess the impact and effectiveness of many P&R programs and policies which provides both evidence for DoD Leadership to base decisions on, and researched findings that identify opportunities to strengthen the All-Volunteer Force.

- Provide a Center of Excellence for training, education, research, and consultation in matters related to diversity and inclusion; military and civilian equal opportunity; and the prevention and response to sexual harassment, harassment, hazing and bullying across the total force.

The Field Activity is comprised of operational programs that support the OUSD (P&R) in its mission to develop policies, plans, and programs that will ensure the readiness of the Total Force and the well-being of military families. The Field Activity supports the USD (P&R) vision of creating an organization dedicated and committed to the readiness of the Department's Service men and women, their families, and civilian employees.

I.   Description of Operations Financed (cont.)

Narrative Explanation of Changes:
The FY 2021 DHRA budget represents a net programmatic decrease of approximately
-$148.6 million with a price growth of +$18.8 million.

Cyber Funding:

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
0	0	20,806

Beginning in FY 2021, DHRA identified and transferred $20,806 thousand in cyber
funding, from within the components and programs, to a newly established cyber
funding line for increased visibility and tracking purposes.

Defense Activity for Non-Traditional Education Support (DANTES):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
18,491	22,346	17,610

Defense Activity for Non-Traditional Education Support (DANTES) Mission Programs deliver
the Department's portfolio of voluntary educational opportunities that support service
members in reaching their education and civilian transition goals. DANTES Mission
Programs support the Office of the Assistant Secretary of Defense (OASD), Readiness
(Force Education and Training), Voluntary Education (VolEd) mission, by managing a
portfolio of programs and partnerships that enable access to quality postsecondary

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

educational opportunities, empower informed service member decision-making, shape meaningful personal and professional pathways, and drive military student success in higher education. The consolidated management of programs prevents duplication of effort among the Services. Through its activities, DANTES supports Department of Defense (DoD) recruitment, retention, readiness and transition efforts.

DANTES Mission Programs include the following sub-programs:

-*College Readiness & Admission* programs help Service members develop individual education and career pathways, prepare for online learning experiences, search and compare academic institutions that have been vetted for quality and value, improve math and English skills to qualify for career advancement opportunities and placement into college level coursework, satisfy college admission requirements, and enable service members to demonstrate their aptitude to qualify for officer accession programs.

-*Defense Education Partnership programs* maximize postsecondary educational opportunities for Service members by facilitating educational institution compliance with Defense Tuition Assistance policies and managing academic institutional partnerships that provide student protections and access to basic skills through graduate level education, academic testing, and language training including in forward deployed areas.

-*Prior Learning Assessment* program enables service members to earn college credit recommendations through credit by examination and enables evaluation of military courses and occupational experiences.

-*Voluntary Education Enterprise Support* programs provide tailored VolEd workforce professional development activities and resources, coupled with key information technology infrastructure and analytic capabilities, for the VolEd enterprise that support each Service's delivery of academic counseling, test administration, and tuition assistance services to active duty and reserve service members.

I.   Description of Operations Financed (cont.)

The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs:

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
26,551	27,868	26,672

DCPAS Mission Programs directly support the development of innovative and fiscally responsible DoD civilian personnel policies, consulting/advisory services, programs, and solutions that strengthen the mission readiness and morale of DoD HR professionals and directly impact the more than 900,000 civilian employees that make up the DoD civilian workforce.

DCPAS Mission Programs include all aspects of civilian human resource management. A majority of DCPAS organization is structured under six major lines of business, which includes *Planning and Accountability* (strategic planning, skill and competency gap analysis, workforce data analytics, and accountability), *Employment and Compensation* (recruitment, staffing, compensation and workforce shaping), *Benefits, Wage, and Non-appropriated Fund (NAF) Policy*, (benefits, work-life, injury and unemployment compensation, NAF policy and program, and Wage Surveys), *Talent Development* (training, education, and professional development), and *Labor and Employee Relations* (local labor-management engagement, union pre-decisional involvement, employee performance management). Additionally, DCPAS provides management and oversight of DoD's Senior Executive Management program, the DoD Civilian Expeditionary program, and HR Enterprise Systems integration efforts. All areas of focus provide direction and support to ensure the effective management of the DoD civilian workforce, primarily through four key pillars: policy development, operational execution, training development/support, and

I.   Description of Operations Financed (cont.)

advice and assistance services. These programs ensure DoD HR administration is consistent, equitable, cost effective, and optimally crafted to promote mission readiness while satisfying the needs of the Department.

In FY 2021, DCPAS will continue its management, oversight and infrastructure support on behalf of the Department in all of these areas that span across the civilian HR life cycle, continuing to focus on efficiency and effectiveness improvements in business processes and customer service.

Defense Language and National Security Education Office (DLNSEO)

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
67,185	66,464	38,007

DLNSEO provides strategic direction, policy, and programmatic oversight to the Military Departments, Defense Agencies, and the Combatant Commands on present and future requirements related to language, regional expertise, and culture; and manages a portfolio of programs that provide language support to the Department. DLNSEO, through policy and programs, builds and sustains a combination of language, regional, and cultural capabilities to meet current, projected, and surge needs, and creates a workforce pipeline that supports U.S. national security needs for the future. DLNSEO provides OSD-level guidance in the areas of language and culture training, testing, and curriculum development. It develops, recommends, and monitors policies for language, regional, and culture capabilities related to the accession, management, and utilization of members of the Armed Forces and DoD civilian employees. DLNSEO supports the DoD mission of building partner capacity through innovative concepts designed to expand

I.   Description of Operations Financed (cont.)

Defense foreign language, regional, and cultural skills and capabilities, and through English language training to support heritage recruiting. The office's vital investment in strategic partnerships with the U.S. education community ensures a flow of highly qualified, language proficient candidates into the federal sector. DLNSEO efforts support language studies among U.S. undergraduate and graduate students who are committed to federal service in national security through nationally recognized Boren Scholarships and Fellowships, and also expand opportunities to achieve professional level proficiency in critical languages through the Language Flagship Program. DLNSEO's support of the National Language Service Corps provides rapidly accessible, short-term professional level language services to DoD and government agencies' immediate surge or training requirements and national emergencies.

Defense Suicide Prevention Office (DSPO):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
5,982	9,290	8,644

The DSPO was established in 2011 and is part of the Department of Defense's Office of the Under Secretary of Defense for Personnel and Readiness. The creation of DSPO was the result of a recommendation by the Congressionally-established Task Force on the Prevention of Suicide by Members of the Armed Forces. DSPO oversees all strategic development, implementation, centralization, standardization, communication and evaluation of DoD suicide and risk reduction programs, policies and surveillance activities. DSPO develops and publishes the Quarterly Suicide Report (QSR) and the Annual Suicide Report (ASR), as well as coordinates on the annual Department of Defense Suicide Event Report (DoDSER), all responding to the needs for updated and accurate information

I. Description of Operations Financed (cont.)

on suicide. To reduce the impact of suicide on Service members and their families, DSPO uses a range of approaches related to policy, research, communications, and law; working and responding to policy-makers and leaders in the suicide prevention field. DSPO works to empower those organizations that are directly responsible for suicide prevention by investing in systems that have quality, validated data and fomenting the translation of quality research into actionable results. DSPO's data surveillance activities help with the proactive identification of at-risk populations, and facilitate the development and dissemination of content that informs analysis, decision-making, training, and awareness. Grounded in a collaborative approach, DSPO works with the Services and other agencies to support our military community and foster a climate that reduces stigma and encourages help-seeking behaviors.

Defense Travel Management Office (DTMO):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
17,786	20,096	17,485

The DTMO serves as the focal point for commercial travel within DoD, providing central oversight for commercial travel management, travel policy and implementation, travel card program management, customer support and training, functional oversight of the Defense Travel System (DTS), and station and housing allowance program management. By centralizing travel functions under one organization, the DoD is able to standardize management practices, leverage economies of scale, reduce administrative costs, and work towards a common set of goals. DTMO is focused on travel reform that simplifies travel policy and drives compliance, expands strategic sourcing opportunities, improves

I.   Description of Operations Financed (cont.)

programs/processes, leverages current technologies, and reduces the overall cost of travel without impairing DoD's mission.

For additional information, please visit http://www.defensetravel.dod.mil.

Defense Manpower Data Center (DMDC) manages six DHRA programs:

- Defense Enrollment Eligibility Reporting System (DEERS)

- Enterprise Data Service (EDS)

- Enterprise Human Resource Information System (EHRIS)

- Personnel Accountability (PA)

- Personnel Security Assurance (PSA)

- Identity Credential Management (ICM), formerly known as Real-Time Automated Personnel Identification System (RAPIDS)

DMDC - Defense Enrollment Eligibility Reporting System (DEERS):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
68,120	70,434	58,186

The Defense Enrollment Eligibility Reporting System (DEERS) is the DoD's authoritative eligibility and enrollment repository for manpower and personnel identity and affiliation data on military, civilian, retirees, family members, and other populations. The DEERS program is comprised of subprograms centered on Entitlements, Benefits, the Virtual

I.   Description of Operations Financed (cont.)

Lifetime Electronic Record/ Electronic Health Record Modernization (VLER/EHRM) effort, and support for the Affordable Care Act (ACA).

-*Entitlements* provides real-time determination of eligibility for medical, dental, Morale, Welfare and Recreation (MWR), exchange, commissary, insurance, and education benefits for 9.2 million Service members, retirees, and their families based on changes to personnel records in DMDC's Person Data Repository (PDR). Using information provided by personnel and finance systems, DEERS maintains enrollment and eligibility verification data to support client applications and interfacing systems on a real-time basis, thus ensuring that DoD provides consistent and uniform entitlements across time and location. The underlying data records serve as the authoritative source for Service member personnel records.

-*Benefits* ensures that DoD benefits are delivered appropriately based on identity, enrollment and eligibility data based on DoD entitlements. DEERS derives DoD benefits for the seven Uniformed Services, civilian personnel, retirees, and families based on data from DoD and other personnel systems, as well as adds/updates made at Real-time Automated Personnel Identification System (RAPIDS) stations. DEERS manages all TRICARE enrollments for the Military Health System, as well as tracking catastrophic cap totals for all beneficiaries. DEERS also provides personalized responses to individual inquiries about specific benefits and entitlements, through both its self-service offerings and the DMDC Support Center.

-*VLER/EHRM* programs provide multiple forms of support for DoD personnel, retirees, Veterans and their families.

   - *VLER* provides authoritative and certified records for all periods of active duty to support eligibility determination for Department of Veterans Affairs (VA) benefits, including disability payments, provision of health care, education benefits, home loans, and cemetery programs. The VLER program also replicates selected DEERS data to

I.   Description of Operations Financed (cont.)

the VA, to support potential changes in eligibility for VA programs and maintains correlations between shared records from initiation contact with DoD through individual interactions with the VA.

- *EHRM* provides a continuously evolving effort to modernize medical records that can be used by both DoD and the VA to provide medical care or administer related benefits. DEERS further supports exchange of medical record data with commercial and other partners as part of the Health Information Exchange.

-*ACA* provides data services supporting the Centers for Medicare and Medicaid Services Health Insurance Marketplace, maintaining and providing DoD medical coverage to as required under the Affordable Care Act. DEERS also provides DoD health care coverage information to DFAS to generate required Minimum Essential Coverage reports, including individual 1095 tax forms and employer IRS reporting.

DMDC - Enterprise Data Service (EDS):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
66,349	76,792	74,436

Enterprise Data Services (EDS) governs the collection, storage, and distribution of DMDC data assets safeguarded by the security mechanisms which ensure compliance with DoD information assurance standards and the PII directives. The EDS program is comprised of Data Governance and Data Operations (formerly Data Governance), Personnel Data Reporting Systems, Cyber, and Data Center Consolidation subprograms.

-*Data Governance and Data Operations* oversees the collection, custodial storage, and use of DMDC Enterprise Data assets. This subprogram applies data governance practices to the maintenance of the Personnel Data Repository (PDR), and maintains Automated Data

I.   Description of Operations Financed (cont.)

Repository (ADR), the data-mart that maintains the current snapshot of every person in the PDR. Supports DMDC Enterprise Data efforts, including:

- *Identity Web Services* provides DoD Identity data to hundreds of provisioned DoD organizations and other federal agencies through real-time and batch services.

- *Data Acquisition* collects and maintains personnel records on each member of the Active and Reserve Components for research, actuarial analysis, interagency reporting, and evaluation of DoD programs and policies.

- *Uniformed Services Human Resources Information System* reduces or eliminates redundant military personnel, pay, and manpower databases under a new single, total force military human resources information system for DoD.

- *Information Delivery and Decision Support* fulfills over 10,000 data requests per year for information used to make critical data-driven decisions and provide information for speeches, Congressional testimony, and policy decisions supporting OSD, legislative affairs, public affairs, military personnel and policy, readiness, health affairs, reserve affairs, suicide prevention, personnel security, and transition assistance.

- *DMDC Reporting System (DRS)* tracks each data request and provides self-service access to frequently requested manpower statistics and reports.

- *Enterprise Identity Attribute Service* supports the SIPR version of the ADR using Access Based Access Control technology in the classified environment as an immediate method to allow/deny access to classified information.

- *Cross Domain Solution* provides protected, automated transfer of data across networks of different security classifications.

-*Personnel Data Reporting Systems* supports applications that use personnel data, received by DMDC from DoD authoritative sources, to provide manpower reporting systems for DoD Agencies, Services, DoD Field Activities, Joint Staff, Combatant Commands (CCMDs), Joint Staff, Service members, and veterans. These applications include:

I.   Description of Operations Financed (cont.)

-*Defense Personnel Records Information Retrieval System (DPRIS)* provides a single secure source to electronically request and retrieve Official Military Personnel File (OMPF) data for DoD, VA, Department of Labor (DoL) benefits, to include the DD Form 214 in near real time.

-*Fourth Estate Manpower Tracking System (FMTS)* provides an authoritative source for DoD 4th Estate, DoDIG, Joint Staff and COCOMS manpower authorizations.

-*General and Flag Officer (GO/FO)* serves as the authoritative DoD enterprise system that tracks nominations, appointments, and other actions of GOFO, O6 and below promotion nominations and original appointments.

- *Joint Duty Assignment Management Information System (JDAMIS)* centralizes the ability to view and manage both the Joint Duty billets and officers assigned to them and manage officer promotions and joint qualifications.

-*Military Recruiter Information System (MRIS)* provides reenlistment eligibility, prior service military selection, recruiter access to high schools, and recruit market analysis.

- *Servicemembers Civil Relief Act (SCRA)* verifies the military status of Active Duty Reserve and National Guard members for the purpose of postponing or suspending certain civil obligations and capping credit interest rates/fees.

-*Cyber* supports the sustainment of DMDC's Cyber tools, enterprise security engineering, auditing, continuous monitoring, incident response, and compliance reporting.

-*Data Center Consolidation* provides funding and oversight for the migration of DMDC's existing, disparate data centers into a cloud service provider. This migration will improve the security of DMDC's vast Personally Identifiable Information (PII) data holdings, modernize DMDC's applications to be "cloud ready" so they can ultimately be moved to any cloud infrastructure in support of the DoD's future cloud strategy, and greatly reduce DMDC's technology debt.

I. Description of Operations Financed (cont.)
DMDC - Enterprise Human Resource Information System (EHRIS):

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
86,032	55,850	48,834

The Enterprise Human Resource Information System (EHRIS) program is responsible for developing and maintaining the systems that support Civilian HR Management (CHRM) processes across DoD. ERHIS is comprised of the Defense Civilian Personnel Data Systems (DCPDS), Civilian HR IT Enterprise Services, and Civilian HR IT Program Planning and Management subprograms.

-*The DCPDS program* will support the Defense Civilian Human Resources Management System (DCHRMS). This sub-program will provide HR information and system support for the DoD civilian workforce worldwide. Currently under development, DCHRMS will replace DCPDS as the enterprise civilian transactional HR system. Systems that do not immediately transition from DCPDS to DCHRMS will be sustained through this subprogram as well.

-*Civilian HR IT Enterprise Services* is responsible for the development, operations, and sustainment of all enterprise civilian HR IT capabilities not provided by DCPDS. These systems support DoD-wide business functions, to include unemployment and injury compensation management; equal employment opportunity complaint investigations; labor and employee relations case management; senior executive performance and talent management; strategic human capital management analysis and planning; and the priority placement program

-*Civilian HR IT Program Planning and Management* centralizes civilian HR IT planning and strategy activities within DMDC in order to create an integrated plan for the future that both aligns with higher level guidance and takes into account requirements and priorities across the Department for automation of civilian HR IT processes. This program works with

I.   Description of Operations Financed (cont.)

functional sponsors and users to produce validated functional requirements, as well as technical requirements that apply to all DoD HR IT systems. Provides oversight of CHRM IT systems across the Department to ensure capabilities are not duplicated and to enforce enterprise level CHRM IT systems.

DMDC – Identity Credential Management (ICM) formerly known as Real-Time Automated Personnel Identification System (RAPIDS):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
60,171	58,014	55,953

The Identity Credential Management (ICM) program supports identity data updates and the issuance of identification cards to Service members, civilian employees, contractors, retirees and other Federal partners. The program sustains the Real-time Automated Personnel Identification System (RAPIDS)/Common Access Card (CAC), Identity Services, Transportation Security Administration (TSA) PreCheck, and Defense Biometrics Identification System (DBIDS) missions.

-*RAPIDS/CAC* provides the global system of software and hardware that develops and produces official DoD ID cards, including issuance to eligible personnel. RAPIDS/CAC provides the worldwide infrastructure to securely produce the CAC and associated public key infrastructure (PKI) certificates. It also produces the Uniformed Service Identification (USID) card used by military retirees, family members, Inactive Ready Reserve, Medal of Honor recipients, 100% Disabled American Veterans, and other personnel categories. Both credentials are the enterprise-wide solution for physical and logical access to DoD facilities and networks.

I.   Description of Operations Financed (cont.)

 – *Identity Services* consists of systems that DMDC developed to authenticate CAC and USID eligible beneficiaries and other individuals with a continuing DoD affiliation. Identity Services also supports the DoD Self Service Logon, which provides a secure means of authentication to a person's own personally identifiable information and personal health information, and is used by many DoD applications as the key authentication tool.

-The *TSA PreCheck* program positively identifies Service Members and eligible DoD and U.S. Coast Guard (USCG) civilian employees for expedited airport security screening that benefits TSA screeners, CAC holders, and fellow passengers.

– *DBIDS* provides an identity management and force protection system designed to manage personnel, property, and installation access for the Department. Uses a combination of biometric information and personnel identity credentials (including CACs, Uniformed Services ID (USID) cards, and other Federal Agency Personal Identity Verification (PIV) cards) to verify identity and access privileges.

DMDC - Personnel Accountability (PA):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
38,080	47,565	44,880

The Personnel Accountability (PA) program designs and implements technological solutions to gather, analyze, and share information on the physical location of DoD members and affiliated personnel in order to ensure the safety and enhance the readiness of the Armed Forces of the United States. The PA program is comprised of Synchronized Pre-deployment and Operational Tracker (SPOT), Joint Personnel Accountability Reconciliation and Reporting (JPARR), Noncombatant Evacuation Operations (NEO) Tracking System (NTS), and the Defense Travel System (DTS) subprograms.

I.   Description of Operations Financed (cont.)

-*SPOT* is the DoD system of record for accountability and visibility of contracts and contractor personnel authorized to operate in contingency, humanitarian, and peacekeeping operations.

-*JPARR* supports a collection of applications and web services which gather, analyze, and share information on the physical location of DoD members and affiliated personnel. These systems exist on both the NIPR and SIPR Networks and interface with other systems including the Noncombatant Evacuation Operations (NEO) Tracking System (NTS) and DTS

-*NTS* is a certified and accredited DoD automated system that accounts for, and sustains visibility of noncombatant evacuees during a NEO. NTS provides individual accountability of the evacuee by creating and maintaining a database of evacuees assembled during an evacuation operation and subsequently tracks the evacuees' movement throughout the evacuation process.

-*Defense Travel System (DTS)* provides a fully integrated, automated, end-to-end travel management system that enables DoD travelers to create authorizations and travel orders, prepare reservations, receive approvals, generate travel vouchers, and receive a split reimbursement between their bank accounts and the Government Travel Charge Card (GTCC) vendor. The Defense Manpower Data Center has program oversight and the Defense Travel Management Office has functional oversight.

I.   Description of Operations Financed (cont.)

DMDC - Personnel Security Assurance (PSA):

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
35,340	47,055	18,611

The Personnel Security Assurance (PSA) program provides the information technology services and data management required for eligibility determinations and access management within the DoD across all personnel vetting purposes – security clearance eligibility, CAC credential issuance, civilian employment, and military service. The PSA program is divided into two subprograms: Defense Information System for Security (DISS), and Personnel Security Systems (PSS).

- DISS provides comprehensive capabilities to perform processing and verification of credentialing, suitability, and security clearance determinations for all DoD personnel, and supports adjudicative functions for eligibility for federal credentials, federal employment, or access to classified information. The DISS mission consolidates formerly disparate DoD personnel suitability, credentialing, and security missions into an Enterprise capability that accelerates the vetting process by enabling electronic adjudication of cases with no derogatory information, reduces security clearance vulnerabilities, decreases back-end processing timelines, and supports simultaneous information sharing across various DoD entities and increasing, the Federal Government.

- The *PSS* subprogram is comprised of multiple applications used to develop, implement and maintain records for personnel security management, to include establishing a repository for historical Personnel Security investigations (iIRR); maintaining a database for

I.   Description of Operations Financed (cont.)

criminal investigations by the DoD (DCII); and maintaining the existing Security
Clearance system, the Joint Personnel Adjudication System (JPAS). The PSS subprogram also
sustains SWFT, the enterprise system for centralized collection and distribution of
electronic fingerprints for applicants requiring a background check.

Office of People Analytics (OPA):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
78,293	86,693	81,745

The Office of People Analytics (OPA) provides the go-to expertise for scientific
assessments, data analytics, and outreach to improve the lives of the DoD community.
OPA enhances people-related policies and programs through collaborations,
recommendations, and solutions in a responsive, objective, and customer focused
approach.

OPA will utilize big data analytics to better understand key components of Service
members' and DoD civilians' career paths and to better understand how policy or
environmental changes affect the performance and composition of the DoD Total {work}
Force. This will be done by taking advantage of cutting-edge analytic methods to
understand and improve the DoD Total Force.

OPA is comprised of six functional areas: Data Science, Health and Resilience,
Personnel Security Research, Recruitment and Outreach Research (JAMRS), Retention
and Readiness, and Testing and Assessment. OPA continues to leverage synergies,

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I.   <u>**Description of Operations Financed (cont.)**</u>
coordinate missions, and provide DoD Leadership with evidence-based research
recommendations to improve programs and policies that strengthen the All-Volunteer
Force.

- *Data Science* augments internal OPA analytic outcomes and enhances external OPA analytic
through conducting a full-spectrum data science research from data to decision. Data
Science uses state-of-the-art analytic methods to better understand how characteristics
of individual factors interact with policy and environment factors to influence the
performance and composition of the DoD workforce. Analytical methods include data
architecture development, data acquisition and preparation, prediction and optimization
algorithm development, natural language processing, and analytical outcome to policy
interpretation. Data Science's rapid data-driven analytic solutions support the decision
making needs to effectively maintain the readiness of the All-Volunteer Force. Data
Science discovers and applies innovative scientific research methods while ensuring
research is methodologically sound.

-*Health and Resilience* conducts research and analysis to facilitate evidence-based
decision-making regarding the behavioral health and wellbeing of the entire DoD
community. This research includes the administration and reporting of multiple
congressionally mandated surveys. Health and Resilience research efforts provide
reliable assessments of attitudes, opinions, and experiences on topics that are
often sensitive in nature using standard scientific methods. In-depth analysis is
used to inform recommendations to improve programs and policies related to the
prevention, reporting, and reduction of sexual assault, sexual harassment, gender
discrimination, racial/ethnic harassment and discrimination, and other destructive
behaviors, such as suicide.

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

-*Personnel Security Research* - Personnel and Security Research Center (PERSEREC) improves the efficiency, effectiveness, and fairness of the personnel security, suitability, and reliability programs. Similar research is also conducted in related personnel risk areas such as Insider Threat. PERSEREC supports data-driven policy and process improvements through applied research; quick response studies and analyses; exploration of emerging risks and opportunities; and development of innovative systems, tools, and job aids. PERSEREC conducts studies to develop and justify business process improvements and reengineering initiatives. PERSEREC develops tools to enhance the quality of background investigations and adjudications and to promote a culture of risk reduction. PERSEREC develops and tests new data sources and business rules, and algorithms for use in building a trusted and reliable workforce. PERSEREC explores factors associated with trust betrayal and counterproductive behavior. PERSEREC assists policy makers to make cost-effective choices by conducting validation and data reliability studies, impact analyses, and program evaluation. PERSEREC also supports the professionalization of the security workforce through the development of credentialing programs.

-*Recruitment and Outreach Research* - Joint Advertising, Market Research and Studies (JAMRS) enables DoD Leadership and the Armed Services to make informed research-based recruiting decisions, eliminating unnecessary redundancies across the recruiting communities, and conducting focused outreach efforts that are distinct from—yet integral to—those of the Armed Services in order to preserve and enhance the All-Volunteer Force. Within the DoD, JAMRS has the sole responsibility for monitoring the youth market and providing timely, accurate, and actionable information regarding youth's interest in and reasons for joining, as well as influencers' attitudes toward, military service. In essence, JAMRS ensures that the shared information needs required for military recruiting are met and that duplication of efforts is minimized. Further, JAMRS has sole responsibility for

I.   Description of Operations Financed (cont.)

compiling, processing, storing, and distributing prospect lists that are the foundation of the Armed Services' recruiting outreach efforts. JAMRS also executes targeted outreach efforts designed to elevate perceptions as well as consideration of military careers among young adults and their influencers during the career decision making process. These outreach efforts increase awareness and advocacy of the military and create a more fertile and cost-effective recruiting environment for the Armed Services.

-*Retention and Readiness* conducts a number of major personnel surveys for the DoD including the Congressionally-mandated annual survey of financial literacy, which is nested within the Status of Forces Surveys of Active Duty and Reserve. Retention and Readiness also conduct the largest and longest running DoD-wide surveys of military spouses, both Active duty and Reserve. Retention and Readiness leads DoD in lessening the survey burden on Service members by reducing cost and duplication through chairing the Interservice Survey Coordinating Committee mandated by DoDI 1100.13.

-*Testing and Assessment,* also known as the Defense Personnel Assessment Center (DPAC) develops, administers and evaluates the Armed Services Vocational Aptitude Battery (ASVAB) test. The ASVAB testing programs enable the Armed Services to recruit and select highly qualified military recruits. The DoD uses a single test, the ASVAB, to determine eligibility of military applicants and to report recruit quality data to Congress. DPAC also develops and manages the ASVAB Career Exploration Program (CEP) administered to high school students as a career counseling tool. The CEP also provides information on qualified prospects to the Military Services.

I.   Description of Operations Financed (cont.)
Future website: www.opa.defense.gov

Department of Defense Personnel and Family Support Center (DPFSC) manages five DHRA programs:

- Computer/Electronic Accommodations Program (CAP)
- Employer Support of the Guard and Reserve (ESGR)
- Federal Voting Assistance Program (FVAP)
- Transition to Veterans Program Office (TVPO)
- Yellow Ribbon Reintegration Program (YRRP) Headquarters Office

DPFSC - Computer/Electronic Accommodations Program (CAP):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
8,276	9,385	7,286

Recognizing that the cost of technology often remained a barrier to employment, the DoD established the CAP in 1990 as a centrally funded program to provide assistive technology (AT) and support services to DoD civilian employees with disabilities at no cost to employing offices. Since its inception, the CAP's scope has significantly expanded. Today, through support agreements with 69 Federal agencies and Military Treatment Facilities (MTFs) worldwide, approximately 4.2 million Federal employees, wounded, ill and injured Service members, as well as active duty and reserve military personnel are potentially eligible for products and services at no additional cost to the requestor for products and services through this program. CAP, which is recognized by the U.S. Office

I.   Description of Operations Financed (cont.)

of Personnel Management as a model strategy to increase Federal employment of individuals with disabilities, has provided over 194,000 accommodations to employees and Service members and is widely considered the go-to source on providing effective AT solutions government wide.

To learn more about CAP, visit www.cap.mil.

DPFSC - Employer Support of the Guard and Reserve (ESGR):

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
11,485	11,992	8,639

The ESGR program fosters a culture in which all employers support and value the employment of members of the National Guard and Reserve Components (RC) in the United States and Territories, thereby increasing the readiness of the RCs. ESGR develops and promotes supportive work environments for Service members in the RCs through outreach, recognition, and educational opportunities that increase awareness of applicable laws and resolves employer conflicts between the Service members and their employers. ESGR operates in every state and territory through a network of more than 3,750 volunteers and approximately 68 support staff members to increase the readiness of the RCs.

ESGR's national engagement program increases employer and Service member awareness of their rights and responsibilities under the USERRA and emphasizes employers' critical contributions to the defense of the Nation through support of their National Guard and Reserve employees. ESGR provides authoritative advice and counsel to the Reserve Component staffs, Guard and Reserve Component Chiefs, and DoD civilian leadership through the development of instructions, policies, and legislation concerning employer relations.

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I.   Description of Operations Financed (cont.)

For more information, visit ESGR's website at http://www.ESGR.mil.

DPFSC - Federal Voting Assistance Program (FVAP):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
4,697	4,806	2,526

FVAP administers many of the federal responsibilities of the Uniformed and Overseas
Citizens Absentee Voting Act (UOCAVA) of 1986 and other federal military voter
registration and assistance laws. FVAP works to ensure Service members, their eligible
family members and overseas citizens are aware of their right to vote and have the tools
and resources to successfully do so – from anywhere in the world. FVAP achieves this
mission through direct assistance to UOCAVA voters and work with State and local election
officials. FVAP reaches out to members of the military and overseas citizens by executing
a comprehensive communication and media engagement plan with a special emphasis on
younger, first- time voters. These efforts include sending emails and mail pieces to all
members of the Uniformed Services, conducting interactive social media activities,
developing and disseminating public service announcements, and placing online
advertisements in military-interest publications and on websites frequented by UOCAVA
citizens. Additionally, FVAP works directly with the Military Services to provide
training, information, and tools for their Voting Assistance Officers and Installation
Voter Assistance Offices charged with providing in-person assistance to UOCAVA voters at
command, installation and unit levels.

For more information, visit FVAP's website at http://www.fvap.gov.

I.   <u>Description of Operations Financed (cont.)</u>
<u>DPFSC - Transition to Veterans Program Office (TVPO):</u>

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
3,805	3,652	1,530

The TVPO promotes, advances, and instills a culture of career-ready Service members throughout their Military Life Cycle through career readiness planning and Transition Assistance Program (TAP) policy and program oversight, helping the Department secure the pipeline for the All-Volunteer Force.

TAP was redesigned in 2012 following passage of Public Law 112-56 and codified through Department of Defense Instruction 1332.35. Periodic subsequent changes to legislation drive increases in development costs for IT/enterprise solution enhancements, new curriculum and additional manpower requirements. The program provides information, tools, and training to ensure that the approximately 200,000 known eligible Service members who separate, retire, or are released from active duty each year are prepared for civilian life. In its role overseeing TAP, TVPO has created a national Memorandum of Understanding with its federal partners -- the Departments of Veterans Affairs, Labor, and Education as well as the Small Business Administration and the Office of Personnel Management -- to codify the federal government's long-term commitment to govern, staff, resource, and deliver TAP at over 185 military installations. All Service members separating after 180 days of continuous Active Duty under Title 10 are required to take part in TAP. TVPO is leading a change to the Department's culture from an end-of-Service transition planning commitment to a career-long approach, with career readiness planning emphasized throughout a service member's Military Life Cycle. Through annual curriculum refreshes, TVPO, along with our federal partners, ensures career readiness and transition assistance curricula are adaptive, agile, and forward-looking to meet the needs of our service

I.   Description of Operations Financed (cont.)

members. TVPO oversees the military Departments' implementation of TAP to ensure program delivery is in accordance with law, policy, and leadership intent. Its' collaboration with external partners fosters opportunities to enhance Service member career readiness. TVPO's OMB-approved interagency TAP Evaluation Strategy, as well as the Department's TAP-Information Technology (IT) Enterprise System, provides a pathway for the development and implementation of program evaluation and assessment policies and programs to ensure continual improvement in TAP effectiveness.

DPFSC - Yellow Ribbon Reintegration Program (YRRP) Office:

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
23,018	24,826	2,013

Within the Office of Reintegration Programs (ORP), the YRRP is a DoD-wide effort to promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout and beyond the deployment cycle. YRRP was created by the 2008 NDAA (Public Law 110-181, Section 582) as a joint-Service effort, led by the Office of the Deputy Assistant Secretary of Defense for (Reserve Affairs Integration).

Through YRRP events held around the world, Service members and those who support them gain access to programs, services, resources and referrals to minimize stress and maximize resiliency during all phases of deployment. Events are offered at key stages in the deployment cycle: Pre-Deployment, Deployment (for families and designated representatives), and Post-Deployment. YRRP events offer information on benefits such as health care, education, and financial and legal counseling.

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

YRRP proactively develops and maintains collaborative efforts with federal, state and local organizations nationwide to streamline the delivery of military resources. These actions ensure relevant and timely resources are accessible at YRRP events and via local community-based networks. Since 2008, the YRRP has developed several mutually beneficial partnerships with key organizations, including: Employer Support of the Guard and Reserve, Small Business Administration, and the Departments of Labor and Veterans Affairs.

YRRP Headquarters Office continues to focus on improving the consistency and standardization of YRRP program delivery across the RCs. In addition, YRRP continues to develop in-person and online curriculum to provide a flexible and agile support community capable of meeting the changing needs of RC Service members and their families. The centerpiece of this effort is the YRRP Center for Excellence (CfE), which focuses on improving data gathering and analysis to determine program efficiencies, maintain cost control, and develop program enhancements to enhance the readiness, resilience, and retention of RC Service members.

For more information, visit the YRRP's website at http://www.yellowribbon.mil.

I.   **Description of Operations Financed (cont.)**

Labor:

(Dollars in Thousands		
FY 2019	**FY 2020**	**FY 2021**
190,737	175,134	203,055

The DHRA Labor program line funds civilian pay and benefits for 1,235 government civilian Full Time Equivalents (FTE) for FY 2021.

Office of the Actuary (OACT):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
522	79	64

The DoD OACT participates in financial statement audit committees for the Military Retirement Fund (MRF) and the Medicare-Eligible Retiree Health Care Fund (MERHCF). The DoD Inspector General audits the MRF and MERHCF financial statements. The MRF statements have consistently received an unqualified audit opinion. OACT computes DoD and Treasury Fund contributions for inclusion in annual budgets and estimates the Funds' liabilities for DoD and government-wide annual financial statements. OACT also makes calculations for the Education Benefits Fund and the Voluntary Separation Incentive Fund. OACT calculates DoD's and Treasury's required annual contributions into and the liabilities of each of the Funds using methods and assumptions approved by the DoD Board of Actuaries and the DoD Medicare-Eligible Retiree Health Care Board of Actuaries.

I.   Description of Operations Financed (cont.)

OACT produces cost estimates for legislative proposals involving military benefits (such as Combat-Related Special Compensation, Concurrent Receipt Disability Pay, and the Blended Retirement System) and adapts retirement, education benefits, and retiree health care system valuation models to legislated changes. In addition, OACT participates in various groups and commissions studying military benefits, such as the Quadrennial Review of Military Compensation, the Military Compensation and Retirement Modernization Commission, and the Blended Retirement System Working Group.

More information on OACT can be found at http://actuary.defense.gov/.

Diversity Management Operations Center (DMOC):

The Diversity Management Operations Center (DMOC) was established as a new Component under DHRA in FY 2020. The DMOC mission programs are responsible for operationalizing diversity management and equal opportunity policies and programs affecting 1.3 million active duty military personnel, 800 thousand Reserve Component personnel, and over 700 thousand civilians within the Department of Defense (DoD).

DMOC manages two programs:

- Defense Equal Opportunity Management Institute (DEOMI)/ Workforce Recruitment Program (WRP)
- Diversity Management Operations Program (DMO)

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

<u>**DMOC – Defense Equal Opportunity Management Institute (DEOMI)/**</u> <u>**Workforce Recruitment Program (WRP)**</u>

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
0	5,000	3,019

The DEOMI/WRP, are FY 2020 program transfers from the U. S. Air Force and have a total of four subprograms. DEOMI's mission is to develop and deliver world-class human relations education, training, research, and innovative solutions to enhance total force readiness. Workforce Recruitment Program (WRP) executes the Department-wide recruitment and referral program that connects federal sector employers nationwide with highly competent and motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs.
The DEOMI/WRP program includes four sub-programs:

- Education and Training: Develops knowledge and skills to assess EO/EEO human relations climates, statutory/legal, intra/interpersonal, and organizational issues; applies Alternative Dispute Resolution techniques; provides professional development for instructors; enables senior leadership to identify potential HR issues and avenues of address; provides assistance to Commanders (AD/Res) to prevent or eliminate discriminatory practices.
- Command Climate Assessment: Develop, maintain clearinghouse, and disseminate research, training resources, and other human relations job-aids and information materials for commanders, service members, civilians, and other leaders to prevent discrimination and all forms of harassment while promoting inclusion and effective leadership per DoDI

I.   Description of Operations Financed (cont.)

1350.2 and DoDI 1020.03. Provide expert consultation to senior leadership on human relations matters such as inclusion, engagement, resiliency, harassment, and other emerging readiness topics.

- Research and Development: DEOMI Research operates to ensure that the DoD remains a continuous learning and improving organization with respect to effective human relations and the prevention of discrimination and harassment behaviors that can negatively affect readiness. DEOMI research conducts both basic and applied research in support of the development of training, education, policy, programs, and operations DoD-wide; and remains a leader in the scientific fields of human-relations or the benefit of the DoD at large. DEOMI acts as a clearinghouse and makes available through various media the most recent discoveries, applications, and historical socio-cultural information to increase force awareness of human relations issues that impact our professionals in the DoD.

- Disability Programs: Executes the SECDEFs Disability Award Recognition Program which recognizes the exemplary contributions of disabled military and civilian members to the DoD mission to advance the Departments commitment. Executes the Workforce Recruitment Program (WRP) for College Students and recent Graduates with Disabilities, collaborates with Federal Agencies and DoD Components to screen, recruit, and hire talented individuals with disabilities.

DMOC - Diversity Management Operations (DMO) Program:

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
0	10,866	4,854

The DMO program includes four sub-programs:

I.   Description of Operations Financed (cont.)

- Diversity and Inclusion Directorate (D&I): Provides strategic direction to assess and analyze diversity and inclusion initiatives to attract, develop, and retain a diverse workforce.

- Special Emphasis Program Management Outreach Directorate (SEPM): Leads the Department's in-reach and outreach efforts to identify, attract, promote, and retain talent from a broad segment of society to meet the current and future needs of the DoD mission.

- Defense Advisory Committee on Women in the Service (DACOWITS) program: Advises the SECDEF on matters and policies relating to the recruitment, retention, treatment, employment, integration, and well-being of professional women in the Armed Forces. The DACOWITS objective is to provide a report with substantive policy or legislative recommendations to the DoD at the end of approximately one year of effort. In FY 2020, this program was realigned under DMOC.

- Investigation and Resolution Directorate (IRD): Investigates EEO discrimination complaints across the Department, including the Military Departments and Defense agencies/activities. Investigates and successfully resolves, internal to the Department, more than 3,000 EEO cases annually.

HQ (formerly HQ DHRA Operations):

(Dollars in Thousands)		
FY 2019	**FY 2020**	**FY 2021**
49,231	9,642	3,764

In FY 2020, the HQ DHRA Operations budget line has been internally reorganized into two separate program lines. They are now HQ – which consists of strictly the headquarters

I.   Description of Operations Financed (cont.)

functions; and the DEOC, which is comprised of operational, or mission support
activities.

HQ – DHRA Enterprise Operations Center (DEOC):

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
0	45,107	50,993

The DHRA Enterprise Operations Center line provides operational and mission support costs
for the entire organization. These include rents, utilities, supplies, travel,
contracting and financial operations, security operations, workforce training management,
facility management, information management, customer service, National Capital Region
transportation subsidies, Defense Finance and Accounting Services support, Defense
Logistics Agency Human Resources support and other common support services. Beginning in
FY 2020, funding from the Military Retirement Fund via DoD IG as well as from DMDC for
the electronic Official Personnel Folder (eOPF), and USA Staffing programs have been
properly realigned to this area.

I. **Description of Operations Financed (cont.)**

Sexual Assault Prevention and Response Office (SAPRO):

(Dollars in Thousands)		
FY 2019	FY 2020	FY 2021
22,701	61,656	21,146

SAPRO represents the Secretary of Defense as the central authority charged with preventing sexual assault in the military and facilitating recovery for victims. SAPRO promotes military readiness by reducing incidents of sexual assault through advocacy and execution of program policy, planning, and oversight across the DoD Community.
In addition, SAPRO:
-Oversees implementation of Sexual Assault Prevention Response (SAPR) program in order to prevent the crime and encourage military personnel who are victims of sexual assault to report and seek victim's services.
-Oversees and evaluates Department-wide SAPR program effectiveness via a core set of standardized metrics measured through a standardized methodology.
-Assesses the capability of the Department to respond to the needs of adult sexual assault victims in the military.
-Oversees Service policies related to adult sexual assault victims in the military.
-Monitors/analyzes reports of sexual assault to determine the efficacy of sexual assault policies/programs.
-Prepares an annual report to Congress on progress in eliminating sexual assault in the U.S. military and SAPRO's assessment of programs to address sexual harassment and violence at the military service academies.
-Manages the Defense Sexual Assault Information Database (DSAID), including DSAID user training.

I. **Description of Operations Financed (cont.)**

-Administers the Department of Defense Sexual Assault Advocate Certification Program.
-Manages the DoD Safe Helpline, the 24/7 on-line resource for those members of the DoD
community impacted by sexual assault.

For more information, visit the SAPRO website at http://www.sapr.mil

II. **Force Structure Summary:**

N/A

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Cybersecurity	0	0	0	n/a	0	0	20,806
Defense Activity for Non-Traditional Education (DANTES)	18,491	22,346	0	0.0	22,346	22,346	17,610
Defense Civilian Personnel Advisory Service (DCPAS) - Mission Programs	26,551	27,868	0	0.0	27,868	27,868	26,672
Defense Language and National Security Education Office (DLNSEO)	67,185	51,464	15,000	29.2	66,464	66,464	38,007
Defense Suicide Prevention Office (DSPO)	5,982	9,290	0	0.0	9,290	9,290	8,644
Defense Travel Management Office (DTMO)	17,786	20,096	0	0.0	20,096	20,096	17,485
DHRA Enterprise Operations Center (DEOC) (Formerly HQ - Operations)	0	59,433	-14,326	-24.1	45,107	45,107	50,993
DMDC - Defense Enrollment Eligibility Reporting System (DEERS)	68,120	70,434	0	0.0	70,434	70,434	58,186
DMDC - Enterprise Data Services (EDS)	66,349	76,792	0	0.0	76,792	76,792	74,436

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
DMDC – Enterprise Human Resources Information System (EHRIS)	86,032	55,850	0	0.0	55,850	55,850	48,834
DMDC – Identity Credential Management (ICM) – (Formerly RAPIDS)	60,171	58,014	0	0.0	58,014	58,014	55,953
DMDC – Personnel Accountability (PA)	38,080	47,565	0	0.0	47,565	47,565	44,880
DMDC – Personnel Security Assurance (PSA)	35,340	47,055	0	0.0	47,055	47,055	18,611
DMOC – Defense Equal Opportunity Management Institute (DEOMI)	0	5,000	0	0.0	5,000	5,000	3,019
DMOC – Diversity Management Operations Center	0	8,366	2,500	29.9	10,866	10,866	4,854
DPFSC – Computer/Electronic Accommodations Program (CAP)	8,276	9,385	0	0.0	9,385	9,385	7,286
DPFSC – Employer Support of the Guard and Reserve (ESGR)	11,485	11,992	0	0.0	11,992	11,992	8,639
DPFSC – Federal Voting Assistance Program (FVAP)	4,697	4,806	0	0.0	4,806	4,806	2,526

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	FY 2020 Congressional Action Percent	FY 2020 Congressional Action Appropriated	Current Enacted	FY 2021 Estimate
DPFSC - Transition to Veterans Program Office (TVPO)	3,805	3,652	0	0.0	3,652	3,652	1,530
DPFSC - Yellow Ribbon Reintegration Program (YRRP)	23,018	4,826	20,000	414.4	24,826	24,826	2,013
HQ (Formerly HQ - Operations)	49,231	9,642	0	0.0	9,642	9,642	3,764
Labor	190,737	175,134	0	0.0	175,134	175,134	203,055
Office of People Analytics (OPA)	78,293	86,693	0	0.0	86,693	86,693	81,745
Office of the Actuary (OACT)	522	79	0	0.0	79	79	64
Sexual Assault Prevention and Response Office (SAPRO)	22,701	26,656	35,000	131.3	61,656	61,656	21,146
Total	**882,852**	**892,438**	**58,174**	**6.5**	**950,612**	**950,612**	**820,758**

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	892,438	950,612
Congressional Adjustments (Distributed)	62,500	
Congressional Adjustments (Undistributed)	-4,326	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	950,612	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	950,612	
Supplemental		
Reprogrammings		
Price Changes		18,760
Functional Transfers		-29,671
Program Changes		-118,943
Current Estimate	950,612	820,758
Less: Wartime Supplemental		
Normalized Current Estimate	950,612	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**892,438**
1. Congressional Adjustments		58,174
a. Distributed Adjustments		
1) Special Victim's Counsel	35,000	
2) Beyond Yellow Ribbon Program	20,000	
3) Defense Language Training Centers	15,000	
4) Demonstration project for contractors employing persons with disabilities.	2,500	
5) Unjustified Growth	-10,000	
b. Undistributed Adjustments		
1) Unjustified Growth	-3,296	
DHRA received an undistributed adjustment in the FY 2020 Congressional Enacted budget. DHRA has placed these adjustments in one program - DEOC - until a final determination has been made for enterprise-wide distribution.		
2) Budget justification inconsistencies	-1,030	
DHRA received an undistributed adjustment in the FY 2020 Congressional Enacted budget. DHRA has placed these adjustments in one program - DEOC - until a final determination has been made for enterprise-wide distribution.		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**950,612**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**950,612**
4. Reprogrammings (Requiring 1415 Actions)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Revised FY 2020 Estimate		**950,612**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**950,612**
6. Price Change		18,760
7. Functional Transfers		-29,671

   a. Transfers In

      1) One civilian full-time equivalent (FTE).   184
Transfers 1 FTE and associated resources from the Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD (PA)) to the Defense Human Resources Activity (DHRA). The management decision between OATSD (PA) and DHRA will 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: $175,134 thousand; Baseline FTEs: 1,244; +1 FTEs)

   b. Transfers Out

      1) DISA NBIS from DMDC - includes 10 full-time   -29,855
equivalents (FTEs).
<u>-$29,855 thousand</u> Transfer of funding and responsibility for the Defense Information System for Security (DISS), MIRADOR and Secure Web Fingerprint Transfer (SWFT), Defense Central Index of Investigations (DCII), and improved Investigative Records Repository (iIRR) programs directly to DCSA in support of the overall security, suitability, fitness, and credentialing (SSC) mission, as

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

directed and authorized by NDAA 2018, Section 925(c) and Deputy Secretary of Defense Memorandum, dated 28 January 2019. (FY 2020 Baseline: $47,055 thousand; Baseline FTEs: 1,244; -10 FTEs)

8. Program Increases   132,388
   a. Annualization of New FY 2020 Program
   b. One-Time FY 2021 Increases
   c. Program Growth in FY 2021
     1) DMDC - Enterprise Data Services (EDS)   30,884
     +$11,798 thousand - Cybersecurity Upgrades. Supports further investment in cyber hardening efforts due to the ever evolving cyber threat landscape. Funds will be used to acquire and implement the threat detection and mitigation toolsets required to operate a Security Operations Center; contract for Red Team penetration testing; and acquire and implement cloud security operations toolsets. Cyber hardening funds will be used to acquire licenses for application hardening and database security assessment tools that support security configuration scanning across the DMDC enterprise. These funds will also be used to contract for software development, business analysis, and system architecture support to remediate systems within the EDS portfolio and provide improvements to reduce the rate of new cyber findings and code vulnerabilities. +$8,438 thousand - Realignment from DMDC - DEERS. DMDC is internally realigning its Person Data Repository (PDR) efforts from DEERS to EDS. The PDR

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

C. Reconciliation of Increases and Decreases	Amount	Totals

stores and manages the Person Identities of the DoD
workforce, including Service Members, DoD civilians,
retirees, veterans, and dependents, and forms the
backbone of DMDC's data holdings. The PDR is used
across the DMDC enterprise, not only DEERS; its
realignment to DMDC's data government and data
operations subprogram allows for enterprise-wide
analysis and visibility.

<u>+$7,457 thousand</u> - System enhancements and
refactoring across the EDS portfolio. Continuation
of work that began in FY 2020 at an increased level
of effort. Funds support improved sustainability
through the modernization of existing EDS
applications and databases. DMDC will contract for
system engineering, business analysis, system
analysis and database administration support to
refactor applications and streamline business
processes to simplify and modernize the current
application portfolio. System development and
engineering contractors will update applications to
leverage common backend systems to reduce the level
of effort required to implement changes and ensure
data consistency. Database administration and
engineering support will analyze DMDC's existing
data holdings, recommend and execute architecture
changes, and implement security upgrades. These
changes will allow DMDC to respond to changing laws,
policies and requirements more efficiently and
increase the security posture of its data. FY 2021

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

work will focus on the finalization of planning
efforts and the beginning of implementation.
+$1,850 thousand - Increase in EDDIE. Enterprise
Data to Decisions Information Environment (EDDIE)
Initial Operating Capability. These funds support
the third year of implementing an enterprise
collaboration and innovation environment that will
use person-based data and an analytics framework to
allow the Department to better capture, analyze, and
understand its personnel data. DMDC holds the
largest repository of DoD Human Resource
information, and EDDIE will allow this data to be
extracted and analyzed by organizations across the
Department to drive process improvement and policy
decisions. Initial Operating Capability (IOC)
efforts began in FY 2019 and will continue in across
the FYDP. In FY 2019 and FY 2020, the majority of
the effort supporting EDDIE were funded by RDT&E. In
FY 2021 additional O&M funds will be used for the
maintenance of the infrastructure and IOC products
delivered, via with require contracted system
administrators.
+$1,341 thousand - Transfer of IT Functions from HQ
and DEOC - DMDC has taken responsibility for all IT
management functions across the DHRA enterprise.
Personnel and responsibility supporting portfolio
management, enterprise architecture and
cybersecurity transferred to DMDC from DHRA DEOC and

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C. Reconciliation of Increases and Decreases	Amount	Totals
DHRA HQ. (FY 2020 Baseline: $76,792 thousand; Baseline FTEs: 0; +0 FTEs)		
2) Labor	25,218	

+<u>$25,218 thousand</u> increase in civilian pay to align FY 2020 and FY 2021 levels with FY 2019 actual execution. In addition, the increase includes the change in performance awards from 1.5% to 2.5% of base pay for non-SES civilian personnel. It also reflects the increase in the civilian pay raise assumptions for FY 2020 adjustments. (FY 2020 Baseline: $175,134 thousand; Baseline FTEs: 1,244; -9 FTEs)

3) Cybersecurity	20,806	

Beginning in FY 2021 - identified and transferred cyber funding, from within the components and programs, to a newly established cyber funding line for increased visibility and tracking purposes. +$20,806 thousand. (FY 2020 Baseline: $0 thousand; Baseline FTEs: 0; +0 FTEs)

4) DHRA Enterprise Operations Center (DEOC) (Formerly HQ - Operations)	17,320	

+<u>$824 thousand</u> program increase to Other Services DLA HR Services due to the removal of internal DHRA HR services, new requirements and cost growth.
+<u>$600 thousand</u> program increase in facility/maintenance: DEOC will assume facility/maintenance (DHRA and 45SW Interagency Support Agreement) budget on behalf of DEOMI/DMOC. DEOMI/DMOC will no longer manage these funds.

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

+592 thousand program increase due to incurred DoDC Facility Management Cost Sharing due to the reduction in what we were charging as reimbursable costs to the non-HDRA tenants.

+$587 thousand program increase to Training and Leadership increased participation and increase requirements.

+125 thousand transfer from DANTES for facilities support (maintenance/utilities).

+$14,612 thousand program change resulting from the FY 2020 Congressional Enacted budget reductions. Those adjustments have yet to be distributed among DHRA programs enterprise-wide. (FY 2020 Baseline: $45,107 thousand; Baseline FTEs: 0; +0 FTEs)

5) Office of People Analytics (OPA)   9,435

+$5,735 thousand internal realignment. Funding is properly realigned from the Other Services line to the Management and Professional Support Services line.

+$3,000 thousand in Other Services for the internal DMOC transfer of the Defense Organizational Climate Survey (DEOCS) program to OPA. DEOCS is a congressionally mandated survey administered to 3 million people across 17,000 military units annually. Funds will be used to purchase contract support to maintain survey, analysis and reporting capabilities.

+$700 thousand in Other Services for enhancements to DEOCS program as directed by OUSD Personnel and

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Readiness (P&R) to enhance the utility of the data to assist in policy decisions that have impact on the climate of a military unit and to assure that the data analysis completed is measuring climate in a manner that is scientifically supported and trusted by the policy maker and other stakeholders. (FY 2020 Baseline: $86,693 thousand; Baseline FTEs: 0; +0 FTEs)

6) DMDC - Defense Enrollment Eligibility Reporting System (DEERS)   8,807

<u>+$3,720 thousand</u> - System enhancements and refactoring of DEERS. Continuation of work that began in FY 2020 at an increased level of effort. Supports improved portfolio sustainability through the modernization of existing DEERS applications. DMDC will contract for system engineer, business analyst and system analyst support to refactor applications and streamline business processes to simplify and modernize the current application portfolio. System development and engineering contractors will update applications to leverage common backend systems to reduce the level of effort required to implement changes and ensure data consistency. DMDC will be able to respond to changing laws, policies and requirements more efficiently, reducing the need to redevelop and update multiple systems. FY 2021 work will focus on the finalization of planning efforts and the beginning of implementation.

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

C. Reconciliation of Increases and Decreases	Amount	Totals

<u>+$3,386 thousand</u> - Cybersecurity Upgrades. Supports ongoing investment in cyber hardening efforts of the DEERS software portfolio. DMDC continues to invest in cybersecurity scanning software and mature vulnerability management processes, leading to the identification of additional cybersecurity require mitigation. Funds will be used to contract for software development, business analysis, and system architecture support to remediate systems within the DEERS portfolio and provide improvements to reduce the rate of new cyber findings and code vulnerabilities.

<u>+$1,174 thousand</u> transfer of IT Functions from HQ and DEOC - DMDC has taken responsibility for all IT management functions across the DHRA enterprise. Personnel and responsibility supporting portfolio management, enterprise architecture and cybersecurity transferred to DMDC from DHRA DEOC and DHRA HQ.

<u>+$527 thousand</u> transfer Procurement funds to IAAS. In compliance with the Data Center Optimization Initiative (DCOI) established by OMB Memorandum M-16-19, DMDC has secured Infrastructure-as-a-Service (IaaS) capabilities. Starting in FY 2021, DMDC will be purchasing IaaS hosting services rather than directly procuring and operating the hardware in its current data center. This model of operation requires additional Operations and Maintenance funds

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

C. Reconciliation of Increases and Decreases	Amount	Totals

instead of Procurement funds. (FY 2020 Baseline:
$70,434 thousand; Baseline FTEs: 0; +0 FTEs)

   7) DMDC - Personnel Accountability (PA)   8,665

<u>+$6,272 thousand</u> - DTM Enhancement. Funding will
support the deployment and oversight of a Commercial
Off The Shelf (COTS) travel-as-a-service contract;
allow contracted support for the integration,
configuration, and implementation of up to 15 DoD
accounting systems; and support the integration of
additional DoD travel requirements, such as order-
writing systems, and travel suppliers, such as
military lodging, airfare or ground transportation
systems.

<u>+$1,800 thousand</u> - Cybersecurity Upgrades. Supports
ongoing investment in cyber hardening efforts of the
PA software portfolio. DMDC continues to invest in
cybersecurity scanning software and mature
vulnerability management processes, leading to the
identification of additional cybersecurity require
mitigation. Funds will be used to contract for
software development, business analysis, and system
architecture support to remediate systems within the
PA portfolio and provide improvements to reduce the
rate of new cyber findings and code vulnerabilities.

<u>+$593 thousand</u> transfer of IT Functions from HQ and
DEOC - DMDC has taken responsibility for all IT
management functions across the DHRA enterprise.
Personnel and responsibility supporting portfolio
management, enterprise architecture and

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

C. Reconciliation of Increases and Decreases	Amount	Totals

cybersecurity transferred to DMDC from DHRA DEOC and
DHRA HQ. (FY 2020 Baseline: $47,565 thousand;
Baseline FTEs: 0; +0 FTEs)

    8) Transition to Veterans Program Office (TVPO)   4,414

+$1,733 thousand realignment of funds from Other
Services to IT Contract Support Services to fund
SNAP IT - Major system enhancements as well as
mandated tech refresh and cyber hardening.
Consolidating contracts for learning management
system, participant survey and enriched life scale
assessment.
+$1,394 thousand in Other Intra-Governmental
Purchases: DHRA Programmatic increase for major
system enhancements to include mandated technical
refresh and cyber hardening.
+$1,212 thousand realignment of funds from Other
Intra-Governmental Purchases to IT Contract Support
Services to fund SNAP IT - Major system enhancements
as well as mandated tech refresh and cyber
hardening. Consolidating contracts for learning
management system, participant survey and enriched
life scale assessment.
+$75 thousand in IT Contract Support Services.
Increased growth to fund SNAP IT - Major system
enhancements as well as mandated tech refresh and
cyber hardening. Consolidating contracts for
learning management system, participant survey and
enriched life scale assessment. (FY 2020 Baseline:
$3,652 thousand; Baseline FTEs: 0; +0 FTEs)

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
9) DMDC -Identity Credential Management (ICM) - formerly RAPIDS	3,705	

+$2,716 thousand - Cybersecurity Upgrades. Supports ongoing investment in cyber hardening efforts of the ICM software portfolio. DMDC continues to invest in cybersecurity scanning software and mature vulnerability management processes, leading to the identification of additional cybersecurity require mitigation. Funds will be used to contract for software development, business analysis, and system architecture support to remediate systems within the ICM portfolio and provide improvements to reduce the rate of new cyber findings and code vulnerabilities. +$989 thousand transfer of IT Functions from HQ and DEOC - DMDC has taken responsibility for all IT management functions across the DHRA enterprise. Personnel and responsibility supporting portfolio management, enterprise architecture and cybersecurity transferred to DMDC from DHRA DEOC and DHRA HQ. (FY 2020 Baseline: $58,014 thousand; Baseline FTEs: 0; +0 FTEs)

| 10) Defense Civilian Personnel Activity (DCPAS) | 1,271 | |

+$697 thousand internal DHRA realignment from DMDC-EHRIS to DCPAS to provide DCPAS the ability to prioritize and program for mission-specific requirements to maintain DCPAS websites and SharePoint site in support of the delivery of civilian personnel policies and human resources solutions. Funds were previously part of the EHRIS

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

C. Reconciliation of Increases and Decreases	Amount	Totals

transfer from DCPAS to DMDC.
<u>+$574 thousand</u> increase enhances DCPAS's ability to accomplish the established Human Capital Operating Plan (HCOP) objectives of delivering talent, maximizing employee performance and transforming HR through various programs and initiatives that support delivery of civilian personnel policies and human resources solutions. (FY 2020 Baseline: $27,868 thousand; Baseline FTEs: 0; +0 FTEs)

11) 6) DMDC - Enterprise Human Resources Information   889
System (EHRIS)
<u>+$889 thousand</u> transfer of IT Functions from DHRA HQ and DEOC - DMDC has taken responsibility for all IT management functions across the DHRA enterprise. Personnel and responsibility supporting portfolio management, enterprise architecture and cybersecurity transferred to DMDC from DHRA DEOC and DHRA HQ. (FY 2020 Baseline: $55,850 thousand; Baseline FTEs: 0; +0 FTEs)

12) Defense Travel Management Office (DTMO)   426
<u>+$426 thousand</u> increased telecommunications support from "internal" to Joint Service Provider (JSP) via MOU/Support Agreement between DHRA and JSP for Telecommunications Services for the DHRA Enterprise. (FY 2020 Baseline: $20,096 thousand; Baseline FTEs: 0; +0 FTEs)

13) Defense Activity for Non-Traditional Education   317
(DANTES)

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C. Reconciliation of Increases and Decreases	Amount	Totals

<u>+$317 thousand</u> - Anticipate an increased cost for the new IT contract required in FY 2021 to support the DODVES Defense Business System. Additionally, Navy is no longer funding a portion of the DODVES IT contract as a result of DANTES transfer to DHRA. (FY 2020 Baseline: $22,346 thousand; Baseline FTEs: 0; +0 FTEs)

14) DPFSC - Yellow Ribbon Reintegration Program (YRRP)　　107
<u>+$107 thousand</u> in IT Contract Support Services. Increased funding to cover Cybersecurity Service Providers (CSSP) Independent IT Compliance Monitoring Security requirement costs on two YRRP DHRA contracts. (FY 2020 Baseline: $24,826 thousand; Baseline FTEs: 0; +0 FTEs)

15) Employer Support of the Guard and Reserve (ESGR)　　98
<u>+$75 thousand</u> increase in travel requirements to adhere and comply with ESGR Management Control Plan to monitor all 54 State ESGR Committees ORF/Non-ORF ratio funding expenditures set forth within the DODI.
<u>+$23 thousand</u> in IT Contract Support Services. Increased funding to cover Cybersecurity Service Providers (CSSP) Independent IT Compliance Monitoring Security requirement costs for DHRA contract. (FY 2020 Baseline: $11,992 thousand; Baseline FTEs: 0; +0 FTEs)

16) Diversity Management Operations Center (DMOC)　　26
<u>+$26 thousand</u> increase in travel due to IT/work stoppage issues, new employee travel/training, and

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

C. Reconciliation of Increases and Decreases	Amount	Totals

an off-site training event to be held bi-annually
instead of annually. (FY 2020 Baseline: $10,866
thousand; Baseline FTEs: 0; +0 FTEs)

9. Program Decreases   -251,331
   a. Annualization of FY 2020 Program Decreases
   b. One-Time FY 2020 Increases
      1) Special Victim's Counsel   -35,000
         Reflects the FY 2020 Congressional add for Special
         Victim's Counsel. (FY 2020 Baseline: $61,656
         thousand; Baseline FTEs: 0; +0 FTEs)
      2) Beyond the Yellow Ribbon Program   -20,000
         Reflects the FY 2020 Congressional add for Beyond
         the Yellow Ribbon Program. (FY 2020 Baseline:
         $24,826 thousand; Baseline FTEs: 0; +0 FTEs)
      3) Defense Language Training Centers   -15,000
         Reflects the FY 2020 Congressional add for Defense
         Critical Language and Culture Program. (FY 2020
         Baseline: $66,464 thousand; Baseline FTEs: 0; +0
         FTEs)
      4) Demonstration project for contractors employing   -2,500
      persons with disabilities.
         Reflects the one-time FY 2020 Congressional add for
         the demonstration project for contractors employing
         persons with disabilities. (FY 2020 Baseline:
         $10,866 thousand; Baseline FTEs: 0; +0 FTEs)
      5) Labor   -778
         -$778 thousand for one less compensable day civilian
         pay. (FY 2020 Baseline: $175,134 thousand; Baseline
         FTEs: 1,244; +0 FTEs)

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C. Reconciliation of Increases and Decreases	Amount	Totals

c. Program Decreases in FY 2021
  1) Defense-Wide Review (DWR)   -60,640

Decision to reduce resources associated with lower priority efforts in order to resource higher priorities.
-$19,900 thousand - DWR DHRA Reductions (FY 2020 Baseline: $175,874 thousand)
  -$8,000 thousand: Defense Language and National Security Education Office (DLNSEO)Reductions
  -$8,000 thousand: DHRA Reductions
    -$5,000 thousand: DHRA - Headquarters Defense Human Resources Activity (HQ DHRA) Reductions
    -$1,300 thousand: DPFSC- Federal Voting Assistance Program (FVAP)Reductions
    -$800 thousand: DPFSC - Computer/Electronic Accommodations Program (CAP)Reductions
    -$600 thousand: DPFSC - Employer Support of the Guard and Reserve (ESGR)Reductions
    -$200 thousand: DPFSC - Yellow Ribbon Reintegration Program (YRRP)Reductions
    -$100 thousand: DPFSC - Transition to Veterans Program Office (TVPO)Reductions
  -$3,900 thousand: DHRA Enterprise Operations Center (DEOC) (Formerly HQ - Operations) DHRA Additional Reductions

-$14,400 thousand - DWR DMDC: Data Center Efficiencies and Transitions (FY 2020 Baseline: $203,076 thousand)

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C. Reconciliation of Increases and Decreases	Amount	Totals

-$9,872 thousand: DMDC - Defense Enrollment Eligibility Reporting System (DEERS) Data Center Efficiencies and Transitions

-$3,372 thousand: DMDC - Enterprise Data Services (EDS) Data Center Efficiencies and Transitions

-$1,156 thousand: DMDC - Enterprise Human Resources Information System (EHRIS) Data Center Efficiencies and Transitions

-$10,800 thousand - DWR: Reduction of Non-Critical Services (FY 2020 Baseline: $366,267 thousand)

-$4,035 thousand: Defense Language and National Security Education Office (DLNSEO) Reduction of Non-Critical Services

-$2,777 thousand: Defense Travel Management Office (DTMO) Reduction of Non-Critical Services

-$1,125 thousand: Office of People Analytics (OPA) Reduction of Non-Critical Services

-$714 thousand: DPFSC - Employer Support of the Guard and Reserve (ESGR) Reduction of Non-Critical Services

-$663 thousand: DMDC - Enterprise Data Services (EDS) Reduction of Non-Critical Services

-$400 thousand: DPFSC - Federal Voting Assistance Program (FVAP) Reduction of Non-Critical Services

-$355 thousand: DPFSC - Transition to Veterans Program Office (TVPO) Reduction of Non-Critical Services

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C. Reconciliation of Increases and Decreases   Amount   Totals

    -$308 thousand: Sexual Assault Prevention and
Response Office (SAPRO) Reduction of Non-Critical
Services
    -$298 thousand: DPFSC - Yellow Ribbon
Reintegration Program (YRRP) Reduction of Non-
Critical Services
    -$125 thousand: Defense Suicide Prevention Office
(DSPO) Reduction of Non-Critical Services Reduction

-$7,500 thousand - DWR: Defense Activity for Non-
Traditional Education Support Restructure (FY 2020
Baseline: $67,453 thousand)
    -$4,595 thousand: DHRA Defense Activity for Non-
Traditional Education (DANTES) Defense Activity for
Non-Traditional Education Support Restructure
    -$2,905 thousand: DHRA Enterprise Operations
Center (DEOC) DHRA Defense Activity for Non-
Traditional Education Support Restructure

-$4,100 thousand - DWR: Reimbursable Programs
Savings (FY 2020 Baseline: $62,155 thousand)
    -$2,040 thousand: Defense Civilian Personnel
Activity (DCPAS) Reimbursable Programs Savings
    -$1,100 thousand: DPFSC - Computer/Electronic
Accommodations Program (CAP) Reimbursable Programs
Savings
    -$612 thousand: Defense Travel Management Office
(DTMO) Reimbursable Programs Savings

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C. Reconciliation of Increases and Decreases   **Amount**   **Totals**

     -$348 thousand: DPFSC - Federal Voting Assistance
Program (FVAP) Reimbursable Programs Savings

-$2,200 thousand - DWR: Fourth Estate Network
Optimization (FY 2020 Baseline: $355,710 thousand)
   -$543 thousand: DMDC - EDS Fourth Estate Network
Optimization (4ENO) Efficiencies
   -$440 thousand: DMDC - Defense Enrollment
Eligibility Reporting System (DEERS) Fourth Estate
Network Optimization (4ENO) Efficiencies
   -$400 thousand: DMDC - Identity Credential
Management (ICM) - formerly RAPIDS Fourth Estate
Network Optimization (4ENO) Efficiencies
   -$366 thousand: DMDC - Enterprise Human Resources
Information System (EHRIS) Fourth Estate Network
Optimization (4ENO) Efficiencies
   -$307 thousand: DMDC - Personnel Accountability
(PA) Fourth Estate Network Optimization (4ENO)
Efficiencies
   -$144 thousand: DMDC - Personnel Security
Assurance (PSA) Fourth Estate Network Optimization
(4ENO) Efficiencies

-$1,700 thousand - DWR: Defense Language and
National Security Education Office (DLNSEO)(FY 2020
Baseline: $66,464 thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$40 thousand - DWR: Elimination of Redundant Point-to-Point Circuits (FY 2020 Baseline: $76,792 thousand) (FY 2020 Baseline: $1,234 thousand)

2) DMDC - Enterprise Data Services (EDS)   -26,574

<u>-$25,006 thousand</u> Data Center Consolidation. DMDC received additional funding in FY 2019 and FY 2020 to fund the migration of DMDC's existing, disparate data centers into centralized managed service offerings. This effort is planned to be completed in FY 2020 so funding levels were reduced by 10,000 thousand Other Intra-Governmental Purchases line). DMDC programmed for $15,000 thousand in efficiencies in FY 2021 due to savings found through the closure of local data centers and increased economies of scale.

<u>-$1,200 thousand</u> - Data Acquisition and Decision Support Sustainment. Beginning in FY 2019, DMDC received funds to support continued operations of systems that provide centralized data analysis and reporting capabilities. Additional funds were received in FY 2020 to perform cybersecurity upgrades based on requirements developed in FY 2019. In FY 2021, the scope of work will decrease to sustainment level. DEOC was established as the single service delivery organization responsible for the direct support of the DHRA Components and execution of shared business services; currently DMDC and DEOC are both paying bills and managing agreements for DHRA Component operations. Beginning

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

in FY 2021 DHRA-DEOC will begin managing and funding agreements and contracts that support the DHRA-wide enterprise, allowing DMDC to focus on mission activities.

-$368 thousand - Realignment of operations to DHRA-DEOC. HRA-DEOC was established as the single service delivery organization responsible for the direct support of the DHRA Components and execution of shared business services; currently DMDC and DEOC are both paying bills and managing agreements for DHRA Component operations. Beginning in FY 2021 DHRA-DEOC will begin managing and funding agreements and contracts that support the DHRA-wide enterprise, allowing DMDC to focus on mission activities. (FY 2020 Baseline: $76,792 thousand; Baseline FTEs: 0; +0 FTEs)

3) Components transfer to the Cyber Funding line   -20,806
Beginning in FY 2021 - identified and transferred cyber funding, from within the components and programs, to a newly established cyber funding line for increased visibility and tracking purposes.
-$20,806 thousand:
   -$11,106 thousand - DMDC
   -$7,833 thousand - DPFSC
   -$1,561 thousand - DEOC
   -$256 thousand - DLNSEO
   -$50 thousand - DTMO (FY 2020 Baseline: $0 thousand; Baseline FTEs: 0; +0 FTEs)

4) Office of People Analytics (OPA)   -14,959

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C. Reconciliation of Increases and Decreases	**Amount**	**Totals**

-$6,024 thousand in Other Services and Management
and Professional Support Services to reflect planned
reductions in direct and social marketing and
integrated recruitment outreach effort. Reductions
will be applied to other forms of marketing efforts.
-$5,735 thousand internal realignment. Funding is
properly realigned from the Other Services line to
the Management and Professional Support Services
line.
-$3,044 thousand in Other Services to reflect
planned completion of consolidation tasks occurring
in FY 2019 and FY 2020 within JAMRS and DPAC
programs. Once complete, OPA anticipates reducing
some contract support while in sustainment.
-$156 thousand in Grants. OPA is no longer using
grant funding and instead looking to leverage RDT&E
funds via future issue paper submissions. RDT&E
funding will be used in lieu of O&M dollars to
perform research with the Navy research lab - who
uses RDT&E funding exclusively for research efforts.
(FY 2020 Baseline: $86,693 thousand; Baseline FTEs:
0; +0 FTEs)

5) DMDC - Personnel Accountability (PA)   -10,500
-$10,500 thousand - New Travel System funding. In FY
2019 and FY 2020, DMDC received funds to support the
initial prototype, selection and pilot of a COTS
travel contract. This initial phase is scheduled for
completion in FY 2020 and funds for this phase will

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

C. Reconciliation of Increases and Decreases	Amount	Totals

no longer be required. (FY 2020 Baseline: $47,565
thousand; Baseline FTEs: 0; +0 FTEs)

6) DMDC - Defense Enrollment Eligibility Reporting   -9,400
System (DEERS)
<u>-$9,400 thousand</u> transfer to DMDC - EDS. DMDC is
internally realigning its Person Data Repository
(PDR) efforts from DEERS to EDS. The PDR stores and
manages the Person Identities of the DoD workforce,
including Service Members, DoD civilians, retirees,
veterans, and dependents, and forms the backbone of
DMDC's data holdings. The PDR is used across the
DMDC enterprise, not only DEERS; its realignment to
DMDC's data government and data operations
subprogram allows for enterprise-wide analysis and
visibility. (FY 2020 Baseline: $70,434 thousand;
Baseline FTEs: 0; +0 FTEs)

7) Sexual Assault Prevention and Response Office   -6,435
(SAPRO)
<u>-$5,533 thousand</u> - SAPRO employed Issue Paper
funding in FY 2019 and FY 2020 to support
development of the Prevention Plan of Action (PPoA).
FY 2021 requirements will fund PPoA implementation.
Program decreases for FY 2021 and follow on years
reflect the end of the Issue Paper plus-up.
<u>-$852 thousand</u> - DHRA identified civilian pay
increases and adjusted programs controls to cover
over-execution - SAPRO will take efficiencies across
all sub programs.
-$50 thousand - SAPRO will attenuate its FY 2021

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C. Reconciliation of Increases and Decreases	Amount	Totals

Studies and Analysis projects and apply efficiencies
to compensate for changes in economic assumptions
and to meet budget requirements. (FY 2020 Baseline:
$61,656 thousand; Baseline FTEs: 0; +0 FTEs)

8) DMDC - Enterprise Human Resources Information System   -5,280
(EHRIS)

<u>-$1,917 thousand</u> decrease in system enhancements and
refactoring of civilian personal human resource
management applications funding. In FY 2020, DMDC
began receiving funds to support the application
analysis and cloud migration efforts required to
modernize the existing EHRIS portfolio. Initial year
funding levels were higher as funds were used for
both analysis of existing applications and
contracted system administration work necessary to
prepare for migration. In FY 2021, contracted
software developers, system analysts and engineers,
and database engineers will continue implementing
the recommendations developed in FY 2020.

<u>-$1,900 thousand</u> - eOPF/USA Staffing removal.
Beginning in FY 2020, Managed Services (eOPF, USA
Staffing) funding and support was removed from
DMDC's portfolio, with responsibility for the
procurement of these services, and the associated
funding, shifting to DHRA Headquarters. The FY 2021
funding level was previously programmed $1,900
thousand higher than it was in FY 2020; these
additional funds will be realigned to DHRA-DEOC.

-$1,463 thousand - Defense Civilian Personnel

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C. Reconciliation of Increases and Decreases	Amount	Totals

Advisory Service (DCPAS) funding realignment.
Internal DHRA realignment from DMDC-EHRIS to DCPAS
to provide DCPAS the ability to prioritize and
program for mission-specific requirements to
maintain DCPAS websites and SharePoint site in
support of the delivery of civilian personnel
policies and human resources solutions. Funds were
previously part of the EHRIS transfer from DCPAS to
DMDC. (FY 2020 Baseline: $55,850 thousand; Baseline
FTEs: 0; +0 FTEs)

9) DHRA Enterprise Operations Center (DEOC) (Formerly   -4,616
HQ - Operations)
<u>-$4,041 thousand</u> program decrease support MOA
transferring IT functions to DMDC.
<u>-$417 thousand</u> program decrease to travel based on
current execution, and Video-teleconferencing
efforts.
<u>-$158 thousand</u> program decrease to Defense Finance
and Accounting Services (DFAS) contract costs. (FY
2020 Baseline: $45,107 thousand; Baseline FTEs: 0;
+0 FTEs)

10) DMDC - Identity Credential Management (ICM) -   -4,322
formerly RAPIDS
<u>-$4,322 thousand</u> decrease in system enhancements and
refactoring of RAPIDS. In FY 2020, DMDC began
receiving funds to support necessary updates and
modernization of the RAPIDS system to improve
performance and increase efficiency. Initial year
funding levels were higher as funds were used both

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

C. Reconciliation of Increases and Decreases	Amount	Totals

for software development to upgrade existing RAPIDS components to immediately increase reliability, as well as analysis of areas in which DMDC could better leverage current technology and best practices. In FY 2021, contracted software developers, system analysts and engineers, and database engineers will begin implementing the recommendations developed in FY 2020. (FY 2020 Baseline: $58,014 thousand; Baseline FTEs: 0; +0 FTEs)

11) Diversity Management Operations Center (DMOC)   -3,755
<u>-$3,000 thousand</u> - DMOC program decreased due to $3,000 thousand baseline transfer to OPA for DEOC survey.
<u>-$755 thousand</u> - Deferring an investigation contract in FY 2021 and creating more efficiencies throughout the program. (FY 2020 Baseline: $10,866 thousand; Baseline FTEs: 0; +0 FTEs)

12) Transition to Veterans Program Office (TVPO)   -2,945
<u>-$1,733 thousand</u> in Other Services: Realignment of programmatic funds to IT Contract Support Services line to fund SNAP IT - Major system enhancements, as well as mandated tech refresh and cyber hardening. Consolidating contracts for learning management system, participant survey and enriched life scale assessment.
<u>-$1,212 thousand</u> in Other Intra-Governmental Purchases - Realignment of programmatic funds to IT Contract Support Services to fund SNAP IT - Major system enhancements as well as mandated tech refresh

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

C. Reconciliation of Increases and Decreases	Amount	Totals

and cyber hardening. Consolidating contracts for learning management system, participant survey and enriched life scale assessment. (FY 2020 Baseline: $3,652 thousand; Baseline FTEs: 0; +0 FTEs)

13) Defense Equal Opportunity Management Institute (DEOMI)   -2,081

-$779 thousand decrease in contracts for the Workforce Recruiting Program - revised estimate.
-$702 thousand - Workforce Recruiting Program civilian pay was under-budgeted. Removed program dollars from Support Service contracts from DEOMI to cover WRP civilian pay.
-$600 thousand program decrease in facility/maintenance: DEOC will assume facility/maintenance (DHRA and 45SW Interagency Support Agreement) budget on behalf of DEOMI/DMOC. DEOMI/DMOC will no longer have to manage these funds. (FY 2020 Baseline: $5,000 thousand; Baseline FTEs: 0; +0 FTEs)

14) DMDC - Personnel Security Assurance (PSA)   -1,082

-$1,082 thousand in Other Services - Sunset of Joint Personnel Adjudication System (JPAS) - Beginning in FY 2020, funding for JPAS is being reduced as its replacement, the Defense Information System for Security (DISS) begins to stand up. DISS will eventually become the Department's system of record to perform comprehensive personnel security, suitability and credential eligibility management for all military, civilian, and DOD contractor

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

C. Reconciliation of Increases and Decreases	Amount	Totals

personnel. JPAS must be maintained while this
transition occurs but interface enhancements are no
longer performed and the volume of reporting is
lessened, lowering the amount of funding required.
(FY 2020 Baseline: $47,055 thousand; Baseline FTEs:
0; +0 FTEs)

15) Headquarters Defense Human Resources Activity (HQ   -1,081
DHRA)
<u>-$945 thousand</u> in Other Services for the transfer of
IT Functions. DMDC has taken responsibility for all
IT management functions across the DHRA enterprise.
Personnel and responsibility supporting portfolio
management, enterprise architecture and
cybersecurity transferred to DMDC from DHRA DEOC and
DHRA HQ.
<u>-$136 thousand</u> decrease in revised contract
estimates, and a reduction in travel. (FY 2020
Baseline: $9,642 thousand; Baseline FTEs: 0; +0
FTEs)

16) Defense Activity for Non-Traditional Education   -894
(DANTES)
<u>-$769 thousand</u> - Reduce planned Voluntary Education
program increases for Prior Learning Assessment,
College Readiness, College Admissions and Career
Planning programs.
<u>-$125 thousand</u> transfer to DEOC facilities support
(maintenance/utilities). (FY 2020 Baseline: $22,346
thousand; Baseline FTEs: 0; +0 FTEs)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
17) Defense Language and National Security Education Office (DLNSEO)	-795	

    <u>-$795 thousand</u> reductions reflect a one-time Cross-Cultural Trainer Upgrade effort to be completed in FY 2020. (FY 2020 Baseline: $66,464 thousand; Baseline FTEs: 0; +0 FTEs)

18) Defense Suicide Prevention Office (DSPO)	-706	

    <u>-$706 thousand</u> - Cost reductions were realized through competitive awards in FY 2019 of two multi-year contracts supporting Suicide prevention Research and Program Evaluation, and Program Office Support. A portion of the cost savings was realigned to cover Civilian Pay adjustments. (FY 2020 Baseline: $9,290 thousand; Baseline FTEs: 0; +0 FTEs)

19) Defense Civilian Personnel Activity (DCPAS)	-383	

    <u>-$383 thousand</u> - Decreases to program dollars severely degrades DCPAS' ability to perform mission essential travel in relation to DCPAS programs and initiatives; specifically, the Federal Wage program which requires site visits to ensure proper wage setting and the assurance that pay rates are held at comparable levels to that of the private sector. (FY 2020 Baseline: $27,868 thousand; Baseline FTEs: 0; +0 FTEs)

20) Employer Support of the Guard and Reserve (ESGR)	-343	

    <u>-$156 thousand</u> - Savings realized by bringing external purchased communication requirements in-house - reduction in mission requirement costs.

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

C. Reconciliation of Increases and Decreases	Amount	Totals

 <u>-$109 thousand</u> - External contract brought in-house with a realized cost savings using DHRA contract vehicle.

 <u>-$41 thousand</u> - Realized a savings reduction by merging all DPFSC mission supplies into one system eliminating duplication costs.

 <u>-$23 thousand</u> - Migrated to posting more information online to minimize use of Printing and Reproduction services

 <u>-$14 thousand</u> - Forecasted equipment purchase no longer required for mission. Utilizing consolidated fulfillment contract, when needed. (FY 2020 Baseline: $11,992 thousand; Baseline FTEs: 0; +0 FTEs)

21) DPFSC - Yellow Ribbon Reintegration Program (YRRP)   -261

 <u>-$159 thousand</u> in Purchased Communications by bringing external purchased communication requirements in-house realized a savings reduction in mission requirement costs.

 <u>-$102 thousand</u> in Purchased Communication services - (DISA) Tier 2 no longer required, realized savings through a DPFSC consolidated contract. (FY 2020 Baseline: $24,826 thousand; Baseline FTEs: 0; +0 FTEs)

22) Computer/Electronic Accommodations Program (CAP)   -126

 <u>-$126 thousand</u> in Equipment Purchase by Contract - decrease in expected average accommodation costs. (FY 2020 Baseline: $9,385 thousand; Baseline FTEs: 0; +0 FTEs)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
23) DPFSC- Federal Voting Assistance Program (FVAP)	-52	
<u>-$27 thousand</u> - travel mission requirement reduction due to odd numbered year; no Federal elections. <u>-$25 thousand</u> - revised contract estimates. (FY 2020 Baseline: $4,806 thousand; Baseline FTEs: 0; +0 FTEs)		
24) Office of the Actuary (OACT)	-17	
<u>-$17 thousand</u> decrease in hardware/software purchases following implementation of Joint Services Provider. (FY 2020 Baseline: $79 thousand; Baseline FTEs: 0; +0 FTEs)		
FY 2021 Budget Request		**820,758**

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

<u>Defense Activity for Non-Traditional Education Support (DANTES)</u>:

- Performance Measure – Standardized education program delivery and performance model. [As of FY 2019, no mechanisms exist to link education program management activities to short-, mid-, and long-term outcomes.]

- Performance Goal – Program evaluation methodology established for each education program to document and improve service members' educational and career outcomes. [Target: By the end of FY 2020, 25 per cent of education programs have a program evaluation plan to document service member educational and career outcomes.]

- Impact – Formalizing the program evaluation process will provide the information and resources to improve education program efficiency and effectiveness. Documenting the short-, mid-, and long-term impact education programs have on service members' educational and career outcomes supports the Department's National Defense Strategy (NDS) efforts to reform business practices for greater performance and affordability.

- Performance Measure – Improved academic credibility for occupational skills training (increase in college credits recommended post staff assistance [new initiative to begin in FY 2020]; reduction in service member time-to-degree completion; increase in Departmental tuition assistance costs avoided; documentation of college level learning in strategic occupational areas; ROI captured for credits applied to completed credentials/degrees). [In FY 2018, more than $100 million in DoD tuition assistance costs were avoided due to the application of documented college-level learning to satisfy service member academic degree requirements.]

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

- Performance Goal – Improve the academic credibility of curriculum, assessments, and feedback on occupational training evaluations for college credit equivalency in key NDS capability areas to support force development and readiness. [Target: In FY 2020, 20 per cent of the annual review schedule will include training courses and occupations in key NDS capability areas.]

- Impact – Improved academic credibility for occupational skills training curriculum and assessment in strategic areas (i.e. nuclear, cyber, etc.) will positively increase the amount of recommended college credits awarded for military training experiences at academic institutions. This will:
  - o Reduce service member time to degree completion by substituting required college classes with college credit recommendations awarded because of military experiences.
  - o Increase Departmental tuition assistance costs avoided for college credit recommendations awarded by academic institutions for military experiences.
  - o Capture and quantify returns for Departmental human capital investments in training and occupational experiences.

- Performance Measure – Transparency and utilization of college credit recommendations for military experiences (documented stakeholder information needs; increased credits awarded; reduced service member time-to-degree completion; increased Departmental tuition assistance costs avoided; and increased Stakeholder information quality and satisfaction scores. [As of FY 2019, there are no automated mechanisms to share information on evaluated military training courses and occupations with state university systems and academic institutions.]

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

- Performance Goal – Collaborate with state university systems and academic institutions to improve the transparency and utilization of college credit recommendations for military experiences. [Target: By the end of FY 2020, 25 per cent of state university and community college systems have improved access to information required to evaluate and award college credits for military experiences.]

- Impact – Automated stakeholder access to military training and occupational evaluation data will positively influence the number of credits accepted by academic institutions for military experiences. This will:

  o Reduce service member time to degree completion by substituting required college classes with college credit recommendations awarded because of military experiences.

- Increase Departmental tuition assistance costs avoided for college credit recommendations awarded by academic institutions for military experiences.

<u>The Defense Civilian Personnel Advisory Service (DCPAS) Mission Programs</u>
<u>Benefits, Wage and Non-appropriated Fund Policy</u>

- Performance Measure - Federal Wage & Salary Surveys: Conduct wage surveys, ensuring appropriate data is collected to reach adequate levels within each wage area. Develop and publish pay schedules under the Federal Wage System, in accordance with applicable laws and regulations.

- Performance Goal – Deliver the following pay schedules on in accordance with a 2-year cycle at annual intervals, as designated by 5 CFR 532.207.time: Reference 5 CFR § 532.207: Time schedule for wage surveys. Wage surveys shall be conducted on a 2-year

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

cycle at annual intervals. Scheduling of surveys shall take into consideration the
following criteria: The best timing in relation to wage adjustments in the principal
local private enterprise establishments; reasonable distribution of workload of the
lead agency; the timing of surveys for nearby or selected wage areas; and scheduling
relationships with other pay surveys. The Office of Personnel Management may authorize
adjustments in the normal cycle as requested by the lead agency and based on the
criteria in paragraph of this section or to accommodate special studies or adjustments
consistent with determining local prevailing rates. The beginning month of appropriated
and non-appropriated fund wage surveys and the fiscal year during which full-scale
surveys will be conducted are set out as appendices A and B to this subpart and are
incorporated in and made part of this section.

Special Schedules have various other authorities related to timing.
- o 1. Federal Wage System Surveys (130 wage areas; 200,000 employees, $12 billion payroll)
- o 2. DoDEA Educators Survey (survey 268 urban school districts, 9,000 DoD employees)
- o 3. DoD Special Salary Rates (Develop, analyze, and issue Blue Collar and GS pay, medical occupation pay, 300 pay schedules)
- o 4. Overseas Foreign National Pay Programs (Worldwide)
- o 5. Defense Language Institute Faculty Pay (2,500 employees)
- o 6. USUHS (Medical University faculty and employee pay)
- o 7. DoD Power Plant Pay (5 regions); and

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

- o 8. Various pay plan development and maintenance (MSC, PFFA, DC Electronics, PR special, Military Universities, Hopper Dredge, etc.)

- Impact – Guidance supports informed decision making, enabling the Department to meet its organizational strategic recruitment & retention goals. See Title 5 SUBCHAPTER IV—PREVAILING RATE SYSTEMS which states:§ 5341. It is the policy of Congress that rates of pay of prevailing rate employees be fixed and adjusted from time to time as nearly as is consistent with the public interest in accordance with prevailing rates and be based on principles that:
  - o 1. There will be equal pay for substantially equal work for all prevailing rate employees who are working under similar conditions of employment in all agencies within the same local wage area;
  - o 2. There will be relative differences in pay within a local wage area when there are substantial or recognizable differences in duties, responsibilities, and qualification requirements among positions;
  - o 3. The level of rates of pay will be maintained in line with prevailing levels for comparable work within a local wage area; and
  - o 4. The level of rates of pay will be maintained so as to attract and retain qualified prevailing rate employees.

- Performance Measure – Pipeline Reemployment Program: Provide funding to DoD Components and Agencies for one year (full time) to return employees to work from the Workers' Compensation rolls.

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

- Performance Measure – Measure 1: Time required reviewing completed Pipeline packages and rendering a decision on eligibility for Pipeline funding.

- Performance Goal –
  - o 1. Decision rendered on submitted Pipeline packages that contain all of the required information within 10 business days.

- Impact – Reduced Workers' Compensation costs due to increased number of employees returned to work. The Pipeline Reemployment Program will free up resources to be used to support strategic goals of the Department.

<u>Defense Language and National Security Education Office (DLNSEO)</u>

- Performance Criteria and Evaluation Summary

- DLNSEO Performance evaluation for FY 2021 will be based on the following metrics:

- Performance Measure -- Improve the throughput of the Defense Language Institute Foreign Language Center (DLIFLC) basic course that achieve the 2+/2+ Defense Language Proficiency Test (DLPT) standard in reading and listening modalities, as measured by the Interagency Language Roundtable performance scale.

- Performance Goal – By FY 2023, 38 per cent of students entering the Defense Language Institute Foreign Language Center basic course will achieve a 2+/2+ score on the DLPT in reading and listening modalities.

- Impact - DLIFLC currently has 72 per cent of students completing the basic course at 2/2/1+. The Department must track continued performance as DLIFLC transitions its

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

academic program to increase the target proficiency levels for listening and speaking to $2^+/2^+$, which is significantly more difficult to achieve. The new graduation standard delivers personnel with language skills much closer to mission requirements and accelerates basic course graduates' preparedness to assume mission duties.

- The Defense Language Steering Committee (DLSC) approved the plan by DLIFLC to adopt the 2+/2+ graduation standard at the February 18, 2018 DLSC meeting. Subsequently, the DLSC approved the implementation of a new metric that would track DLIFLC basic course throughput for $2^+/2^+$ graduation standard on February 14, 2019. The baseline was set at 34 per cent with a 1 per cent annual growth rate.

<u>Defense Manpower Data Center (DMDC)</u>
<u>DMDC - Defense Enrollment Eligibility Reporting System (DEERS)</u>
  Entitlements/Benefits
- Performance Measure – The amount of unscheduled downtime for medical eligibility and enrollment services each year.
- Performance Goal – Decrease unscheduled downtime for medical eligibility and enrollment services by 10 per cent annually.
- Impact – Unscheduled downtime can result in Service Members, Retirees, Veterans and family members not receiving legislatively mandated medical benefits in a timely manner.
- Performance Measure – Number of successful logons to the MilConnect portal plus number of successful logons to Beneficiary Web Enrollment.

IV. Performance Criteria and Evaluation Summary:

- Performance Goal – Increase use of self-service applications supporting benefits confirmation or use by 10 per cent annually.

- Impact – Web-based customer self-service provides ready access to information for DoD beneficiaries, especially when coupled with mobile technologies, as well as allowing real-time updates and enrollment choices, while tempering the consistent increase in customer calls.

  VLER/EHRM

- Performance Measure – Number of successful medical identity and eligibility queries completed successfully.

- Performance Goal – Increase number of medical identity and eligibility queries supporting the DoD-VA Joint Electronic Health Record (JEHR) by 15 per cent per year as each set of locations is activated.

- Impact – If medical identity and eligibility are not returned to JEHR as new sites are activated, patients will not be registered and medical care could be delayed or denied.

- Performance Measure – Number of records synchronized between DEERS and VA's Master Person Index.

- Performance Goal – In FY 2021, increase the number of DEERS records synchronized with VA by 10 per cent over the number synchronized at the end of FY 2020.

- Impact – Synchronization of patient identity and identifiers is necessary to support the DoD-VA Joint Electronic Health Record (JEHR), as well as VLER services that support VA benefits determination.

  ACA

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

- Performance Measure – Number of DoD personnel with Minimum Essential Healthcare coverage accurately reported to the Internal Revenue Service (IRS). Any personnel not reported correctly will be measured by the IRS billing the DoD.

- Performance Goal – 100 percent of transactions provided to the IRS will provide the correct health care status. This is a continuous goal, as the IRS requires this reporting on an annual basis.

- Impact – Without accurate reporting, DoD will be billed $2,000 by the IRS for each inaccurate report for a total population of 11 million personnel.

<u>EHRIS</u>

- Performance Goal – Eliminate customization and decrease configuration by subscribing to a Software as a Service solution for Human Resources services, decreasing the portfolio footprint on the Infrastructure as a Service (IaaS).

- Performance Measure – 50 percent of the EHRIS portfolio will be migrated to a Software as a Service solution by the end of FY 2021.

- Impact – Establishes a one-stop service solution for civilian personnel human resource capability within the DoD.

<u>DMDC – Identity Credential Management (ICM) (formerly Real Time Automated Personnel Identification System (RAPIDS))</u>
   RAPIDS/CAC

- Performance Measure - Quantity of successful identification (ID) cards issued at RAPIDS workstations.

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

- Performance Goal – Maintain the continuous goal of a 94 percent average annual card issuance rate. Generate an annual system report to measure the number of failed issuances by failure reason.
- Impact – Low failure rates increase customer throughput, decrease customer seat time, and reduce card wastage costs. This is an important metric for the RAPIDS Program to monitor and take action to keep failure rates low thereby reducing overall DoD costs. Keeping ID card issuance to less than fifteen minutes optimizes the number of customers serviced.
- Performance Measure - Quantity of successful transactions performed through ID Card Office Online that saved an in-person visit by the sponsor to a RAPIDS office.
- Performance Goal - Increase the amount of self-service transactions that result in the successful addition of a family member, ID card update or issuance, or contact information update by 15 percent over FY 2020 averages.
- Impact – Increasing web-based self-service options will decrease the volume of customers at ID card offices, decrease customer service time in those offices, and will lower the equipment utilization rate thereby reducing the overall need for DMDC-funded equipment at multiple workstation RAPIDS sites.
  Identity Services
- Performance Measure – Decrease in fraudulent activity on DS Logon accounts by implementing two-factor authentication (2FA).
- Performance Goal – Decrease the number of fraud cases reported to the DMDC Customer Contact Center (CCC) and the VA Fraud Prevention Group by 5 per cent.
- Impact – This is a necessary safeguard measure to assist DoD and VA in protecting access to sensitive PII, PHI and financial data of their beneficiaries. Utilizing DS Logon with 2FA will provide an authentication assurance level (AAL2) in compliance with the latest NIST SP 800-63-3 800-63-3, Digital Identity Guidelines.

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

<u>DMDC - Personnel Accountability (PA)</u>
- Performance Measure – Availability of PA IT systems for customer use.
- Performance Goal - PA IT systems will be available for customer use 95 per cent of the time.
- Performance Measure - The percentage of personnel accurately identified who have been impacted by an event before, during or after the event.
- Performance Goal - Consolidate and reduce duplicative, fragmented, and isolated systems to sustain system accuracy to 98 percent and timeliness of near real-time visibility of DoD personnel physical locations and the capability to report on historical locations.
- Impact - Streamlining and consolidating systems leads to improved accuracy and better-defined roles and responsibilities for all stakeholders to include the members themselves.

<u>DMDC - Personnel Security Assurance (PSA)</u>
Defense Information System for Security
- Performance Measure - Ability of 55,000 Security Management Offices and 13,000 commercial industry partners to access, submit, process, and verify clearances for 4,000,000 unique subjects (personnel working throughout DoD).
- Performance Goal - Sustain the capability to conduct, at a minimum, continuous evaluation of 1,100,000 personnel with access to classified information and assess and intervene on threats that insiders may pose to their colleagues and/or DoD missions and resources.
- Performance Measure – DISS system remains available for customer use 95 per cent of the time.

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

- Performance Goal – Maintain system accounts and accessibility 98 per cent of the time that customers need them.
- Impact – Early warning and focused adjudication of subjects who may pose a threat. Improved efficiency enabling more focused attention on insider threats.

Personnel Security Systems
- Performance Measure – Successful transition of personnel security information technology systems to the Defense Security Service.
- Performance Goal – In FY 2021, fully transition 5 information technology systems and decommission legacy DMDC systems.

<u>DMDC - Enterprise Data Services (EDS)</u>
Data Governance & Data Operations
- Performance Measure - Number of database instances sustaining DHRA-DMDC mission. Currently sustaining is greater than 120 database instances across redundant servers.
- Performance Goal - Reduce database instance count by 10 percent and implement database management process.
- Impact – Significant reduction in computer hardware, network bandwidth, human resource/contract support requirement, software licensing requirements, redundant data, and cyber threat points of entry.
- Performance Measure - Continue data operations/data management activities for DoD. Ensure accurate, complete and timely data is received and processed within 24 hours of receipt.
- Performance Goal - Ensure accurate and complete data are received. Notify data providers of any errors or data formatting issues within one business day of receipt.

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

Once appropriately formatted data are received, ensure data is processed within one business day, 90 percent of the time.
- Impact – Without performing critical data operations/data management activities; DMDC would not be able to provide accurate research and analysis to inform P&R policy; issue Common Access Cards (CACs); determine eligibility for benefits/entitlements; or support other federal/state agency benefit programs (e.g., DVA, SDVA, DoL).

Personnel Data Reporting Systems
- Performance Measure - Fulfill approximately 10,000 data requests per year to support decision makers.
- Performance Goal - Provide data used to make critical DoD decisions and provide information for speeches, congressional testimony, and policy decisions. The goal is measured through the reporting system DRS which is used to track all data requests.
- Impact - Support to decision makers at the times they need it most, including OSD, legislative affairs, public affairs, military personnel and policy, readiness, health affairs, reserve affairs, suicide prevention, personnel security, transition assistance, and more.
- Performance Measure - Continue operations and maintenance activities for a portfolio of IT capabilities that allow users to access a single source of information on military experience and training, military casualty reporting, retirement points, retiree addresses, subsistence and housing allowance information, and more.
- Performance Goal - Provide information to capability users, which are critical to the efficient operation of the Department. Directly support military members and their families, veterans, retirees, and Department and other federal decision-makers by providing centralized capabilities, which reduce duplication and improve the efficiency of the Department's mission. Ensure the portfolio of IT capabilities that allows user

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

to access information on military experience and training, military casualty reporting, retirement points, retiree addresses, subsistence and housing allowance information maintains 95 per cent of availability.

- Impact – Ensures the continued operational health of these capabilities, which are supported by nine federal statutes and five Department instructions. Sustainment of these capabilities provides intangible benefits to the warfighter and save the department money and resources. Prevents decision-makers needing to obtain data from multiple sources resulting in more time and effort expended in obtaining the information necessary to make critical and timely decisions that affect the readiness of the force.

- Performance Measure - Continue operations and maintenance activities for the GOFO/DSS while making incremental enhancements to allow the Department, to more effectively and efficiently manage the complex, time-sensitive nomination, promotion, and appointment of officers through Secretary of Defense Appointment or Presidential appointment and Senate confirmation.

- Performance Goal - Track all active, reserve, and NG officer nomination, promotion, and appointment actions through a hierarchy of 15 DoD offices from the Service-level through the Secretary of Defense (SecDef) to the White House and the Senate for review and approval. Maintain the systems that provide the GOFO/DSS capability with 95 per cent uptime.

- Impact - Supports a Secretary of Defense and Under Secretary of Defense for Personnel and Readiness (USD (P&R)) priority of reforms and modifications to officer personnel management supporting military readiness. The GOFO/DSS system has become the mainstay of all nominations, appointments, and other relevant officer management initiatives requiring Secretary of Defense and/or Presidential approval. The USD (P&R), OSD Executive Secretary, the Joint Staff, the Military Department Secretariat staffs, the

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

Services, the Office of the DoD Inspector General, and the National Guard Bureau all rely on the system's functionality, though no single office listed above programs for its continued developments, routine maintenance, or sustainment.

- Performance Measure – Limit unscheduled downtime of IT Systems in responding to financial readiness transactions to 3 calendar days.
- Performance Goal – IT Systems will maintain 95 per cent percent uptime for financial readiness transactions.
- Impact – IT Systems availability will support the provision of financial readiness protections during the periods when they are most needed, not just during normal business hours.

- Performance Measure- Increase the flexibility and the timeliness of recruit reporting by ensuring system availability 95 per cent of the time.
- Performance Goal- Military Recruiter Information System (MRIS) provide response to recruiter questions within 1 business day.
- Impact – MRIS will support Decision Makers and Recruiters through modernizing the Business Intelligence reporting capability.
- Performance Measure- New workflow processes that enhance security are available and usable by the Service members Civil Relief Act (SCRA) and Military Lending Act (MLA) systems.
- Performance Goal- Support one enhanced security workflow per high level use case to better authenticate users of the SCRA and MLA systems.
- Impact – Enhance security workflows for applications that require additional registration and validation for specific user populations (e.g. financial institutions for MLA/SCRA, and law enforcement agencies for Military Recruiting data).

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

- Performance Measure- Reduce the number of IT applications that Joint Officer Management (JOM), Human Resource Specialists, Joint Staff and Services need to access to manage Joint Officers.
- Performance Goal - New development to consolidate multiple applications into one application that JOM Specialists have from which to duplicate data entry.
- Impact - Improve JOM data quality through automated capabilities.
- Performance Measure- Reduce cycle time for Joint Duty Assignment List (JDAL) to monthly.
- Performance Goal- JDAL billet fill rate of 90 percent.
- Impact - Increase JOM Effectiveness.
  Data Center Consolidation
  Performance Measurement - Eliminate the use of the contractor owned and operated data center in Denver by migrating the Civilian Human Resources portfolio into a commercial cloud service provider.
- Performance Goal - Consolidate DMDC's disparate data centers into a cloud service provider. This will improve data security, modernize DMDC's applications in
- Support of the DoD's future cloud strategy.
- Impact - Establishes DMDC's foundational cloud platform to be ready to receive data and applications while reducing overall IT Infrastructure expenses.

<u>Diversity Management Operations Center (DMOC)</u>
- The DMOC is responsible for operationalizing diversity management and equal opportunity policies and programs affecting 1.3 million active duty military personnel, 800 thousand Reserve Component personnel, and over 700 thousand civilians within the Department of Defense (DoD). This component manages two programs, the Diversity

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

Management Operations Program and the Defense Equal Opportunity Management Institute/ Workforce Recruitment Program, with a total of eight subprograms herein.

- Performance Evaluation Metrics have been developed for the major subprograms under the DMOC: Investigations & Resolutions, Education and Training, Command Climate Assessment (O&M), and Disability Programs.

Diversity Management Operations Program (DMO)

- **Major Subprogram Title- Investigations & Resolutions (IR)**

Measure/Description	Estimate	Estimate	Estimate
Investigation and Resolution rates	**FY 2019**	**FY 2020**	**FY 2021**
Metric #1: Number of processing days of EEO complaint investigations	0	130 days	120 days
Metric #2: Resolution and settlement percentage rate	0	50 per cent	51 per cent

- Performance Goal - By FY 2021, improve the processing time of EEO complaint investigations, closed by Reports of Investigation (ROIs), until DoD complies with EEOC requirements. Additionally, steadily increase the percentage of investigations/mediations closed by resolution/settlement.

- Impact - Untimely investigations can result in EEOC sanction orders to the DoD which can include financial judgments for the charging parties without consideration of the merits of the complaint. Early resolution improves management-employee relations, reduces administrative costs significantly, and precludes the need for protracted litigation.

Defense Equal Opportunity Management Institute /Workforce Recruitment Program (DEOMI/WRP)

- **Major Subprogram Title- Education and Training**

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

Measure/Description	Estimate	Estimate	Estimate
Graduates	**FY 2019**	**FY 2020**	**FY 2021**
Metric #1: Total number of Equal Opportunity Advisors (EOA), Command Climate Specialist (CCS), Equal Employment Opportunity Counselors (EEOC), and Alternative Dispute Resolution (ADR) Program Managers who graduate from their respective course.	0	1,250	1,275
Metric #2: Total number of military and DoD senior leaders that graduate from DEOMI's Leadership Training and Awareness Seminar (LTAS) and Senior Executive Equal Opportunity Seminar.	0	475	480
Metric #3: The proportion of equal opportunity training instructors that have received specialized career development training, including the Faculty Training Development Course (FTDC), to better professionalize the course instruction.	0	30 per cent	40 per cent

- Performance Goal - Deliver professionals equipped with the foundational knowledge and the ability to analyze, assist and advise all military and civilian leaders in the matters of equity, diversity and inclusion and people centered leadership. 90 per cent of students successfully complete the respective courses training requirements.

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

- Impact - DEOMI provides the Department of Defense (DoD) and the Department of Homeland Security (DHS) with Human Relations Subject Matter Experts (SMEs) capable of providing information, needs assessments, prevention, training and awareness of discriminatory and harassing behaviors.

- **Major Subprogram Title- Command Climate Assessment**

Measure/Description	Estimate	Estimate	Estimate
Training and Analysis	**FY 2019**	**FY 2020**	**FY 2021**
Metric #1: Total number of organizations requesting consultations with follow-on assessment measures to complete an organizational climate assessment (OCA) and number of organizations requesting analysis of OCA data to facilitate the development of action plans to address challenges identified, enhancing organizational performance.	0	1,000	1,050
Metric #2: Total annual number of Assessment to Solutions (A2S) products downloaded.	0	250,000	275,000

- Goal -Ensure DEOMI graduates attain high levels of confidence and competence enabling them to transfer learned equity, diversity and inclusion, and prevention skills to a dynamic, war-fighting environment. Develop and disseminate research, training products, and other human relations job-aids and information materials for commanders, service members, and civilians to enhance their human relations acumen and leadership. Develop

IV. Performance Criteria and Evaluation Summary:

and maintain an immersive training environment that replicates organizational culture and dynamics ultimately meeting the DoD Human Goals Charter.

- Impact – Higher productivity, mission accomplishment, and achievement of greater strategic advantages that benefit operational performance in support of the DoD and DHS objectives.

- **Major Subprogram Title- Disability Program**

Measure/Description	Estimate	Estimate	Estimate
Positions acquired	**FY 2019**	**FY 2020**	**FY 2021**
Metric #1: Percentage of WRP candidates that receive temporary or permanent positions within the DoD.	0	3 per cent	3.5 per cent

- Goal – Identify and eliminate barriers that prevent DoD from leveraging all talents of military active/guard/reserve and civilian employees.

- Impact – The Department will improve hiring, retaining and promoting individuals with disabilities (IWD) and individuals with targeted disabilities (IWTD) representation and meet the stated SECDEF goal of hiring 12 percent IWD and 2 percent IWTD

Department of Defense Personnel and Family Support Center (DPFSC)

DPFSC – Computer/Electronic Accommodations Program (CAP)

- Performance Measure – Percentage of CAP customers who receive accommodations from CAP that positively impact their ability to perform job duties.

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

- Performance Goal - In FY 2021, at least 90 per cent of respondents will state the items provided by CAP had a positive impact on their ability to perform job duties. Goal measurement determined by customer surveys conducted via email automatically after interaction. 90 per cent is the higher than average result/goals for success management duties.

- Impact – Higher productivity, mission accomplishment, and increased job satisfaction sustained high levels of customer service that benefit operational performance in support of the federal government's objectives.

- Performance Measure: The number of people who contact or interact with CAP as a resource for information, services, training and awareness, accommodations and assistive technology in which 10,260 personnel received accommodations in FY 2018.

- Performance Goal: In FY 2021, CAP will reach 2 per cent more people to provide information, needs assessments, assistive technology, training and awareness through outreach, engagement, and assistive technology accommodations.

- Impact – Increased awareness and utilization of products and services for Service members, ill, wounded and federal government personnel with limitations and disabilities.

<u>DPFSC – Employer Support of the Guard and Reserve (ESGR)</u>

- Performance Measure - Employer Engagement - ESGR volunteers educate and engage employers regarding their rights and responsibilities under the Uniformed Services

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

Employment and Reemployment Rights Act (USERRA) to ensure their support for National Guard and Reserve Component (RC) Service members.

- Performance Goal - Employers Engaged - 86,000 (Projected for FY 2019); 88,000 (Projected for FY 2020); 90,000 (Projected for FY 2021).

- Performance Measure – Number of Volunteers formally trained – 200 per year projected through FY 2020.

- Impact - As Service members become more aware of their rights and options given ESGR's efforts, the number of USERRA inquiries and cases can go up. The support is a readiness and retention enhancer to unit commanders as they prepare their National Guard and RC Service members for active duty orders/mobilizations/deployments.

- Performance Measure - Ombudsman Services - ESGR Ombudsmen mediate conflicts between Service members and their employers with a 70 per cent resolution rate (76 per cent resolution rate projected for FY 2019).

- Performance Measure - Ombudsman Services – ESGR answering RC Service member and employer inquires; 17,065 (projected for FY 2019); 17,000 (Projected for FY 2020); 17,000 (Projected for FY 2021). 17,568 inquires in FY 2018.

- Performance Goal - National Guard and RC Service members engaged 230,000 (Projected for FY 2019); 232,000 (Projected for FY 2020); 234,000 (Projected for FY 2021). 268,662 engaged in FY 2018.

- Impact - Improved retention, readiness, and lethality of the RC by helping Service members retain civilian reemployment benefits as outlined in USERRA, providing the

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

   Department of Labor/Department of Defense with an estimated $3,810 in cost avoidance per case (cost avoidance total for FY 2018 was $4.67 million).

DPFSC - Office of Reintegration Programs (ORP)

- Performance Measure – Increase consistency and standardization of Yellow Ribbon Reintegration Program (YRRP) delivery in order to improve RC Service member learning gains, event satisfaction, and positive behavioral changes, as well as improve data gathering and analytic capabilities for program enhancement.

- Performance Goal — Provide annual training for Center for Excellence (CfE) cadre, supporting approximately 90,000 RC Service and family members through 950 YRRP events in FY 2020. The goal is to hold one per fiscal year as budget and priorities permit.

- Impact – Increased standardization in the delivery of CfE curriculum, thereby increasing the readiness, retention, and resilience of RC Service members and their families throughout the deployment cycle. In addition, increased standardization enables accurate data gathering and analysis to determine program efficiencies, maintain cost control, and develop program enhancements to meet the needs of RC Service members and their families.

DPFSC - Federal Voting Assistance Program (FVAP) (No Changes)

- Performance Measure – Increase the likelihood of interested UOCAVA Active Duty Members (those who live outside of their voting jurisdiction) to use available FVAP resources

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

    to increase their level of awareness of available DoD voting assistance resources, which will increase the likelihood of returning their absentee ballot.

- Performance Goal - 5 per cent increase of UOCAVA Active Duty Members' usage of DoD network of voting assistance resources, including FVAP, Voting Assistance Officers and Installation Voter Assistance Offices who are away from their voting residence by FY 2020, FY 2022, and FY 2024 (when compared to previous similar election [midterm to midterm; presidential to presidential]). Goal measurement available during the next general elections. (FY 2020 and FY 2022).

- Impact – An increase in the use of DoD Resources means an increase in the number of UOCAVA Active Duty Members who actually return an absentee ballot.

<u>DPFSC - Transition to Veterans Program Office (TVPO)</u>

As the lead integrator of the Transition Assistance Program (TAP), TVPO can gauge program performance with the following Departmental metrics.

- Performance Measure - Verified percent of known eligible active duty Service members who attended (1) completed individual counseling and (2) pre-separation counseling nlt 365 days prior to date of separation, (3) completed a self-assessment,, attended (4) DoD Training Day, (5) Department of Labor Employment One-Day, (6) Veterans Affairs Benefits and Services' brief and (7) selected at least one two-day track prior to their separation or retirement from active duty, as required by 10 USC CH 58 § 1142 & § 1144, Public Law 112-56 (VOW Act) and Public Law 115-232.

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

- Performance Goal - 90 per cent of known eligible active duty Service members who (1) completed individual counseling and (2) pre-separation counseling nlt 365 days prior to date of separation, (3) completed a self-assessment, attended (4) DoD Training Day, (5) Department of Labor Employment One-Day, (6) Veterans Affairs Benefits and Services brief and (7) selected at least one two-day track prior to their separation or retirement from active duty, as required by 10 USC CH 58 § 1142 & § 1144, Public Law 112-56 (VOW Act) and Public Law 115-232.

- Impact – Ensures TVPO programs, projects, and activities are effectively and efficiently executed in accordance with statute, executive orders, agency policy, and leadership intent. DPFSC continues to make improvements to meet the needs of our transitioning Service members. DPFSC continuously monitors and reports TAP data to ensure all aspects of the Transition Assistance Program (TAP) for Military Personnel DoDI are met based on valuable feedback garnered. We continue to reduce the extent of missing data from the Services.

- Performance Measure - Verified percent of known eligible reserve component Service members who (1) completed individual counseling and (2) pre-separation counseling nlt 365 days prior to date of separation, (3) completed a self-assessment, attended (4) DoD Training Day, (5) Department of Labor Employment One-Day, (6) Veterans Affairs Benefits and Services brief and (7) selected at least one two-day track prior to their separation or retirement from active duty, as required by 10 USC CH 58 § 1142 & § 1144, Public Law 112-56 (VOW Act) and Public Law 115-232.

- Performance Goal - 90 per cent of known eligible reserve component Service members who (1) completed individual counseling and (2) pre-separation counseling no later than 365

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

days prior to date of separation, (3) completed a self-assessment, attended (4) DoD Training Day, (5) Department of Labor Employment One-Day, (6) Veterans Affairs Benefits and Services brief and (7) selected at least one two-day track prior to their separation or retirement from active duty, as required by 10 USC CH 58 § 1142 & § 1144, Public Law 112-56 (VOW Act) and Public Law 115-232.TVPO continues to track and report on the extent of missing data, coupled with the compliance rate.

- Impact – Ensures TVPO programs, projects, and activities are effectively and efficiently executed in accordance with statute, executive orders, agency policy, and leadership intent. However, we continue to make improvements to meet the needs of our transitioning Service members. For example, in FY 2019 we refined our monitoring and reporting of TAP data to ensure all aspects of the Transition Assistance DoDI are and continue to reduce the extent of missing data from the Services.

- Performance Measure - Verified percent of known eligible active duty Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation or retirement from active duty.

- Performance Goal - 90 per cent of eligible active duty Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their separation or retirement from active duty. The compliance rate is above the target goal.

- Impact – Enables TVPO to gauge the efficacy of its centralized, standardized, interagency Transition GPS (Goals, Plans, Success) curriculum, and the subsequent annual curriculum review and update process by the percentage of eligible active duty

IV. Performance Criteria and Evaluation Summary:

Service members who successfully meet the career readiness standards; these standards serve as the foundation of the Transition GPS curriculum. Data from the Transition GPS Participant Assessment from Service members who have completed the curriculum, as well as feedback from other stakeholders, demonstrates the efficacy of the curriculum and the annual curriculum review and update process.

- Performance Measure - Verified percent of known eligible reserve component Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their release from active duty.

- Performance Goal - 85 per cent of eligible reserve component Service members who met Career Readiness Standards or received a warm handover to appropriate partner agencies prior to their release from active duty. TVPO continues to monitor, track and report on the extent of missing data, coupled with the compliance rate.

- Impact – Enables TVPO to gauge the efficacy of its centralized, standardized, interagency Transition GPS (Goals, Plans, Success) curriculum, and the subsequent annual curriculum review and update process by the percentage of eligible reserve component Service members who successfully meet the career readiness standards; these standards serve as the foundation of the Transition Assistance curriculum. Data from the Transition GPS Participant Assessment from Service members who have completed the curriculum, as well as feedback from other stakeholders, demonstrates the efficacy of the curriculum and the annual curriculum review and update process.

Defense Suicide Prevention Office (DSPO):

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

Awareness of Support Services:
- Performance Measure – Awareness of DoD support services, such as the Veterans Crisis Line/Military Crisis Line (VCL/MCL) and Military OneSource, as a resource for Service members and their families. Department to achieve 85 per cent level of Service member awareness within two years.

- Performance Goal – Increase the level of awareness of DoD support services to 85 per cent based on the Status of Forces Survey (SOFS), conducted annually. For example, via SOFS data, 73 per cent of Active Duty Service members are aware of the support service of VCL/MCL.

- Impact: Increasing awareness of available DoD support services will ensure Service members and their families are aware of these critical resources available to them when facing life challenges and when in crisis.

Likelihood to Seek Help Using Support Services:
- Performance Measure – Increase the likelihood of Service members and their families seeking help when needed by using DoD support services, such as the Veterans Crisis Line/Military Crisis Line (VCL/MCL) and Military OneSource, when facing life challenges and when in crisis. Department to achieve 65 per cent likelihood of using DOD support services when needed within two years.

- Performance Goal – Increase the likelihood of seeking help when needed by using DoD support services to 65 per cent based on the Status of Forces Survey (SOFS), conducted annually. For example, via SOFS data, 57 per cent of Active Duty Service members reported that they are likely to use the support service of VCL/MCL when needed.

- Impact – Increasing likelihood to use available DoD support services will ensure Service members and their families seek help using these resources when facing life

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

challenges (prior to such challenges becoming a suicidal crisis), as well as when in crisis.

<u>Defense Travel Management Office (DTMO)</u>:

DTMO is effectively managing and reforming a $9.9 billion (FY 2018) Defense Travel Enterprise and $24.2 billion (FY 2018) in Station and Housing Allowance programs through its unique integrated management model that combines strategy, operations, policy, governance, programs and systems in order to reduce the cost of travel. Effective strategy execution and travel management requires a data science capability to analyze data and provide the business intelligence to improve programs, strategically source travel services, and drive down the costs of travel. DTMO maintains a travel data warehouse and associated business intelligence applications to support evidence-based decision-making within the six sub-programs detailed below.

Integrated Lodging Program Pilot (DoD Preferred Commercial Lodging)

The Integrated Lodging Program Pilot (ILPP) launched in June 2015, assists the Department in determining the best approach for providing quality government (DoD), privatized and commercial lodging with the goal of achieving reduced rates, better services, and greater safety and security for DoD travelers. DoD Preferred Commercial Lodging consists of more than 360 hotels in 65 ILPP sites. The average DoD Preferred discount is 13.52 per cent off per diem and 83 per cent of the DoD Preferred hotels hold a 3 or 4 AAA Diamond or Northstar Crown rating. The Pilot is supported by legislation passed in Section 914 of the FY 2015 National Defense Authorization Act

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

(P.L. 113-291) authorizing the Secretary of Defense to institute a government lodging program pilot.

DoD Preferred Commercial Lodging	Baseline/Target ($ in millions)	Estimate FY 2019	Estimate FY 2020	Estimate FY 2021
Cost Avoidance	$14.1 (FY 2018)	$15.9	$16.1	$17.8
Customer Satisfaction	83 per cent (FY 2018)	85 per cent	87 per cent	87 per cent

U.S. Government Rental Car Program

The U.S. Government Rental Car Program (~$606 million/year) provides special rental benefits and reduced rates to all federal government employees traveling on official business. The program is designed to meet the needs of the federal traveler, and provide quality rentals through 18 car/2 truck carriers at over 10,000 rental locations. The U.S Government Rental Car Program is designated as "Best in Class" (BIC) by the Office of Management and Budget and the Government-wide Category Management Program Management Office.

US Government Rental Car Program	Baseline/Target ($ in millions)	Estimate FY 2019	Estimate FY 2020	Estimate FY 2021
Cost Avoidance	$47(FY 18)	$55	$62	$70

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

Preferred Dining Program Pilot – DoD Dine Smart

   Launched in April 2018, the DoD Dining Program Pilot, Dine Smart, assists the
   Department in determining the most effective approach for operating an enterprise-wide
   dining program. The pilot utilizes the Government Travel Charge Card (GTCC) to
   facilitate dining rebates, increase GTCC rebates, and improve meal spend capture for
   the Department to better leverage over $1 billion in spend each year for meal per diem.
   The program is supported by legislation that provides pilot authority (§454, title 37).

Preferred Dining Program Pilot	Baseline/Target ($ in millions)	Estimate FY 2019	Estimate FY 2020	Estimate FY 2021
Rebates	$0.115 (FY 18)	$0.290	$0.600	$2.4

Government Travel Charge Card Program

   DTMO provides program management of the DoD Government Travel Charge Card (GTCC)
   Program ($75 billion/13 years) for over 1.9 million cardholders through the
   Department's GSA SmartPay3® task order to include: coordination with GSA, DoD
   components and the GTCC contractor bank; development of travel card policy and
   procedures; travel card training; Centrally Billed Account (CBA) reconciliation;
   Individually Billed Account (IBA) management; delinquency management; Rebate Program
   management; and Agency support.

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

DoD Government Travel Charge Card Program	Baseline/Target ($ in millions)	Estimate FY 2019	Estimate FY 2020	Estimate FY 2021
Rebates	$52 (FY 18)	$120	$132	$145
Delinquencies (IBA)	<2 per cent of open accounts	1.5 per cent	1.5 per cent	1.5 per cent
Delinquencies (CBA)	<2 per cent of outstanding delinquent $$ / Net Charge Volume	15 per cent	12 per cent	10 per cent
IBA declined transactions	<10 per cent	8 per cent	7 per cent	6 per cent

Travel Policy Compliance Program

    Implements/manages Travel Policy Compliance Program (mandated by NDAA 2012) that ensures travel claims do not exceed reasonable or actual expenses as well as, minimize inaccurate, unauthorized, overstated, inflated, or duplicate travel claims. In addition, the Travel Policy Compliance Program mitigates budget cuts for travel, improves post pay audits, educates travelers and administrators on travel policy, and identifies travel trends, training needs and opportunities for greater controls in the future. The Travel Policy Compliance Program also supports DoD's Improper Payment

Defense Human Resources Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

Recovery Program, required by the IPERA 2010. The Compliance Program has recovered over $31.9 million since inception (December 2012).

Travel Management Company Services

Acquires and manages TMC services for DoD (~$246M over 5 years), providing cost efficient commercial travel support and affords travelers uninterrupted travel services and the ability to meet their mission: develops standardized requirements; recommends acquisition strategy; manages the source selection process; provides contract implementation/oversight and manages contractor performance; interfaces with the TMCs to resolve technical issues. DTMO is currently realigning its TMC contracts to leverage buying power, reduce contract administration costs, and create efficiencies in the procurement and program management process. DTMO is also developing an acquisition strategy for TMC services that supports DoD Travel System Modernization.

Functional oversight of Defense Travel Systems

o Develops high value return on investment functional requirements for DTS and coordinates/obtains approval through the Governance Board(s) for changes requested by the Components; coordinates with Program Management Office-DTS to identify and prioritize the resolution of system problem reports (DTS Sustainment).

o Defense Travel Modernization Prototype – DTMO provides functional oversight and implementation support for Defense Travel Modernization (DTM), the Department's replacement for the legacy Defense Travel System (DTS). Deputy Secretary of Defense highlighted the importance of the DTM deployment, indicating that the

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

replacement of the inefficient DTS is part of the Department's overall reform efforts to improve performance, accountability, and affordability (DSD September 2018 message). In FY 2018, DoD awarded an Other Transaction Agreement for a 24-month prototype of a commercial off-the-shelf (COTS) travel-as-a-service capability. DTMO is responsible for the functional requirements management and implementation for this Next Generation DoD travel solution. This travel-as-a-service capability will reduce process and workflow complexity; maintain and enhance audit readiness; improve customer satisfaction; reduce costs; and align to commercial/industry best practices.

Defense Travel Modernization Prototype	Legacy Baseline/Target	Estimate FY 2019	Estimate FY 2020	Estimate FY 2021
Optimal Fare Usage	40 per cent	50 per cent	55 per cent	60 per cent
Touchless Travel Fulfillment	22 per cent	80 per cent	85 per cent	90 per cent
Workflow Events	3.3 per cent	2.5 per cent	2.0 per cent	1.8 per cent
User Feedback – Overall Satisfaction	53 per cent	75 per cent	80 per cent	85 per cent
Improper Payment Rate	5.3 per cent	3.0 per cent	2.0 per cent	1.0 per cent

   o Travel Assistance Center (TAC) - Assists DoD travelers (over 3 million in FY 2018) and Defense Travel Administrators through enhanced customer service

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

across the spectrum of DoD travel, including but not limited to, DTS, GTCC, commercial travel programs, and travel policy; 24 hours/day, 365/days a year. The TAC offers support via telephone, chat, electronic mail and automated web based tools to effectively communicate and assist travelers before, during, and after trips. In FY 2018, the TAC fielded ~46K calls per month, responded to ~11K tickets per month, and handled ~6K chat sessions per month. Despite this high volume, the TAC received a 4.63 rating (out of 5.00) on customer feedback questionnaires. The TAC also serves a vital role in elevating reported system problem reports to the DTMO and the PMO-DTS, and in prioritizing those system problems for inclusion in DTS Maintenance Releases. Additionally, the TAC serves to validate the resolution of system problems and supports Government testing of system enhancements prior to their release to production.

Travel Policy and Implementation

Develops and implements policy and regulations for the reimbursement of travel expenses to all Uniformed members (Army, Navy, Air Force, Marine Corps, Coast Guard, Public Health Service, and the National Oceanic and Atmospheric Administration) and for DoD civilian employees; implements within DoD the civilian travel rules prescribed for Federal civilian travelers by the General Services Administration (GSA) in the Federal Travel Regulation (FTR) and by the Department of State in the Department of State Standardized Regulations. Includes the Joint Travel Regulations (JTR); DoD Instruction (DoDI) 5154.31 (multi-volume issuance); Travel Policy Simplification; the Travel Reengineering Information Process System (TRIPS); Travel Policy Compliance Program;

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

reviews all written material that implements JTR provisions to ensure per diem, travel, and transportation allowances are uniformly applied; and performs analysis, prescribes rates, and provides program management for OCONUS Non-foreign per diem.

- o Joint Travel Regulations (JTR) Rewrite – The JTR has been re-written in a new framework that reduces its size in clearer, simpler language. Chapters for TDY, Government Funded Leave travel, Permanent Duty travel for Service members, Evacuation travel, and Station and Housing Allowances are complete. This effort has reduced the size of the JTR by approximately by approximately 66 per cent (1,646 to 559 pages).

- o Policy Simplification – The Department is looking to further simplify policy in the JTR to support its Defense Travel Modernization initiative. Policy changes will be based on business value and may require changes to systems and law and/or regulations administered by other DoD Components and Federal agencies.

Station and Allowance Program Management

Performs analysis, prescribes rates, and provides program management for: Basic Allowance for Housing (BAH); Overseas Cost of Living Allowance (OCOLA); Continental U.S. (CONUS) COLA; Overseas Housing Allowance (OHA); and currency adjustments.

- o BAH – Provides uniformed Service members with equitable housing compensation based on housing costs in local civilian housing markets within the U.S. when government quarters are not provided. BAH is governed by Title 37 United States Code (USC) 403(b) and the Joint Travel Regulations, Chapter 10 (DoDFMR Vol. 7A

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

Chp. 26). Extensive data analysis is performed to determine the allowance. BAH rates are updated annually.

o OCOLA – Provides a supplement for Uniformed Service members designed to offset higher overseas prices of non-housing goods and services so members can afford to purchase a similar level of goods and services as if they were stationed in the Contiguous United States (CONUS), ensuring economic parity between CONUS/OCONUS members. The program is governed by Title 37 United States Code 475 and the JTR, Chapter 9 (DoDFMR Vol. 7A Chp. 68). Extensive data analysis is performed throughout the year on a set schedule for each location to determine the allowance.

o CONUS COLA – Compensates for a portion of excess costs for non-housing expenses incurred in areas that exceed costs in average CONUS by more than 8 per cent. CONUS COLA is governed by Title 37 USC 403b and the Joint Travel Regulations, Chapter 8 (DoDFMR Vol. 7A Chp. 67). Extensive data analysis is performed to determine the allowance. CONUS COLA rates are updated annually.

o OHA – Compensates members to partially defray privately-leased housing costs overseas when on-base or government leased housing is not available. OHA is governed by Title 37 United States Code 403(c) and the Joint Travel Regulations, Chapter 10 (DoDFMR Vol. 7A Chp. 26). Extensive data analysis is performed throughout the year on a set schedule for each location to determine the allowance.

o Currency Adjustments – Monitors and implements currency adjustments to Service members overseas on a bi-monthly basis to ensure Service members have the same

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

purchasing power when exchange rates change. Exchange rate changes affect OCOLA and OHA payments.

Allowances (FY 19)	Annual Program Cost	Personnel Impact
BAH	$21 billion	~1 million
Overseas COLA	$1.6 billion	~230 thousand

Station and Housing Allowance Policy and Implementation

Develops and implements policy and regulations for station and housing allowances to all uniformed members (Army, Navy, Air Force, Marine Corps, Coast Guard, Public Health Service, and the National Oceanic and Atmospheric Administration). Reviews all written material that implements JTR (DoDFMR) provisions to ensure station and housing allowances are uniformly applied.

Military Bus Program

Provides safe, secure, reliable and cost-effective ground transportation services for DoD personnel on official duty that consistently meets DoD standards of service. The program is managed through the Military Bus Agreement (MBA) that establishes the terms, conditions and safety standards a carrier must meet. Approximately 400 carriers participate in the program, offering ground transportation to individual and group DoD passengers, including military movement solicitations (military exercises, contingencies, evacuations, and national emergencies/natural disasters) and recruit travel. DTMO works with Department of Transportation Federal Motor Coach Safety Administration to ensure compliance with regulatory inspection requirements for all bus moves, and collects and analyzes data submitted using the Report of Commercial Carrier

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

Passenger Service inspection form (DD FORM 1341) IAW the Defense Transportation Regulation, DoD 4500.9-R. In FY 2018, DTMO supported over 1,850 DoD Group Bus Moves through the Group Operation Passenger System.

Commercial Air

DTMO represents DoD in negotiating best fares for DoD destinations under the General Services Administration (GSA) City Pair Program contract: participates in GSA's industry and pre-solicitation meetings and GSA's source selection board; provides DoD commercial travel data for solicitation use; addresses customer inquiries. In addition, DTMO provides oversight of the Department's Other Than Economy-/Coach-Class Transportation (i.e., Premium Class Travel [PCT]) policy and developed and maintains the Premium Class Travel Reporting Tool, where DoD Components are required to report their use of PCT and facilitates required annual reporting to GSA/OMB.

Commercial Air	Baseline/Target ($ in billions)	Estimate FY 2019	Estimate FY 2020	Estimate FY 2021
DoD Spend	$2,181	$2.207	$2,2290	$2,251
Percentage of Federal Government	69.9	70.4	70.9	71.4
Cost Savings	$1,871	$1,890	$1,908	$1,972

Recruit Travel and Assistance

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

Provides 24/7 distressed traveler assistance and guidance to new recruits in all Military Departments, including the U.S. Coast Guard when their travel is disrupted while enroute to their Recruit Training Center. Disruptions include airline cancellation and delays due to weather, mechanical issues, system issues; security events; and personal medical emergencies. Support includes organizing arrangements for lodging, transportation, and meals. The DTMO coordinates with headquarters MEPCOM, Recruit Training Centers, and USO at the headquarters and field level to service our newest military members. In FY 2018, DTMO assisted 33,800 stranded recruits.

Training Resources

Provides development and delivery of over 200 comprehensive training resources to include eLearning (Web-based training), Instructor Resources, Reference Materials and Knowledge Center Frequently Asked Questions. Training resources are updated on an ongoing basis as new policies are implemented and/or system changes occur. This centralized approach to training resources reduces costs (manpower and product redundancy) that the Services would have to otherwise incur. These training materials align resources with USD Comptroller Remediation Plan (IPERA) and supports OSD Comptroller's Certification Program related to Travel Knowledge requirements (DTM 13-004 Operation of DoD Financial Management Certification Program). On an annual basis, approximately 1.7 million users complete web-based training, 160,000 users access the Knowledge Center answers, and over 60,000 access the travel resources made available on the DTMO website. In FY 2019, a training strategy was developed to initiate the implementation for the Defense Travel Modernization prototype; information sessions

IV. Performance Criteria and Evaluation Summary:

were offered for the first two Components (DHRA and WHS) to onboard, and a train-the-trainer approach is being developed for follow-on Components.

Office of the Actuary (OACT):

- Performance Measure - Perform valuations in accordance with generally accepted actuarial principles and practices, produce high-quality actuarial products, and provide objective actuarial expertise to support internal and external customers and stakeholders. Each valuation is subject to review and approval by an independent DoD Board of Actuaries at their annual Board meeting. These Boards determine major assumptions, review methodologies to ensure they are in keeping with accepted actuarial principles and practices, and approve valuation results.

- Performance Goal - No significant audit findings in subject valuations.

- Performance Measurement - Support OACT staff's continuing education by providing/promoting learning and development opportunities while ensuring work is performed by staff with requisite professional qualifications and skills. Opportunities include attendance at professional webinars and in-person meetings, and supporting progress through the Society of Actuaries exam system by funding preparation materials and classes to maximize probability of success. Continuing professional education is measured by sitting for actuarial courses and exams by junior staff members and attending professional meetings and conferences for senior staff members.

- Performance Goal: Accumulate the continuing professional development credits which are required by the Society of Actuaries for all credentialed actuaries.

- Performance Measure - Establish and sustain strong industry networking interfaces and partnerships with other professional governmental actuarial offices to leverage broad experiences, best practices, and information sharing.

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

- Performance Goal - OACT interfaces with other actuaries both inside and outside the government and measures performance of this goal by having established points of contact in other offices and maintaining routine contact.

- Performance Measure - Keep informed about current military benefit programs as well as potential changes through maintaining relationships with other DoD policy offices, such as MPP, and participating in various departmental working groups, such as the BRS working group. Maintain required expertise in relevant databases and systems through a relationship with DMDC and other actuarial software firms. Reflect current data/benefit provisions in actuarial results as appropriate.

- Performance Goal: Keep abreast of military retirement benefits by having established points of contact in the Department, the Office of Management and Budget, and the Congressional Budget Office, and by being pro-active in remaining informed of proposed legislation affecting military retirement benefits.

- Performance Measure - Assess processes, methods, and programs to enhance overall operational effectiveness. This includes peer-reviewing all OACT products, including fund valuations, input to CFO financial statements, the annual DoD Statistical Report on the Military Retirement System, and ad hoc cost estimates provided to customers. It also includes maintaining working knowledge of actuarial issues both inside and outside the federal government in order to remain current.

- Performance Goal - Review valuation programs for major OACT valuations annually and develop a plan for the valuation cycle, including any revisions required by plan changes, evolving actuarial standards, and the need for experience updates of parameters/assumptions/methodology.

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

<u>Office of People Analytics – (OPA)</u>

- Performance Measure – Target Market Reach of Joint Recruitment Outreach efforts designed to create a receptive recruiting environment by promoting understanding, appreciation, and advocacy of the military among influencers and youth.

- Performance Goal - Number of total impressions obtained through a paid integrated campaign will meet or exceed 300 million impressions.

- Performance Goal - Increase Service branch link off conversion on www.todaysmilitary.com compared to FY 2018 levels.

- Performance Goal - Increase Request for Information volume on www.todaysmilitary.com compared to FY 2018 levels

- Performance Goal - Distribute Futures magazine to approximately 85 per cent of high schools nationwide

- Impact – Maintaining or exceeding performance goals will leverage economies of scale, promote military service, and enhance Service recruiting efforts with a comprehensive advertising campaign across the Department designed to support military service as a brand overall, enhancing Service marketing efforts and fostering a more receptive recruiting environment.

- Performance Measure – Coverage of the prospect market delivered to the Services for direct marketing purposes.

- Performance Goal – Deliver a minimum of 85 per cent of the universe for class 2019 high school aged students.

- Performance Goal - Secure DMV participation from at least 34 states in the High School-aged Master File class year 2019 direct marketing efforts.

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

- Impact – The prospect database minimizes the duplication of cost and effort to produce a single list that is used across the Services and Components for recruiting efforts, creating an essential resource at a meaningful cost savings for each of the Services and the Department.

- Performance Measure – Distribution, frequency and satisfaction of joint market research deliverables designed to meet the shared information needs required for military recruiting.

- Performance Goal - Deliver a minimum of 50 market research result deliverables in FY18 to at least 400 stakeholders across the Department.

- Performance Goal - Deliver a minimum of 15 segmentation/micro-targeting research deliverables in FY 2019.

- Performance Goal - Maintain an average of at least 150 downloads a month by stakeholders from research repository website.

- Performance Goal - Maintain a customer satisfaction rate of at least 4.0 on a 5.0 scale across all major market research deliverables.

- Impact – Meeting the shared information needs required for military recruiting ensures that duplication of efforts is minimized across the Services and provides leaders the strategic and tactical level trend information and market intelligence to adjust and focus resources to combat problematic issues before missions are missed or resources are wasted.

- Performance Measure – The quality and number of ASVAB and related cognitive and non-cognitive instruments administered to students, applicants, and enlistees.

- Performance Goal – Administer valid ASVAB and related instruments to 1 million test-takers with less than 5 per cent of the operational tests identified as fraudulent (due

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

to compromise) and with fewer than 15 per cent of the computerized tests experiencing unanticipated (IT related) interruptions.

- Impact – Higher military training and job performance resulting from more reliable and valid selection and classification test scores.

- Performance Measure – The quality and timeliness of attitude and opinion DoD surveys and focus groups that meet the Department's needs to evaluate existing programs and policies and establish baseline measures before implementing new ones.

- Performance Goal – Ensure the survey results are representative of the DoD population by applying scientific methods such as sampling, weighting, and non-response bias analysis and are available for final analysis within 180 days of closing the survey or focus group for more than 90 per cent of the surveys.

- Impact – Supports data-driven decision making for P&R program and policy evaluation and allows the DoD to effectively focus their limited resources on important personnel and quality of life issues for the military community.

- Performance Measure - Distribution of and satisfaction with analytic research deliverables designed to meet the information needs required for maintaining a resilient fighting force.

- Performance Goal - Deliver a minimum of 10 analytic research deliverables related to resiliency in FY 19 to at least 4 policy office stakeholders across the Department.

- Performance Goal – Maintain a customer satisfaction rate of at least 4.0 on a 5.0 scale across all resiliency-focused analytic research deliverables.

- Impact – Meeting the information needs required for resiliency ensures that policies and programs supporting resiliency are informed by data and that resources are

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IV. Performance Criteria and Evaluation Summary:

allocated in order to most effectively mitigate the risks to resiliency posed by destructive behaviors.

- Performance Measure- Distribution and satisfaction of personnel and security research deliverables in FY 19 to at least 50 stakeholders across the Department and the Security, Suitability, and Credentialing enterprise.

- Performance Goal- Distribute approved personnel security, suitability or reliability research deliverables to at least 50 stakeholders across the Department and the Security, Suitability and Credentialing enterprise.

- Performance Goal – Maintain a customer satisfaction rate of at least 4.0 on a 5.0 scale across all major research deliverables.

- Impact - Meet the shared information needs required for improvements to the efficiency, effectiveness, and fairness of personnel security, suitability, or reliability systems.

<u>Sexual Assault Prevention and Response Office (SAPRO)</u>

- Performance Measure – 90 per cent of Defense-wide Sexual Assault Prevention and Response (SAPR) Strategic Plan FY 2017-2021 objectives *under SAPRO purview* that have written policy coverage will be promulgated.

- Performance Goal - By FY 2021, 90 per cent of the Department's SAPR strategic objectives requiring written policy coverage will be promulgated.

o The signed SAPRO Strategic Plan FY 2017-2021 provides a comprehensive and coordinated approach to fulfilling our responsibility as the Department's central authority of oversight and policy for SAPR. The Plan includes our mission, vision, and values, as well as our strategic goals and objectives that are being met in FY 2019.

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

o Goal 1: Prevention
   o Objective 1.1: Develop, integrate, and expand prevention practices.
   o Objective 1.2: Enhance prevention practices through collaboration and outreach.
   o Objective 1.3: Assess and improve SAPR training requirements
   o Objective 1.4: Disseminate retaliation prevention tools and knowledge across the Department

o Goal 2: Victim Assistance and Advocacy
   o Objective 2.1: Enhance the service quality from SARCs and SAPR VAs and continue the DoD Sexual Assault Advocate Certification Program (D-SAACP) requirements
   o Objective 2.2: Advance the DoD Safe Helpline (SHL) services.
   o Objective 2.3: Strengthen collaboration with external partners to improve response services for victims.
   o Objective 2.4: Strengthen response services for male sexual assault victims
   o Objective 2.5: Increase awareness and promote availability of retaliation reporting options and services

o Goal 3: Assessment and Reporting
   o Objective 3.1: Improve data collection and sexual assault reporting capability.
   o Objective 3.2: Standardize and enhance SAPR program oversight.
   o Objective 3.3: Expand SAPR program knowledge base.

o Goal 4: Program Development

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

- o Objective 4.1: Develop and maintain SAPR policies and Federal Register Rules for execution in the field
- o Objective 4.2: Execute oversight activities to ensure SAPR policy alignment with DoD-wide SAPR program
- o Objective 4.3: Employ consistent, deliberate, and coordinated strategic communications on the SAPR program to key stakeholders
- o Objective 4.4: Expand the reach and capabilities of SAPR Connect

- o Goal 5: Organizational Development
  - o Objective 5.1: Institutionalize SAPRO systems, processes, and communications.
  - o Objective 5.2: Standardize acquisition and budget planning processes.
  - o Objective 5.3: Align funding to sexual assault prevention, response, and oversight activities.
  - o Objective 5.4: Expand staff capacity in support of the SAPRO mission
  - o Objective 5.5: Recruit and onboard new staff to perform DoD SAPRO mission.
  - o Objective 5.6: Support SAPRO employees to reach their highest potential

- Impact – Codification of DoD's SAPR Strategy objectives will ensure those goals will be met.
  - o Prevention: Institutionalize evidence-based, informed prevention practices and policies across the Department so that all Service members are treated with dignity and respect and have the knowledge, tools, and support needed to prevent sexual assaults. The Department is committed to improving the knowledge, skills, attitudes, and behaviors of all Service members using informed prevention approaches in order to prevent sexual assaults and maintain an environment that reflects its core

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

values. In our role, SAPRO will support the DoD SAPR program and the Military Services by developing and institutionalizing effective, evidence-based prevention practices and policies. We will leverage the latest research and scientific methodologies to incorporate the best ideas and strategies as well as implement a proactive and comprehensive approach to prevent sexual assaults.

o Victim Assistance and Advocacy: Deliver consistent and effective advocacy for all military Service members or their adult dependents, such that it empowers them to report assaults, promotes recovery, facilitates dignified and respectful treatment, and restores military readiness. The Department recognizes sexual assault as an underreported crime. As such, it is imperative that our response programs and policies create a fair and safe reporting process that instills confidence and empowers victims to report sexual assaults. All victims will receive a professional response, including anonymous and confidential crisis intervention, confidential reporting options, information, and support for their reporting decision. Doing so leads to greater victim care and recovery, appropriate offender accountability, and a culture of trust and respect consistent with our core values.

o Assessment and Reporting: Effectively measure, analyze, assess, and report SAPR program progress to improve effectiveness. SAPRO will incorporate responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of the program to determine the impact of our efforts to prevent and respond to sexual assault. This includes deploying sufficient and appropriate measures, conducting analysis and evaluations, reporting SAPR program progress, and tracking resources. This process is essential to improving SAPR services across all of the SAPR strategic goals and must be continuously improved. The aim is to ensure programs and services are adaptive, flexible, and oriented toward achieving success while also preserving unique Service requirements.

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

o Program Development: Support and advance the SAPR program through effective policy oversight and strategic communications execution. SAPRO is committed to supporting and strengthening the SAPR program through our policy and communications capabilities. We will develop and maintain SAPR policies critical to advancing SAPR activities. We will also continue to execute strategic communications efforts on behalf of the program to update and inform internal and external audiences about policy and program updates, requirements, and successes.

o Organizational Development: Support and advance SAPRO through effective resource and talent management and continuous process and systems improvements. SAPRO will continue to emphasize that a fully staffed, resourced, and operational office is essential to maintaining consistent and effective support for the SAPR program. SAPRO will continue to identify, develop and implement new systems and processes to improve key office functions. We will prioritize essential program activities and standardize our budget and acquisition processes to align funding to ensure those key program activities are successfully executed. We will smartly recruit new staff, support development of existing staff, and institutionalize a staff recognition process.

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	23	71	71	48	0
Officer	11	26	26	15	0
Enlisted	12	45	45	33	0
Reservists on Full Time Active Duty (E/S)	23	24	24	1	0
Officer	12	13	13	1	0
Enlisted	11	11	11	0	0
Civilian End Strength (Total)	1,246	1,268	1,266	22	-2
U.S. Direct Hire	1,238	1,244	1,235	6	-9
Total Direct Hire	1,238	1,244	1,235	6	-9
Reimbursable Civilians	8	24	31	16	7
Active Military Average Strength (A/S) (Total)	23	71	71	48	0
Officer	11	26	26	15	0
Enlisted	12	45	45	33	0
Reserve Drill Strength (A/S) (Total)	23	24	24	1	0
Officer	12	13	13	1	0
Enlisted	11	11	11	0	0
Civilian FTEs (Total)	1,246	1,268	1,266	22	-2
U.S. Direct Hire	1,238	1,244	1,235	6	-9
Total Direct Hire	1,238	1,244	1,235	6	-9
Reimbursable Civilians	8	24	31	16	7
Average Annual Civilian Salary ($ in thousands)	154.1	140.8	164.4	-13.3	23.6
Contractor FTEs (Total)	1,755	2,118	1,718	363	-400

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DHRA direct civilian FTEs have decreased by a net of -9. This reflects the -10 FTEs from DMDC to Defense Counterintelligence Security Agency (DCSA) for the National Background Investigation Services (NBIS) transfer. In addition we received +1 FTE from the Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD (PA)).

DHRA Reimbursable FTEs increase by +7 to include those within DLNSEO, in addition to 26 for DMDC.

Contractor FTEs decrease from 2020 to 2021 by 400; no change in military end strength.

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	190,737	5,302	-20,905	175,134	2,697	25,224	203,055
199 Total Civ Compensation	**190,737**	**5,302**	**-20,905**	**175,134**	**2,697**	**25,224**	**203,055**
308 Travel of Persons	4,405	88	745	5,238	105	-308	5,035
399 Total Travel	**4,405**	**88**	**745**	**5,238**	**105**	**-308**	**5,035**
416 GSA Supplies & Materials	0	0	7	7	0	0	7
417 Local Purch Supplies & Mat	0	0	445	445	9	319	773
499 Total Supplies & Materials	**0**	**0**	**452**	**452**	**9**	**319**	**780**
633 DLA Document Services	0	0	1,362	1,362	9	-72	1,299
671 DISA DISN Subscription Services (DSS)	112,070	-9,672	-99,793	2,605	125	-614	2,116
677 DISA Telecomm Svcs - Reimbursable	3,223	64	3,536	6,823	0	0	6,823
696 DFAS Financial Operation (Other Defense Agencies)	0	0	2,600	2,600	698	-158	3,140
697 Refunds	0	0	525	525	0	11	536
699 Total DWCF Purchases	**115,293**	**-9,608**	**-91,770**	**13,915**	**832**	**-833**	**13,914**
771 Commercial Transport	98	2	152	252	5	1	258
799 Total Transportation	**98**	**2**	**152**	**252**	**5**	**1**	**258**
912 Rental Payments to GSA (SLUC)	6	0	446	452	9	0	461
913 Purchased Utilities (Non-Fund)	1,535	31	-214	1,352	27	-46	1,333
914 Purchased Communications (Non-Fund)	31	1	1,278	1,310	26	-321	1,015
915 Rents (Non-GSA)	26,954	539	-568	26,925	539	541	28,005
917 Postal Services (U.S.P.S)	703	14	-171	546	11	9	566
920 Supplies & Materials (Non-Fund)	47,115	942	-46,556	1,501	30	-104	1,427
921 Printing & Reproduction	58	1	154	213	4	-32	185
922 Equipment Maintenance By Contract	15,660	313	-11,143	4,830	97	117	5,044
923 Facilities Sust, Rest, & Mod by Contract	2,440	49	631	3,120	62	978	4,160

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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
925 Equipment Purchases (Non-Fund)	1,777	36	4,721	6,534	131	-1,348	5,317
932 Mgt Prof Support Svcs	151,270	3,025	-130,682	23,613	472	-6,407	17,678
933 Studies, Analysis & Eval	9,860	197	-2,928	7,129	143	3,813	11,085
934 Engineering & Tech Svcs	7,097	142	-7,239	0	0	0	0
936 Training and Leadership Development (Other Contracts)	0	0	2,616	2,616	52	722	3,390
937 Locally Purchased Fuel (Non-Fund)	55	0	-55	0	0	0	0
960 Other Costs (Interest and Dividends)	1	0	-1	0	0	0	0
987 Other Intra-Govt Purch	10,923	218	167,123	178,264	3,565	-43,669	138,160
988 Grants	46,823	936	-4,501	43,258	865	-19,248	24,875
989 Other Services	39,474	789	397,105	437,368	8,747	-104,607	341,508
990 IT Contract Support Services	210,537	4,211	-198,158	16,590	332	-3,415	13,507
999 Total Other Purchases	**572,319**	**11,444**	**171,858**	**755,621**	**15,112**	**-173,017**	**597,716**
Total	**882,852**	**7,228**	**60,532**	**950,612**	**18,760**	**-148,614**	**820,758**

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Defense Information Systems Agency
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DISA	2,180,704	43,250	373,899	2,597,853	51,720	-183,744	2,465,829

* The FY 2019 Actual column <u>includes</u> $109,472.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $84,588.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $59,780.0 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 Defense Information Systems Agency (DISA), a combat support agency, provides,
operates, and assures command and control, information sharing capabilities, and a
globally accessible enterprise information infrastructure in direct support to joint
warfighters, National level leaders, and other mission and coalition partners across the
full spectrum of operations. DISA implements the Secretary of Defense's Defense
Strategic Guidance (DSG) and reflects the DoD CIO's Capability Planning Guidance (CPG).
The DoD CIO vision is "to reduce sustainment costs and improve warfighting capability
over time."

The DISA serves the needs of the President, Vice President, Secretary of Defense, Joint
Chiefs of Staff, COCOMs, and other DoD components during peace and war. In short, the
DISA provides global net-centric solutions in the form of networks, computing
infrastructure, and enterprise services to support information sharing and decision
making for the Nation's warfighters and those who support them in the defense of the
nation. The DISA is the only combat support agency charged with connecting the force by
linking processes, systems, and infrastructure to people.

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

The Agency's efforts are structured around three strategic goals:

- **Build, Operate, and Defend the Department of Defense Information Network (DODIN) to Ensure Warfighter Readiness and Lethality –** Modernize the DODIN to ensure its services and capabilities are secure, available, robust, resilient, and reliable. Transition from legacy services and capabilities to modern and innovative solutions that deliver improvements in command and control systems, spectrum, cyber infrastructure, and classified connectivity. Improve information technology and cybersecurity capabilities by implementing and completing multiple programs and projects including: Joint Regional Security Stacks (JRSS), Sharkseer, and a permanent cyber hunt capability.

- **Strengthen Partnerships to Empower People and Cultivate Relationships –** Strengthen workforce to achieve strategic goals across the agency through improved hiring timelines, recruitment, retention, and development. Establish DISA as an information technology leader among government and industry partners, and engage with mission partners to achieve mutually beneficial strategic advantages.

- **Reform the Agency to Enhance Performance and Affordability - Optimize Department Investments** – Provide and leverage DoD enterprise solutions. Streamline the computing ecosystem, transitioning programs to other DoD agencies, and providing support for the Joint Force.

These three Strategic Goals focus DISA's efforts on a target objective state that embodies "a secure connection to a computing environment provided by both commercial and government computing centers and big data storage, interconnected with a mesh of fixed and wireless transport, protected by a single security architecture, whose information

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

resources held in the cloud are reachable by various mobile devices, and accessible by credentialed users eliminating anonymity from the network."

Today, DISA is a combined military, federal civilian, and support contractor workforce of 16,483 people touching 100 countries. DISA believes the key to a global, information-based DoD Enterprise is not to design the solution, but design the framework for constructing the solution. DISA does not know what the next engagement will look like, and the DISA cannot build, nor does the DISA want to build, specific systems to try to solve every possible problem. Rather, DISA is creating a global enterprise infrastructure based on common standards so that innovative, flexible, and efficient solutions can be rapidly deployed to the warfighter--in commercial parlance, DISA provides cloud computing services to DoD.

To realize this goal, the Department must revolutionize its ability to react, share, collaborate, and execute. The Department needs a common platform of capabilities and services that enable new applications and solutions to be built, and empower their rapid development and fielding. This common platform will allow users in any location, service or DoD agency, using any computing platform, to access and process information. These are the architectural concepts that have revolutionized the commercial IT industry over the past decade.

This global enterprise infrastructure begins with an increasingly robust, capable computing platform. DISA meets this need with our Defense Enterprise Computing Centers (DECCs), which provide storage, computing power, application hosting, and content delivery worldwide. Collectively these facilities provide a robust enterprise computing environment consisting of over 12,000 servers, over 50,000 terabytes of storage,

I.   Description of Operations Financed (cont.)

approximately 368,000 square feet of raised floor, redundant connectivity to the Defense Information System Network (DISN) core, 22 mainframes, and support to over four million users. Upon this foundation of information transport and robust computing, DISA is building a framework of common enterprise services, designed to be transparent to the user and available to all. These services include network authentication and identity management, online collaboration, search, messaging, and security.

To be effective in the current world environment, there must also be comprehensive and integrated cyber protection for this infrastructure. DISA is in the midst of an effort to improve the security and defense capabilities of our military networks using improved sensoring for intrusion detection and reporting, demilitarized zones (DMZ), filtering, and proxying to protect our core network services from internet threats.

The DISA aligns its program resource structure across seven mission areas. The first five mission areas reflect customer support strategies. The sixth mission area represents the DISA's critical special missions support to the Commander in Chief. The seventh mission area represents Cyberspace Activities. These mission areas reflect the DoD goals and represent the DISA's focus on executing its lines of operation:

- **Transition to Net Centric Environment**: Transition to a net-centric environment to transform the way DoD shares information by making data continuously available in a trusted environment.

- **Eliminate Bandwidth Constraints:** Build and sustain the DODIN transport infrastructure that eliminates bandwidth constraints and rapidly surges to meet demands, whenever and wherever needed.

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

- **DODIN Network Operations and Defense:** Operate, protect, defend, and sustain the enterprise infrastructure and information sharing services; and enable Command and Control.

- **Exploit the DODIN for Improved Decision Making:** Transition to DoD enterprise-wide capabilities for communities of interest, such as command and control, and combat support that exploit the DODIN for improved decision-making.

- **Deliver Capabilities Effectively/Efficiently:** Deliver capabilities, based on established requirements, more effectively, economically, and efficiently than the DISA does today.

- **Special Mission Area:** Execute Special Missions to provide communications support required by the President as Commander in Chief, including day-to-day management, fielding, operation and maintenance of communications and information technology.

- **Cyberspace Activities:** Provide engineering, architecture, analytic solutions and technical support for DoD to achieve enterprise situational awareness and resilient DODIN cybersecurity in contested cyberspace.

DISA continues to use the Cost Allocation Model (CAM) to assign costs of shared services to products and services. The Cost Allocation Model identifies the total cost of a program and avoids unintended subsidy to the Defense Working Capital Fund, gains visibility and insight into cost and consumption of shared services, and addresses efficiencies.

The CAM is the tool which DISA uses to allocate its shared services across the agency's portfolio of programs and component organizations on a basis evaluated and approved by our cost analysis staff. Examples of costs being allocated include items such as

I.   Description of Operations Financed (cont.)

utilities and building operations at the DISA complex, Ft. Meade, MD; Defense Finance and Accounting Services (DFAS) personnel support; and DISANet internal IT costs. The CAM tool organizes DISA programs and component organizations into categories to which specific costs are applicable. For example, activities outside of the Fort Meade complex -- such as Joint Interoperability Test Command (JITC)-- are not charged a share of the utilities and building operations at the DISA complex, Ft. Meade, MD, though they are charged a share of the DFAS personnel support and DISANet internal IT costs. The STRATCOM Field Office, which is not at Fort Meade and gets its IT support from U.S. Strategic Command (STRATCOM), would only be charged a share of the DFAS personnel support costs. Costs are allocated on the basis of a validated measure, such as square feet of facility space occupied (Fort Meade facility), number of civilian personnel administered (DFAS personnel support), or number of seats used (DISANet internal IT costs). These costs are allocated across both the appropriate general fund and Defense Working Capital Fund activities.

Mission Area: Transition to Net Centric Environment (FY 2021: $123,628 thousand)

1. Net-Centric Enterprise Services (NCES)(FY 2021: $40,972 thousand): The Operations Center provides a portfolio of critical enterprise services to warfighter, business, and intelligence end-users on the Secret Internet Protocol (IP) Data network and the Sensitive but Unclassified (SBU) IP Data network. This portfolio of services allows more than two million authorized DoD users to collaborate across COCOMs/Services/Joint Staff/Agencies using a suite of web-accessible collaboration capabilities supporting DoD and other supporting users. The portfolio provides a resilient and flexible infrastructure that enables a secure collaborative environment that facilitates information sharing in the DoD from any location at any time; and a robust Enterprise Messaging service that decouples the producer from the consumer, allowing consumers to

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

easily subscribe to information that supports their evolving missions and for producers to rapidly and efficiently publish both perishable and non-perishable data without the need to specify the recipients.

This portfolio includes evolving enterprise services such as: the DoD Visitor capability that enables the enterprise user vision of "go anywhere in the DoD, login, and be productive"; and support to an Identity Synchronization Service to support its use to populate Active Directories Department-wide as well as supporting dual authentication to enterprise services using the user's credentials. The portfolio integrates the enterprise services with DoD Enterprise Email that consolidates DoD corporate e-mail, centralizes all e-mail management department-wide, provides the user with a single email address that will be used throughout their career, and is accessible from any location at any time; and the DoD Enterprise Portal Service that provides users with a flexible web-based hosting solution to create and manage mission, community, organization, and user focused sites.

The individual capabilities within the portfolio of services provide the user with the flexibility to couple the services in varying ways and provide access to web and application content, warfighter information, and forward-cached critical data in a secure environment.

In addition, this portfolio supports application rationalization efforts within DISA. Specifically, the Agency will identify and prioritize legacy DISA and Joint Service Provider (JSP) applications for modernization to facilitate the transition of those applications to cloud hosting environments (both commercial and DoD on premise solutions).

I.   Description of Operations Financed (cont.)

2. Department of Defense Information Network Engineering Services (DODIN ES)(FY 2021: $50,957 thousand): Enterprise Engineering supports DODIN End-to-End (E2E) Systems Engineering, Interface Standards, and a Modeling and Simulation (M&S) environment which enables the development of DISA and DoD IT technical architectures and capabilities that are interoperable and performance-oriented. Effective E2E system engineering is applied by implementing model based systems engineering (MBSE) to capture and resolve technical problems across the DODIN. E2E systems engineering develops and maintains DODIN Convergence Master Plan (GCMP) and Unified Communication and Collaboration (UC&C) architecture to integrate DODIN capabilities. These capabilities ensure that both the DoD and DISA's infrastructure services and applications are planned, implemented, and assessed/improved to meet performance objectives cost-efficiently.

As the Agency's senior authority on scientific, technical and engineering matters, the Office of the Chief Technology Officer (OCTO) promotes centralized, coordinated technology policy, direction, standards, and leadership for DISA/DoD. OCTO conducts extensive technology outreach (including weekly technical exchange meetings (TEM) with DoD CIO, federal agencies, industry, and academia to identify best practices, methodologies, material solutions, mature capabilities, and enterprise services). OCTO ensures environmental support and maintenance is provided during transition of technology solutions. OCTO leverages existing relevant technology and capabilities resident throughout the DoD to achieve a flexible and rapidly reconfigurable environment for analysis of emerging technologies. OCTO performs security engineering and accreditation of products while undergoing assessment within the Technology Analysis Center (TAC).

3. Background Investigation IT Systems (FY 2021: $0 thousand): The Interagency Deputies Committee and the Office of Management and Budget (OMB) has determined that the

I.   Description of Operations Financed (cont.)

responsibility for the development and sustainment of a new Federal Government background investigation information technology (IT) system(s) will transfer from the Office of Personnel Management (OPM) to the Department of Defense. The DISA will be responsible for the development, implementation, and sustainment of this new background investigation system. The acquisition and implementation planning strategy will support the Federal workgroups' requirements; gathering and providing Government-wide tools to assist agencies with workforce management that comply with new Federal Investigative Standards. The aim is to avert or eliminate the continuous and dynamic threat of identity theft, financial espionage and other attacks on personal information, while providing a secure basis for background investigations necessary to Federal Government operations.

In FY 2021, the National Background Investigation System (NBIS) Program responsibilities and resources are functionally transferred from DISA to the Defense Counterintelligence Security Agency (DCSA) and Defense Human Resources Activity (DHRA).

4.   DoD Enterprise Cloud Computing Ecosystem (FY 2021: $28,005 thousand): The DoD Enterprise Cloud Computing Ecosystem will implement a commercial General Purpose enterprise-wide cloud solution, Joint Enterprise Defense Infrastructure (JEDI), for the majority of systems and applications. The JEDI Cloud Program will be the foundational approach to deliver the benefits of a General Purpose enterprise cloud for DoD while embracing the following four key tenets:

- Offer Infrastructure as a Service (IaaS) and Platform as a Service (PaaS)
- Offer separate environments at all classification levels
- Centralized computing to tactical edge computing for the warfighter

I.   <u>**Description of Operations Financed (cont.)**</u>
   • Enable emerging technologies, such as Artificial Intelligence (AI)

5. <u>Other Programs (FY 2021: $3,694 thousand)</u>: The funding associated with other programs is primarily for the sustainment of systems and hardware costs for DISA.

Mission Area: Eliminate Bandwidth Constraints (FY 2021: $231,283 thousand)

1. <u>Standardized Tactical Entry Point (STEP) (FY 2021: $621 thousand)</u>: The Standardized Tactical Entry Point (STEP) program is a suite of DoD Satellite Communications (SATCOM) Gateways that links deployed tactical users to the Defense Information System Network (DISN). Through the Defense Satellite Communications System (DSCS), STEP provides multi-media telecommunications services at extremely high throughput for deployed forces during operations and exercises.

This program is vital to ensure the tactical users' access to DISN services. The STEP program provides centralized integration capabilities, contingency capacity, and the necessary interfaces to meet Combatant Commands, Services, and Agency requirements to support world-wide operations.

2. <u>DoD Teleport Program (FY 2021: $22,114 thousand)</u>: The Department of Defense (DoD) Teleport system is a collaborative investment that upgrades telecommunications capabilities at selected Standardized Tactical Entry Point (STEP) sites. The Teleport system provides deployed forces with improved interfaces for multi-band and multimedia connectivity from deployed locations anywhere in the world to online Defense Information Systems Network (DISN) Service Delivery Nodes (SDN) and legacy tactical command, control, communications, computers, and intelligence (C4I) systems. The Teleport system

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

facilitates interoperability between multiple Satellite Communications (SATCOM) systems and deployed tactical networks, thus providing the user a seamless interface into the DISN and legacy C4I systems. Teleport integrates multi-band, multi-mode satellite capabilities to provide connectivity for deployed tactical communications systems.

Teleport has been deployed incrementally as a multi-generational program, and a Full Deployment (FD) was authorized by ASD/NII on February 18, 2011. The DoD Teleport upgrade fills several capability gaps by adding communications support in the Ultra High Frequency (UHF), Extremely High Frequency (EHF), military and Commercial SATCOM frequency bands, which represents a ten-fold increase to the throughput and functional capabilities of these STEP sites. Teleport Generation 3 will field three satellite gateway enhancements in three phases. The full installation and integration of these enhancements will provide increased satellite connectivity and an expansion of capacity throughout, which will effectively strengthen DoD's communications and support to tactical and deployed warfighters worldwide. The primary beneficiaries of the Teleport investment are the DoD Combatant Commanders, Military Departments, Defense Agencies and the warfighter.

3. <u>Defense Spectrum Organization (DSO) (formerly called Joint Spectrum Center) (FY 2021: $41,792 thousand)</u>: The DSO is leading efforts to transform electromagnetic spectrum (EMS) management to support future operations and warfare. The EMS plays a critical role in national security and is fundamental to all US and coalition military operations. The DSO is comprised of a Strategic Planning Office (SPO), the Joint Spectrum Center (JSC), the Global Electromagnetic Spectrum Information System (GEMSIS) Program Management Office (PMO), and the Business Management Office. The DSO SPO provides spectrum-planning strategies; advocates and defends DoD's EMS needs in national and international forums; and addresses spectrum-related technology issues in policy development and execution.

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

The DSO JSC provides deployable spectrum management support to Combatant Commands (COCOMS), coalition headquarters, and Joint Task Forces (JTFs). The JSC Joint Spectrum Interference Resolution (JSIR) Program provides assistance to operational units to include deployed support to forward-based forces. The JSC mission is integral to vital activities such as information operations, electronic warfare, and other Joint Staff directed projects.

4. <u>Defense Information Systems Network (DISN) Enterprise Activities (EA) (FY 2021: $140,383 thousand)</u>: Circuit sustainment, Satellite Communication, and National and Presidential Communication requirements enable the DISN to deliver an integrated platform to transport bandwidth and information services on DoD's legacy and Internet Protocol (IP) networks and provide command and control capabilities in support of emerging joint operations. Circuit funding provides circuit management activities to include transition to new contracts, DISN Core optimization, surveys, provisioning, and associated engineering. Satellite Communication funding provides for: SATCOM systems engineering; the migration of Global Broadcast System (GBS) bandwidth management functions to the enterprise infrastructure by the GBS Joint Program Office; the operation, engineering, sustainment, and technical support for the Defense Satellite Communications system (DSCS) including contract support services for DSCS equipment. Special Communication Requirements fund the lifecycle support for the Enhanced Pentagon Capability/Survivable Emergency Conferencing Network (EPC/SECN) switch system that supports the survivable Nuclear Command and Control voice system for the National Command Authority.

Beginning in FY 2017, the DISN portfolio includes four core DISN capabilities that were previously funded through the DISN Subscription Services (DSS) under the DISA DWCF. These four DISN capabilities, whose support is critical to the National Security and DoD-wide enterprise missions, are transferring to the DISN appropriated missions, and are

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

deemed core DISN capabilities whose funding mechanism should be from direct appropriations rather than from the customer orders and reimbursements. They include the following:

- **Interoperability and Internet Protocol (IP) Enabling.** The DISN Interoperability is responsible for integration of voice, video, and/or data services delivered ubiquitously across an interoperable, secure, and highly available IP network infrastructure. The IP enabling provides management and registration of all IP number resources for the DoD and is recognized as the DoD agent for IP number management with external Internet Governance organizations. It is also responsible for planning, managing, and sustaining delivery of Domain Name System (DNS) capabilities for the global Internet and for the classified and unclassified Internet Protocols (IP). In addition, it provides the WHOIS capability for database queries relating to IP number registrations and .MIL domain information for the benefit of the DoD and Intelligence Community organizations.

- **Defense Red Switch Network (DRSN).** The DRSN is a global, secure voice service providing the President, the Secretary of Defense, the Joint Chiefs of Staff, the Combatant Commands and selected agencies with Nuclear Command, Control, and Communications (NC3) secure voice and voice conferencing capabilities up to the Top Secret/Sensitive Compartmented Information (TS/SCI) level. The DRSN consists of military departmental and Agency-owned secure voice switches connected by a DISA provided transport backbone.

- **Joint Worldwide Intelligence Communications System (JWICS).** JWICS is a (TS/SCI) high-speed multimedia communication service between SCI users designed to support the

I.   Description of Operations Financed (cont.)

Intelligence Community and operates on the DISN. It provides real-time voice, video, and data communications and collaboration capabilities in support of DoD, the National Intelligence Community, and the National Command Authority (NCA).

Finally, in FY 2017, the circuit transition and management activities were eliminated under the DISN appropriated missions in favor of a direct customer reimbursement approach. They provided planning, surveys, engineering, and physical circuit implementation support, as well as capacity management contract transition that are critical to the sustainment of DISN.

5. Defense Information Systems Network (DISN) Infrastructure Services (formerly called DISN Subscription) (FY 2021: $26,373 thousand): The DISN provides secure voice, video, and data services over a global fiber optic network that is supplemented by circuitry obtained from the commercial sector. DISN subscription services are described as follows: Data Services provide SIPRNet as well as NIPRNet capabilities. Voice Services provide day-to-day commercially competitive services plus unique secure military requirements. Voice Services includes the operation of unclassified and classified Voice over IP services. Centralized Services includes provisioning support to DISN users and operators and network management support to all programs that make up the DISN as described above.

Mission Area: DODIN Network Operations and Defense (FY 2021: $ 187,746 thousand)

1. Network Operations (NetOps) (FY 2021: $ 43,570 thousand): DISA directs, coordinates, and synchronizes DISA-managed portions of the DODIN supporting the DoD in 42 countries around the world across the full spectrum of military operations and supports United

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

States Cyber Command (USCYBERCOM) in its mission to provide secure, interoperable, and reliable operations of the DODIN. Their primary tasks are to operate and defend the DISA Information Enterprise, and provide direct support to USCYBERCOM in DODIN Operations (DO) and Defensive Cyber Operations (DCO). This responsibility includes the actions necessary to provide certification, threat identification, intrusion prevention, intrusion detection, and incident response/recovery, of both the Non-secured Internet Protocol Router Network (NIPRNet) and the Secret Internet Protocol Router Network (SIPRNet). In order to accomplish this, NetOps provides the command and control (C2), situational awareness, and defense of the DoD Network across all levels of command: strategic, operational and tactical boundaries. It supports DoD's full spectrum of war fighting to include support for intelligence and business missions.

DISA executes its mission to command and control, plan, direct, coordinate, integrate and synchronize DoD's Information Network (DODIN) Operations and Defensive Cyber Operations-Internal Defensive Measures (DCO-IDM) globally. Reliable services are delivered worldwide in 42 nations at 3,800 locations. DISA will manage or execute: approximately 200 million managed network assets, in excess of 50,000 Telecommunications Service Orders and circuit actions, 40,000 servers hosting 870 user applications, 17,000 Circuits, 55 SATCOM Gateways, 38 Petabytes of storage, 4.5 million DoD identities, 1.6 million to 4.5 million Enterprise Email Users, 1 million to 4.5 million Mobility/Voice/Video/Data over IP users, and blockage and/or tracking of an average of 180 million malicious events per month.

Increasing cyber security threats have expanded our cyber operations mission, both in terms of the breadth (e.g. Enterprise Services) and required depth of defenses in the DO/DCO mission space. Near term, NetOps will transform its organizational structure consistent with the Joint Information Environment (JIE) and support USCYBERCOM's mission

I.   Description of Operations Financed (cont.)

to detect, diagnose, respond to and prevent cyber threats and attacks. Through the use of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) analysis, NetOps is evolving the DISA Command Center (DCC) to build out the JIE's Global Enterprise Operations Center (GEOC).

The global NetOps structure also manages the integration of Teleport and Satellite Tactical Entry Point (STEP) capabilities into the Department of Defense Information Networks (DODIN); and provides processes for operational direction, control and maintenance of the DISA enterprise infrastructure and services.

2. Field Commands and Field Offices (FY 2021: $ 108,007 thousand): In DISA's role as a Combat Support Agency, DISA's Field Commands and Field Offices support our Mission Partners (i.e., Combatant Commands, Services, Agencies). They provide specialized support for the National Military Command Center (NMCC). Regional DISA NetOps Centers (DNCs) with physical presence led by military O6s (Field Command/Field Office) support each Geographic and Functional Combatant Command (CCMD). Our support to the CCMDs includes preparing and publishing DISA Support Plans for all CCMD Theater Campaign Plans, Global Campaign Plans and contingency plans, as well as reviewing more than 50 Operational Plans (OPLANS) annually. Field Commands and Field Offices actively participate in Joint and coalition exercises. Field Commands and Field Offices conduct assessments of the threat and hazards, vulnerability, and risk to DoD owned Defense Critical Infrastructure (DCI) and the inter- and intra-dependencies needed to accomplish required DoD missions in accordance with Department of Defense Directive (DoDD) 3020.40, DoD Policy and Responsibilities for Critical Infrastructure.

I.   Description of Operations Financed (cont.)

DISA's five Field Command DISA NetOps Centers (DNCs) operate and assure the DISA enterprise infrastructure while laying the groundwork for introduction of new DISA capabilities and upgrades. The Field Commands and six Field Offices serve as DISA's forward direct support element to the CCMDs, provide customer service support and requirements advocacy for all mission partners in their theater of responsibility who subscribe, or plan to subscribe, to DISA's existing or emerging information products and services. These relationships enable effective coordination and information exchange in support of the Services, new capabilities, policy, and planning. In a partnership and collaborative effort, DISA works with the Joint Staff (JS) and CCMDs in developing the solutions to specific warfighting capability gap requirements identified in their Integrated Priority Lists to the Chairman of the Joint of Staff.

DISA and its Field Commands are directly involved in the evolution to the JIE. For example, the DNC Europe has stood up as the Enterprise Operations Center (EOC) for the European and African Theaters consistent with JIE. DNC PACOM and DNC CENTCOM will also transition into Regional EOCs for their respective geographical areas with JIE, taking on expanded responsibilities to direct operations and defend the DODIN by assuring system and network availability, information delivery, and information protection across strategic, operational, and tactical boundaries in support of DoD, CCMDs, Services, Agencies and the Joint Staff. Continuity of Operations (COOP) plans and exercises assure that the capability exists to continue essential functions and operations across a wide range of potential emergencies. The DISA and DODIN Sector Critical Infrastructure Program (CIP) identifies, characterizes and prioritizes the DODIN Sector and DISA assets, which includes assessing critical C4I components and capabilities to support the execution of CCMDs missions.

I. Description of Operations Financed (cont.)

Additional missions include: 1) the NATO (Brussels) Field Office ensures U.S. interests are considered in all NATO planning and design efforts to facilitate U.S. and NATO command, control, communications, and intelligence surveillance reconnaissance (C4ISR) interoperability; and, 2) the Ministry of Communications and Information Technology (MCIT) for transforming the Information and Communication Technology (ICT) in support of the business stabilization mission while encouraging strategic economic growth within Afghanistan.

3. Joint Staff Support Center (JSSC) (FY 2021: $36,169 thousand): JSSC provides 24x7 Command and Control (C2) operational support to the President, Secretary of Defense, Joint Staff (JS), Combatant Commanders, and other National-level leaders through global monitoring, maintenance and support of Joint C2 systems, direct operational support to the Deputy Director for Operations J3, comprehensive information assurance and continuous oversight. JSSC also operates and maintains a critical decision support system for the National Military Command Center (NMCC) and the National Joint Operations-Intelligence Center in the Pentagon and at Site R.

JSSC also provides 24x7 watch/monitoring of nuclear support operations for C2, Communications, Computer and Intelligence systems for worldwide situational monitoring, rapid decision-making and force direction. Operation services provide strategic threat operational warning, situational awareness, course of action development, and national senior leadership decision-making through sustainment of systems such as Global Command and Control System – Joint, Processing and Display System-Migration, Nuclear Planning and Execution System. Sustainment of these capabilities is assured through a robust Continuity of Operations capability at an alternate installation (Site R). JSSC also provides full-service television production and multimedia support (studio or remote video and audio recordings, electronic graphics, post production editing for training,

I. Description of Operations Financed (cont.)

informational, gun camera and battle damage assessment assistance, guidance for video teleconferencing networks and operations, and operation of the NMCC secure cable television system) to the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Joint Staff and other DoD agencies. In addition, JSSC provides tactical, strategic, and collaborative planning support for various JS IT initiatives such as NMCS transformation and JS IT migration. JSSC also provides valuable assistance and DISA liaison and customer advocacy support to the Joint Staff Hampton Roads and other regional mission partners as they transition their IT services to DISA-based offerings, resulting in horizontal fusion across all projects being worked by DISA. Operations and Maintenance (O&M) resources include civilian pay and benefits, travel and training as well as sustainment support required to keep fielded systems fully operational during its life cycle, including maintenance of operational environments.

Mission Area: Exploit the DODIN for Improved Decision Making (FY 2021: $1,028,342 thousand)

1. Global Command and Control System-Joint (GCCS-J) (FY 2021: $35,700 thousand): The GCCS-J is DoD's Joint Command and Control (C2) System of record providing the foundation for migration of service-unique C2 systems into a joint, interoperable environment. The GCCS-J incorporates the core planning and assessment tools required by Combatant Commanders and their subordinates and the Joint Task Force (JTF) Commanders while meeting the readiness support requirements of the Services. Adaptive Planning and Execution Joint Planning Services are being developed to modernize the adaptive planning functions in a net-centric environment. The DISA, through its Joint C2 entities, continues to provide critical C2 capabilities to the Commander-in-Chief, Secretary of Defense, National Military Command Center, COCOMs, Joint Force Commanders, and Service Component Commanders. The DISA portfolio includes funding in support of GCCS-J to include the

I.   Description of Operations Financed (cont.)

Joint Operations Planning and Execution Services (JOPES), which supports an expanding Adaptive Planning capability mission.

In FY 2021, the GCCS-J non-civilian personnel costs will be realigned from Operations and Maintenance (O&M) for nine Software Pilot Programs to a new Software & Digital Technology Budget Activity in DISA's Research, Development, Testing & Evaluation (RDT&E) appropriation.

2. National Military Command System (NMCS) (FY 2021: $931 thousand): National Military Command System (NMCS) provides the President, Office of the Secretary of Defense (OSD), Chairman of the Joint Chiefs of Staff, National Military Command Center (NMCC) and NMCC Site R, and the Executive Travel Fleet with the ability to execute C2 over all US military forces across the full spectrum of threats/contingencies. Within the Strategic and National Command, Control, Communications, and Intelligence (SNC3I) Joint Systems Engineering and Integration Office (JSEIO), DISA performs engineering support to meet its assigned NMCS Systems Engineer responsibilities, per Department of Defense Directive (DoDD) S-5100.44 and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3280.01B, to provide the Joint Staff with operationally efficient and cost-effective engineering solutions to ensure that NMCS components and facilities satisfy operational requirements including emergency messaging, situational awareness, crisis action, and information management. NMCS engineering projects support DISA's mission of providing responsive, timely, and accurate information to the warfighter.

In FY 2021, the JSEIO Program responsibilities and resources are functionally transferred from DISA to USSTRATCOM.

I.   Description of Operations Financed (cont.)

3. Senior Leadership Enterprise (SLE)/Logistics Support Activities (LSA) (FY 2021: $281,888 thousand): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits.

4. Combined Advanced Applications (FY 2021: $61,614 thousand): This program supports National Leadership Command Capabilities and is classified. Details provided for this program are submitted in appropriately classified DoD exhibits.

5. Joint Service Provider (JSP) (FY 2021: $473,909 thousand): The Joint Service Provider (JSP) provides Information Technology infrastructure and office automation systems, components, supporting software, and IT support services for the Office of the Secretary of Defense (OSD), Washington Headquarters Services (WHS), Pentagon Force Protection Agency (PFPA), Defense Legal Services Agency (DLSA), Department of Defense Education Agency (DoDEA), and other WHS-supported users and communities supported within the Pentagon Reservation and other areas in the National Capitol Region. The funding levels represent transfers from the legacy organizations, WHS-EITSD, Joint Staff, and OAA-Army, to support their ongoing consolidated mission. The purpose of the JSP IT Program is to provide end-user computing capabilities needed to fulfill the JSP components' missions, and is comprised of departmental local area networks, computer servers, network storage subsystems, network printers, workstations, a full suite of desktop office applications, development of custom tools and application, and system firmware integrated into a distributed computing network environment for unclassified and classified information processing. The program provides JSP organizations with ubiquitous access to reliable, decision-quality information through a net-based services infrastructure. Funded initiatives include support of the Deputy Secretary of Defense Pentagon IT consolidation

I.   Description of Operations Financed (cont.)

memorandum which promotes the consolidation of common IT systems and, where proper analysis suggests, additional consolidation of IT support organizations and structures will be accomplished. Commonality will be leveraged wherever it makes sense, consistent with agency business processes, to better support mission requirements in local and national emergencies.

6. Joint Artificial Intelligence Center (JAIC) (FY 2021: $154,402 thousand): The JAIC oversees and develops scalable Artificial Intelligence & Machine Learning (AI/ML) rapid prototyping solutions for DoD. Initial focus is to plan, coordinate, and establish the JAIC organization to concentrate on delivery of AI capability to DoD entities through efforts, known as National Mission Initiatives (NMI) which are high-priority, pressing operational or business reform challenges. This includes predictive maintenance, humanitarian assistance & disaster relief, and cyber sense-making across multiple service branches. Additional JAIC efforts include the following:

- **Component Mission Initiatives (CMI):** The JAIC will work closely with individual components to help identify, shape, and accelerate component-specific AI deployments, called CMI.
- **JAIC Common Foundation (JCF):** The JAIC will create a JCF platform that will be crucial to the development, testing, and fielding of AI capabilities to the Department. This includes the build out of AI platforms in a secure protected enclave hosted in a multi-cloud/multi-domain environment which provides NMIs/CMIs with compute, storage and security.

I.   Description of Operations Financed (cont.)

7. Other Programs (FY 2021: $19,898 thousand): The funding associated with other programs is primarily for the infrastructure costs for DISA's interoperability facility in the National Capital Region.

Mission Area: Deliver Capabilities Effectively/Efficiently (FY 2021: $100,905 thousand)

1. Management Headquarters (FY 2021: $36,771 thousand): Management Headquarters funding is utilized for salaries and operating expenses associated with the Command and Executive Staff and their key control organizations, which provide oversight, direction, and control of DISA activities. Command and Executive staffs enable DISA to continuously operate and assure a global net-centric enterprise in direct support to the joint warfighter, national level leaders, and other mission and coalition partners across the full spectrum of operations.

2. Pentagon Reservation Maintenance Revolving Fund (PRMRF) (FY 2021: $27,354 thousand): United States Code, Title 10, Section 2674 established the Pentagon Reservation Maintenance Revolving Fund (PRMRF), authorizing the Secretary of Defense to establish rates and collect charges for space, services, protection, maintenance, construction, repairs, and alterations of facilities provided at the Pentagon Reservation.

3. Shared Services Units/Program Executive Offices (FY 2021: $36,780 thousand): This activity funds foundational operating capabilities for DISA, such as: financial management, information technology, strategic planning, manpower/personnel security, and acquisition products and services to all agency programs and business areas world-wide.

I.   Description of Operations Financed (cont.)

4. Other Programs (FY 2020: $0 thousand): The Foreign Military Sales (FMS) program is the government-to-government method for selling US defense equipment, services, and training.

Mission Area: Special Mission Area (FY 2021: $211,286 thousand)

1. White House Communications Agency (WHCA) (FY 2021: $178,148 thousand): WHCA is a joint service military agency under the operational control of the White House Military Office (WHMO) and administrative control of the DISA. WHCA's mission is to provide information services to the President, Vice President, National Security Council, United States Secret Service and others as directed by WHMO, ensuring the ability to communicate anywhere, anytime, by any means to anyone in the world, in accordance with Public Law 109-163. This support is provided in Washington, DC, worldwide travel sites, and second residences. Information services are also provided to the Presidential Information Technology Community. To meet its requirements, WHCA is structured to allow for fixed and travel (deployable) information services.

2. White House Situation Support Staff (WHSSS) (FY 2021: $18,091 thousand): The WHSSS was created by Presidential direction and provides classified communications, computer, and intelligence systems for the National Security Advisor, White House Situation Room, the National Security Council (NSC) staff, and other White House offices. WHSSS funds support the information systems used by the National Security Staff (NSS) and others. WHSSS provides upgrades and sustainment to the classified network systems used by the White House Situation Room and the NSC supporting the President, Vice President, National Security Advisor, and their staff.

I.   Description of Operations Financed (cont.)

3. Crisis Management System (CMS) (FY 2021: $11,225 thousand): CMS is owned and operated by the National Security Staff (NSS) but maintained by DISA under the National Security Council direction and a National Security Decision Directive. The program provides state-of-the-art video teleconferencing (SVTS), facsimile, and the Executive Voice over Secure Internet Protocol (VoSIP) phone network (including the National Intelligence Watch Officers Network (NOIWON)) as directed by the NSS. The system functions in both fixed and mobile modes for exchange of time sensitive high interest information which extends the White House Situation Room presence. The system supports the President, National Security Council, Cabinet Members, Joint Chiefs, various agency watch centers, headquarters, and Continuity of Operations (COOP) sites.

Crisis Management System funding provides maintenance, configuration management, certification and accreditation activities including system security monitoring and testing, and engineering support. The system provides real-time Top Secret/Sensitive Compartmented Information (TS/SCI) secure video conference communications for the President and high level advisors including multi-party calls between fixed and mobile sites for day-to-day and crisis operations.

4. Minimum Essential Emergency Communications Network (MEECN) (FY 2021: $2,674 thousand): MEECN is a highly survivable communications capability which transmits Nuclear Command and Control (NC2) messages and establishes crisis conferences with the President, Vice President, Secretary of Defense, and the Chairman of the Joint Chiefs of Staff to the Commanders of the COCOMs and to deployed US nuclear forces. The DISA via the Strategic and National Command, Control, Communications, and Intelligence (SNC3I) Joint Systems Engineering and Integration Office (JSEIO) will support MEECN as the Nuclear Command, Control, and Communications (NC3) system engineer by providing architectures, performing systems engineering and analyses, and assessments to support the C3 needs of national and

I. Description of Operations Financed (cont.)

senior government leadership. The NC3 System is composed of C3 assets that provide connectivity from the President and the Secretary of Defense through the National Military Command System (NMCS) to nuclear execution forces integral to fighting a "homeland-to-homeland," as well as theater, nuclear war. Additionally, the DISA will provide direct/indirect and specialized support to the DoD CIO and to the Joint Staff (JS), overarching technical and programmatic support recommendations for NC3 programs, as well as fail-safe procedures and risk reduction actions. DISA's efforts will assure and enable an informed decision making linkage between the President, the Secretary of Defense, and the Commanders of the Unified and Specified Commands to ensure proper C2 of our forces during times of stress and national emergency, up to and including nuclear war.

In FY 2021, the JSEIO Program responsibilities and resources are functionally transferred from DISA to USSTRATCOM.

5. Communications Management Control Activity (CMCA) (FY 2021: $1,148 thousand): CMCA provides communications support to the United States Secret Service (USSS) for the presidential campaigns, as well as for dignitary protective duties. CMCA also supports the Joint Staff/J6, Joint Directorate of Military Support (JDOMS) for special events. Public Law 106-544 assigned USSS responsibility for coordinating, planning, exercising, and implementing security for National Special Security Events (NSSE). Additionally, DoD Directive 3025.13 mandated that DISA provide CMCA Headquarters with operations and maintenance funding.

Mission Area: Cyberspace Activities (FY 2021: $582,639 thousand)

I.   Description of Operations Financed (cont.)

1. Joint Force Headquarters DoD Information Network (JFHQ-DODIN) (FY 2021: $90,299 thousand): DISA directs, coordinates, and synchronizes DISA-managed portions of the DODIN supporting the DoD in 42 countries around the world across the full spectrum of military operations and supports United States Cyber Command (USCYBERCOM) in its mission to provide secure, interoperable, and reliable operations of the DODIN. Our primary tasks are to operate and defend the DISA Information Enterprise, and provide direct support to USCYBERCOM in DODIN Operations (DO) and Defensive Cyber Operations (DCO). This responsibility includes the actions necessary to provide certification, threat identification and intrusion prevention, intrusion detection, and incident response/recovery, of both the Non-secured Internet Protocol Router Network (NIPRNet) and the Secret Internet Protocol Router Network (SIPRNet). In order to accomplish this, NetOps provides the command and control (C2), situational awareness, and defense of the DoD Network across all levels of command: strategic, operational and tactical boundaries. It supports DoD's full spectrum of war fighting to include support for intelligence and business missions.

DISA executes its mission to command and control, plan, direct, coordinate, integrate and synchronize DoD's Information Network (DODIN) Operations and Defensive Cyber Operations-Internal Defensive Measures (DCO-IDM) globally. Reliable services are delivered worldwide in 42 nations at 3,800 locations. DISA will manage or execute: approximately 200 million managed network assets, in excess of 50,000 Telecommunications Service Orders and circuit actions, 40,000 servers hosting 870 user applications, 17,000 Circuits, 55 SATCOM Gateways, 38 Petabytes of storage, 4.5 million DoD identities, 1.6 million to 4.5 million Enterprise Email Users, 1 million to 4.5 million Mobility/Voice/Video/Data over IP users, and blockage and/or tracking of an average of 180 million malicious events per month.

I.   **Description of Operations Financed (cont.)**

Increasing cyber security threats have expanded our cyber operations mission, both in terms of the breadth (e.g. Enterprise Services) and required depth of defenses in the DO/DCO mission space. Near term, NetOps will transform its organizational structure consistent with the Joint Information Environment (JIE) and support USCYBERCOM's mission to detect, diagnose, respond to and prevent cyber threats and attacks. Through the use of doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) analysis, NetOps is evolving the DISA Command Center (DCC) to build out the JIE's Global Enterprise Operations Center (GEOC).

The global NetOps structure also manages the integration of Teleport and Satellite Tactical Entry Point (STEP) capabilities into the Department of Defense Information Networks (DODIN); and provides processes for operational direction, control and maintenance of the DISA enterprise infrastructure and services.

In FY 2015, the Secretary of Defense approved the establishment of the Joint Force Headquarters - DoD Information Networks (JFHQ-DODIN) to address a critical need for cohesive DODIN defense and protection and unity of effort within the DoD's existing fragmented cyberspace operations command and control (C2) framework. JFHQ-DODIN's mission is to exercise command and control of DODIN Operations and Defensive Cyberspace Operations – Internal Defensive Measures (DCO-IDM) globally in order to synchronize the protection of DoD components' capabilities to enable power projection and freedom of action across all warfighting domains. The full mission scope of the JFHQ-DODIN includes: the critical daily requirement to protect the DODIN, C2 of all DoD cyber entities, a mature joint headquarters, management of requirements for global engagement, and the capability to assess the readiness of the DODIN against mission critical Combatant Command requirements.

I. Description of Operations Financed (cont.)

The Joint Force Headquarters DoD Information Network (JFHQ-DODIN) provides unity of command between USCYBERCOM and subordinate headquarters and unity of effort with all other DoD Components in order to ensure the DODIN is available and secure for Joint missions, to include effects delivered in and through cyberspace, and to ensure that the readiness posture of the DODIN is known. This organization directs and executes global DODIN operations and Defensive Cyber Operations. This capability is essential to protecting all of DoD's IT infrastructure and applications against a growing international cyber threat and an increasing level of insider threats.

Ultimately, the direct operational support that will be provided by JFHQ-DODIN to 40+ commands and agencies at FOC include areas focused on aggregating and sharing intelligence to improve situational awareness and understanding, direct/verify the DODIN defensive posture and lead DODIN incident response, synchronize and de-conflict global and regional DODIN/DCO-IDM priorities, conduct joint planning in support of CONPLANs and OPLANs of all Combatant Commands, and enable mission essential functions of the Components.

2. Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) (FY 2021: $482,552 thousand): The ISSP/IA/PKI mission focuses on delivering DoD-wide enterprise solutions to COCOMS and DoD Components ensuring critical mission execution in the face of cyber-attacks. The program provides solutions to harden the network by:

- Reducing the exposed attack surface and gaps that allow adversaries to exploit and disrupt communications. Critical efforts include deployment and operation of

I.   Description of Operations Financed (cont.)
     defenses at the perimeter that sit at the boundary between DoD and the Internet
     protecting over 5 million users with state of the art measures mitigating malicious
     activities such as viruses, exfiltration, and emergent cyber threats.

- Deploying a secure protocol decryption and re-encryption mechanism to protect
  communications across the Joint Information Environment (JIE) and through the
  Internet Access Points (IAPs). Efforts include break and inspect of secure socket
  layer/transport level security (and other) protocols for both outbound and in-bound
  encrypted traffic.

- Provides vital situational awareness to senior decision-makers and network defenders
  that enable attack detection and diagnosis.

- Supporting safe sharing of information with allies and mission partners, by expanding
  the Cross Domain Enterprise Services that enables secure access and transfer of data
  between networks of differing classification levels. The DISA will drive anonymity
  out of the networks by utilizing cyber identity credentials and expanding this
  capability on Secret Internet Protocol Router Network (SIPRNet).

- Publishing security guidelines and assessing compliance. The DISA is changing the
  security technical implementation guides to better enable automation of the DoD's
  configuration management and reporting processes.

- Providing training to DoD civilians by continuing to generate information assurance
  and NetOps training used throughout the Department using web enabled tools.

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

- Providing public key certificates (PKI) that provide electronic identities for
  mission critical applications. The PKI supports the infrastructure for the entire
  DoD enabling information sharing in a secured environment. The PKI satisfies the
  DoD's Information Assurance (IA) needs for confidentiality, authentication,
  identification, and verification of data integrity, non-repudiation of communications
  of transactions, as well as digital signatures.

The JRSS is a joint DoD security architecture comprised of complementary defensive
security solutions that remove redundant Information Assurance (IA) protections;
leverages enterprise defensive capabilities with standardized security suites; protects
the enclaves after the separation of server and user assets; and provides the tool sets
necessary to monitor and control all security mechanisms throughout DoD's Joint
Information Environment.

3. <u>Defense Industrial Base (DIB) (FY 2021: $9,788 thousand)</u>: The DISA, in concert with
the Defense Industrial Base Cyber Security Task Force (DIBCS), is a critical enabler in
securing DoD data on DIB networks and information systems. The DISA is instrumental in
providing IA/CND support to the DIB through rapid dissemination of cyber threat,
vulnerability, and analysis information. This initiative supports USCYBERCOM operations,
intelligence, and analysis devoted exclusively to cyber indications and warning,
intrusion detection, incident analysis, incident response, information sharing/knowledge
management, and planning. Additionally, this initiative provides critical system
enhancements and new CYBERCOM personnel at the DoD-DIB Collaboration Information Sharing
Environment (DCISE), establishing information sharing between the two organizations to

I.   **Description of Operations Financed (cont.)**

promote synergy and streamline operations. Detailed information is submitted separately in classified DoD exhibits.

II. **Force Structure Summary**:

N/A

Defense Information Systems Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
1. Transition to Net Centric Environment	177,769	287,603	-6,880	-2.4	280,723	280,723	123,628
2. Eliminate Bandwidth Constraints	312,613	216,570	-5,773	-2.7	210,797	210,797	231,283
3. DODIN Network Operations	564,554	180,529	7,134	4.0	187,663	187,663	187,746
4. Exploit the DODIN for Improved Decision Making	794,817	1,008,638	-37,914	-3.8	970,724	970,724	1,028,342
5. Deliver Capabilities Effectively/Efficiently	96,028	97,962	-3,085	-3.2	94,877	94,877	100,905
6. Special Missions	234,923	221,583	-4,874	-2.2	216,709	216,709	211,286
7. Cyberspace Activities	0	601,223	35,137	5.8	636,360	636,360	582,639
Total	**2,180,704**	**2,614,108**	**-16,255**	**-0.6**	**2,597,853**	**2,597,853**	**2,465,829**

* The FY 2019 Actual column includes $109,472.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $84,588.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $59,780.0 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.

Defense Information Systems Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**2,614,108**	**2,597,853**
Congressional Adjustments (Distributed)	-3,585	
Congressional Adjustments (Undistributed)	-12,670	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**2,597,853**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**2,597,853**	
Supplemental	84,588	
Reprogrammings		
Price Changes		51,720
Functional Transfers		-137,712
Program Changes		-46,032
Current Estimate	**2,682,441**	**2,465,829**
Less: Wartime Supplemental	-84,588	
Normalized Current Estimate	**2,597,853**	

Defense Information Systems Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**2,614,108**
1. Congressional Adjustments		-16,255
a. Distributed Adjustments		
1) Sharkseer (Cyber)	35,137	
2) Unjustified Growth (Non-Cyber)	-38,722	
b. Undistributed Adjustments		
1) Unjustified Growth (Non-Cyber)	-9,653	
Across-the-Board Reduction to the Operation and Maintenance, Defense-Wide, Account.		
2) Budget Inconsistencies (Non-Cyber)	-3,017	
Across-the-Board Reduction to the Operation and Maintenance, Defense-Wide, Account.		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**2,597,853**
2. War-Related and Disaster Supplemental Appropriations		84,588
a. OCO Supplemental Funding		
1) FY20 OCO Funding	84,588	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**2,682,441**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**2,682,441**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-84,588
FY 2020 Normalized Current Estimate		**2,597,853**
6. Price Change		51,720
7. Functional Transfers		-137,712
a. Transfers In		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Defense Legal Services Agency (DLSA) Functional Transfer:	3,321	

    An increase of $3,321 thousand and (+3) FTEs is due to the transfer of DLSA IT services to DISA. This transfer properly aligns shared IT services in the Pentagon and the National Capital Region (NCR) under the Joint Service Provider. (FY20 Baseline: $443,074 thousand) (Baseline FTEs: 2,821; (+3) FTEs)

	Amount	Totals
2) Defense Education Activity (DoDEA) Functional Transfer:	348	

    An increase of $348 thousand reflects the transfer of DoDEA's NIPRNet and SIPRNet IT Services to DISA Joint Service Provider. (FY20 Baseline: $443,074 thousand)

  b. Transfers Out

	Amount	Totals
1) National Background Investigation Service (NBIS) – Functional Transfer to Defense Counterintelligence Security Agency (DCSA):	-89,856	

    A decrease of $-89,856 thousand and (-41) FTEs reflects the transfer of the National Background Investigation Service functions, personnel and associated resources to the DCSA as directed by NDAA 2018, Section 925, (Public Law 115-91). (FY20 Baseline: $511,112 thousand) (Baseline FTEs: 2,821; (-41) FTEs)

	Amount	Totals
2) Joint Systems Engineering and Integration Office (JSEIO)Functional Transfer:	-30,258	

    A decrease of $-30,258 thousand and (-80) FTEs reflects the transfer of resources for the JSEIO

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

C. Reconciliation of Increases and Decreases	Amount	Totals

function to USSTRATCOM as the Nuclear Command, Control, and Communications Enterprise Lead for DoD. (FY20 Baseline: $450,036 thousand)(Baseline FTEs: 2,821; (-80) FTEs)

3) Phoenix -Air-to-Ground Communication Network (PAGCN) Functional Transfer to the United States Air Force (USAF)   -13,017

    A decrease of $-13,017 thousand and (-3) FTEs reflects the transfer of PAGCN manpower and funding to the United States Air Force (USAF) to ensure compliance with NDAA 2018, Section 1661 directing transfer of lead component desgination to the USAF (FY20 Baseline: $703,959) (Baseline FTEs: 2,821, (-3) FTEs)

4) JSP IT resources supporting the Department of Defense Consolidated Adjudications Facility (DoD CAF) Functional Transfer to the Defense Counterintelligence and Security Agency (DCSA)   -6,643

    A decrease of $-6,643 thousand and (-12) FTEs reflects the transfer of the DoD CAF from DISA/JSP to DCSA to ensure compliance with NDAA 2018, Subsection 925(c). (FY20 Baseline: $443,074 thousand) (Baseline FTEs: 2,821; (-12) FTEs)

5) Commercial Satellite Communications Services (COMSATCOM) Functional Transfer to the United States Air Force (USAF):   -1,607

    The decrease of $-1,607 thousand and (-11) FTEs reflects the transfer of the commercial satellite communications COMSATCOM mission, manpower, and

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

C. Reconciliation of Increases and Decreases	Amount	Totals
funding to Air Force Space Command (AFSPC)to ensure compliance with NDAA 2018, Section 1601. (FY20 Baseline: $431,848) (Baseline FTEs: 2,821, (-11) FTEs)		
8. Program Increases		277,811
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Joint Artificial Intelligence Center (JAIC) - Equipment Maintenance by Contract:	87,795	
Increase of $87,795 in equipment maintenance by contract is attributed to additional contract support for Artificial Intelligence (AI) capability delivery and JAIC center of excellence, in accordance with NDAA Section 238. Increased funding will enable strategic engagement, policy research and recommendations, program protection support, and increase the ability to communicate and provide outreach to synchronize AI investments across the DoD AI portfolio. (FY20 Baseline: $54,422 thousand)		
2) Cyberspace Activities - Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI) - Equipment Purchases:	72,000	
An increase of $72,000 thousand is the result of an internal funding realignment of Automated Continuous Endpoint Management (ACEM) from the Joint Force Headquarters DODIN to Information Systems Security Program (ISSP)/Information Assurance. Funding will be used to acquire endpoint licenses, hardware, and		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
support for information technology system management and security functions. (FY20 Baseline: $489,812 thousand)		
3) Cyberspace Activities - Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI - Equipment Maintenance by Contract (JRSS):	60,176	
Increase of $60,176 sustains a logical end-to-end virtual training based on a PMO and operator-approved curriculum, continues leased hardware and software implementations and expansions, and provides migration and analytics support at existing JRSS sites. (FY20 Baseline: $489,812 thousand)		
4) Joint Service Provider (JSP) (Site R Modernization) - Equipment Maintenance by Contract:	6,744	
Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately. (FY20 Baseline: $443,074 thousand)		
5) Compensation and Benefits (Joint Artificial Intelligence Center (JAIC)):	5,265	
Increase of $5,265 and (+33) FTEs supports NDAA, Section 238, responsibilities of building a roadmap to develop, mature, adopt and transition Artificial Intelligence (AI) to operational use. (FY20 Baseline: $431,848) (Baseline FTEs: 2,821; (+33) FTEs)		
6) Joint Artificial Intelligence Center (JAIC) - Rental Payments to GSA Leases:	5,136	
Increase of $5,136 thousand provides for additional leased office space, including satellite locations,		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

to accommodate the growth of civilians, military, and contractor personnel within the JAIC. (FY20 Baseline: $54,422 thousand)

7) White House Communication Agency - Travel: 5,131
Increase of $5,131 thousand is attributed to additional POTUS travel requirements related to upcoming election activities. (FY20 Baseline: $167,204 thousand)

8) DISN Infrastructure Services (DISN Tech Refresh) -   4,585
DISN IS:
    Increase of $4,585 thousand provides funding reimbursement for DISN Capital investments and technology refreshment requirements.(FY20 Baseline: $20,235 thousand)

9) Compensation and Benefits (Cyberspace Activities -   4,116
Joint Force Headquarters DODIN (DRSI Realignment)):
    An increase of $4,116 thousand and (+31) FTEs results from a realignment of personnel from the DoDIN Readiness and Security Inspections (DRSI) to Joint Force Headquarters DODIN. (FY 2020 Baseline: $431,848 thousand; Baseline FTEs: 2,821; +31 FTEs)

10) Compensation and Benefits (Global Command and   4,062
Control System):
    An increase of $4,247 thousand and (+30) FTEs is primarily attributable to an increase in manpower required for legacy GCCS-J sustainment. (FY20 Baseline: $431,848) (Baseline FTEs: 2,821; (+30) FTEs)

11) Compensation and Benefits (Performance Awards):   3,218

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Increase of $3,218 in compensation and benefits reflects an increase to performance awards for non-SES, non-Senior Level (SL) and non-Scientific or Professional (ST) employees. (FY20 Baseline: $431,848) (Baseline FTEs: 2,821; (+0) FTEs)		
12) Defense Spectrum Organization (DSO) - Equipment Maintenance by Contract:	2,914	
An increase of $2,914 thousand funds the operational enhancements of Joint Electromagnetic Battle Management (EMBM) capabilities that provide situational awareness and joint integration leveraging the Electronic Warfare Planning and Management Tool, the Joint Spectrum Data Repository and the GCCS-J. (FY20 Baseline: $36,696 thousand)		
13) Compensation and Benefits (Shared Services):	2,158	
Increase of $2,158 and (+16) FTEs primarily reflects an increase in non-technical support due to increased Cyber mission requirements throughout the Agency. These FTEs will consist of primarily human resource analysts to adhere to the Agency accelerating the hire of Cyber Exempted Service (CES) employees. (FY20 Baseline: $431,848) (Baseline FTEs: 2,821; (+16) FTEs)		
14) Cyberspace Activities - Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI - Equipment Maintenance by Contract (Cross Domain Solutions):	2,000	
An increase of $2,000 thousand primarily supports the expansion and implementation of new enterprise Cross Domain Solutions to improve sensing and		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
warning to cross domain solutions at CENTCOM. (FY20 Baseline: $489,812 thousand)		
15) Defense-Wide Review: Elimination of Redundant Point-to-Point Circuits (FY 2020 Non-Cyber Baseline: $1,961,493 thousand)	1,953	
16) White House Situational Support Staff - Other Intra-Government Purchases:	1,794	

   An increase of $1,794 thousand is primarily due to the realignment of Procurement to O&M for the sustainment of classified IT Network infrastructure. (FY20 Baseline: $16,574 thousand)

17) Compensation and Benefits (White House Communications Agency):	1,755	

   DISA experienced significant under execution in FTEs due to the length of time required to obtain Yankee White security clearances. As a result, the Agency reduced civilian FTE levels and gradually rephased the FTEs across future years to account for delays in onboarding of personnel executing the White House mission. The increase of (+13) civilian FTEs and $1,755 thousand represent this year's rephasing level. (FY20 Baseline: $431,848) (Baseline FTEs: 2,821; (+13 FTEs)

18) Compensation and Benefits (Cyberspace Activities - Joint Force Headquarters DODIN):	1,593	

   An increase of $1,593 thousand and (+12) FTEs provides required personnel to both lead and assess operations, actions and activities in support of the secure, operate and defend mission area as delegated

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

C. Reconciliation of Increases and Decreases	Amount	Totals
by USCYBERCOM. (FY20 Baseline: $431,848 thousand) (Baseline FTEs: 2,821; (+12) FTEs)		
19) Compensation and Benefits (Joint Service Provider):	1,485	
DISA experienced significant under execution in FTEs. As a result, the Agency reduced civilian FTE levels in under executing programs and gradually rephased these FTEs across future years. The increase of (+11) civilian FTEs and $1,485 thousand represent this year's rephasing level. DISA continues to use a variety of recruiting initiatives such as direct hiring authority, job fairs, cyber excepted service authorities, etc. to return programs to their authorized manpower levels. (FY20 Baseline: $431,848) (Baseline FTEs: 2,821; (+11) FTEs)		
20) Joint Service Provider (JSP) - DISA Telecommunications Services - Reimbursable:	1,123	
An increase of $1,123 thousand is due to the transition of telecommunications contracts in the National Capital Region (NCR) to the Enterprise Infrastructure Solutions (EIS) 2020 contracts, which will consolidate local and long distance services. (FY20 Baseline: $443,074)		
21) Senior Leadership Enterprise - Equipment Maintenance by Contract:	900	
Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY20 Baseline: $272,111 thousand)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
22) Cyberspace Activities – Joint Force Headquarters DODIN - Travel:	842	

    An increase of $842 thousand in travel is due to the realignment of DODIN Readiness and Security Inspections (DRSI) to Joint Force Headquarters (JFHQ). (FY20 Baseline: $137,011 thousand)

	Amount	Totals
23) Pentagon Reservation Maintenance Revolving Fund (PRMRF) – PRMRF Purchases:	824	

    The increase of $824 thousand in PRMRF purchases will support the Facility Related Control Systems (FRCS) project to upgrade and replace the Building Automated Control System (BAS) and heating ventilation and air-conditioning (HVAC). (FY20 Baseline: $26,998 thousand)

	Amount	Totals
24) Joint Service Provider (JSP) - Rental Payments to GSA Leases:	242	

    Increase of $242 thousand in rental payments to GSA leases is attributable to additional leased facilities costs for Interstate Plaza. (FY20 Baseline: $443,074 thousand)

	Amount	Totals
9. Program Decreases		-323,843
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Defense Wide Review (DWR)	-83,269	

    A reduction of $-83,269 thousand as a result of a decision to reduce resources associated with lower priority efforts in order to resouce higher priorities. The reductions are as follows:

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

C. Reconciliation of Increases and Decreases	Amount	Totals

> DISA Reductions/Non-CYBERSPACE ($-38,810 thousand)
> (FY20 Non-Cyber Baseline: $1,961,493 thousand)
>
> DISA Reductions/CYBERSPACE – ($-36,047 thousand)
> (FY20 Cyber Baseline: $636,360 thousand)
>
> Fourth Estate Network Optimization ($-7,189
> thousand) (FY20 Non-Cyber Baseline: $1,961,493
> thousand)
>
> Eliminate End Point Modernization Task
> Force/CYBERSPACE ($-755 thousand, (-5) FTEs) (FY20
> Cyber Baseline: $636,360 thousand)
>
> Facilities Operations Savings ($-260 thousand) (FY20
> Non-Cyber Baseline: $1,961,493 thousand)
>
> Reduce Support for PFPA Activities ($-208 thousand)
> (FY20 Non-Cyber Baseline: $1,961,493 thousand)

2) Cyberspace Activities - Joint Force Headquarters   -72,000
DODIN (Realignment) - Equipment Purchases:
> A decrease of $-72,000 thousand is the result of
> funding realignment of Automated Continuous Endpoint
> Management (ACEM) from the Joint Force Headquarters
> DODIN to Information Systems Security Program
> (ISSP)/Information Assurance (IA)/Public Key
> Infrastructure (PKI). Funding will be used to
> acquire endpoint licenses, hardware, and support for

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

C. Reconciliation of Increases and Decreases	Amount	Totals

information technology system management and
security functions. (FY20 Baseline: $137,011
thousand)

3) Global Command and Control System (GCCS) - Equipment   -63,134
Maintenance by Contract:
    A decrease of $-63,134 thousand is attributable to
    the realignment of funding of the GCCS-J Program
    resources from the Operations & Maintenance (O&M)
    appropriation for nine Software Pilot Programs to a
    new Software & Digital Technology Budget Activity in
    the DISA Research, Development, Testing & Evaluation
    (RDT&E) appropriation. (FY20 Baseline: $107,667
    thousand)

4) Cloud Computing Ecosystem - Other Services: -28,347
    A decrease of $-28,347 thousand is primarily
    attributable to an FY20 acquisition of encryption
    and networking devices, a surge in accreditation
    effort to secure and deploy the JEDI Cloud Computing
    Ecosystem, and completion of efforts to establish a
    core set of shared services in the commercial cloud
    environment for the Department. (FY20 Baseline:
    $59,793 thousand)

5) Net Centric Enterprise Services (NCES) - Equipment   -22,573
Maintenance by Contract:
    A decrease of $-22,573 thousand is due to the
    reduction of the Application Rationalization efforts
    to modernize and migrate legacy DISA/JSP
    applications to the cloud hosting environment. (FY20
    Baseline: $89,926 thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals

6) Global Combat Support System-Joint - Equipment Maintenance by Contract: −9,303

   A decrease of $-9,303 thousand is due to program termination in FY20. (FY20 Baseline: $16,518 thousand)

7) Cyberspace Activities - Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI - Equipment Maintenance by Contract: −9,127

   Decrease of $-9,127 thousand is primarily attributed to reduced enterprise licenses, integration services, and implementation costs for Comply-to-Connect, User Activity Monitoring for the 4th Estate, and the deployment initial federalized authentication services that support credentials for DoD and non-DoD personnel associated with Identity, Credential, and Access Management (ICAM) in FY20. (FY20 Baseline: $489,812 thousand)

8) Cyberspace Activities - Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI (User Activity Monitoring)- Equipment Maintenance by Contract: −7,000

   A decrease of $-7,000 thousand is due to the realignment of funding from O&M to PROC for UAM for tech refresh. (FY20 Baseline: $489,812 thousand)

9) Cyberspace Activities - Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI (Sharkseer) - Equipment Maintenance by Contract: −4,500

   The decrease of $-4,500 thousand is due to the realignment of funding from O&M to RDT&E for the development of malware detection and prevention

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

C. Reconciliation of Increases and Decreases	Amount	Totals

tools for Sharkseer 2.0 optimization. (FY20
Baseline: $489,812 thousand)

| 10) Cyberspace Activities - Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI - Equipment Purchases: | -4,305 | |

A decrease of $-4,305 thousand is primarily
attributable to the FY 2020 completion of Big Data
Platform (BDP) server upgrades and tech refresh.
(FY20 Baseline: $489,812 thousand)

| 11) Compensation and Benefits - (Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI (Realignment)) : | -4,116 | |

A decrease of $-4,116 thousand and (-31) FTEs
results from an internal realignment of personnel
from the DRSI to Joint Force Headquarters DODIN.
(FY20 Baseline: $431,848) (Baseline FTEs: 2,821; (-
31) FTEs)

| 12) Cyberspace Activities - Joint Force Headquarters DODIN - Equipment Purchases: | -3,517 | |

A decrease of $-3,517 thousand is attributable to
funding realignment to the JFHQ-DODIN Procurement
funding line for threat emulation systems, tools and
JFHQ-DODIN Operations Center (JDOC) enhancements.
(FY20 Baseline: $137,011 thousand)

| 13) DISN Enterprise Activities - Equipment Maintenance by Contract: | -2,893 | |

Details provided for this program are submitted in
appropriately classified DoD exhibits submitted
separately. (FY20 Baseline: $104,141 thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
14) Field Commands and Field Offices - Operations and Maintenance of Facilities:	-2,550	

    A reduction of $-2,550 thousand results from reduced one time cost to replace critical/non-critical air handling units DISA PACOM and contract consolidation efforts. (FY20 Baseline: $112,685 thousand)

15) Combined Advanced Applications (CAA) - Equipment Maintenance by Contract:	-2,278	

    Details provided for this program are submitted separately in appropriately classified DoD budget exhibits. (FY20 Baseline: $63,686 thousand)

16) Cyberspace Activities - Info Systems Security Program (ISSP)/Info Assurance (IA)/PKI (Realignment) - Travel:	-842	

    An increase of $842 thousand in travel is due to the realignment of DODIN Readiness and Security Inspections (DRSI) to Joint Force Headquarters (JFHQ). (FY20 Baseline: $489,812 thousand)

17) Compensation and Benefits (Network Operations):	-797	

    Decrease of $-797 thousand and (-6) FTEs is primarily attributable to reduced manpower requirements for SATCOM capabilities within Network Operations. (FY20 Baseline: $431,848)) (Baseline FTEs: 2,821; (-6) FTEs)

18) White House Communications Agency (WHCA) - Purchased Communications:	-738	

    A decrease of $-738 thousand is due to the decommissioning of unutilized circuits on the

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Presidential Information Technology Community
(PITC)/White House Military Office (WHMO) network.
(FY20 Baseline: $167,204 thousand)

19) Shared Services - DFAS Financial Operations: -648
A decrease of $-648 thousand is due to efficiencies
achieved as a result of the transition from the
legacy accounting system to the Defense Agency
Initiative (DAI) Enterprise Resource Planning (ERP)
tool. (FY20 Baseline: $32,647 thousand)

20) Shared Services - Operations and Maintenance of   -608
Facilities:
A decrease of $-608 thousand is due to contract
consolidation efforts. (FY20 Baseline: $32,647
thousand)

21) Compensation and Benefits (Change in Compensable   -435
Days)
Civilian personnel funding decreases $-435 thousand
as a result of one less compensable workday in FY
2021 than in FY 2020. (FY20 Baseline: $431,838
thousand)

22) Global Command and Control System (GCCS) - Travel: -266
A decrease of $-266 thousand is attributable to the
realignment of funding of the GCCS-J Program
resources from the Operations & Maintenance (O&M)
appropriation for nine Software Pilot Programs to a
new Software & Digital Technology Budget Activity in
the DISA Research, Development, Testing & Evaluation
(RDT&E) appropriation. (FY20 Baseline: $107,667

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

C. Reconciliation of Increases and Decreases	Amount	Totals
thousand)		
23) Global Command and Control System (GCCS) - Other Services:	-221	
A decrease of $-221 thousand is attributable to the realignment of funding of the GCCS-J Program resources from the Operations & Maintenance (O&M) appropriation for nine Software Pilot Programs to a new Software & Digital Technology Budget Activity in the Components' respective Research, Development, Testing & Evaluation (RDT&E) appropriation. (FY20 Baseline: $107,667 thousand)		
24) Shared Services - IT Contract Support Services:	-175	
A decrease of $-175 thousand is primarily due to the realignment IT contract support services to equipment purchases to support additional Automatic Data Processing (ADP) equipment and software purchases/renewals. (FY20 Baseline: $32,647 thousand)		
25) Global Combat Support System - Joint - Travel:	-120	
A decrease of $-120 thousand is due to program termination in FY20. (FY20 Baseline: $16,518 thousand)		
26) Shared Services - Other Services:	-81	
A decrease of $-81 thousand is primarily attributable to the realignment other services contracts to equipment purchases to support additional Automatic Data Processing (ADP) equipment		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
and software purchases/renewals. (FY20 Baseline: $32,647 thousand)		
FY 2021 Budget Request		**2,465,829**

IV. Performance Criteria and Evaluation Summary:

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
Net-Centric Enterprise Services (NCES):			
1. Enterprise Messaging Availability -- Operational enterprise services sustain the customer requirement of ≥ .997 availability/reliability.	1. .9735	1. ≥ .997	1. ≥ .997
2. Provide Combatant Commanders/Services/Agencies (CC/S/As) with an authoritative source for user identity and contact data to support local directory provisioning and Global Address List (GAL) population.	2. 45 CC/S/A interfaces	2. 40 CC/S/A interfaces	2. 40 CC/S/A interfaces
3. Allow Mission Partners to provision for basic access to the Non-Secure Internet Protocol Network (NIPRNet)/Secure Internet Protocol Router Network (SIPRNet) for any visiting user that presents a valid Common Access Card (CAC)/SIPRNet Hard Token/Public Key Infrastructure (PKI) certificate by provisioning them with a temporary account.	3. 5 new customer connections	3. 2 per year	3. 2 per year

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
<u>Department of Defense Information Network Engineering Services (DODIN ES)</u>: 1. Maintain at least 25% spare capacity, to allow for provisioning of unforeseen requirements and rerouting under outages. 2. Total number of engineering artifacts adopted greater than 5.	1. ≥ 40% NIPR/SIPR & >30% Transport 2. 5	1. ≥ 25% 2. ≥ 5	1. ≥ 25% 2. ≥ 5
<u>National Background Investigation Services (NBIS)</u>: 1. Software deployment in production environment. 2. Capability release/improvements.	1. 3.2 2. N/A	1. 4 2. 4	1. N/A 2. N/A
<u>Standardized Tactical Entry Point (STEP)</u>: 1. STEP Resource Availability: Probability that STEP resources are operable or usable to perform the	1. 8 hours, 45 minutes,	1. ≤ 8 hours, 45	1. ≤ 8 hours, 45

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
designated or required function (ratio of time the system is functional). Target is no more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per year.	and 36 seconds	minutes, and 36 seconds	minutes, and 36 seconds
2. STEP Reliability: Probability that STEP will accurately perform the specified task under stated environmental conditions (ability of the system to perform consistently to its design). Target is no more than 8 hours, 45 minutes, and 36 seconds of downtime or service interruptions per site per year.	2. 8 hours, 45 minutes, and 36 seconds	2. $\leq$ 8 hours, 45 minutes, and 36 seconds	2. $\leq$ 8 hours, 45 minutes, and 36 seconds
<u>DoD Teleport Program</u>: 1. Teleport system availability -- Utilizing two-in-view architecture, maintain 99% of global availability of Teleport systems.	1. 99%	1. 99%	1. 99%
<u>Defense Information Systems Network (DISN)</u> <u>Enterprise Activities (EA)</u>: 1. Enhanced Pentagon Capability/Survivable Emergency	1. 99.0%	1. $\geq$ 99.0%	1. $\geq$ 99.0%

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
Conferencing Network (EPC/SECN): Ensure that EPC/SECN resources are operable or usable to perform their designated or required function at a targeted level of 99.99% without system interruption or downtime. 2. Defense Satellite Communications System (DSCS/Global SATCOM Support Center (GSSC) Support Element. To support approved mission requests (100% completion) at a targeted level of 99.99%. An "approved mission request" is a Satellite Access Request (SAR).	2. 99.0%	2. ≥ 99.0%	2. ≥ 99.0%
<u>Defense Information Systems Network (DISN) Infrastructure Services</u>: 1. Non-Secure Internet Protocol Network (NIPRNet) access circuit availability. Target: ≥ 98.50% 2. Secure Internet Protocol Router Network (SIPRNet) latency (measurement of network delay). Target: Not to exceed 100 Milliseconds	1. 98.50% 2. 100 Milliseconds	1. ≥ 98.50% 2. ≤ 100 Milliseconds	1. ≥ 98.50% 2. ≤ 100 Milliseconds

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
3. Defense Red-Switch Network (DRSN) switch availability.	3. 99.99%	3. ≥ 99.99%	3. ≥ 99.99%
<u>Network Operations (NetOps)</u>: 1. Percent DISA Satellite Communications (SATCOM) network fully operational -- Conduct operational management of all apportioned and non-apportioned SATCOM/Gateway resources to ensure full service reliability and availability of the SATCOM network for our customers. Target is to maintain 99.9% of service availability at all times to the user.	1. 99.9%	1. 99.9%	1. 99.9%
2. Number of Mission Denials -- Global Tactical Mission Manager and Gateway Service Desk (GSD) plan and support missions entering 16 DoD Gateways.	2. 1% per year	2. < 1% per year	2. < 1% per year

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
<u>Information Systems Security Program (ISSP)/Information Assurance (IA)/Public Key Infrastructure (PKI)</u>:			
1. PKI -- Certificate Revocation Status. Target: < 5 seconds	1. 5 seconds	1. N/A	1. N/A
2. CMRS -- How many new user accounts with defined permissions were created in the past 30 days? (NIPR & SIPR) Target: 50	2. 40 NIPR & 31 SIPR	2. 50 NIPR & 50 SIPR	2. 56 NIPR & 50 SIPR
3. Cyber Situational Awareness Analytic Capabilities (CSAAC) Analytics -- Number of OPT Sensors Deployed/ Maintained. Target: 9000	3. 9000	3. 9000	3. 9000
4. Provide onsite engineering expertise; training classes, hardware warranty and tech refresh, and software licensing/maintenance in support of the User Activity Monitoring (UAM) capability in countering insider threats at ten CCMDs.	4. 4 classes	4. 4 classes	4. 4 classes
5. Assured Identity transition to 20,000 devices.			

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
6. Engineering and integration of two Secure Host Baseline (SHB)/WIN10 releases per year. (Target: Number of releases/year)	5. N/A 6. 2	5. 100% 6. 2	5. 100% 6. 2
7. Objective is to protect 100% of internet Facing, DECC hosted, applications with the Web Application Firewall. (Target: Percentage of releases/year)	7. 2%	7. 56%	7. 56%
8. Percentage of Information Assurance Support Environment (IASE) content requests completed within the terms of the Service Level Agreement (SLA). (Target: ticket completion percentage)	8. 98%	8. 95%	8. 95%
9. Integration into the Persistent Cyber Training Environment (PCTE) with the NCR. (Target: number of events)	9. 2	9. 4	9. N/A
10. Develop and maintain training for 30 role based cybersecurity courses based on DoD Cyber Workforce Framework. (Target: number of courses)	10. 30	10. 30	10. N/A

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
11. Joint Regional Security Stack (JRSS) -- Implement JRSS Management System (JMS) CSAAC analytic capability.	11. 1	11. 6	11. 6
<u>Field Commands and Field Offices</u>: 1. Bring DISA exercise programs into full compliance with Joint Staff Standards. Target is the number COCOM Tier 1 exercises in full compliance with Joint Staff Standards. (Measurable Target: 5 exercises)	1. 5	1. 5	1. 5
2. Leverage Critical Infrastructure Program (CIP) programs to identify risk and mitigation strategies. Target is 22 mitigation strategies reviewed/ developed.	2. 22	2. 22	2. 22
<u>Joint Staff Support Center (JSSC)</u>: 1. JSSC provides over 250 thousand patches per year for NC, & C2 Systems and 12 thousand patches per	1. 100%	1. 100%	1. 100%

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
year for Video, Graphic, Intel and VTC products. Target is 100% resolution of all incidents; elevate incidents to program manager as required. Target is 100% resolution of all incidents. 2. IT Support for over 1000 Nuclear Decision Conferences and over 600 Worldwide GCCS-J/JOPES/ SORTS sites. Target is to maintain 99% of global availability of critical sites world-wide and 24x7 monitoring and reporting of GCCS-J and NCCS systems status, and operational impacts.	2. 100%	2. 100%	2. 100%
<u>Joint Service Provider (JSP)</u>: 1. Maintain data availability of 99% for enterprise applications and replicated data. 2. Provide availability for all JSP managed systems and services to include but not limited to VDI, Active Directory, File/Print, and ESX Infrastructure. (>=99%)	1. N/A 2. N/A	1. 99% availability 2. 99% availability	1. 99% availability 2. 99% availability

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
3. Scan every asset once per week with a minimum credentialed scan rate of 90%. 4. 90% of Incident tickets shall be resolved within 8 business hours of Incident report.	3. N/A 4. N/A	3. 90% 4. 90%	3. N/A 4. 90%
<u>White House Situation Support Staff (WHSSS)</u>: 1. 99.9% uptime availability of classified networks, phones and peripherals in support of the WH Situation Room and NSC. 2. Ensure 99.9% network uptime for COOP and COG facilities.	1. 99.9% 2. 99.9%	1. 99.9% 2. 99.9%	1. 99.9% 2. 99.9%
<u>Minimum Essential Emergency Communications Network (MEECN)</u>: 1. Product Delivery -- Provide engineering products in all task areas that satisfy customer needs at least 90% of the time.	1. 80%	1. 100%	1. N/A

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan
2. Systems Assessments -- Conduct assessments of the Nuclear C3 system and the SLC3S that provide actionable results and recommendations for the Joint Staff and OSD/CIO to pursue improvements to these capabilities at least 90% of the time. 3. Reliability -- 98.9% availability of the DISA-managed infrastructure.	2. 90% 3. 98.9%	2. 90% 3. 98.9%	2. N/A 3. N/A
<u>Communications Management Control Activity (CMCA)</u>: 1. Service Availability -- Maintain 99.9% availability of the CATT tool to the authorized users in a reliable, responsive, and timely manner at all times.	 1. 0%	 1. 99.9%	 1. 99.9%

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

Metric Description by Program	2019 Actual	2020 Plan	2021 Plan

<u>Network Operations (NetOps)/Joint Force Headquarters DoD Information Network (JFHQ-DODIN) – Cyberspace Operations</u>:
 	
1. JFHQ-DODIN synchronizes forces to harden the DODIN.
   a. % of task orders completed
   b. % of planned COCOM CONPLAN and OPLAN defensive cyber support plans completed
	1a. 17%
	1b. 20%
		1a. N/A
		1b. N/A
			1a. N/A
			1b. N/A

<u>Defense Spectrum Organization (DSO)</u>: 1. Update GEMSIS programmatic documentation as required for EMBM.	1. N/A	1. N/A	1. 80%
<u>Joint Artificial Intelligence Center (JAIC)</u>: 1. Fill 90% of JAIC Operations and establish IT infrastructure.	1. 20%	1. 66%	1. 90%

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V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	1,604	1,669	1,679	65	10
Officer	351	384	389	33	5
Enlisted	1,253	1,285	1,290	32	5
Reserve Drill Strength (E/S) (Total)	15	15	15	0	0
Officer	1	1	1	0	0
Enlisted	14	14	14	0	0
Civilian End Strength (Total)	2,859	2,954	2,927	95	-27
U.S. Direct Hire	2,726	2,821	2,794	95	-27
Total Direct Hire	2,726	2,821	2,794	95	-27
Foreign National Indirect Hire	5	5	5	0	0
Reimbursable Civilians	128	128	128	0	0
Active Military Average Strength (A/S) (Total)	1,604	1,669	1,679	65	10
Officer	351	384	389	33	5
Enlisted	1,253	1,285	1,290	32	5
Reserve Drill Strength (A/S) (Total)	15	15	15	0	0
Officer	1	1	1	0	0
Enlisted	14	14	14	0	0
Civilian FTEs (Total)	2,859	2,954	2,927	95	-27
U.S. Direct Hire	2,726	2,821	2,794	95	-27
Total Direct Hire	2,726	2,821	2,794	95	-27
Foreign National Indirect Hire	5	5	5	0	0
Reimbursable Civilians	128	128	128	0	0

V. __Personnel Summary__	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Average Annual Civilian Salary ($ in thousands)	157.4	152.8	155.1	-4.6	2.3
Contractor FTEs (Total)	4,173	4,801	4,721	628	-80

The FY 2019 FTE Actual in the table above does not match the data in the OSD budget database due to a disconnect discovered after budget database had locked; the table reflects the correct FY 2019 FTE Actual.

Notes: Explanation of Changes:

FY 2019-2020: The FTE change from FY 2019 - FY 2020 is (+95) FTEs. The FTE change is due to the following:

Joint Artificial Intelligence Center (JAIC) (+55) FTEs: An increase of (+55) FTEs is due to the establishment of the Joint Artificial Intelligence Center (JAIC). The JAIC will accelerate the delivery of Artificial Intelligence (AI) to achieve impact scaled across the DoD at relevant speed to transform the DoD and ensure the nation maintains a competitive advantage.

DoD Cloud Computing Ecosystem (+11) FTEs: An increase of (+11) FTEs is due to the establishment of the Joint Enterprise Defense Infrastructure (JEDI) program office.

Sharkseer Capacity (+6) FTEs: An increase of (+6) FTEs support oversight of the transition, integration, and expansion of Sharkseer Capabilities within DISA's

infrastructure.

Robust Comply-to-Connect Capability (+5) FTEs: An increase of (+5) FTEs provides for onsite support to configure and maintain Enterprise Patch Management Solution (EPMS) in accordance with DoD directives.

Command and Control (C2) Cyber Mission Force Acceleration (+4) FTEs: An increase of (+4) FTEs provides for additional support of Command and Control (C2) of the Cyber Mission Force. The increase represents the acceleration of four civilian positions for the continued support of securing, operating and defending the DODIN.

Functional Transfer (+4) FTEs: An increase of (+3) FTEs is the result of the transfer from the Defense Human Resources Activity (DHRA) for IT service support. An increase of (+1) FTE is the result of the transfer from the Defense Technology Security Administration (DTSA) to provide IT support services.

Global Command and Control System - Joint (+4) FTEs: An increase of (+4) FTEs is the result of the realignment from RDT&E to O&M to support the GCCS-J program. FTEs will support the external system interfaces with GCCS-J Global and support migration activities for GCCS-J Global Critical Sites.

Combined Advanced Applications (CAA) (+7) FTEs: An increase of (+7) FTEs for program mission support. Details provided for this program are submitted in appropriately classified DoD exhibits submitted separately.

FY 2020 - FY 2021 is (-27) FTEs. The FTE change is due to the following:

Joint Systems Engineering and Integration Office (JSEIO) (-80) FTEs: A decrease of $-

9,956 thousand and (-80) FTEs reflects the transfer of the Joint Systems Engineering and Integration Office (JSEIO) responsibilities and resources from DISA to USSTRATCOM to ensure compliance with NDAA 2018.

National Background Investigation Service (NBIS) (-41) FTEs: Decrease of $-6,680 thousand and (-41) FTEs reflects the reflects the transfer of the NBIS Program Executive Office (PEO) responsibilities and resources from the DISA Defense Counterintelligence Security Agency (DCSA) and Defense Human Resources Activity (DHRA) to ensure compliance with NDAA 2018. (FY20 Baseline: $431,848) (FY20 FTEs: 2,821; -41 FTEs)

Joint Service Provider (-12 FTEs): A decrease of $-1,833 thousand and (-12) FTEs reflects the transfer from DISA/JSP to Defense Counterintelligence and Security Agency (DCSA) of the Department of Defense Consolidated Adjudications Facility (DoD CAF) funding and manpower to ensure compliance with NDAA 2018.

Field Commands and Field Offices (-11) FTEs: The decrease of $-1,580 thousand and (-11) FTEs reflects the transfer from DISA to the United States Air Force (USAF) of the commercial satellite communications COMSATCOM mission, manpower and funding, to ensure compliance with NDAA 2018.

Network Operations (-6) FTEs: A decrease of $-870 thousand and (-6) FTEs is due to reduced manpower requirements for SATCOM capabilities within Network Operations.

Phoenix Air-to Ground Communication Network (PAGCN) (-3) FTEs: A decrease of $-447 thousand and (-2) FTEs reflects the transfer of the Phoenix -Air-to-Ground Communication Network (PAGCN) manpower and funding from DISA to the United States Air Force (USAF) to ensure compliance with NDAA 2018.

Defense-Wide Reduction (-5) FTEs: Eliminate End Point Modernization Task Force ($-755 thousand; -5 FTEs) – Compensation and Benefits

DISA Internal FTE Rephasing (+42) FTEs: An increase of (+42) FTEs primarily reflects an internal rephasing. DISA experienced significant under execution in FTEs. As a result, the Agency reduced civilian FTE levels in under executing programs and gradually rephased these FTEs across future years. The increase of FTEs represent this year's rephasing level. DISA continues to use a variety of recruiting initiatives such as direct hiring authority, job fairs, cyber excepted service authorities, etc. to return programs to their authorized manpower levels.

Joint Artificial Intelligence Center (+33) FTEs: Increase of $(+33) FTs is attributed additional civilian personnel supporting the NDAA Section 238 responsibilities of building a roadmap to develop, mature, adopt and transition Artificial Intelligence (AI) to operational use.

Global Command and Control System (+30) FTEs: An increase of (+30) FTEs is primarily attributable to an increase in manpower required for legacy GCCS-J sustainment.

Joint Service Provider (+11) FTEs: An increase of (+11) FTEs in the JSP is the result of the functional transfer of common IT services and resources not previously transferred to the JSP as well as life-safety backbone services and resources from PFPA to JSP.

Joint Force Headquarters (+12) FTEs: An increase (+12) FTEs provides command and control personnel to support Cyber Mission Force.

Joint Service Provider (+3) FTEs: An increase of $597 thousand and (+3) FTEs is attributable to the transfer of funding and manpower from the Defense Legal Services

Agency (DLSA) to JSP to properly align shared IT services in the Pentagon and the National Capital Region (NCR) under JSP.

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VI. <u>**OP 32 Line Items as Applicable (Dollars in thousands):**</u>

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	427,433	11,883	-7,468	431,848	6,650	-4,279	434,219
106 Benefit to Fmr Employees	149	4	-153	0	0	0	0
121 PCS Benefits	2,378	66	-2,444	0	0	0	0
199 Total Civ Compensation	**429,960**	**11,953**	**-10,065**	**431,848**	**6,650**	**-4,279**	**434,219**
308 Travel of Persons	38,426	769	-7,516	31,679	634	4,346	36,659
399 Total Travel	**38,426**	**769**	**-7,516**	**31,679**	**634**	**4,346**	**36,659**
671 DISA DISN Subscription Services (DSS)	33,281	-2,872	13,772	44,181	2,121	1,832	48,134
672 PRMRF Purchases	0	0	26,998	26,998	0	356	27,354
677 DISA Telecomm Svcs - Reimbursable	25,162	503	23,462	49,127	0	0	49,127
696 DFAS Financial Operation (Other Defense Agencies)	9,411	20	-1,239	8,192	2,198	-648	9,742
697 Refunds	1	0	-1	0	0	0	0
699 Total DWCF Purchases	**67,855**	**-2,349**	**62,992**	**128,498**	**4,319**	**1,540**	**134,357**
771 Commercial Transport	3,924	78	263	4,265	85	0	4,350
799 Total Transportation	**3,924**	**78**	**263**	**4,265**	**85**	**0**	**4,350**
912 Rental Payments to GSA (SLUC)	11,212	224	385	11,821	236	5,378	17,435
913 Purchased Utilities (Non-Fund)	3,795	76	3,529	7,400	148	0	7,548
914 Purchased Communications (Non-Fund)	42,747	855	-10,853	32,749	655	-738	32,666
915 Rents (Non-GSA)	60	1	70	131	3	0	134
917 Postal Services (U.S.P.S)	13	0	205	218	4	0	222
920 Supplies & Materials (Non-Fund)	6,371	127	2,217	8,715	174	0	8,889
921 Printing & Reproduction	3,330	67	-3,306	91	2	0	93
922 Equipment Maintenance By Contract	1,096,473	21,929	474,754	1,593,156	31,863	-147,264	1,477,755
923 Facilities Sust, Rest, & Mod by Contract	41,601	832	-31,804	10,629	213	-3,158	7,684

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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
925 Equipment Purchases (Non-Fund)	82,958	1,659	32,170	116,787	2,336	-7,844	111,279
932 Mgt Prof Support Svcs	149,829	2,997	-151,090	1,736	35	0	1,771
933 Studies, Analysis & Eval	2,216	44	-56	2,204	44	0	2,248
934 Engineering & Tech Svcs	0	0	1,703	1,703	34	0	1,737
960 Other Costs (Interest and Dividends)	0	0	19	19	0	0	19
985 Research & Development, Contracts	537	0	-537	0	0	0	0
987 Other Intra-Govt Purch	27,331	547	33,759	61,637	1,233	-34	62,836
989 Other Services	172,066	3,441	-22,980	152,527	3,051	-31,659	123,919
990 IT Contract Support Services	0	0	40	40	1	-32	9
999 Total Other Purchases	**1,640,539**	**32,799**	**328,225**	**2,001,563**	**40,032**	**-185,351**	**1,856,244**
Total	2,180,704	43,250	373,899	2,597,853	51,720	-183,744	2,465,829

* The FY 2019 Actual column <u>includes</u> $109,472.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $84,588.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $59,780.0 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.

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DLA	361,425	7,307	59,452	428,184	7,809	-53,909	382,084

I.   Description of Operations Financed: The following is a description of the Defense Logistics Agency's (DLA) Operation and Maintenance (O&M) activities:

Administration and Service-Wide Activities: Includes contracts, supplies, equipment maintenance, communications, personnel costs, travel, and training. The two sub-categories are Department of Defense (DoD) Programs and Headquarters (HQ) DLA Programs:

DoD Programs – These include program offices under the Office of the Secretary of Defense direction for which DLA provides budget administration support. Assigned personnel work exclusively on their respective programs. The activity group, described below, includes:

 1. Automatic Identification Technology (AIT)
 2. Business Process Reengineering Center (BPRC)
 3. Logistics Support Activities (LSA) (a.k.a - Continuity of Operations Program (COOP)/Classified Program
 4. Defense Property Accountability System (DPAS)
 5. Defense Standardization Program Office (DSPO)
 6. Joint Purchase Card Program Office (JPCPO)
 7. Logistics Transformation

I.   Description of Operations Financed (cont.)
 8. Property & Equipment Policy (P&EP)
 9. DoD Enterprise Business Systems (DEBS)

1. Automatic Identification Technology (AIT): AIT is a suite of technologies (e.g., bar codes, smart cards, satellite tracking systems, and Radio Frequency Identification (RFID) tags) used to capture, aggregate, and transfer data automatically to the Automated Information Systems (AIS). The use of AIT with AIS provides timely visibility of logistics assets, whether in-process, in-storage, or in-transit. Current DoD policy requires the use of active (high capacity) RFID tags to mark certain consolidated shipments and passive RFID tags for the case, pallet, and item packaging for unique identification items.

2. Business Process Reengineering (BPR) Center (BPRC): BPRC focuses on a management analysis discipline that redesigns processes, organizations, and the culture of DoD activities through functional leaders who apply improvement tools and techniques. The BPR technique of redesign can be radical or incremental to achieve dramatic improvements. BPRC achieves results by analyzing processes through a cross-functional, integrated analysis of multiple activities or functions. BPRC is chartered to support OUSD (A&S), and includes services to carry out activities such as:
   - Strategic planning, outlining vision and goals;
   - Activity modeling of current and future processes, including cross-functional and integration analyses;
   - Data modeling (including data standardization) associated with activity modeling;
   - Benchmarking to identify and evaluate best practices and their application to DoD;
   - Development of functional economic analyses;
   - Planning for BPR implementation and assessment;

I.   <u>**Description of Operations Financed (cont.)**</u>
    - Analysis leading to the selection of migration systems following BPR;
    - Development and identification of BPR tools.

3. <u>Logistics Support Activities (LSA) (a.k.a.- Continuity of Operations (COOP)</u>/
   <u>Classified Program</u>: This program is reported in accordance with Title 10, United
   States Code (USC), Section 119(a) (1) in the Special Access Program Annual Report to
   Congress. Additional details pertaining to the justification of Special Access
   Programs, Military Intelligence Programs, National Intelligence Program, and all other
   classified programs are in sections 4E (Procurement), 4F (Research & Development) and
   4M of the annual report. In accordance with DoD Directive 5111.1 and DoD Directive
   5111.13, Defense Continuity & Mission Assurance (DC&MA) was established to consolidate
   continuity-related policy and oversight activities within DoD in order to ensure the
   Secretary of Defense, the Deputy Secretary of Defense and their senior and supporting
   staffs, and the DoD Components in coordination with the Chairman of the Joint Chiefs
   of Staff can perform their mission essential functions under all circumstances.

   DC&MA provides the DoD with policy, plans, oversight of crisis management and
   continuity related programs. The DC&MA's primary mission is to support the continued
   execution of the Department's mission essential functions across the full spectrum of
   threats. The threats range from major natural disasters to weapons of mass destruction
   in major metropolitan areas, as well as large-scale terrorist attacks. The Executive
   Director, DLA J32 Mission Support in coordination with the Deputy Assistant Secretary
   of Defense (DASD) for DC&MA oversees the implementation of Defense continuity policy,
   including activities supporting continuity of operations, continuity of government,
   and enduring constitutional government.

I.   **Description of Operations Financed (cont.)**

4. <u>Defense Property Accountability System (DPAS)</u>: DPAS is an Accountable Property System of Record (APSR) that meets the property accountability requirements for the Army, Navy, Marine Corps, Air Force and 26 Defense Agencies/Field Activities (DA/FA). DPAS provides support for over 15,000 users, and is accountable for approximately 60 million assets valued at over $181 billion. DPAS is an enduring system that interfaces with Enterprise Resource Planning and legacy accounting systems and is a critical financial feeder system for the Services and DA/FA. DPAS provides capital asset values (acquisition value less accumulated depreciation) that are reported on Component financial statements for personal, military, heritage, and real property in support of audit readiness, per the National Defense Authorization Act of 2010. DPAS maintains a clean Statement on Standards for Attestation Engagements (SSAE)-16 audit which validates controls within the system significantly reducing its customers audit requirements and is scheduled to add 8,000 new users over the next 18 months to satisfy emerging audit readiness needs. DPAS is the Fleet Management Information System for the Defense Agencies, Air Force and the Army. This provides the ability to track the maintenance actions, to include preventive and breakdown/emergency actions, usage of the assets (miles/hours/rounds fired) and scheduling of dispatch. An interface was created with the General Services Administration (GSA) Fleet Automotive Statistical Tool to eliminate the manual entry of data for annual reporting. To assist the Department in eliminating the material weakness identified in the Statement of Assurance, DPAS also provides the capability to manage assets that have been provided to contractors (Government furnished property). This includes an automated interface with the Wide Area Workflow to automate the identification of assets being transferred to and from the contractors. The system is web-enabled and is continually upgraded to comply with the latest business transformation initiatives. A Warehouse Management module has been added to provide support for the management of Organizational Clothing and Individual Equipment (OCIE) assets for the Marine Corps, Navy, Air Force and Army.

I.   Description of Operations Financed (cont.)
  This module is also being used to manage Operating Materials and Supplies (OM&S) parts
  and spares in many organizations. The Under Secretary of Defense Acquisition and
  Sustainment (OUSD(A&S)) provides program management oversight.

5. Defense Standardization Program Office (DSPO): The DSPO is made up of the Defense
   Standardization Program (DSP) and the Government Industry Data Exchange Program
   (GIDEP) functions.

a) DSP is authorized by Sections 2451-2452 of Title 10, USC, and the DoDI 4120.24, which
   implements DSP in the DoD. DSPO is the Executive Agent responsible for developing DoD
   policy and procedures for the DSP, to include the development and use of military
   specifications and standards; DoD adoption of non-Government standards; Diminishing
   Manufacturing Sources and Material Shortages (DMSMS); GIDEP; and a variety of related
   issues. DSPO represents the Department to DoD communities, other Federal agencies, and
   the private sector by providing tools, training, and outreach with materiel
   standardization products and services that enhance and facilitate understanding,
   communication, and coordination to improve interoperability and logistics readiness
   and reduce total ownership costs. DSPO also represents the United States on NATO
   materiel standardization policy committees.

b) GIDEP is a part of DSPO. GIDEP's mission is to foster and facilitate the exchange of
   technical information between Government agencies and industry to increase systems
   safety, reliability, and readiness while reducing systems development, production, and
   ownership costs. Member agencies include the DoD, DoD Components, the Department of
   Energy, and National Air and Space Administration. Information exchanged has been
   focused on nonconforming parts (including counterfeits), obsolescence management,
   product change, engineering, reliability/ maintainability, and metrology. GIDEP

I.   Description of Operations Financed (cont.)

members provide information to the GIDEP database through a web interface and/or through custom reports. GIDEP has been designated by OMB Policy Letter 91-3 as the provider of the Government's central database for receiving and disseminating information about nonconforming products and materials (including suspected counterfeits) and by DoD as the DMSMS centralized database for sharing DMSMS information among DoD and Industry groups. GIDEP supports approximately 2,000 organizations, who have reported approximately $2 billion in savings and cost avoidance to date, through the use of this information exchange.

6. Joint Purchase Card Program Office (PCOLS): The PCOLS program minimizes purchase card related fraud, waste, and abuse and enables the transition to a procurement portfolio e-business environment. The OUSD (A&S) provides program management oversight.

7. Logistics Transformation: The program facilitates efforts to develop and implement effective supply chain management and logistics processes in the Department, from sources of supply to operational customers, and from early acquisition planning through sustainment and disposal.

8. Property & Equipment Policy (P&EP): P&EP office is the lead OUSD(A&S) office for equipment accountability, policy, and audit readiness. P&EP office mission areas include:

 - Working to improve equipment life-cycle visibility from initial acquisition through final disposition processing;
   - Examining Department policies and establishing improvement plans to obtain a higher

I. **Description of Operations Financed (cont.)**
    degree of asset visibility;
    - Establishing requirements for Accountable Property Systems of Record (APSR);
    - Managing Federal fleet management requirements as implemented within the Department;
    - Setting Internal Use Software (IUS) accountability requirements; and
    - Leveraging Proper Financial Accounting Treatment for General Equipment (PFAT4GE) contract structuring with the use of Wide Area Workflow (WAWF) and the Item Unique Identification (IUID) Registry to collect valuable equipment information.

    In addition, P&EP is the responsible office for DoD Instruction (DoDI) 5000.64, "Accountability and Management of DoD Equipment and Other Accountable Property," which sets accountability policy for equipment, special tools, special test equipment, or other accountable property, and DoDI 5000.76, "Accountability and Management of Internal Use Software," which provides accountability requirements for IUS as a subset of General PP&E.

9. <u>DoD Enterprise Business Systems (DEBS)</u>: With the disestablishment of the Business Transformation Agency (BTA), DLA O&M assumed responsibility on 1 August 2011 for 15 systems collectively referred to as DEBS. Since that date: Synchronized Pre-Deployment Operational Tracker (SPOT) was transferred to the Defense Human Resources Activity (DHRA) in FY 2012; Virtual Interactive Processing System (VIPS) was terminated in FY 2013; Global Exchange (GEX) and Electronic Document Access (EDA) transferred in FY 2013 and Wide Area Workflow (WAWF) transferred in FY 2014) to the Defense Working Capital Fund (DWCF); Business Enterprise Information System (BEIS) was transferred to the Defense Finance and Accounting Service (DFAS) in FY 2015; and Defense Travel System (DTS) and the Defense Information System for Security (DISS) transferred to the Defense Human Resources Activity in FY 2016. Currently, the five

I.   <u>Description of Operations Financed (cont.)</u>
remaining systems and DEBS Infrastructure are managed under the DEBS portfolio as
follows:

a) <u>Defense Agencies Initiative (DAI)</u>: The Defense Agencies Initiative (DAI) is a
financial management system of nine integrated business processes that provides real
time, web-based access for over 63K personnel records, auditors, and other DoD
employees including over 46K users who make sound business decisions in support of the
Warfighter. DAI Program Management Office (PMO) supports these business processes and
68 operational activities, at 23 agencies with over 1,834 locations worldwide.

Common business functions include: Procure to Pay (P2P); Order to Cash (O2C); Acquire
to Retire (A2R); Budget to Execute (B2E); Cost Accounting; Hire to Retire (H2R)
(Time/Labor reporting and absence management); budget formulation; Treasury direct
disbursing; Revolving Fund accounting; Defense Working Capital Fund (DWCF) accounting;
General fund accounting; automated Governance, Risk and Compliance (GRC) internal
controls for audit; and grants financial management accounting. DAI will be
developing Defense Travel Modernization (DTM) pilot integration and Re-Sales
accounting in Release 3. Release 4 will include Federal G-Invoicing and DFAS unique
requirements.

a) <u>Defense Retiree and Annuitant Pay System 2 (DRAS2)</u>: DRAS2 is an enterprise system
that pays military retirees, former spouses, and survivor beneficiaries. DRAS2
supports the growing number of retirees and annuitants entering the system at a rate
of 2-5% per year, and supports an annual payroll in excess of $40 billion for 2.7
million people. It provides enhanced system functionality, flexibility, and a modern

I.   <u>Description of Operations Financed (cont.)</u>
architecture to improve efficiency and reduce costs by streamlining processes and focusing on new ways of doing business. DRAS2 will be on a cost effective modern platform that enables the rapid insertion of new statutory and regulatory requirements.

b) <u>DoD Enterprise Business System (DEBS) Infrastructure</u>: This consolidated support provides key skill sets that can be shared among the programs (EFD, DRAS2, DAI, JCCS, SPS), reducing overall unique program costs and using standard and repeatable processes to manage programs throughout all phases of the acquisition life cycle.

c) <u>Enterprise Funds Distribution (EFD)</u>: EFD provides a web-based application for the automated pre-planning, apportioning, reprogramming, adjusting authority levels resulting by a rescission, congressional tracking, and reporting of appropriated funding distributed throughout DoD. EFD streamlines core funds distribution capabilities across components and provides visibility both vertically and horizontally. EFD provides OUSD(C) with the compatibility to track congressional action, create baselines (DD 1414), and produce funding authorization and control documents for all DoD appropriations. OUSD(C) will use EFD for funds distribution at levels I and II for all components, and the Defense Agencies will use EFD for funds distribution at all levels.

d) <u>Joint Contingency Contract System (JCCS)</u>: JCCS is the primary source for Iraq and Afghanistan vendor information. JCCS is provides a capability to register host nation vendors in English and Arabic, vendor past performance information, and to allow posting of Iraqi/Afghani reconstruction solicitations. In addition, JCCS provides a capability for vendors to submit proposals, track historical reconstruction contract

I.   <u>**Description of Operations Financed (cont.)**</u>
data, and allow oversight of in-theatre contracts to monitor cost, schedule, performance, and vendor activities. JCCS provides the CENTCOM-Joint Theater Support Contracting Command (C-JTSCC) professionals a single source of data for HN vendor management to include: HN vendor registration, past performance, vetting, invoice and payment for contracting and financial data to support mission spend analysis, strategic sourcing and staffing requirements. JCCS produces a myriad of contract and financial reports to support the warfighter's overall acquisition forecasting. JCCS is also a platform for web services delivery of expeditionary and contingency business applications to include SPS, SPOT, EDA, GEX, and FPDS-NG, TBC, cASM, OCONTRAX and WAWF. JCCS supports contingency initiatives to include the 3in1 Handheld Device and ACSA-Global Acquisition Tracking Reporting Tool - AGATRS and Theater Business Clearance.

e) <u>Standard Procurement System (SPS)</u>: SPS is the DoD contract writing system used by 27,000 procurement professionals, in over 500 contracting offices, in each military Service and 16 Defense agencies world-wide. It automates the contracting process from procurement request, through award and administration, to final closeout. SPS accomplishes three main functions: contract placement, procurement, and contract administration.

The SPS Joint Program Management Office (JPMO) manages the acquisition of SPS software and support, which is distributed to and operated by the DoD Components, and maintains the suite of applications by providing version releases approximately once per year. Since the program is in the sustainment phase, version releases are limited to security updates, policy updates, technology updates, and product defect fixes. SPS JPMO also provides help desk services, deployment support, and integration support to its customers. The SPS Milestone Decision Authority is the DLA Program Executive

I.   **Description of Operations Financed (cont.)**
     Officer. The Director of Defense Procurement and Acquisition Policy (DPAP) is the
     Principal Functional Proponent.

   HQ DLA Programs includes programs associated with the DLA logistics mission as well as
   Departmental programs. DLA provides budget administrator support and is responsible
   for program oversight and policy guidance for these programs, described in the
   paragraphs that follow:

   1. Audit Readiness
   2. Contingency Logistics
   3. Continuing Health
   4. Defense Critical Infrastructure Program (CIP)
   5. Defense Finance and Accounting Service (DFAS)
   6. Defense Information System Network (DISN)
   7. Disability Compensation
   8. Homeless Blankets
   9. Joint Contingency Acquisition Support Office (JCASO)
   10. Law Enforcement Support Office (LESO)
   11. Logistics and Manufacturing Technology
   12. Managerial Support
   13. Mapping
   14. Military Global Positioning System (GPS) User Equipment (MGUE):
   15. Morale, Welfare and Recreation (MWR)

I.   Description of Operations Financed (cont.)
     16. Procurement Technical Assistance Program (PTAP)
     17. Unemployment Compensation
     18. Warstopper

 1. <u>Audit Readiness</u>: This funding supports the audit activities of the DLA General Fund
    appropriations. This includes: 1)Audit readiness support; 2)Business Process Controls
    (BPC) support to include Process Cycle Memorandum Review, BPC identification and
    testing, Corrective Action Plans (CAP), Request for Change (RFC) and CAP validation
    and documentation remediation; 3)Service provider support which will include updated
    Memorandum of Agreements, Memorandum of Understanding, or Service Level Agreements and
    Defense Information Systems Agency (DISA) support; and 4)Other systems and micro
    applications, CAPs, RFCs, CAP validation and update System Assertion Work Products.

 2. <u>Contingency Logistics</u>: The Contingency Logistics program supports military unique
    (DoD-Mandated) tasks, such as readiness support, that a commercial distribution
    company would not experience. Contingency Logistics helps to keep the DLA's prices
    competitive with those of the private sector, which do not include overhead for DoD
    unique costs. For example, a commercial operation would either dispose of inventory
    demanded only in wartime (War Reserve Materiel) or charge the customer for the costs
    of retaining this inventory. By funding the cost of retaining this inventory outside
    customer prices, DLA can reduce the materiel surcharge (Cost Recovery Rate) to achieve
    more comparable pricing. The baseline includes peacetime contingency planning and
    Command and Control Center costs, and the Department's hazardous and ozone depleting
    substances programs.

I.   Description of Operations Financed (cont.)

3. <u>Continuing Health</u>: The Continuing Health program provides coverage for DLA employees affected by reductions-in-force and Base Realignment and Closure (BRAC).

4. <u>Defense Critical Infrastructure Program (DCIP)</u>: DCIP supports DoD-wide risk management decisions by enabling responsible authorities to execute a wide variety of mission essential functions in support of national security objectives. The Defense Logistics Infrastructure Sector Lead Agent funding was realigned from ASD (Homeland Defense & Americas Security Affairs) in FY 2009 to DLA. This allows Logistics DCIP program management to take place closer to the execution source. DLA facilitates the identification, assessment, and risk management of DoD-wide logistics critical assets. This information is shared with the Combatant Commands, Services, and other Defense Agencies via a DCIP shared data environment for integrated, DoD-wide DCIP risk management. This enables the prioritization of scarce Component resources for remediation of infrastructure vulnerabilities, mitigation of impact of incidents upon infrastructure, and reconstitution of DoD infrastructure capabilities by allowing resources to be applied to Defense critical infrastructure assets essential to project, support, and sustain military forces and operations.

5. <u>Defense Finance and Accounting Service (DFAS)</u>: These funds reimburse DFAS for accounting services provided to the General Fund activities (DoD Programs and HQ DLA Programs).

6. <u>Defense Information System Network (DISN)</u>: These funds reimburse DISA for the DISN services.

I. Description of Operations Financed (cont.)

7. Disability Compensation: The Disability Compensation program provides required funding for disability compensation for the Clothing Factory (Troop Support) closed by BRAC 1993.

8. Homeless Blankets: The Stewart B. McKinley Homeless Assistance Act of 1987 enables DLA to provide blankets to qualified US 501(C)3 organizations working with the homeless. Homeless shelters request blankets, which are issued on a first-come, first-served basis up to the amount of funding.

9. Joint Contingency Acquisition Support Office: JCASO provides a joint enabling capability across the Geographic Combatant Commands (GCC), US Special Operations Command (USSOCOM), and U.S. Government agencies. JCASO operationalizes program management of Operational Contract Support (OCS) for planning, real world operations (including conflict/humanitarian support), joint exercises, and training. JCASO has the centralized capability and resources to assist a GCC in planning for and providing program management for OCS throughout all phases of an operation and has planners that are subject matter experts on OCS embedded in the GCC, USSOCOM, and JSJ7 staffs to provide planning guidance and analysis for commercial support requirements development, sourcing/contracting and contractor management. Upon request, JCASO can deploy scalable teams that provide an expeditionary, joint OCS program management capability to the GCC or Joint Force Commander (JFC) that synchronizes OCS to support additional strategic planning, contingency acquisition, contract formation/management, and would assist in maintaining visibility/accountability of contractors authorized to accompanying the force. Following joint engagements, JCASO also provides best practices, observations, insights, and joint lessons learned to DASD(Logistics) and the Joint Staff J4 as Co-chairs of the DoD OCS governance board, the Functional Capabilities Integration Board.

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

The majority of the JCASO baseline budget funds personnel salaries and travel as directed by 32 CFR Part 158, DoD Instruction 3020.41 and Joint Publication (JP) 4-10, "OCS." JCASO engages in an average of thirteen major Title X exercises per year. These 2-week exercises also have a concept development, initial, mid, and final planning event, which each last 1 week. JCASO also supports/has supported numerous real-world contingencies to include Operation UNIFIED RESPONSE, Operation ODYSSEY DAWN, Operation TOMODACHI, Operation UNITED ASSISTANCE, Operation INHERENT RESOLVE, Operation RESOLUTE SUPPORT/FREEDOM SENTINEL and Operation SAHAYOGI HAAT. Additionally, JCASO has provided key support during Hurricanes Sandy, Harvey, Irma, Maria, Michael, and provides operational support to the Southwest Border mission. The deployable teams reset after joint deployments to prepare for the next operational/relief support missions.

10. <u>Law Enforcement Support Office (LESO)</u>: LESO administers the transfer of excess DoD personal property suitable for use by other Federal and State agencies in law enforcement activities, including preference to the Department of Homeland Security, counter-drug/counter terrorism and border security activities, as prescribed in the under Section 1033 of the FY 1997 National Defense Authorization Act (NDAA) (10 USC 2576a); LESO provides information and training on the process and procedures of the excess property program to Federal and State agencies annually in accordance with Section 1401 of the FY 2003 NDAA (10 USC 380). The 1033 Program has transferred $7 billion in materiel since the program's inception and $276 million in FY 2018. Approximately 8,000 law enforcement agencies nationwide currently participate in this highly visible program that enhances law enforcement capabilities while saving the taxpayer dollars. LESO has consultation and coordination of authority with the OSD, Department of Justice (DoJ), and the Office of National Drug Control Policy (ONDCP) in

I.   Description of Operations Financed (cont.)

an effort to aide in the National Military Strategy and the National Drug Control
Strategy.

11. Logistics and Manufacturing Technology: Program funds expenses for Headquarters
Research, Development, Technology, and Evaluation (RDT&E) management; organizational
management analyses, test and evaluation for systems sustainment personnel and command
support, and product improvement within the current performance envelope for systems
out of production.

12. Managerial Support: Program funds Director's coins, interest, investigative support,
Official Representation Funds, and expenses incurred against inactive programs.

13. Mapping: DLA serves as the DoD Integrated Materiel Manager and Distributor of
approximately 70,000 map items that transferred from the National Geospatial-
Intelligence Agency. DLA provides a unified world-wide tailored distribution system
for all geospatial products; which are no longer strictly hard copy map products but
also include a wide variety of classified and unclassified hydrographic, topographic,
aeronautical and digital maps, charts and various publications required to support the
warfighter.

14. Military Global Positioning System (GPS) User Equipment (MGUE): MGUE are modernized
receiver platforms, that are used in hundreds of military equipment items and critical
weapon systems. Recently, the trusted foundry responsible for the production of
application-specific circuits (ASIC) that are integrated into GPS provided end-of-life
notification to the Department of Defense. DLA has been tasked by the Department to
conduct the end-of-life procurement of all remaining ASIC units and provide oversight

I.   **Description of Operations Financed (cont.)**
for their storage and distribution, which will provide a stable supply of these circuits to the Military Services over the course of the next 8 years, or until the next incremental ASIC is developed and produced.

15. **Morale, Welfare and Recreation (MWR)**: MWR provides programs and services designed to foster readiness, and enhance lives of Warfighters, Families, Civilians, Retirees and other eligible patrons. This work is vital to DLA in support of the total well-being of over 25,000 personnel to better serve the Warfighter and our Nation. Included are family programs, child and youth programs, recreation and sports programs, and leisure activities. Funding is based on program operational requirements and DoD funding standards for MWR activities.

16. **Procurement Technical Assistance Program (PTAP)**: This program is authorized under Title 10 USC Chapter 142, which authorizes the Secretary of Defense, acting through the Director, DLA, to enter into cost sharing cooperative agreements with state and local governments, nonprofit organizations, Indian tribal organizations and Indian economic enterprises to establish and maintain procurement technical assistance centers. The purpose of the program is to enhance the industrial base, improve local economies and generate employment by assisting businesses in obtaining and performing under contracts with DoD as well as other federal agencies and state and local governments. Under the PTAP statute, DLA can pay up to $1.0 million for statewide programs and $0.75 million for regional (less than statewide) programs during the fiscal year.

17. **Unemployment Compensation**: The DLA pays the Unemployment Compensation bill for all Defense Agencies.

I.   **Description of Operations Financed (cont.)**

18. Warstopper Program: The Warstopper Program implements industrial preparedness
    measures and preserves critical industrial capabilities to support the Department's
    readiness requirements and meets requirements of the Defense Production Act of 1950,
    Section 103 of Executive Order 13603, and NDAA 1992-1993 Conference Report
    requirements directing DLA to maintain industrial readiness for critical "War stopper"
    items. These industrial readiness measures are applied to vulnerable industrial base
    items within the DLA supply chains such as chemical protective suits, nerve agent
    antidote auto-injectors, meals-ready-to eat, aging aircraft spares, specialty fuels,
    the nuclear enterprise and some specialty steels. Peacetime demand for these items is
    inadequate to sustain an industrial base sufficient to meet mobilization requirements.
    DLA uses a rigorous business case evaluation to obtain a return on investment that
    maximizes warfighter benefits. The Warstopper Program is the single Agency program for
    the preservation of essential production capability. It provides the means to invest
    in improving industry responsiveness, typically without purchasing finished goods
    inventory. The Warstopper Program has led to cumulative DoD inventory, War Reserve
    Materiel, costs avoidance of nearly $7 billion through the investment of approximately
    $1 billion over the program's lifetime (1993).

II. **Force Structure Summary:**
N/A

III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2019 Actuals | Budget Request | FY 2020 Congressional Action | | | Current Enacted | FY 2021 Estimate |
			Amount	Percent	Appropriated		
BA4 Administration and Service-Wide Activities: DoD Programs	**64,807**	**69,357**	**0**	**0.0**	**69,357**	**69,357**	**76,383**
Automatic Identification Technology	586	2,625	0	0.0	2,625	2,625	0
Business Process Reengineering Center	2,835	2,689	0	0.0	2,689	2,689	2,379
Defense Property Accountability System	7,534	8,005	0	0.0	8,005	8,005	18,140
Defense Standardization Program Office	9,247	7,949	0	0.0	7,949	7,949	7,671
Joint Purchase Card Program Office	1,466	2,758	0	0.0	2,758	2,758	2,578
Logistic Support Activities (LSA) (a.k.a. Continuity of Operations)	34,332	35,915	0	0.0	35,915	35,915	36,672
Logistics Transformation	7,909	8,401	0	0.0	8,401	8,401	7,915
Property & Equipment Policy	898	1,015	0	0.0	1,015	1,015	1,028
BA4. Administration and Service-Wide Activities: DoD Programs - DoD	**90,544**	**115,779**	**0**	**0.0**	**115,779**	**115,779**	**100,525**

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
Enterprise Business Systems							
Defense Agencies Initiative	48,288	71,655	0	0.0	71,655	71,655	60,746
Defense Retiree and Annuitant System 2	10,042	9,230	0	0.0	9,230	9,230	6,376
DoD Enterprise Business Systems Infrastructure	9,462	9,685	0	0.0	9,685	9,685	9,128
Enterprise Funds Distribution	6,398	7,229	0	0.0	7,229	7,229	7,604
Joint Contingency Contract System	2,361	2,376	0	0.0	2,376	2,376	1,882
Standard Procurement System	13,993	15,604	0	0.0	15,604	15,604	14,789
BA4. Administration and Service-Wide Activities: HQ DLA Programs	**206,074**	**230,563**	**12,485**	**5.4**	**243,048**	**243,048**	**205,176**
Audit Readiness	2,525	2,701	0	0.0	2,701	2,701	2,444
Contingency Logistics	48,111	61,642	-6,015	-9.8	55,627	55,627	49,587
Continuing Health	108	111	0	0.0	111	111	113
Counter Drug	573	0	0	n/a	0	0	0
Defense Critical Infrastructure Program	931	1,189	0	0.0	1,189	1,189	1,121
Defense Environmental Restoration Account	5,463	0	0	n/a	0	0	0

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	FY 2020 Congressional Action Percent	FY 2020 Congressional Action Appropriated	Current Enacted	FY 2021 Estimate
Defense Finance & Accounting Service	2,360	3,072	0	0.0	3,072	3,072	3,069
Defense Information System Network	6,768	5,942	0	0.0	5,942	5,942	6,529
Disability Compensation	795	811	0	0.0	811	811	824
Homeless Blankets	3,359	3,568	0	0.0	3,568	3,568	0
Joint Contingency Acquisition Support Office	8,864	6,776	0	0.0	6,776	6,776	0
Law Enforcement Support Office	3,001	3,399	0	0.0	3,399	3,399	3,500
Logistics & Manufacturing Technology	2,978	4,213	0	0.0	4,213	4,213	3,959
Managerial Support	33	25	0	0.0	25	25	25
Mapping	26,662	30,837	0	0.0	30,837	30,837	28,441
Military Global Positioning System (GPS) User Equipment (MGUE)	0	0	0	n/a	0	0	5,600
Morale, Welfare & Recreation	6,165	27,328	-1,000	-3.7	26,328	26,328	24,087
Procurement Technical Assistance Program	42,336	25,004	19,500	78.0	44,504	44,504	25,636

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

			FY 2020				
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Unemployment Compensation	4,311	5,783	0	0.0	5,783	5,783	6,101
Warstoppers	40,731	48,162	0	0.0	48,162	48,162	44,140
Total	**361,425**	**415,699**	**12,485**	**3.0**	**428,184**	**428,184**	**382,084**

DEFENSE LOGISTICS AGENCY
Operation and Maintenance, Defense-Wide
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III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**415,699**	**428,184**
Congressional Adjustments (Distributed)	14,500	
Congressional Adjustments (Undistributed)	-2,015	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**428,184**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**428,184**	
Supplemental		
Reprogrammings		
Price Changes		7,809
Functional Transfers		5,600
Program Changes		-59,509
Current Estimate	**428,184**	**382,084**
Less: Wartime Supplemental		
Normalized Current Estimate	**428,184**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**415,699**
1. Congressional Adjustments		12,485
a. Distributed Adjustments		
1) Program Increase - Procurement Technical Assistance Program	19,500	
2) Excess Growth	-5,000	
b. Undistributed Adjustments		
1) Defense Wide Reduction for Unjustified Growth	-1,535	
2) Defense Wide Reduction for Budget Justification Inconsistencies	-480	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**428,184**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**428,184**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**428,184**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**428,184**
6. Price Change		7,809
7. Functional Transfers		5,600
a. Transfers In		
1) Military Global Positioning System (GPS) User Equipment (MGUE)	5,600	
Funding transferred from: Army - $88 million; Air Force - $250 million; Marine Corps - $4 million; Navy - $6 million)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

MGUE are modernized receiver platforms, that are
used in hundreds of military equipment items and
critical weapon systems. Recently, the trusted
foundry responsible for the production of
application-specific circuits (ASIC) that are
integrated into GPS provided end-of-life
notification to the Department of Defense. DLA has
been tasked by the Department to conduct the end-of-
life procurement of all remaining ASIC units and
provide oversight for their storage and
distribution, which will provide a stable supply of
these circuits to the Military Services over the
course of the next 8 years, or until the next
incremental ASIC is developed and produced. Funding
provided in O&M is for labor and overhead associated
with receiving, storing, and distributing 900,000
MGUE application-specific circuits (ASIC) to the
services. (FY 2020 Baseline: $0 thousand)

8. Program Increases   44,754
   a. Annualization of New FY 2020 Program
   b. One-Time FY 2021 Increases
      1) EDI Hazardous Materials Warehouse   23,000
         Funding for EDI Hazardous Materials Warehouse at
         Germersheim, GY; total requirement $31 million.
         During the FY 2021 budget build, a portion of the
         funding for this requirement ($23 million) was
         inadvertently placed in the Operation and
         Maintenance (O&M) account. As part of the Defense

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Wide Review, the EDI Warehouse project was deferred
to FY 2022 to free up resources for higher DoD
priorities.

   c. Program Growth in FY 2021

     1) Defense Property Accountability System (DPAS)   10,000
       Increased funding will be used to modify the DPAS
       server infrastructure and code architecture to
       incorporate modern software development practices,
       which will provide DPAS the ability to scale and
       grow with customer demands and improve availability
       {up time/always on). Additionally, software
       maintenance costs are predicted to increase with the
       customer base growth and user interfaces will also
       need to be modernized for utilization on new user
       devices such as tablets and phones. The DPAS team
       also requires additional trainers, help desk
       support, and coders to sustain system performance
       during and after the upgrade. (FY 2020 Baseline:
       $8,005 thousand; Baseline FTEs: 0)

     2) Contingency Logistics   7,726
       The Contingency Logistics Program supports military
       unique (DoD-Mandated tasks, such as readiness
       support, that a commercial distribution company
       would not experience. Contingency Logistics helps
       to keep the DLA's prices competitive with those of
       the private sector, which do not include overhead
       for DoD unique costs. The baseline includes
       peacetime contingency planning and Command and

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Control Center costs, and the Department's Hazard and Ozone Depleting Substances (ODS) programs. Increase are attributed to the FY 2020 NDAA reductions of $4.0 million and program growth of $3.7 million. Increases will provide support for the the Combatant Commander (CCDR) Campaign for operational planning and wartime operations. This includes all labor and non-labor requirements. These are new requirements that have not been previously supported by the Contingency Logistics Program. (FY 2020 Baseline: $55,629 thousand; Baseline FTEs: 0)

3) Morale, Welfare and Recreation (MWR)   1,262
The MWR program enhances DLA's readiness and resilience by offering services that reduce stress, promote self-confidence and foster strong esprit de corps. The program increase provides new fitness equipment for a new, larger capacity Fitness Center located at Defense Supply Center, Richmond, Virginia. This equipment is essential to ensure safety, enhance readiness, and promote the physical and mental well-being of Warfighters and their Families. (FY 2020 Baseline: $26,328 thousand; Baseline FTEs: 0)

4) Defense Information System Network (DISN)   1,035
In 2015, the DoD changed the DISN cost recovery model. Based on the change, all DISA customers would be charged more on a per circuit basis for the circuits they lease from DISA. In December of 2018,

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
DISA changed the DISN cost recovery model again, specifically for how they recover capital improvements to the DISN. This resulted in increased rates for all DISA customers. (FY 2020 Baseline: $5,942 thousand; Baseline FTEs: 0)		
5) Enterprise Fund Distribution (EFD)	756	
Increase in FY21 is due to Wave 3 deployment and Momentum Software Upgrade. In addition, there is an increase in sustainment costs related to a cumulative user base from Wave 1 and 2 deployments. Sustainment costs include expanding helpdesk, and increases in system maintenance and DISA hosting costs. (FY 2020 Baseline: $7,229 thousand; Baseline FTEs: 6)		
6) Mapping	740	
DLA serves as the DoD Integrated Materiel Manager and Distributor of approximately 70,000 map items that transferred from the National Geospatial-Intelligence Agency (NGA). DLA provides a unified world-wide tailored distribution system for all geospatial products; which are no longer strictly hard copy map products but also include a wide variety of classified and unclassified hydrographic, topographic, aeronautical and digital maps, charts and various publications required to support the warfighter. The increase in Mapping is due to a higher volume of classified and unclassified hydrographic, topographic, aeronautical and digital maps, charts, and publications required to support		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

the warfighter and authorized federal agencies
suppporting crisis, humantiarian efforts,
contingency operatons and select planning reserve
operational stocks. These products are vital to the
warfighter/agencies navigation, mission planning,
strategic targeting, and global intelligence
collection. (FY 2020 Baseline: $30,837 thousand;
Baseline FTEs: 0)

   7) Procurement Technical Assistance Program (PTAP)   132
       The PTAP program is a cost sharing program that
       enhances the industrial base, improve local
       economies and generate employment by assisting
       businesses in obtaining and performing under
       contract with DoD. The FY 2020 budgeted baseline
       was $25 million with an additional $19.5 million
       Congressional increase totaling $44.5 million.
       There is a slight increase of $132 thousand from the
       FY 2020 budgeted baseline to the FY 2021 baseline;
       the increase is due to additional cost in managing
       the program such as labor, training and travel. (FY
       2020 Baseline: $44,504 thousand; Baseline FTEs: 0)

   8) Logistics Support Activities (LSA)   103
       This classified program is reported in accordance
       with Title 10, United States Code (USC), Section
       119(a) (1) in the Special Access Program Annual
       Report to Congress. The slight increase is due to
       contract support cost. (FY 2020 Baseline: $35,915
       thousand; Baseline FTEs: 76)

9. Program Decreases   -104,263

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

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Procurement Technical Assistance Program (PTAP) Additional funds ($19.5 million) was provided by Congress for the PTAP program in FY 20.	-19,890	
c. Program Decreases in FY 2021		
1) Defense-Wide Review (DWR)	-59,945	

- Hazardous Materials Warehouse (-$23,000) (FY 2020 Baseline: $0)
- Eliminate the Joint Contingency Acquisition Support Office (JCASO) (-$6,900) (FY 2020 Baseline: $6,900 thousand)
- Blankets for Homeless Program (-$3,600) (FY 2020 Baseline: $3,600 thousand)
- Contingency Logistics (-$3,500)
- Reduce Support for PFPA Activities (-$10)
- Facility Operations Savings (-$5)

- DLA Reductions: Defense Agencies Initiatives (-$3,500) (FY 2020 Baseline: $71,655 thousand)
- DLA Reductions: Warstopper (-$4,699) (FY 2020 Baseline: $48,162 thousand)
- DLA Reductions: Morale, Welfare, Recreation (-$4,029) (FY 2020 Baseline: $26,328 thousand)
- DLA Reductions: Mapping (-$3,132) (FY 2020 Baseline: $30,837 thousand)
- DLA Reductions: Contingency Logistics (-$1,425) (FY 2020 Baseline: $55,627 thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals

      - DLA Reductions: Standard Procurement System (-$1,122) (FY 2020 Baseline: $15,604)

      - DLA Reductions: DoD Enterprise Business Systems (-$700) (FY 2020 Baseline: $9,685 thousand)

      - DLA Reductions: Logistics Transformation (-$655) (FY 2020 Baseline: $8,401 thousand)

      - DLA Reductions: Joint Contingency Contract System (-$532) (FY 2020 Baseline: $2,376 thousand)

      - DLA Reductions: Defense Information System Network (-$526) (FY 2020 Baseline: $5,942 thousand)

      - DLA Reductions: Enterprise Funds Distribution (-$513) (FY 2020 Baseline: $7,229 thousand)

      - DLA Reductions: Defense Standardized Program Office (-$418) (FY 2020 Baseline: $7,949 thousand)

      - DLA Reductions: Defense Retiree and Annuitant System (-$400) (FY 2020 Baseline: $9,230 thousand)

      - DLA Reductions: Business Process Reengineering Center (-$351) (FY 2020 Baseline: $2,689 thousand)

      - DLA Reductions: Logistics and Manufacturing Technology (-$338) (FY 2020 Baseline: $4,213 thousand)

      - DLA Reductions: Audit Readiness (-$311) (FY 2020 Baseline: $2,701 thousand)

      - DLA Reductions: Joint Purchase Card Program Office (-$204) (FY 2020 Baseline: $2,758 thousand)

      - DLA Reductions: Defense Critical Infrastructure Program (-$75) (FY 2020 Baseline: $1,189 thousand)

  2) Contingency Logistics   -10,308

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

C. Reconciliation of Increases and Decreases	Amount	Totals

<table>
<tr><td>Funding was realigned to the Defense Property Accountability System (DPAS)to modify the server infrastructure and code architecture to incorporate modern software practices. (FY 2020 Baseline: $55,629 thousand; Baseline FTEs: 0)</td><td></td><td></td></tr>
<tr><td>3) Defense Agencies Initiative (DAI)</td><td>-8,795</td><td></td></tr>
</table>

3) Defense Agencies Initiative (DAI)   -8,795

The Defense Agencies Initiative (DAI) is a financial management system of nine integrated business processes that provides real time; web based accessed, capabilities for over 63K personnel records, auditors, and other DoD employees including over 46K users who make sound business decisions in support of the Warfighter.

Relative to FY 2020 when DAI expanded the fourth estate user base to the Defense Commissary Agency (DeCA), the FY 2021 requirement includes no additional new users. Accordingly, the $8.8 million reduction reflects funding no longer needed for Oracle license costs, 19K additional users, and infrastructure upgrades to accommodates increased transactional data of the expanded user base. The FY 2021 requirement only covers necessary maintenance costs. (FY 2020 Baseline: $71,655 thousand; Baseline FTEs: 19)

4) Automatic Identification Technology (AIT)   -2,625

Funding was provided to USTRANSCOM in support of the Radio Frequency Identifications (RFI) tags; USTRANSCOM is now fully funded within their budget

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

C. Reconciliation of Increases and Decreases	Amount	Totals

baseline and funding from DLA is no longer required. Funding was realigned to help offset other program increases. (FY 2020 Baseline: $2,625 thousand; Baseline FTEs: 0)

5) Defense Retiree and Annuitant System 2 (DRAS2)   -2,600
DRAS2 is an enterprise system that pays military retirees, former spouses, and survivor beneficiaries.

Program decrease in funding was based on the expectation that DRAS2 would transition to DFAS in FY 2021. This timeline has been extended by approximately 9 months and re-baselining efforts started in FY 2018; funding shortfalls will continue through FY 2020. At this time, the program has halted all development and is only maintaining the DISA infrastructure. The current pause to delay program development may further extend the timeline to transition to DFAS. (FY 2020 Baseline: $9,230 thousand; Baseline FTEs: 5; +0 FTEs)

6) DoD Enterprise Business Systems (DEBS)   -100
Infrastructure
DEBS Infrastructure provides consolidated support for key skill sets that can be shared among the programs (EFD, DRAS2, DAI, JCCS, SPS), reducing overall unique program costs and using standard and repeatable processes to manage programs throughout all phases of the acquisition life cycle.

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Program reduction is attributed to the elimination of a FY 2020 contract action for J62 PEO support which provides contractor support that assists the PEO with high visibility projects such as Internal Use Software (IUS), 8570 Reporting, J62 contract reviews, PM contract support. (FY 2020 Baseline: $9,685 thousand; Baseline FTEs: 0)		
FY 2021 Budget Request		**382,084**

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

All DoD Programs and HQ DLA Programs have performance evaluations primarily based on funding execution. Monthly Obligation Plans (MOP) are developed and actual execution is reported each month. Programs that are 3% off plan must provide senior management an explanation and corrective action plan with a projected completion date. The following programs have additional metrics for performance evaluations:

<u>Business Process Reengineering Center (BPRC)</u>: BPRC proposes redesign of processes, organizations and culture to streamline functions and reduce inefficiencies across the Department. Metrics include execution of the planned redesign and streamline functions to reduce inefficiencies in OUSD (A&S).

<u>Defense Property Accountability System (DPAS)</u>: DPAS currently supports 60 million assets worth $181 billion. DPAS is utilized as the solution for tracking government furnished equipment and accountable property in accordance with DoD Instruction (DoDI) 5000.64, and for providing accounting and accountability of DoD property and equipment for the Army, Air Force, Navy, Marine Corps, and 26 Defense Agencies. DPAS metrics provide statistics on several categories such as IUID registry usage and compliance, inventory frequency and compliance with industry standards, and capital asset reporting, as well as having audit capabilities on several life cycle stages.

<u>Defense Standardization Program Office (DSPO)</u>: DSPO develops policies, procedures, and guidance ensuring standardized policy across the Military Departments and Defense Agencies. The qualitative performance indicators for the DSPO are:

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

- Effectiveness of the DSP as a single source for information exchange and coordination of all defense standardization efforts, measured by increased number of organizations participating in information exchange, and increased customer satisfaction based on survey results; and
- Success in institutionalized development and use of performance and Non-Government Standards (NGSs) in the DoD, measured by increased usage of performance and NGSs, and decreased usage of military-unique specifications and standards.

<u>Logistics Transformation</u>: Logistics Transformation is measured by the Department's wartime readiness to improve the Department's ability to prepare and oversee execution of a rigorous "To-Be" Capability Roadmap, in coordination with the Joint Staff, Military Departments, Combatant Commands, and Defense Agencies to include ongoing assessments stemming from the Quadrennial Review (QDR). The ability to monitor and enhance the Department's logistics performance and resource application, through continuous process improvement for the end-to-end value chain, will provide a cost-effective logistics and materiel readiness program. These metrics will provide the basis to issue, validate, and revise policy. The policies will provide guidance for the implementation of RFID (Radio Frequency Identification Tags) in the Supply Chain. This will support both the current active Intransient Visibility/Total Asset Visibility RFID capability in support of ongoing Combatant Command operations and future emerging passive RFID capabilities in support of improvements to the integrated end-to-end DoD Enterprise.

<u>DoD Enterprise Business Systems (DEBS)</u>: Monthly program reviews are held with the DEBS programs' functional sponsors and the Program Executive Officer (PEO), along with semi-annual PEO Business Systems Reviews (BSR), under the assigned Acquisition Portfolio, to

IV. Performance Criteria and Evaluation Summary:

provide updates on the delivery of business capabilities for the respective programs within the agreed upon cost, schedule and performance parameters. Metrics include meeting Key Performance Parameters (KPP) for development programs; executing less than 10% rework on delivered capability releases, remaining within the established system availability goals and the DLA Information Operations standard ticket resolution rates. These forums also provide an opportunity to communicate extenuating circumstances that affect cost, schedule or performance to the PEO, and to leverage the applicable instructions and regulations, such as DoD Instruction 5010.43 (Continuous Process Improvement Program) and the Defense Federal Acquisition Regulation Supplement (DFARS) and Procedures, Guidance, and Information (PGI) 216.104 in the execution of Continuous Process Improvements; the Better Buying Power (BBP) initiatives, and DoDI 5000.75 Business Systems Requirements and Acquisition.

Law Enforcement Support Office (LESO): This high visibility program will retain focus on inventory control and accountability through Program Compliance Reviews, identifying and implementing enhancements to the Federal Excess Property Management Information System (FEPMIS) and sustaining the inventory reconciliation process. On average, 26 Program Compliance Reviews are executed annually; each includes a minimum of 20% weapons inventory and 100% inventory on high visibility property such as Aircraft and Tactical Vehicles.

Morale, Welfare & Recreation (MWR): MWR performance metrics track readiness support as it relates to family support programs (e.g. relocation assistance, deployer support, etc.), child development programs and recreational activities to include physical fitness centers. Non-Appropriated Fund (NAF) accountability and reinvestment; and customer service provided in the areas of recreation activities such as lodging, pools, dining facilities and information, ticketing and reservations are monitored through the FMWR One

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

Fund Governance process which includes an agency wide Investment Review Board. Monthly program reviews using SMART metrics are conducted which monitor operations to ensure Key Performance Indicators (KPI) are on target with annual projections and in line with regulation. Administrative standards are set to ensure the fiduciary responsibility of NAF resources and prevention of loss or theft through Business Program Controls (BPC). FMWR conducts monthly reviews of financial statements and performs annual internal controls inspections as part of the Manager's Internal Controls Program (MICP). The FMWR One Fund as the DLA Nonappropriated Fund Instrumentality (NAFI) governing body is subjected annually to an external audit conducted by an independent entity in cooperation with Army G-9, in accordance with Generally Accepted Accounting Principles (GAAP). These standards are set forth by the Government Auditing Standards issued by the US Comptroller General.

<u>Procurement Technical Assistance Program (PTAP)</u>: PTAP awards stipulate recipient responsibilities for monitoring performance and reporting results to DLA. Performance reports received under the program allow the DLA to compare actual accomplishments with established goals, capture other quantitative performance data and monitor developments that could have a significant impact on awards. The data reported to DLA is validated during performance reviews.

<u>Warstopper</u>: Warstopper metrics are requirements validation, industry capability validation, requirements offset capability, and resource availability/management and percent of items with surge coverage. The metrics account for coverage of war reserve requirements, surge testing, and return on investment, which is calculated against the offset of unfunded War Reserve Requirements identified by the Services.

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V. __Personnel Summary__	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	58	58	57	0	-1
Officer	16	17	17	1	0
Enlisted	42	41	40	-1	-1
Civilian End Strength (Total)	228	257	257	29	0
U.S. Direct Hire	165	169	169	4	0
Total Direct Hire	165	169	169	4	0
Reimbursable Civilians	63	88	88	25	0
Active Military Average Strength (A/S) (Total)	58	58	57	0	-1
Officer	16	17	17	1	0
Enlisted	42	41	40	-1	-1
Civilian FTEs (Total)	182	257	257	75	0
U.S. Direct Hire	130	169	169	39	0
Total Direct Hire	130	169	169	39	0
Reimbursable Civilians	52	88	88	36	0
Average Annual Civilian Salary ($ in thousands)	179.8	171.1	161.9	-8.7	-9.2
Contractor FTEs (Total)	138	138	138	0	0

Footnote: The DLA Average Annual Civilian Salary amount includes unemployment compensation for all of the Defense Agencies.

DEFENSE LOGISTICS AGENCY
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands):</u>

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	23,246	542	4,309	28,097	433	-1,996	26,534
107 Voluntary Sep Incentives	127	3	-130	0	0	0	0
110 Unemployment Compensation	0	0	5,862	5,862	90	113	6,065
111 Disability Compensation	0	0	811	811	12	1	824
199 Total Civ Compensation	**23,373**	**545**	**10,852**	**34,770**	**535**	**-1,882**	**33,423**
308 Travel of Persons	670	13	136	819	16	-191	644
399 Total Travel	**670**	**13**	**136**	**819**	**16**	**-191**	**644**
416 GSA Supplies & Materials	1	0	57	58	1	-11	48
499 Total Supplies & Materials	**1**	**0**	**57**	**58**	**1**	**-11**	**48**
647 DISA Enterprise Computing Centers	0	0	13,296	13,296	173	-1,260	12,209
679 Cost Reimbursable Purchase	0	0	39,981	39,981	0	-1,953	38,028
695 DFAS Financial Operations (DLA)	0	0	4,900	4,900	397	-397	4,900
699 Total DWCF Purchases	**0**	**0**	**58,177**	**58,177**	**570**	**-3,610**	**55,137**
771 Commercial Transport	78	2	-11	69	1	0	70
799 Total Transportation	**78**	**2**	**-11**	**69**	**1**	**0**	**70**
912 Rental Payments to GSA (SLUC)	0	0	1,881	1,881	38	83	2,002
914 Purchased Communications (Non-Fund)	5	0	407	412	8	-7	413
915 Rents (Non-GSA)	2,480	50	-1,883	647	13	29	689
921 Printing & Reproduction	0	0	47	47	1	-32	16
922 Equipment Maintenance By Contract	0	0	4,199	4,199	84	811	5,094
923 Facilities Sust, Rest, & Mod by Contract	40	1	6,291	6,332	127	-112	6,347
925 Equipment Purchases (Non-Fund)	1,453	29	-1,482	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	12,998	260	-1,940	11,318	226	-187	11,357
932 Mgt Prof Support Svcs	11,479	230	-4,315	7,394	148	-1,024	6,518
933 Studies, Analysis & Eval	0	0	1,926	1,926	39	113	2,078

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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020		FY 2020 Enacted	Change FY 2020/FY 2021		FY 2021 Estimate
		Price	Program		Price	Program	
934 Engineering & Tech Svcs	54,521	1,090	13,895	69,506	1,390	3,038	73,934
960 Other Costs (Interest and Dividends)	4	0	-1	3	0	0	3
985 Research & Development, Contracts	3	0	-3	0	0	0	0
987 Other Intra-Govt Purch	208,851	4,177	-30,277	182,751	3,655	-30,653	155,753
988 Grants	41,441	829	1,484	43,754	875	-19,756	24,873
989 Other Services	4,028	81	12	4,121	82	-518	3,685
999 Total Other Purchases	**337,303**	**6,747**	**-9,759**	**334,291**	**6,686**	**-48,215**	**292,762**
Total	**361,425**	**7,307**	**59,452**	**428,184**	**7,809**	**-53,909**	**382,084**

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Operation and Maintenance, Defense-Wide
Defense Legal Services Agency

February 2020

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Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administration and Service-wide Support

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DLSA	154,269	3,347	-124,632	32,984	545	4,108	37,637

* The FY 2019 Actual column <u>includes</u> $127,023.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $196,124.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $156,373.0 thousand of FY 2021 OCO Appropriations Funding.

I.   Description of Operations Financed: The Defense Legal Services Agency (DLSA) Provides legal advice, services, and support to the Defense Agencies, DoD Field Activities, and, as assigned, other organizational entities within the DOD. Among other legal services, the DLSA administers the DoD Standards of Conduct Program; supports and assists the Assistant Secretary of Defense for Legislative Affairs in developing the DoD Legislative Program, including drafting legislation and comments; negotiating on behalf of DoD clients with private entities and other Government agencies; ensuring proper use of Government funds and property; providing opinions and counseling on legal compliance issues; and participating in contractual matters.

The DLSA's mission is unique within the Fourth Estate and, more broadly, DOD, in administering statutory authorities and implementing regulations in support of the Services and other Federal Agencies.

The largest component of the DLSA, the Defense Office of Hearings and Appeals (DOHA), adjudicates personnel security clearance cases for contractor personnel performing classified work for DOHA-serviced DoD Components and 30 other Federal Agencies and Departments; conducts personal appearance hearings and issues decisions in security

I.   Description of Operations Financed (cont.)

clearance and sensitive national security position cases for DOHA-serviced DoD civilian
employees and military personnel; provides legal reviews, approves statements of reasons,
conducts hearings, and issues decisions in cases under DOHA jurisdiction requiring
trustworthiness decisions for contractor performance of sensitive duties; and on behalf
of DoD (the executive agent for the entire federal government's implementation of the
National Industrial Security Program), the DOHA implements the administrative due process
requirements of Executive Order 10865.

Increased litigation and voluminous documentary discovery involved in litigation and
other inquiries combined with Federal Court expectations for electronic discovery
capabilities requires, the DLSA to acquire electronic discovery technology and ensure
enduring administrative and legal support for the effort.

The DLSA also has two significant legal efforts related to the continued detention of 40
people at Guantanamo Bay, Cuba – Habeas Corpus (HC) and Military Commissions. Each of
the 40 detainees has ongoing legal rights to challenge the lawfulness of his detention
through habeas corpus challenges in Federal District Court. The Office of Military
Commissions (OMC), established by the Secretary of Defense on March 21, 2002, under DLSA,
handles the trials of enemy combatants pursuant to the Military Commissions Act of 2009.
There are currently eight detainees with active charges pending before military
commissions, most notably, five alleged 9-11 defendants and the alleged USS Cole bomber.

Operating support funding for OMC & HC includes civilian pay and allowance, contract
support, interagency reimbursable agreements (e.g., U.S. Marshals Service), reimbursable
costs to DoD components providing support (e.g., document declassification and

I.   Description of Operations Financed (cont.)

information security), rent, TDY travel costs, supplies, furniture, training, Information Technology (IT) support, telecommunications, and security.

II. Force Structure Summary:

N/A

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
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III. <u>Financial Summary</u> ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Defense Legal Services Agency, Headquarters(DLSA HQ)	11,721	19,308	0	0.0	19,308	17,660	16,452
Defense Office of Hearings and Appeals(DOHA)	51,170	15,324	-1,648	-10.8	13,676	15,324	21,185
HABEAS Corpus (HC)	7,789	0	0	n/a	0	0	0
Office Military Commission (OMC)	83,589	0	0	n/a	0	0	0
Total	**154,269**	**34,632**	**-1,648**	**-4.8**	**32,984**	**32,984**	**37,637**

* The FY 2019 Actual column <u>includes</u> $127,023.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $196,124.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $156,373.0 thousand of FY 2021 OCO Appropriations Funding.

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

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**34,632**	**32,984**
Congressional Adjustments (Distributed)	-1,480	
Congressional Adjustments (Undistributed)	-168	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**32,984**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**32,984**	
Supplemental	196,124	
Reprogrammings		
Price Changes		545
Functional Transfers		-3,321
Program Changes		7,429
Current Estimate	**229,108**	**37,637**
Less: Wartime Supplemental	-196,124	
Normalized Current Estimate	**32,984**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**34,632**
1. Congressional Adjustments		-1,648
a. Distributed Adjustments		
1) Excess Growth	-1,480	
b. Undistributed Adjustments		
1) Unjustified Growth: Across-the-board reduction to the Operation and Maintenance, Defense-Wide Account.	-128	
2) Budget Justification Inconsistencies: Across-the-board reduction to the Operation and Maintenance, Defense-Wide Account.	-40	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**32,984**
2. War-Related and Disaster Supplemental Appropriations		196,124
a. OCO Supplemental Funding		
1) FY 2020 Defense-Wide Overseas Contingency Operations (OCO)	196,124	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**229,108**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**229,108**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-196,124
FY 2020 Normalized Current Estimate		**32,984**
6. Price Change		545
7. Functional Transfers		-3,321
a. Transfers In		
b. Transfers Out		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Transfer from Defense Legal Service Agency (DLSA) to Joint Service Provider (JSP)	-3,321	

      The decrease reflects the transfer of three full time equivalents (FTEs) and associated resources (-$525 thousand) and mission support costs (-$2,796 thousand) from DLSA to JSP to align DLSA IT services.

8. Program Increases		7,520
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Mission Support & Services	7,520	

      Increase supports mission critical requirements within DLSA to ensure that the Department's client-driven legal services are provided to the greatest extent possible. The increase also supports specialized legal support and discovery. Additionally, increase supports additional supplies and materials required for litigation and other inquiries requiring the production of documents, and the incremental cost in support of payments such as rent, utilities, communications, postal services, Defense Courier services, court reporting/transcription services, credit cards and daily office requirements of the agency. (FY 2020 Baseline: $2,503 thousand; Baseline FTEs: 0)

9. Program Decreases		-91
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
c. Program Decreases in FY 2021		
1) Compensation and Benefits - One Less Compensation Day	-91	
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: $24,819 thousand; Baseline FTEs: 140)		
FY 2021 Budget Request		**37,637**

IV. **Performance Criteria and Evaluation Summary**:

The DLSA is evaluated on the basis of the quality of its many services; adherence to appropriate standards of professional conduct and DoD ethical and adjudicative standards; the professional independence, impartiality and competence exhibited by its attorneys; and its overall responsiveness to the needs of its clients.

Defense Legal Services Agency
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V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	1	1	1	0	0
Officer	1	1	1	0	0
Civilian End Strength (Total)	264	140	137	-124	-3
U.S. Direct Hire	264	140	137	-124	-3
Total Direct Hire	264	140	137	-124	-3
Civilian FTEs (Total)	264	140	137	-124	-3
U.S. Direct Hire	264	140	137	-124	-3
Total Direct Hire	264	140	137	-124	-3
Average Annual Civilian Salary ($ in thousands)	187.1	177.3	174.2	-9.8	-3.1

The FY 2019 reflects BASE and OCO. FY 2020 and FY 2021 reflects Base only.

Defense Legal Services Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	49,407	1,373	-25,961	24,819	382	-1,341	23,860
199 Total Civ Compensation	**49,407**	**1,373**	**-25,961**	**24,819**	**382**	**-1,341**	**23,860**
308 Travel of Persons	2,849	57	-2,509	397	8	97	502
399 Total Travel	**2,849**	**57**	**-2,509**	**397**	**8**	**97**	**502**
671 DISA DISN Subscription Services (DSS)	1,127	-97	-1,030	0	0	0	0
677 DISA Telecomm Svcs - Reimbursable	111	2	-113	0	0	0	0
699 Total DWCF Purchases	**1,238**	**-95**	**-1,143**	**0**	**0**	**0**	**0**
771 Commercial Transport	48	1	-49	0	0	286	286
799 Total Transportation	**48**	**1**	**-49**	**0**	**0**	**286**	**286**
912 Rental Payments to GSA (SLUC)	129	3	-132	0	0	0	0
913 Purchased Utilities (Non-Fund)	157	3	-160	0	0	231	231
914 Purchased Communications (Non-Fund)	1,713	34	-1,747	0	0	2,061	2,061
915 Rents (Non-GSA)	10,861	217	-11,078	0	0	40	40
917 Postal Services (U.S.P.S)	37	1	-38	0	0	255	255
920 Supplies & Materials (Non-Fund)	1,182	23	-1,205	0	0	1,333	1,333
921 Printing & Reproduction	7	0	-7	0	0	0	0
922 Equipment Maintenance By Contract	43	1	-44	0	0	38	38
923 Facilities Sust, Rest, & Mod by Contract	60	1	-61	0	0	57	57
924 Pharmaceutical Drugs	1	0	-1	0	0	0	0
925 Equipment Purchases (Non-Fund)	63	1	-64	0	0	0	0
932 Mgt Prof Support Svcs	29,291	586	-24,270	5,607	112	1,322	7,041
933 Studies, Analysis & Eval	0	0	2,161	2,161	43	-2,204	0
934 Engineering & Tech Svcs	131	3	-134	0	0	0	0

Defense Legal Services Agency
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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020		FY 2020 Enacted	Change FY 2020/FY 2021		FY 2021 Estimate
		Price	Program		Price	Program	
937 Locally Purchased Fuel (Non-Fund)	84	-1	-83	0	0	0	0
957 Other Costs (Land and Structures)	2,341	47	-2,388	0	0	0	0
960 Other Costs (Interest and Dividends)	10	0	-10	0	0	55	55
986 Medical Care Contracts	12	0	-12	0	0	0	0
987 Other Intra-Govt Purch	448	9	-457	0	0	1,031	1,031
989 Other Services	50,153	1,003	-51,156	0	0	847	847
990 IT Contract Support Services	4,004	80	-4,084	0	0	0	0
999 Total Other Purchases	**100,727**	**2,011**	**-94,970**	**7,768**	**155**	**5,066**	**12,989**
Total	**154,269**	**3,347**	**-124,632**	**32,984**	**545**	**4,108**	**37,637**

* The FY 2019 Actual column <u>includes</u> $127,023.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $196,124.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $156,373.0 thousand of FY 2021 OCO Appropriations Funding.

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Defense Media Activity

February 2020

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Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 4: Administrative and Service-wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DMA	230,506	5,077	-33,801	201,782	4,085	-8,870	196,997

* The FY 2019 Actual column <u>includes</u> $14,377.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $14,377.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $3,555.0 thousand of FY 2021 OCO Appropriations Funding.

I. <u>Description of Operations Financed</u>:

The Defense Media Activity (DMA) is the DoD's internal news and media production organization with the mission of supporting public affairs (internal communications) operations of the Office of the Secretary of Defense (OSD) and each of the Military Departments by gathering information on DoD policies, messages, programs and priorities and delivering it to the DoD worldwide military audience – active, reserve, civilian and contractors, and including their families. DMA preserves the DoD's visual information records, including Combat Camera images, makes them available to support military operations and to the public, and provides them to the National Archives and Records Administration in accordance with federal law. DMA provides initial, intermediate and senior level training and education for all DoD, some inter-agency and coalition/Allied personnel in the areas of Public Affairs (PA) and Visual Information (VI) (to include Combat Camera) through the Defense Information School (DINFOS).

The DMA accomplishes this mission through the following programs:
- **Overseas Radio and Television:** American Forces Network (AFN) provides U.S. radio and television news, information, and entertainment programming to active, guard, and reserve military service members, DoD civilians and contract employees, and their

I.   Description of Operations Financed (cont.)

families overseas, on board Navy and Coast Guard ships, and to other authorized users.

- **News and Media Information Products:** Includes media and visual information products provided to the internal DoD family (active, guard, and reserve military service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media. It includes motion and still imagery; print; radio; television; web and related social media, mobile, and other communication technologies. Also includes communication of messages and themes from senior DoD leaders in order to support and improve quality of life and morale, promote situational awareness, provide timely/immediate force protection information, and sustain readiness.

- **Defense Video and Imagery Distribution System (DVIDS):** A state-of-the-art, 24/7 operation that provides a timely, accurate and reliable connection between the American people, the media around the world and the military serving at home and abroad. Through a global network of portable Ku-band satellite transmitters, robust IP connectivity and a distribution hub, DVIDS makes available real-time broadcast-quality video, audio, still images and print products, as well as immediate interview opportunities with service members, commanders and subject matter experts. The DVIDS360 Content Management System also provides unrivaled, customized analytics capability for its clients.

- **Defense Information School (DINFOS):** Provides joint-service training to Defense personnel in the career fields of Public Affairs and Visual Information.

Narrative Explanation of Changes: Change in total funding between FY 2020 and FY 2021 of $4.085 million price growth and -$8.870 million program reduction for a total change of -$4.785 million.

II. <u>**Force Structure Summary**</u>:

N/A

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
1. Defense Media Operations	230,506	202,792	-1,010	-0.5	201,782	201,782	196,997
Total	**230,506**	**202,792**	**-1,010**	**-0.5**	**201,782**	**201,782**	**196,997**

* The FY 2019 Actual column <u>includes</u> $14,377.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $14,377.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $3,555.0 thousand of FY 2021 OCO Appropriations Funding.

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**202,792**	**201,782**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-983	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-27	
Subtotal Appropriated Amount	**201,782**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**201,782**	
Supplemental	14,377	
Reprogrammings		
Price Changes		4,085
Functional Transfers		
Program Changes		-8,870
Current Estimate	**216,159**	**196,997**
Less: Wartime Supplemental	-14,377	
Normalized Current Estimate	**201,782**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**202,792**
1. Congressional Adjustments		-1,010
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Undistributed Adjustments	-749	
Across-the-Board Reduction to the Operation and Maintenance, Defense-Wide Account		
2) Budget Justification Inconsistencies	-234	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) FY20 General Provisions Section 8133 FCF	-27	
General Provisions Section 8133 Foreign Currency Fluctuation (FCF)		
FY 2020 Appropriated Amount		**201,782**
2. War-Related and Disaster Supplemental Appropriations		14,377
a. OCO Supplemental Funding		
1) Overseas Contingency Operations	14,377	
Supports DMA's Contingency Operations. (FY 2020 Baseline: $14,377 thousand)		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**216,159**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**216,159**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-14,377
FY 2020 Normalized Current Estimate		**201,782**
6. Price Change		4,085
7. Functional Transfers		
8. Program Increases		4,879

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

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Technology Equipment Related Upgrades	3,027	
DMA is a world-wide media organization and after over 10 years, infrastructure upgrades are required. Equipment purchases will consist of media servers and storage, routers, switches, and computer upgrades. (FY 2020 Baseline: $3,354 thousand)		
2) Other Services	1,365	
Funds contract services for expertise in Audit Remediation and Federal Records Management in order to meet DoD requirements and be in compliance with Federal records management directives and also Project Management support. (FY 2020 Baseline: $33,991 thousand)		
3) Civilian Pay Award Adjustment	487	
Pay award adjustment (FY 2020 Baseline: $69,718 thousand)		
9. Program Decreases		-13,749
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Defense-Wide Review (DWR): Discontinue Stars and Stripes Publication	-9,404	
(FY 2020 Baseline: $9,404 thousand)		
2) Armed Forces Networks.	-2,708	
Reduction supports the decrease in overseas satellite costs. (FY 2020 Baseline: $3,430 thousand)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
3) Civilian Pay	-1,328	
This decrease is a result of consolidations and transformation within the agency. (FY 2020 Baseline: $69,718 thousand; Baseline FTEs: 510; -20 FTEs)		
4) Less One Compensable Day	-267	
Reduction of one compensable day (FY20 262 to FY21 261) (FY 2020 Baseline: $69,718 thousand)		
5) DWR: Elimination of Point-to-Point Circuits	-42	
FY 2021 Budget Request		**196,997**

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

DMA provides a broad range of high-quality media services to inform, educate, and entertain DoD audiences around the world.

> Provide a wide variety of information products to the entire DoD family (Active, Guard, and Reserve Military Service members, dependents, retirees, DoD civilians, and contract employees) and external audiences through all available media, including: motion and still imagery; print; radio; television; Web and related emerging Internet, mobile, and other communication technologies.

> Communicate messages and themes from senior DoD leaders (Secretary of Defense, Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Military Service Chiefs of Staff, Combatant Commanders), as well as other leaders in the chain-of-command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.

> Provide U.S. radio and television news, information, and entertainment programming to Active, Guard, and Reserve Military Service members, DoD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and other authorized users.

> Provide, throughout the DoD and to the American public, high-quality visual information products, including Combat Camera imagery depicting U.S. military activities and operations.

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

    Provide joint education and training for military and civilian personnel in the public affairs, broadcasting, and visual information career fields to meet DoD-wide entry-level skills and long-term career development requirements.

V. Personnel Summary	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	850	846	846	-4	0
Officer	47	46	46	-1	0
Enlisted	803	800	800	-3	0
Reserve Drill Strength (E/S) (Total)	34	34	34	0	0
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
Civilian End Strength (Total)	524	580	560	56	-20
U.S. Direct Hire	469	510	490	41	-20
Foreign National Direct Hire	23	30	30	7	0
Total Direct Hire	492	540	520	48	-20
Foreign National Indirect Hire	32	40	40	8	0
Active Military Average Strength (A/S) (Total)	850	846	846	-4	0
Officer	47	46	46	-1	0
Enlisted	803	800	800	-3	0
Reserve Drill Strength (A/S) (Total)	34	34	34	0	0
Officer	8	8	8	0	0
Enlisted	26	26	26	0	0
Civilian FTEs (Total)	524	580	560	56	-20
U.S. Direct Hire	469	510	490	41	-20
Foreign National Direct Hire	23	30	30	7	0
Total Direct Hire	492	540	520	48	-20
Foreign National Indirect Hire	32	40	40	8	0

Defense Media Activity
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V. <u>Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Average Annual Civilian Salary ($ in thousands)	130.7	120.2	124.5	-10.5	4.3
Contractor FTEs (Total)	<u>246</u>	<u>246</u>	<u>380</u>	<u>0</u>	<u>134</u>

Explanation of Civilian FTE Change:
US Direct hire efficiency reductions of -20

Contractor FTE has changed because of a thorough review of all Agency contracts and FTE associated with the service.

Defense Media Activity
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	65,998	1,835	-671	67,162	1,034	-1,300	66,896
103 Wage Board	323	9	6	338	5	13	356
104 FN Direct Hire (FNDH)	583	16	39	638	10	192	840
199 Total Civ Compensation	**66,904**	**1,860**	**-626**	**68,138**	**1,049**	**-1,095**	**68,092**
308 Travel of Persons	3,902	78	-526	3,454	69	0	3,523
399 Total Travel	**3,902**	**78**	**-526**	**3,454**	**69**	**0**	**3,523**
696 DFAS Financial Operation (Other Defense Agencies)	1,319	3	151	1,473	395	0	1,868
699 Total DWCF Purchases	**1,319**	**3**	**151**	**1,473**	**395**	**0**	**1,868**
771 Commercial Transport	239	5	178	422	8	-1	429
799 Total Transportation	**239**	**5**	**178**	**422**	**8**	**-1**	**429**
901 Foreign National Indirect Hire (FNIH)	1,597	0	-17	1,580	32	-12	1,600
912 Rental Payments to GSA (SLUC)	0	0	816	816	16	0	832
913 Purchased Utilities (Non-Fund)	2,776	56	1,229	4,061	81	0	4,142
914 Purchased Communications (Non-Fund)	24,467	489	25,455	50,411	1,008	-2,400	49,019
915 Rents (Non-GSA)	57	1	2,339	2,397	48	0	2,445
917 Postal Services (U.S.P.S)	8	0	37	45	1	-1	45
920 Supplies & Materials (Non-Fund)	1,304	26	466	1,796	36	1	1,833
921 Printing & Reproduction	5,260	105	-4,946	419	8	0	427
922 Equipment Maintenance By Contract	1,876	38	3,280	5,194	104	-1	5,297
923 Facilities Sust, Rest, & Mod by Contract	6,902	138	-3,170	3,870	77	1	3,948
925 Equipment Purchases (Non-Fund)	17,498	350	-14,494	3,354	67	2,001	5,422
960 Other Costs (Interest and Dividends)	2	0	7	9	0	1	10
987 Other Intra-Govt Purch	17,151	343	-1,222	16,272	325	-8,681	7,916

Defense Media Activity
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change FY 2020/FY 2021		FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
988 Grants	13	0	4	17	0	0	17
989 Other Services	35,288	706	-2,003	33,991	680	1,322	35,993
990 IT Contract Support Services	43,941	879	-41,024	3,796	76	0	3,872
991 Foreign Currency Variance	2	0	265	267	5	-5	267
999 Total Other Purchases	**158,142**	**3,131**	**-32,978**	**128,295**	**2,564**	**-7,774**	**123,085**
Total	**230,506**	**5,077**	**-33,801**	**201,782**	**4,085**	**-8,870**	**196,997**

* The FY 2019 Actual column <u>includes</u> $14,377.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $14,377.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $3,555.0 thousand of FY 2021 OCO Appropriations Funding.

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
DoD Dependents Education

February 2020

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DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 04: Administration and Service-wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DoDDE	2,923,899	82,094	-76,867	2,929,126	54,929	-42,626	2,941,429

* The FY 2019 Actual column <u>includes</u> $31,620.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $31,620.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $0 thousand of FY 2021 OCO Appropriations Funding.

I.   Description of Operations Financed: (www.DODEA.edu) The Department of Defense Dependents Education (DODDE) program includes the Department of Defense Education Activity (DODEA) and the Family Assistance (FA)/Family Advocacy Program (FAP).

DODEA is the Department of Defense's (DOD) showcase for education excellence. DODEA provides a world-class education program that inspires and prepares students in military communities around the world to be successful and responsible citizens in a dynamic global environment. The DODEA schools' diverse curriculum offerings fully support the DODEA Strategic Plan; Blueprint for Continuous Improvement. DODEA is a DOD field activity operating under the direction, authority, and control of the Under Secretary of Defense for Personnel and Readiness (P&R) and Assistant Secretary of Defense for Manpower & Reserve Affairs (M&RA). DODEA is comprised of the Department of Defense Dependents Schools (DODDS), the DOD Domestic Dependent Elementary and Secondary Schools (DDESS), the Management Headquarters, and the Consolidated School Support.

The mission of the **DODDS** program is to provide a superior educational program that educates, engages, and empowers military-connected students to succeed in a dynamic world. In accomplishing its mission, the DODEA looks to National education initiatives to continually enhance its programs. DODDS educates 47,805 students in 106 schools

I.   Description of Operations Financed (cont.)

located in 11 countries (Bahrain, Belgium, Cuba, Germany, Italy, Japan, Korea, Netherlands, Spain, Turkey, and the United Kingdom), and oversight of the DODEA Virtual High School (DVHS) to offer online courses to meet academic and career oriented goals. The DODDS program is supported by 6,931 full-time equivalent staff. The DODDS program also provides funds for 3,817 students enrolled in Non-DOD Schools.

The DODEA Non-DOD Schools program (NDSP) supports the primary and secondary school education of eligible dependents of active duty U.S. military and DOD civilians assigned to remote, overseas areas where DODEA schools are unavailable. Eligible dependents of military and civilian sponsors must be included on official orders and meet age requirements. To help defray education expenses for eligible dependents, NDSP assists with funding for tuition and other costs. Currently, DODEA funds the cost to educate over 4,197 dependents who attend schools throughout the world in Asia, Africa, Europe, and the Americas. Regulations governing NDSP includes: Title 20 U.S. Code section 926(b), DODEA Regulation 1342.13, DODEA Regulation 1035.1, and the U.S. Department of State Standardized Regulation (DSSR) Section 270.

Like DODDS, the **DDESS** program seeks to provide a world class education to students in military communities in the United States, Guam, and Puerto Rico. In accomplishing its mission, DODEA looks to national education initiatives to continually enhance its programs. DDESS educates 24,046 students in 53 schools located in seven states (Alabama, Georgia, Kentucky, New York, North Carolina, South Carolina, and Virginia), the Territory of Guam, and the Commonwealth of Puerto Rico. The DDESS program is supported by 4,294 full-time equivalent staff. The DDESS program also provides funds for 380 students enrolled in NDSP whose active duty U.S. military and DOD civilians are assigned in Canada, Mexico, and South America. DDESS manages Special Arrangement contracts for 1,411 students with local school districts. The contracts provide funds for payment of tuition

I.   Description of Operations Financed (cont.)

and transportation services at locations not served by DDESS. Special Arrangement
contracts are located in Delaware, Massachusetts, New York, and Puerto Rico.

A Special Arrangement is an agreement under 10 U.S.C. 2164 between the Secretary of
Defense, or designee, and a public Local Educational Agency (LEA) whereby a school or
school system operated by the LEA provides educational services to eligible dependent
children of military personnel and federally employed civilian personnel. Special
Arrangements support partial or total Federal funding to the LEAs for the educational
services provided. Special Arrangement contracts with LEAs that provide full educational
services, to include transportation for military dependents, exist at Hanscom Air Force
Base (MA), Dover Air Force Base (DE), and West Point (NY). In 2004, two additional
Special Arrangement contracts were established in order to provide educational services
to dependents residing in the commuting areas of Ceiba and Ponce, Puerto Rico. These two
Special Arrangement contracts were established as a result of the closure of DOD
installations in Puerto Rico and the requirement to transport children to English-
speaking schools.

The **Management Headquarters** is responsible for overseeing, directing, and controlling
Agency activities as well as establishing educational standards, developing Agency-wide
policy and guidance, monitoring programs and outcomes, providing technical assistance,
and garnering resources for DODEA. The Management Headquarters provides educational
leadership, support, and direction to area directors, district superintendents, and
school administrators. Additionally, the Management Headquarters develops the pre-K-12
curriculum; conducts educational program evaluations; coordinates curriculum materials
adoptions; implements consistent, rigorous educational programs that reflect national
trends; and, coordinates systemic professional development and accountability profiles.

I.   <u>**Description of Operations Financed (cont.)**</u>
Lastly, Management Headquarters provides counsel to the Under Secretary of Defense, P&R,
on matters relating to educational programs for pre-K-12 dependents of service members.

The **Consolidated School Support** (CSS) program streamlines financial management,
logistics, procurement, human resources, education, information technology, internal
review, manpower management, and safety and security at DODEA. These functions directly
support specific day-to-day operations, including resource management personnel who are
responsible for area office and district budgets and accounting records, procurement
personnel who manage and procure contracts for the area offices, districts, and schools;
human resources personnel who process personnel actions for area offices, districts, and
school personnel; engineers who coordinate school facility projects; and, instructional
support specialists who coordinate and conduct assessments, staff development, and
curriculum reviews in support of the educational programs for grades Pre-K-12.

Educational Partnership Program (EPP): Responds to Congressional direction in Section
574(d) of P.L. 109-364, as amended (codified at 20 USC 7703b note), to ease the
transition of military dependent students to Local Education Activities (LEA). It is
estimated that 80% of military children in the United States attend public schools
(approximately 1.2 million children). Due to continuous deployments, the intense burden
borne by our military families and their school-age children demands more focus, action,
and coordination.

DODEA Schools: To ensure sustained, high levels of student achievement, the DODEA
Blueprint for continuous improvement contains goals and benchmarks that drive resources
and organizational improvements. The Blueprint for continuous improvement is the
catalyst for changing the teaching and learning process; raising the standard of learning

I.   Description of Operations Financed (cont.)

to ensure excellence; creating greater local autonomy in devising methods and strategies
to meet standards; creating a common language for communication among all stakeholders;
and creating greater accountability for reaching expected outcomes. The DODEA Blueprint
for continuous improvement unifies the strategic direction for both DODDS and DDESS, yet
provides the flexibility to address each program and community's unique issues and
challenges. The plan provides a road map for keeping DODEA at the forefront in advancing
the DOD's agenda for education, and as a leader in the Nation for improving student
performance and achievement.

DODEA's schools are primarily overseas. DODEA performs its mission in many unique and
demanding circumstances due to geography, U.S. national interests, and the current
military environment; despite heightened security and the perpetual threat of terrorism.
This budget request supports DODEA's plan to:
Strengthen the high school (9-12) program to include advanced studies; support and
enrichment in academic courses; enhanced college and career counseling;
professional/technical preparation; increased distance learning for student learning; and
professional staff development.

Provide specialized equipment and furnishings for children with moderate to severe
disabilities to comply with the Individuals with Disabilities Education Act (IDEA);
maintain staffing and provide professional development and materials for special
education staff.

Infuse technology into the curriculum and enhance distance learning system capabilities.

I. Description of Operations Financed (cont.)

Maintain and further develop a virtual school curriculum and an enhanced instructional delivery system. The 21st Century Military Child Initiative will provide synchronous and asynchronous learning opportunities aligned with DODEA's curriculum to address the educational needs of military dependent students in transition via a fully-accredited Virtual School program. The initiative will also create a systemic approach of blended learning via a system of reusable, object-based digital resources to support face-to-face instruction and professional development within DODEA.

Maintain quality programs with increased academic rigor through thorough data analysis of student performance.

Focus on continuous professional staff growth and development so our teachers can provide quality instruction and optimize student achievement.

Provide students with uniform curricula and standards that mitigate the stress of frequent moves, unit deployments, redeployments, and extensions.
Implement ambitious strategic goals and performance metrics for optimum student achievement.

The DOD global defense posture review and known plans for realignment and closures of domestic base structures are not reflected herein. As restructuring plans progress, the impact on DODEA budgets will be addressed.

FAMILY ASSISTANCE (FA): The FA program provides programs and outreach services to Active Duty and Reserve Component personnel, their families, and survivors. These programs

I.   <u>Description of Operations Financed (cont.)</u>
include, but not limited to: the 1-800 Military OneSource call center; the Military and
Family Life Counseling Program; Spouse Education and Career Opportunities; child care;
youth development and support services; and morale, welfare and recreation. These
programs provide world class information, resources and tools that assist Service members
and their families in overcoming the challenges that result from military life. Specific
examples include assistance during relocation, deployments, and emergency family
assistance. Funding supports DOD-wide service delivery contracts to support all Active
Duty, Guard, and Reserve Components, and is aimed at providing outreach on and off
installations with emphasis on geographically dispersed populations. Military OneSource
serves as the single DOD point of contact for the collection of personnel accounting
information from the DOD Components (DODI 3001.02 Personnel Accountability in Conjunction
with Natural or Manmade Disasters) and has become the Department's standard for providing
24/7 assistance to military members and their family members around the world.

FAMILY ADVOCACY (FAP): The FAP funds are sent to each of the Military Services to
implement their Family Advocacy Programs, ensuring delivery of evidence-based and/or
informed-prevention and clinical intervention programs in the areas of domestic abuse,
intimate partner violence, child abuse and neglect, and problematic sexual behavior in
children and youth. The FAP staff of over 2,000 government and contract personnel
executes the FAP within each Military Department down to the installation level. The FAP
program includes both the New Parent Support home visitation program for prevention of
child abuse and neglect to parents who screen at-risk and domestic abuse victim advocates
who provide confidential safety and risk assessments, information about available
military and civilian resources, and ongoing victim support, including support in
obtaining civilian and military protection orders for current and former spouses and
intimate partners. The budget supports the Congressionally-mandated expansion of scope to
address problematic sexual behavior in children and youth, including the requirement to

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

create a database that tracks all incidents at the installation level. Budget is also used to support OSD FAP and Service-level data collection, analysis, and reporting as required by law and per DoD and respective Service policies. This budget includes funding for the DOD Family Advocacy Command Assistance Team (FACAT) deployments as needed to respond to allegations of multiple victim child sexual abuse in the DOD sanctioned out-of-home activities and multiple incidents of problematic sexual behavior in children and youth. The budget also includes the operation of the DOD Hotline for reporting allegations of child abuse or safety violations within military child care settings; installation-based public awareness and prevention activities for domestic abuse, child abuse and neglect, and problematic sexual behavior in children and youth; training for professionals and members of the chain of command required to report suspected child abuse and neglect; appropriate command responses to allegations of family violence; and, research to support a better understanding of family violence in military families and problematic sexual behavior in military-affiliated children and youth, drive program improvement, and impact policy (as needed). The budget also includes the monitoring of the Service implementation of research-based Incident Severity Scales and the Intimate Partner Physical Incident Risk Assessment Tool, the development of comprehensive screening and assessment instruments for problematic sexual behavior in children and youth, and the implementation of the National Child Traumatic Stress Network (NCTSN) learning collaborative platform to train clinical staff and members of the coordinated community response on trauma-informed care and evidenced-based programs. Finally, FAP funds support DoD-level Fatality Review efforts, including the Annual DoD Fatality Review Summit and the DoD policy-required Annual Certification, Accreditation, and Inspection Summit.

FINANCIAL READINESS: The Office of Financial Readiness was established to address the needs of Service members and their families to make informed financial decisions and meet

I.   Description of Operations Financed (cont.)

professional and personal goals throughout the military lifecycle. 10 U.S. Code § 992, requires the Secretary of Defense to carry out a program to provide comprehensive financial literacy training to members of the armed forces. Public Law 114-92, the National Defense Authorization Act for Fiscal Year 2016 (NDAA FY16), greatly expanded the required education of Service members on various financial matters and services under Section 992 of Title 10, U.S. Code. The Office of Financial Readiness provides policies and programs including centralized counseling support, education strategies, communication efforts, innovative learning modalities, and collaborative partnerships to sustain the overall financial well-being of Service members and families. The Office of Financial Readiness serves as the Department's focal point to carry out the Secretary of Defense's responsibility for prescribing rules to carry out 10 U.S.C. § 992, commonly referred to as the Military Lending Act.

VOLUNTARY EDUCATION: The DOD places high value on programs designed to support the professional and personal development of our Service members, as well as their successful transition to the civilian workforce. One way in which DOD delivers this support is to assist Service members in the attainment of academic degrees and certificates that support the attainment of milestones along career pathways. The Voluntary Education directorate manages policy and oversight of the programs that lead to attainments, in accordance with applicable statutes, appropriations, and Executive Orders.

II.   Force Structure Summary:

N/A

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

| A. BA Subactivities | FY 2019 Actuals | Budget Request | FY 2020 Congressional Action | | | Current Enacted | FY 2021 Estimate |
			Amount	Percent	Appropriated		
1. DoDEA	**1,992,473**	**1,985,104**	**14,164**	**.7**	**1,999,268**	**1,999,268**	**2,013,038**
1. MGTHQ	12,761	26,352	-13,085	-49.7	13,267	13,267	13,425
2. Consolidated School Support	157,782	127,606	7,297	5.7	134,903	134,903	85,208
3. Educational Partnership Program	0	30,000	0	0.0	30,000	30,000	75,968
4. DoDDS	1,253,676	1,245,823	-10,806	-0.9	1,235,017	1,235,017	1,250,495
5. DDESS	568,254	555,323	30,758	5.5	586,081	586,081	587,942
2. Family Assistance/Family Advocacy Programs	**931,426**	**947,122**	**-17,264**	**-1.8**	**929,858**	**929,858**	**928,391**
1. Family Assistance	668,251	656,299	-20,041	-3.1	636,258	636,258	652,411
2. Family Advocacy Program	201,258	218,026	5,000	2.3	223,026	223,026	211,770
3. Financial Education	45,789	57,797	-1,765	-3.1	56,032	56,032	57,041
4. Voluntary Education	16,128	15,000	-458	-3.1	14,542	14,542	7,169
Total	**2,923,899**	**2,932,226**	**-3,100**	**-0.1**	**2,929,126**	**2,929,126**	**2,941,429**

* The FY 2019 Actual column <u>includes</u> $31,620.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $31,620.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $0 thousand of FY 2021 OCO Appropriations Funding.

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**2,932,226**	**2,929,126**
Congressional Adjustments (Distributed)	15,000	
Congressional Adjustments (Undistributed)	-14,212	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-3,888	
Subtotal Appropriated Amount	**2,929,126**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**2,929,126**	
Supplemental	31,620	
Reprogrammings		
Price Changes		54,929
Functional Transfers		-32,348
Program Changes		-10,278
Current Estimate	**2,960,746**	**2,941,429**
Less: Wartime Supplemental	-31,620	
Normalized Current Estimate	**2,929,126**	

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**2,932,226**
1. Congressional Adjustments		-3,100
a. Distributed Adjustments		
1) Family Advocacy Program	5,000	
2) Impact Aid	50,000	
3) Impact Aid for Children with Disabilities	20,000	
4) Remove One-Time FY 2019 Increase	-60,000	
b. Undistributed Adjustments		
1) Budget Justification Inconsistency	-3,384	
Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account.		
2) Unjustified Growth	-10,828	
Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account		
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8133 - Foreign Currency Fluctuation	-3,888	
FY 2020 Appropriated Amount		**2,929,126**
2. War-Related and Disaster Supplemental Appropriations		31,620
a. OCO Supplemental Funding		
1) FY 2020 Defense-Wide Overseas Contingency Operations	31,620	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**2,960,746**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**2,960,746**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-31,620
FY 2020 Normalized Current Estimate		**2,929,126**
6. Price Change		54,929

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

C. Reconciliation of Increases and Decreases	Amount	Totals
7. Functional Transfers		-32,348
a. Transfers In		
b. Transfers Out		

1) Defense Information System Agency (DISA) Functional Transfer — **-348**

A decrease of $348 thousand reflects the transfer of DoDEA's NIPRNet and SIPRNet IT Services to DISA Joint Service Provider. (FY 2020 Baseline: $348 thousand)

2) Defense-Wide Review (DWR) Transfer of Childcare Fee Assistance — **-27,000**

Transfer to Services from Family Assistance for Child Care Fee Assistance as a result of the DWR Board decision.

a.) Army +$7,000
b.) Air Force +$6,000
c.) Marine Corps +$5,000
d.) Navy +$9,000

FA: -$27,000 (FY 2020 Baseline: $27,000 thousand)

3) DWR Transfer of Warrior Games — **-5,000**

Transfer to Army from Family Assistance for Warrior and Invictus Games as a result of the DWR Board decision.

FA: -$5,000 (FY 2020 Baseline: $5,000 thousand)

8. Program Increases		115,886
a. Annualization of New FY 2020 Program		

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Facilities Sustainment, Restoration, and Modernization (FSRM)	8,170	
School and District buildings continue to require an increase in repair and maintenance in accordance with planned lifecycle upgrades and building maintenance requirements. This growth is also attributed to the increased costs of stateside and overseas utilities.		
a.) DoDDS: $5,617		
b.) DDESS: $2,553 (FY 2020 Baseline: $103,126 thousand)		
2) Overseas Contingency Operations funded in Base Transfer to Family Assistance Base from Family Assistance OCO for enduring requirements for Warfighter and Family Services and Child Development and Youth programs	32,252	
FA: $32,252 (FY 2020 Baseline: $0 thousand)		
3) Reflects increase to FY 2021 program funding level, which was subsequently reduced during the DWR.	75,464	
9. Program Decreases		-126,164
a. Annualization of FY 2020 Program Decreases		
1) Congressional Program Increases for Impact Aid, Impact Aide for Children with Disabilities, and Family Advocacy Program	-75,150	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

b. One-Time FY 2020 Increases
c. Program Decreases in FY 2021
    1) Civilian Compensation   -17,918

Decrease is to realign the DoDEA Payroll with historical payroll execution due to the hiring difficulties in hardship areas such as Bahrain, Korea, and remote installations such as Sigonella, Italy and Misawa, Japan.

       a.) DoDDS: -$8,953
       b.) DDESS: -$8,965

       Total: -$17,918 (FY 2020 Baseline: $1,269,870 thousand)
    2) Civilian Compensation - change in compensable day   -4,896
Decrease is due to one less workday in FY2021

       a.) Mgt HQ: -$49
       b.) CSS: -$206
       c.) EPP: -$3
       d.) DoDDS: -$2,997
       e.) DDESS: -$1,528
       f.) FA: -$82
       g.) (901) Foreign National Indirect Hire: -$31

       Total: -$4,896 (FY 2020 Baseline: $1,269,870 thousand)
    3) Defense-Wide Review (DWR): Eliminate Troops-to-   -7,500
Teachers Program

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

FA: -$7,500 (FY 2020 Baseline: $7,500 thousand)

4) DoDEA Grants   -1,700
   Maintains baseline funding.

   a.) EPP: -$1,600
   b.) FA: -$100

   Total: -1,700 (FY 2020 Baseline: $85,000 thousand)

5) DWR: Increase pupil-to-teacher Ratio for K-3rd   -1,500
Grade at DoDEA run schools
   Decrease due to a reduction of 172 FTEs to support
   the increase in the Pupil Teacher ratio from 18
   students to one Educator in grade 1-3 to 20 students
   to one educator in grades 1-3 as mandated by the DWR
   Board. The $1,500 funding reduction reflects 5
   weeks of pay for School Year 21/22 of FY 2021
   (August and September).

   a.) DoDDS: -$770; -89 FTE
   b.) DDESS: -$730; -83 FTE

   Total: -$1,500 (FY 2020 Baseline: $1,269,870
   thousand; Baseline FTEs: 11,840; -172 FTEs)

6) DWR: MyCareer Advancement Account (MyCAA) Program   -2,500
Reductions
   a.) FA: -$2,500 (FY 2020 Baseline: $50,000 thousand)

7) DWR: Reform DoDEA Grant Program   -5,000
   a. DoDEA: -$5,000 (FY 2020 Baseline: $30,000
   thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
8) DWR: Right-Size Funding to Match Demand of DoDEA Program	-10,000	

     Reduces a portion of the PSB-CY program.

     a. FA: -$10,000 (FY 2020 Baseline: $19,200 thousand)

FY 2021 Budget Request	**2,941,429**

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

Enrollment and Number of Schools:

DoDDE Enrollment:	FY 2019 Actual	FY 2020 Enacted	FY 2021 Estimate
Special Education	444	641	521
Sure Start	850	869	844
Pre-Kindergarten	2,671	2,597	2,516
Kindergarten	6,981	6,917	6,894
Grades 1 through 12	60,460	59,963	58,913
Non-DoD Schools Program	3,544	4,197	4,197
Special Arrangements	1,500	1,411	1,411
Virtual School		2,163	2,163
Total DoDDE	76,450	78,758	77,459

Note: Special Education enrollment reflects students enrolled in Pre-school Children with Disabilities and other self-contained special education programs only. Kindergarten through Grade 12 enrollment includes special education students which are educated in the least restrictive age appropriate classroom environment.

Number of Schools:	FY 2019 Actual	FY 2020 Enacted	FY 2021 Estimate
DoDDE Total	163	163	160
DoDDS	108	108	106

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

DDESS	54	54	53
Virtual School	1	1	1

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Funding Levels	FY 2019 Actual	FY 2020 Enacted	FY 2021 Estimate
Sustainment	63,723	89,199	99,153
Restoration and Modernization	13,619	13,892	14,170
Demolition	0	0	0
Total	77,342	103,091	113,323
DoDEA Sustainment Rate	57.2%	52.8%	79.3%
Department Sustainment Goal for DoDEA	90%	90%	90%

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

DoDEA:

Performance Criterion #1: Cost and productivity Metrics: There are three supporting educational initiatives that are vital to DoDEA successfully establishing and sustaining a standards-based educational system.

Goal 1 for FY 2021: Sustainment of a robust educator professional development framework that supports the successful development and implementation of our new standards-based educational system which largely depends on the efficacy of our educational professionals (teachers, principals and above school level education staff).

Results: To ensure our workforce has the requisite skills, knowledge, and strategies to achieve the required reform, we will place considerable emphasis on the development and implementation of a robust, system-wide professional development framework.

Goal 2 for FY 2021: Improve student readiness and motivation for an increase in academic rigor.

Results: Acknowledging and working to mitigate the many non-school factors that influence our school environments to properly prepare students for the learning process and meet each student's unique learning needs.

Goal 3 for FY 2021: Establishment of an integrated data management system that reflects each student's academic performance and progress by content area and grade.

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

Results: In order to ensure essential student performance data is consistently available to system stakeholder in order to facilitate timely decisions/actions, we will pursue a system-wide, integrated data management system composed of data management policies, standardized procedures, and a system-of-record infrastructure.

FAMILY ASSISTANCE:

Performance Criterion: Contribute to force readiness and quality of life by providing policies and programs that advance the well-being of Service members, their families, survivors, and other eligible members of the military community on and off military installations.

Goal 1 for FY 2021: Provide information and assistance through a 24/7/365 call center and website offering non-medical counseling, specialty consultations, financial counseling and tax preparation and support. Provide access to non-medical counseling sessions and psychoeducation presentations related to deployment stress, reintegration, relocation adjustment separation, anger management, conflict resolution, parenting, caregiving, parent/child communication, relations/family issues, coping skills, homesickness, and grief and loss Service Members and families world-wide.

Results: In FY 2019, Military OneSource achieved a 100% customer satisfaction rate of overall services with over 9,970,056 page views and over 224,000 tax returns completed. There were also a total of 2,309 Duty-to-Warn and Mandatory Reports cases identified through non-medical counseling services and over 18,802,666 psychoeducational presentations and ancillary contacts.

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

Goal 2 for FY 2021: Provide military spouses with education, career guidance and comprehensive information, tools and resources to support career exploration; education, training, and licensing; employment readiness; career connections; and My Career Advancement Account (MyCAA) tuition assistance.

Results: In FY 2019, the Spouse Education and Career Opportunities (SECO) Career Counseling Center conducted over 159,000 virtual coaching sessions and maintained a 98% satisfaction rate among spouse users. More than 420 public and private employers have joined the Military Spouse Employment Partnership (MSEP) and over 141,000 spouses have been hired by MSEP employers since June 2011. During FY 2019, more than 18,500 spouses received education related financial assistance through MyCAA.

Goal 3 for FY 2021: Provide quality, affordable care in child development programs with an emphasis on working military families. Provide developmental and support services to the youth of the Active and Reserve Components that support lifelong health and wellness, educational success, exploration of the arts, and character development.

Results: The Department provides care to more than 160,000 children between the ages of birth and twelve years on a daily basis. Over 632,000 hours of mandatory training were completed by child and youth development program staff to maintain the quality of child care in DoD child care programs. Through the Virtual Lab School, direct care staff, trainers, and managers were provided research-based professional development content resulting in over 3,800 staff members receiving the Child Development Associate (CDA) credential. The DoD continues to expand professional development opportunities and resources to off-installation child care providers, in efforts to expand community based child care options for military families.

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

Goal 4 for FY 2021: Ensure families with special medical and/or educational needs are provided access to quality family support services through the Exceptional Family Member Program (EFMP). This includes the further standardization of family support services, expansion of the EFMP data Repository, provision of oversight, and access to tailored on-line resources and information relevant to families with special needs.

Results: Developed EFMP family support trainings, implemented a form for identifying family needs and setting goals (individualized services plans), planned for the expansion of the EFMP data repository, and prepared for the launch of a family support feedback tool. Began development on the new EFMP & ME on-line application which will provide targeted information and support to families focusing on their needs.

Goal 5 for FY 2021: Provide 24/7/365 access to online library resources for Service members and their families to support resilience, personal readiness, quality of life, voluntary education, professional and technical education and training, lifelong learning, transition and career assistance, and the leisure needs of military communities. Provide deployed Service members at main operating and remote and isolated contingency operation locations 24/7/365 access to internet and voice over internet protocol telephone services to enable communication with family and friends back home.

Results: In FY19, over 187,000 online tutoring sessions were conducted and over 182,000 practice standardized tests were taken allowing Service members and families to improve their educational success. Online library databases, eBooks, and audio books were available for Service members and families usage 24/7/365, resulting in over 32,900,000 items viewed. Over 130 Internet Cafés provide 24/7/365 access (e.g. Skype) to over

IV. Performance Criteria and Evaluation Summary:

171,000 deployed Service members in 16 overseas locations to connect with family and friends.

FAMILY ADVOCACY:

Performance Criterion: Deliver prevention, advocacy, and clinical intervention programs in the areas of spouse and intimate partner domestic abuse, child abuse and neglect, and problematic sexual behavior in children and youth.

Goal for FY 2021: Continue to deliver evidence-based and/or evidence-informed programs through: public awareness, prevention and training for commanders, senior NCOs, law enforcement, and other coordinated community response components; New Parent Support Program home visitations; treatment, intervention, and case management for victims and offenders as well as interventions for children as appropriate in child abuse and neglect cases; victim advocacy safety planning and risk assessment services; and multidisciplinary Fatality Reviews, Command Assistance Teams, Installation-level Incident Determination Committees and Family Advocacy Committees. Additionally, intervention and prevention programming to address problematic sexual behavior in children and youth using a multi-disciplinary approach will continue to build upon evidence-based programs in collaboration with civilian experts, including parent engagement.

Results: Family Advocacy Program Clinical Staff and victim advocates provided advocacy services to victims and offenders of domestic abuse, including spouse abuse and intimate partner abuse, and New Parent Support staff conducted home visits to high-risk families. The systems efforts to address problematic sexual behavior in children and youth as well

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

as tailored interventions and parent engagement efforts became further institutionalized within the DoD coordinated community response.

FINANCIAL READINESS:

Performance Criterion #1: Continue implementation of financial education strategy and programs to improve the financial literacy/preparedness of Service members to include development of training courses, and strategic communication products.

Goal for FY 2021: Develop and deliver education courses and strategic communication products to address Section 992 of Title 10, U.S. Code, to include Blended Retirement System (BRS) sustainment training, addressing topics at mandatory touch-points such as new accession training, TSP vesting, Promotion through pay grades E-5 and O-4, upon eligibility for Continuation Pay, and at career transition.

Results: In FY19, the Office of Financial Readiness developed robust financial literacy training including a lump sum course and continuation pay guide to complete the suite of BRS education and training available to Service members. Additionally, responding to evolving learning preferences through innovative approaches, FINRED developed a mobile application, and 10 unique military touchpoint micro-learning videos. Comprehensive strategic communications products supplement DOD financial literacy education efforts and increase awareness of tools and resources to enable Service members to make informed financial decisions. Over 100 communication products were created including articles, blogs, fact sheets, flyers and posters, on a wide range of relevant financial topics. To further the reach and digital footprint of original FINRED educational resources to the military community, FINRED stood up two new platforms in 2019: the FINRED blog on Medium

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

and the FINRED website. More than 290,000 Service members, families and service providers were reached through multiple digital strategies and collaboration efforts, an overall 71% increase in access to digital communications messaging.

Performance Criterion #2: Direct and oversee policies and programs to support the financial readiness of Service members and their families.

Goal for FY 2021: Provide comprehensive training for Personal Financial Managers as the first line of education for Service members and families; develop a mobile training application and micro-learning curriculum for military members and families to support compliance with NDAA FY16; complete comprehensive research and analysis to better understand financial readiness needs of the force; and manage MLA database to assist the financial industry in identifying covered borrowers under 32 CFR, Part 232; and develop and deliver Financial Readiness strategic communications products to include infographics, videos, articles, multimedia, and print materials for educating the force.

Results: In FY19, published policy to establish mandatory core training standards to allow the Services flexibility in delivery, training to standard versus time, and management of financial affairs in a manner that enhances rather than distracts from mission readiness. FINRED also released an Inventory of Financial Literacy Knowledge and Skills for Service Members and Families to serve as a foundational document for document requisite financial readiness skills Service members should have across the military lifecycle. FINRED transitioned the Department's legacy Financial Readiness Campaign to a more proactive and enduring Financial Readiness Network as a mechanism to synchronize efforts with other Federal departments and agencies, and non-Federal entities. FINRED conducted a DOD Financial Readiness Training Symposium to provide training and Continuing

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

Education Units, required to maintain certification, to over 300 Personal Financial Managers and Financial Readiness professionals on personal financial requirements under 10 USC § 992.

Performance Criterion #3: Provide proactive personal life cycle financial management services to Service members and their families through the Personal Financial Counselor (PFC) Program. PFC services augment DoD personal financial readiness services/programs through the provision of tools and information to assist Service members in achieving financial goals and addressing financial challenges.

Goal for FY 2021: Sustain PFC footprint to address the requirements as submitted by the Military Services. Ensure all PFCs are properly credentialed, trained and ready to perform, and compliant with industry-accepted standards for the delivery of personal financial management services. Expand PFC footprint to address the requirements as submitted by the Military Services. Ensure all PFCs are properly credentialed, trained and ready to perform, and compliant with industry-accepted standards for the delivery of personal financial management services.

Results: In FY 2019, the PFC Program deployed a worldwide network of 300 full-time and 800 part-time PFCs to provide financial counseling, education, and training through experienced, professional counselors. Services were provided at over 2,000 CONUS locations and 69 OCONUS locations. The program delivered over 250,000 client contacts and 16,000 briefs and presentations.

Performance Criterion #4: Assess the financial readiness of the Force to evaluate programs and identify and respond to educational needs.

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

Goal for FY 2021: Develop, deploy, and analyze a survey and assessment of financial literacy and preparedness in the annual Status of Forces Survey in accordance with 10 U.S.C. 992(d). Determine the overall financial condition of the Force and develop strategies to address educational needs.

Results: The Status of Forces Survey annually obtains feedback on the financial behaviors, perceptions, and literacy of the Force. Survey includes, in addition to DoD focused questions, questions from other survey instruments such as the Consumer Financial Protection Bureau's (CFPB) Financial Well-Being Scale to allow comparisons with civilian populations. According to FY 2017 survey results, the financial well-being of members has generally improved, while use of high-cost credit products has declined. Members were generally more knowledgeable than civilians on common financial knowledge questions.

VOLUNTARY EDUCATION:

Performance Criterion #1: Direct and oversee policies and programs to support academic attainments that promote the career readiness of Service members.

Goal for FY 2021: Integrate Voluntary Education programs into a seamless family of products providing clear "pathways" to Service members in their academic pursuits that may both advance their military careers and prepare them for appealing careers in the civilian sector.

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

Results: Updated departmental policies and procedures to enhance opportunities for Service members to attain credentials through various Voluntary Education programs including Tuition Assistance and career exploration and preparation.

Performance Criterion #2: Better inform Service member selection of off-duty academic opportunities so that decisions are based upon quality and value.

Goal for FY 2021: Equip Service members with the information needed to make informed decisions regarding available off-duty academic opportunities. This entails presenting Service members with the information required to make decisions in context of their professional career objectives, educational goals, and required personal and financial investments. Having such information easily and intuitively accessible will help Service members to be more confident in their choices and their ability to remain on-track with their goals. Voluntary Education will measure success by the sustained access to OSD-developed tools such as TA DECIDE and other tools currently in development.

Results: Service members are accessing accurate, complete, and timely information required to properly evaluate and compare available off-duty academic opportunities. Over the last three years TA DECIDE access rates are highly consistent at about 2,400 hits per month, or roughly 1 in 10 users per year. Access rates have shown a marked uptick to about 2,700 hits per month since the beta release of the in-development CareerPath DECIDE tool, indicating higher usage of tools that support OSD policy objectives. More informed decisions by Service members result in personally and professionally meaningful pursuits, more direct paths to those pursuits and positive student outcomes.

DoD Dependents Education
Operation and Maintenance, Defense-Wide
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V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Civilian End Strength (Total)	12,494	12,508	12,325	14	-183
U.S. Direct Hire	12,246	12,263	12,081	17	-182
Foreign National Direct Hire	73	64	64	-9	0
Total Direct Hire	12,319	12,327	12,145	8	-182
Foreign National Indirect Hire	175	181	180	6	-1
Civilian FTEs (Total)	11,966	11,974	11,802	8	-172
U.S. Direct Hire	11,718	11,729	11,558	11	-171
Foreign National Direct Hire	73	64	64	-9	0
Total Direct Hire	11,791	11,793	11,622	2	-171
Foreign National Indirect Hire	175	181	180	6	-1
Average Annual Civilian Salary ($ in thousands)	103.6	106.6	107.7	3.0	1.1
Contractor FTEs (Total)	12	12	12	0	0

DoD Dependents Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

OP 32 Line	FY 2019 Actuals	Foreign Currency Rate Diff	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Foreign Currency Rate Diff	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	1,207,755	2,822	33,654	-1,000	1,243,231	0	19,146	-24,478	1,237,899
103 Wage Board	16,153	0	449	646	17,248	0	266	285	17,799
104 FN Direct Hire (FNDH)	2,598	0	72	-133	2,537	0	39	-11	2,565
111 Disability Compensation	3,115	0	87	-72	3,130	0	48	-48	3,130
121 PCS Benefits	3,663	0	102	-41	3,724	0	57	-31	3,750
199 Total Civ Compensation	**1,233,284**	**2,822**	**34,364**	**-600**	**1,269,870**	**0**	**19,556**	**-24,283**	**1,265,143**
308 Travel of Persons	122,148	910	2,461	-4,553	120,966	0	2,419	0	123,385
399 Total Travel	**122,148**	**910**	**2,461**	**-4,553**	**120,966**	**0**	**2,419**	**0**	**123,385**
696 DFAS Financial Operation (Other Defense Agencies)	8,794	0	18	0	8,812	0	2,364	0	11,176
699 Total DWCF Purchases	**8,794**	**0**	**18**	**0**	**8,812**	**0**	**2,364**	**0**	**11,176**
771 Commercial Transport	27,299	698	560	-1,257	27,300	0	546	0	27,846
799 Total Transportation	**27,299**	**698**	**560**	**-1,257**	**27,300**	**0**	**546**	**0**	**27,846**
901 Foreign National Indirect Hire (FNIH)	6,318	18	0	-213	6,123	0	122	-31	6,214
912 Rental Payments to GSA (SLUC)	1,616	0	32	0	1,648	0	33	0	1,681
913 Purchased Utilities (Non-Fund)	37,076	459	751	-468	37,818	-1	756	0	38,573
914 Purchased Communications (Non-Fund)	58,403	130	1,171	-135	59,569	-1	1,191	0	60,759
915 Rents (Non-GSA)	12,591	411	260	-419	12,843	0	257	0	13,100

DoD Dependents Education
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OP 32 Line	FY 2019 Actuals	Foreign Currency Rate Diff	Change FY 2019/FY 2020		FY 2020 Enacted	Foreign Currency Rate Diff	Change FY 2020/FY 2021		FY 2021 Estimate
			Price	Program			Price	Program	
917 Postal Services (U.S.P.S)	218	0	4	-2	220	0	4	0	224
920 Supplies & Materials (Non-Fund)	57,189	598	1,156	-1,754	57,189	2	1,144	0	58,335
921 Printing & Reproduction	451	0	9	-3	457	0	9	0	466
922 Equipment Maintenance By Contract	75,335	0	1,507	-1,507	75,335	0	1,507	0	76,842
923 Facilities Sust, Rest, & Mod by Contract	120,712	3,352	2,481	-23,419	103,126	0	2,063	8,170	113,359
925 Equipment Purchases (Non-Fund)	28,230	298	571	-14,302	14,797	-2	296	0	15,091
933 Studies, Analysis & Eval	424	0	8	0	432	0	9	0	441
987 Other Intra-Govt Purch	889,185	470	17,793	-23,812	883,636	0	17,673	-14,782	886,527
988 Grants	74,232	0	1,485	9,283	85,000	0	1,700	-11,700	75,000
989 Other Services	170,337	3,813	3,483	-13,706	163,927	2	3,279	0	167,208
990 IT Contract Support Services	57	0	1	0	58	0	1	0	59
999 Total Other Purchases	**1,532,374**	**9,549**	**30,712**	**-70,457**	**1,502,178**	**0**	**30,044**	**-18,343**	**1,513,879**
Total	**2,923,899**	**13,979**	**68,115**	**-76,867**	**2,929,126**	**0**	**54,929**	**-42,626**	**2,941,429**

* The FY 2019 Actual column <u>includes</u> $31,620.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $31,620.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $0 thousand of FY 2021 OCO Appropriations Funding.

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Defense POW/MIA Accounting Agency

February 2020

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Defense POW/MIA Accounting Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DPAA	154,921	3,432	9,826	168,179	3,190	-42,144	129,225

I. Description of Operations Financed: The Defense POW/MIA Accounting Agency (DPAA) is a Defense Agency that provides families and the Nation with the fullest possible accounting for missing personnel from past conflicts. The DPAA leads the national effort to develop and implement the Department of Defense (DoD) policy on all matters relating to personnel accounting from past conflicts, conduct global search, recovery, and laboratory operations to identify personnel from past conflicts, ensure timely and accurate information is provided to the families of missing personnel, share their stories, and, when possible, bring home their remains. This includes those who are unaccounted for from World War II, the Korean War, Cold War, Indochina (Vietnam) War, Persian Gulf War, the Iraq Theater of Operations, and other conflicts or incidents as the Secretary of Defense (SECDEF) directs. The DPAA provides analytical support to official United States delegations and engage in technical discussions with host nation officials. Additionally, the DPAA is continuing to implement the transformation of the DoD's personnel accounting for past conflicts that involve enhanced strategic partnerships to more effectively account for missing personnel and to ensure their families receive accurate information.

Accounting Line of Effort (LOE): This LOE is critical to the DPAA's efforts to research, investigate, disinter, recover and identify those that served the nation. The culmination of this effort is to increase the number of personnel accounted for annually while

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

providing the results of all of our accounting efforts to the families of the missing, even when it does not result in an individual identification.

The DPAA conducts investigation, excavation, and recovery operations to recover the remains of missing personnel. DPAA personnel manage the command and control, logistics, and in-country support during supported missions. The DPAA is the DoD lead agency for coordinating with other U.S. Government (USG) agencies, foreign governments through the Department of State, and non-governmental (NGO) on all matters related to the personnel accounting mission, including conducting international negotiations to achieve access to loss sites and/or information that leads to the recovery of artifacts or the remains of personnel missing from past conflicts. In addition, the DPAA supports the U.S. side of the U.S.-Russia Joint Commission on POW/MIAs.

The DPAA operates three laboratories that perform forensic and anthropological analysis of remains, as well as material analysis of artifacts and other items related to crash sites and personnel losses. The analysis performed at the laboratories is critical for accurate and scientific identification of remains. The identification laboratories coordinate with the Armed Forces DNA Identification Laboratory (AFDIL) and Service Casualty Offices (SCO) to collect and identify DNA samples.
Additionally, the DPAA also supports operations by conducting research in U.S. and international archives, analyzing data, creating and maintaining comprehensive records (including the official list of unaccounted-for by conflict), interviewing witnesses, and investigating losses. Key projects in this area include:

1. Developing an information technology solution to establish accounting community-accessible personnel files for each missing person that contain all available

I. <u>**Description of Operations Financed (cont.)**</u>
   information regarding the disappearance, whereabouts, and status of missing persons, and are available to families upon request (to comply with 10 U.S.C. § 1509).
   2. Completing the digitization of the Individual Deceased Personnel Files of U.S. Service members missing since WWII.

<u>**Communication LOE:**</u> The DPAA's ability to effectively communicate to families and external stakeholders is vital to providing the fullest possible accounting for missing personnel. While the Outreach and Communications Directorate is primarily responsible for many of the tasks within this LOE, the entire agency has important supporting and supported responsibilities as well.

Pursuant to 10 U.S.C. § 1501, the Department is responsible for informing the families, Congress, veteran's service organizations, military service organizations, family support groups, and the general public about missing personnel and ongoing efforts to recover and identify missing personnel. In compliance with this law, the DPAA conducts communications and outreach programs, including seven family member update meetings and two annual government briefings each year to provide case updates, collect DNA family reference samples, and share information on DoD personnel accounting and recovery activities with families of missing persons. Seven family member updates are held in major cities across the United States to inform and build trust with approximately 1,800 family members per year. Two annual government briefings in Washington, D.C. update family members of the missing from the Vietnam War and Korean/Cold War. During these briefings, USG-officials brief on government procedures, processes, and efforts to account for missing personnel.

The DPAA is engaged in responding to requests for information from families of the missing, veterans, the public, and members of Congress, the declassification of DPAA and legacy agency documents, and transfer of information to the Library of Congress and the

I.   Description of Operations Financed (cont.)
National Archives for public access, and maintaining a website detailing POW/MIA information and accounting efforts.

Synchronization LOE: For the DPAA to continue to succeed as a geographically dispersed agency, it must further prioritize efforts that synchronize and integrate the multiple offices and functions. The Synchronization LOE is designed to do this while also improving processes and strategies. This LOE includes the integration of developing strategic partnership initiatives, as well as, information modernization efforts – perhaps DPAA's two most important and potentially lucrative long-term investments.

Mission Support LOE: The DPAA's ability to perform this complex and continuous world-wide mission depends upon integrated support provided by the Logistics, Expeditionary Support, Human Capital and Comptroller directorates.

II. Force Structure Summary:
N/A

Defense POW/MIA Accounting Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

			FY 2020					
			Congressional Action					
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
4. Administration and Servicewide Activities	154,921	144,881	23,298	16.1	168,179	168,179	129,225
Total	**154,921**	**144,881**	**23,298**	**16.1**	**168,179**	**168,179**	**129,225**

Defense POW/MIA Accounting Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**144,881**	**168,179**
Congressional Adjustments (Distributed)	24,000	
Congressional Adjustments (Undistributed)	-702	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**168,179**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**168,179**	
Supplemental		
Reprogrammings		
Price Changes		3,190
Functional Transfers		
Program Changes		-42,144
Current Estimate	**168,179**	**129,225**
Less: Wartime Supplemental		
Normalized Current Estimate	**168,179**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**144,881**
1. Congressional Adjustments		23,298
a. Distributed Adjustments		
1) Program Increase - Korean conflict	10,000	
2) Program Increase - Missing in Action accounting program	9,000	
3) Program Increase - Identifying remains from WWII in EUCOM	5,000	
b. Undistributed Adjustments		
1) Unjustified Growth Across-The-Board reduction to the Operation and Maintenance, Defense-Wide, Account	-535	
2) Budget Justification Inconsistencies (Across-The-Board reduction to the Operation and Maintenance, Defense-Wide, Account)	-167	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**168,179**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**168,179**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**168,179**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**168,179**
6. Price Change		3,190
7. Functional Transfers		
8. Program Increases		1,377
a. Annualization of New FY 2020 Program		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Civilian compensation (pay raises, locality pay, cost-of-living increases)	1,377	
Programmed cost for civilian personnel/FTE continues to increase annually with the bulk of DPAA positions in high cost areas (DC and Hawaii), and the requirement for many high demand, low density scientific personnel in high grades.		
9. Program Decreases		-43,521
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Congressional Program Increases for Korean conflict, Missing in Action accounting program, and Identifying remains from WWII in EUCOM.	-24,480	
c. Program Decreases in FY 2021		
1) Reduction to travel, transportation, and supplies related to field operations.	-18,313	
2) Defense-Wide Review (DWR): Fourth Estate Network Optimization	-500	
3) Reduction for one less compensable day (262 days in FY 2020, 261 days in FY 2021).	-178	
4) DWR: DPAA Reduction	-50	
FY 2021 Budget Request		**129,225**

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

Personnel Accounted for (by FY):					
2016	2017	2018	2019	2020*	2021*
163	183	203	218	200	200
*Estimated					

Accessions into the lab (by FY):					
2016	2017	2018	2019	2020*	2021*
287	397	475	510	450	475
*Estimated					

Family members attending DoD meetings (by FY):					
2016	2017	2018	2019	2020*	2021*
1,872	1,803	2,233	2,103	2,200	2,200
*Estimated					

Defense POW/MIA Accounting Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	276	274	272	-2	-2
Officer	89	85	85	-4	0
Enlisted	187	189	187	2	-2
Reservists on Full Time Active Duty (E/S)	0	4	0	4	-4
Officer	0	4	0	4	-4
Civilian End Strength (Total)	330	332	330	2	-2
U.S. Direct Hire	308	310	308	2	-2
Foreign National Direct Hire	22	22	0	0	-22
Total Direct Hire	330	332	308	2	-24
Foreign National Indirect Hire	0	0	22	0	22
Active Military Average Strength (A/S) (Total)	278	274	272	-4	-2
Officer	88	85	85	-3	0
Enlisted	190	189	187	-1	-2
Civilian FTEs (Total)	323	332	330	9	-2
U.S. Direct Hire	301	310	308	9	-2
Foreign National Direct Hire	22	22	0	0	-22
Total Direct Hire	323	332	308	9	-24
Foreign National Indirect Hire	0	0	22	0	22
Average Annual Civilian Salary ($ in thousands)	141.9	137.8	143.0	-4.1	5.2
Contractor FTEs (Total)	75	75	75	0	0

Defense POW/MIA Accounting Agency
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change FY 2020/FY 2021		FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	45,042	1,252	-1,294	45,000	693	684	46,377
199 Total Civ Compensation	**45,042**	**1,252**	**-1,294**	**45,000**	**693**	**684**	**46,377**
308 Travel of Persons	11,598	232	14,170	26,000	520	-16,520	10,000
399 Total Travel	**11,598**	**232**	**14,170**	**26,000**	**520**	**-16,520**	**10,000**
634 NAVFEC (Utilities and Sanitation)	0	0	1,027	1,027	21	-21	1,027
647 DISA Enterprise Computing Centers	0	0	2,257	2,257	29	15	2,301
677 DISA Telecomm Svcs - Reimbursable	1,170	23	-1,193	0	0	0	0
678 DISA IT Contracting Services	0	0	5,657	5,657	0	288	5,945
696 DFAS Financial Operation (Other Defense Agencies)	0	0	650	650	174	-224	600
699 Total DWCF Purchases	**1,170**	**23**	**8,398**	**9,591**	**224**	**58**	**9,873**
771 Commercial Transport	9,427	189	5,384	15,000	300	-5,300	10,000
799 Total Transportation	**9,427**	**189**	**5,384**	**15,000**	**300**	**-5,300**	**10,000**
901 Foreign National Indirect Hire (FNIH)	805	0	-55	750	15	35	800
912 Rental Payments to GSA (SLUC)	1,208	24	268	1,500	30	-30	1,500
913 Purchased Utilities (Non-Fund)	395	8	697	1,100	22	-22	1,100
914 Purchased Communications (Non-Fund)	3,347	67	-2,586	828	17	24	869
915 Rents (Non-GSA)	14	0	481	495	10	-10	495
920 Supplies & Materials (Non-Fund)	2,547	51	3,656	6,254	125	-5,056	1,323
921 Printing & Reproduction	0	0	1	1	0	0	1
922 Equipment Maintenance By Contract	224	4	-8	220	4	-4	220
923 Facilities Sust, Rest, & Mod by Contract	137	3	4,757	4,897	98	-98	4,897
925 Equipment Purchases (Non-Fund)	0	0	2,746	2,746	55	-1,458	1,343

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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020		FY 2020 Enacted	Change FY 2020/FY 2021		FY 2021 Estimate
		Price	Program		Price	Program	
932 Mgt Prof Support Svcs	30,253	605	-17,329	13,529	271	-4,790	9,010
957 Other Costs (Land and Structures)	719	14	-733	0	0	0	0
987 Other Intra-Govt Purch	3,870	77	15,280	19,227	385	-4,633	14,979
988 Grants	22,318	446	-12,764	10,000	200	-3,700	6,500
989 Other Services	11,403	228	-4,590	7,041	141	-1,244	5,938
990 IT Contract Support Services	10,444	209	-6,653	4,000	80	-80	4,000
999 Total Other Purchases	**87,684**	**1,736**	**-16,832**	**72,588**	**1,453**	**-21,066**	**52,975**
Total	**154,921**	**3,432**	**9,826**	**168,179**	**3,190**	**-42,144**	**129,225**

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Operation and Maintenance, Defense-Wide
Defense Security Cooperation Agency

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Defense Security Cooperation Agency
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 04: Administration & Servicewide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DSCA	1,993,492	40,284	-1,394,166	639,610	13,419	-54,470	598,559

* The FY 2019 Actual column <u>includes</u> $1,392,002.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $1,439,178.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $1,577,763.0 thousand of FY 2021 OCO Appropriations Funding.

I.   <u>Description of Operations Financed</u>: The Defense Security Cooperation Agency (DSCA) leads the security cooperation community in developing and executing innovative security cooperation solutions that support mutual U.S. and partner interests. The DSCA plans, directs, implements, administers and provides guidance for the execution of assigned security cooperation programs and activities and facilitates the planning, implementation, monitoring, and evaluation of security cooperation activities funded through the DSCA's budget. The DSCA activities encourage and enable foreign partners to act in support of U.S. national security objectives. Security cooperation activities are often complex, urgent, and span the phases of conflict from shaping the environment to enabling civil authority activities. The DSCA executes these activities by collaborating closely with the Inter-agency, geographic combatant commands, industry, and partner nations. Moreover, the DSCA seeks to maximize security cooperation program effectiveness and align efforts with the National Defense Strategy.

The FY 2021 budget request supports the day-to-day operations of the DSCA Headquarters, the Department Regional Centers for Security Studies, the Institute for Security Governance, and the Defense Institute of International Legal Studies. Under the provisions of the FY 2017 National Defense Authorization Act (NDAA), the FY 2021 budget request will continue to support the execution of a Department-wide framework for the

I.   Description of Operations Financed (cont.)

assessment, monitoring, and evaluation of security cooperation activities and continue to implement a workforce development program targeting all Department of Defense professionals supporting security cooperation efforts, including the execution of security sector assistance programs and activities under the Foreign Assistance Act and the Arms Export and Control Act. Additionally, the DSCA's budget request supports program management and administration of the Humanitarian Assistance, Foreign Disaster Relief, and Humanitarian Mine Action programs funded within the Overseas Humanitarian, Disaster and Civic Aid appropriation.

National Defense Strategy Implementation (NDS-I) Account

The NDS-I account enables the geographic combatant commanders (GCC) to plan and implement security cooperation activities, with our global partners, in alignment with the National Defense Strategy (NDS). The Defense Security Cooperation Agency (DSCA) executes security cooperation activities through a variety of legislative authorities. Programs developed under authorities drawing from the NDS-I Account are co-formulated and reviewed by the Secretary of Defense and the Secretary of State, facilitating unity of effort across the U.S. Government and ensuring the DSCA's plans and strategies provide complementary and mutually reinforcing solutions. Such activities enable military-to-military engagements, training with foreign forces, support for operations and capacity building, and professional civilian and military educational and training activities between the Department and national security forces of allies and partner nations. NDS-I account funded activities are reflective of security cooperation reforms mandated in the FY 2017 National Defense Authorization Act.

Beginning in FY 2021, the Security Cooperation Account, the Ministry of Defense Advisors Program, and the Counter Terrorism and Irregular Warfare Fellowship program will be realigned and consolidated into the NDS-I account. Activities previously funded with the

I.   Description of Operations Financed (cont.)

Wales Initiative fund/Partnership for Peace program that do not support the Institute for Security Governance will be realigned to the NDS-I account.

Indo-Pacific Maritime Security Initiative

The Indo-Pacific Maritime Security Initiative (MSI) is the primary regional maritime domain awareness capabilities building program in the Indo-Pacific, one of the priority regions for the Department. The MSI encompasses a comprehensive approach that involves training, exercises, equipment, and necessary sustainment parts and maintenance instruction as well as helping partners strengthen their maritime institutions, governance, and personnel training. To this end, the MSI supports the Department's efforts to create a networked security architecture of key countries across the Indo-Pacific capable of deterring aggression, maintaining stability, ensuring free access to common domains, and preserving the free and open international system. In FY 2020, funding for the MSI was realigned to the Security Cooperation Account. Beginning in FY 2021, activities previously funded by the MSI are included in the National Defense Strategy Implementation Account request.

Regional Centers for Security Studies

The Regional Centers for Security Studies are institutional capacity building providers that support the National Defense Strategy objective of strengthening alliances and attracting new partners. The Regional centers offer executive-development strategic-security studies, research, and rigorous outreach programs that foster long-term collaborative relationships. Through academic-like programs that promote common perspectives on regional security, the Regional Centers employ their comparative advantage of maintaining enduring individual and institutional relationships with alumni and engaging beyond partners' defense establishments to advance U.S. interest in the

I.   Description of Operations Financed (cont.)

three functional areas of territorial and maritime security, transnational and asymmetric threats, and defense sector governance. Regional Center program funding directly supports resident courses, in-regional workshops, outreach and alumni engagement, and focused research in support of the Department's priorities. The Regional Centers for Security Studies are the Near East South Asia Center for Strategic Studies, Washington, D.C.; Africa Center for Strategic Studies, Washington, D.C.; Daniel K. Inouye Asia-Pacific Center for Security Studies, Honolulu, Hawaii; William J. Perry Center for Hemispheric Defense Studies, Washington, D.C.; and the George C. Marshall European Center for Security Studies, Garmisch, Germany.

Institute for Security Governance (ISG)

In April 2019, the Center for Civil-Military Relations was realigned from the Department of Navy to the DSCA and rechristened as the ISG. Establishing the ISG as an organization under the DSCA effectively aligns the resources necessary to ensure that the DSCA has clear command, control, and oversight of the primary implementer of Institutional Capacity Building (ICB) programming to meet congressional intent. ICB programs are a core element of how the Department builds the capacity of foreign security forces to address shared national security challenges supporting the NDS. The ISG will serve as the Department's primary resource for ICB advising and education, methodology and approach, scoping and design, and functional expertise.

In previous fiscal years, the DSCA provided the Department of Navy funding from the Defense Institution Reform Initiative program line and a portion of Wales Initiative Fund/Partnership for Peace program funding on a reimbursable basis for operating expenses incurred by the ISG. The transition of the ISG to a subordinate organization within the DSCA facilitates a more cost effective direct funded model that will be managed by the DSCA.

I.   Description of Operations Financed (cont.)

Defense Institution Reform Initiative (DIRI)

The DIRI program is a core Institutional Capacity Building (ICB) program that works with partner nations to build defense institutions and enhance institutional governance and management capabilities focusing on the development of accountable, effective, efficient, and transparent partner nation defense institutions. The main focus areas are: (1) supporting the establishment and improvement of functional capabilities necessary to organize, train, equip and sustain security forces under civilian control; (2) defense policy, strategy and planning; (3) resource management, human resource management, logistics, and infrastructure; (4) supporting the establishment and improvement of civil-military relations and inter-ministerial coordination; (5) facilitation of U.S. Department of Defense and Ministry of Defense engagements that strengthen relationships with partners and allies, and (6) supporting the development of the Department's methodology, approach and expertise to conduct ICB activities. DIRI funding goes towards two broad ICB activities primarily executed by the Defense Governance and Management Team (DGMT), civilian personnel located at the Center for Civil-Military. Beginning in FY 2021, all activities previously funded under the DIRI are realigned to the Institute for Security Governance.

Wales Initiative Fund (WIF)/Partnership for Peace (PfP)

The WIF/PfP program is a bilateral U.S. security cooperation program which supports defense reform efforts and institutional capacity building with Eastern European and Central Asian countries and all developing North Atlantic Treaty Organization (NATO) partners. The WIF/PfP program is a critical tool in supporting the achievement of jointly developed NATO partnership goals for PfP nations, strengthening capabilities for multinational operations, facilitating access for U.S. armed forces during peacetime or contingency operations, and building relationships that promote U.S. security interests.

I.   Description of Operations Financed (cont.)

WIF funding supports various activities and events such as the development of defense institutional capacity and capability; sponsoring participation by eligible nations in relevant exchanges and workshops; and sponsoring participation by eligible nations in military to military exercises supporting NATO interoperability. Beginning in FY 2021, the DSCA will no longer request funding for the WIF/PfP as as a separate program line item. WIF/PFP funded activities in support of the Institute for Security Governance (ISG) will be realigned to the ISG budget line. The remaining activities funded through the WIF/PFP will be realigned to the National Defense Strategy Implementation Account.

DSCA Headquarters

DSCA Headquarters funds the salaries and operating expenses of the DSCA workforce providing program and financial management support to Department of Defense funded security cooperation programs, to include Humanitarian Assistance, Foreign Disaster Relief and Mine Action programs. Additionally, this account resources operational and information technology system support costs, Defense Finance and Accounting Services, and support for Enterprise Resource System.

Combating Terrorism and Irregular Warfare Fellowship Program (CTIWFP)

The CTIWFP serves as a key tool for the geographical combatant commands to foster regional and global cooperation in the war against terrorism by providing foreign military officers and government security officials with strategic and operational education to enhance partners' capacity to combat terrorism. The CTIWFP enhances the U.S. efforts to provide non-lethal combating terrorism assistance. The program supports mobile and resident institutional courses tailored to the specific needs of key regions and countries in order to advance broader U.S. Government combating terrorism objectives. All personnel are thoroughly vetted consistent with legal requirements regarding human

I.   Description of Operations Financed (cont.)

rights issues. Funding for the CTIWFP directly supports various education and training activities and events, seminars, mobile training activities and graduate level education. The program funding covers all cost associated with these events, including travel, lodging and instructor costs. Beginning in FY 2021, all activities previously funded through the CTIWFP will be realigned to the National Defense Strategy Implementation Account.

Strategic Evaluations (previously Assessments, Monitoring, and Evaluations)

Assessment, Monitoring, and Evaluation (AM&E) is a statutory requirement for the Department to establish an enterprise-wide view of security cooperation and enable strategic decision making. Under the provision and in accordance with Department of Defense policy on AM&E, the Department must execute a comprehensive program to assess, monitor, and evaluate security cooperation programs and activities. The funding requested for this activity provides for Department of Defense wide strategic evaluations. The Department is committed to providing public summaries of the evaluations it conducts and an annual report to Congress on the AM&E program and lessons learned.

Security Cooperation Workforce Development

Pursuant to 10 U.S.C., Chapter 16, section §384, the Secretary of Defense is required to establish a Security Cooperation Workforce Development Program (SCWDP) to improve the quality and professionalism of the security cooperation workforce. The DSCA's SCWDP is responsible for the development and management of a professional workforce supporting security cooperation programs and activities of which include but are not limited to planning, assessment, monitoring, evaluation, execution, and the administration of Title 10 security cooperation programs.

I.   Description of Operations Financed (cont.)

In conjunction with the DSCA, the Defense Institute of Security Cooperation Studies (DISCS) supports enterprise-wide planning, integration, resource development and execution of the Department's SCWDP. The DISCS further provides research and support to advance U.S. foreign policy through security assistance and cooperation enabling the development and execution of innovative security cooperation solutions that support mutual U.S. and partner interests.

Ministry of Defense Advisors (MoDA) Program
The MoDA program supports institutional capacity building by deploying trained, senior civilian experts as advisors to partner nation ministries of defense and regional organizations with security missions. The advisors typically focus on higher level ministerial functions such as personnel and readiness, acquisition and procurement, logistics and sustainment, strategy and policy, and financial management, but can be utilized for any civilian function. The MoDA program supports the Department's priorities to prevent and deter conflict, establishing long-term, civilian relationships between the Department and partner ministries, and building the security capacity of key partners by addressing their institutional needs and supporting the development of core competencies needed for an effective and accountable security ministry. Although initially conceived in response to operational requirements in Afghanistan, global MoDA authority was granted in the FY 2012 NDAA and made permanent in the FY 2017 NDAA Section 332a. Key aspects of the MoDA program includes a 7-week pre-deployment training program; reimbursement for personnel costs, deployment costs, and temporary personnel backfills to the advisor's parent organizations; and funding to support program management.

Security Cooperation Data Management

I.   Description of Operations Financed (cont.)

The Security Cooperation Data Management program is comprised of the Partner Outreach and Collaboration Support (POCS) and Global Theater Security Cooperation Management Information System (G-TSCMIS). POCS provides a common information technology platform (GlobalNET)to improve international partner outreach and collaboration efforts in a federated environment. The GlobalNET effort focuses on improving collaboration, supporting outreach efforts, and enabling communication within the Department and other security cooperation institutions and communities. The G-TSCMIS provides a Department-wide technology capability to facilitate and integrate planning, budgeting, collaboration, program design, assessment, monitoring, evaluation, and reporting in support of all U.S. security cooperation activities.

Defense Institute of International Legal Studies (DIILS)

The DIILS is the lead defense security cooperation resource for professional legal education, training, and rule of law programs for international military and related civilians globally. The DIILS legal capacity-building programs help achieve an international order that advances U.S. interests by reinforcing the rights and responsibilities of all nations.

II. Force Structure Summary:

N/A

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

| A. BA Subactivities | FY 2019 Actuals | Budget Request | FY 2020 Congressional Action | | | Current Enacted | FY 2021 Estimate |
			Amount	Percent	Appropriated		
1. National Defense Strategy Implementation Account	0	0	0	n/a	0	0	410,697
2. Security Cooperation Account	299,057	396,761	44,089	11.1	440,850	440,850	0
3. Indo-Pacific Maritime Security Initiative	91,681	100,110	-100,110	-100.0	0	0	0
4. Regional Centers	71,814	66,588	3,747	5.6	70,335	70,335	73,405
5. Institute for Security Governance	0	0	0	n/a	0	0	58,808
6. Defense Institution Reform Initiative	32,607	28,127	-2,000	-7.1	26,127	26,127	0
7. Wales Initiative Fund	21,690	23,458	0	0.0	23,458	23,458	0
8. DSCA Headquarters	26,990	24,420	-3,000	-12.3	21,420	21,420	29,156
9. Combating Terrorism and Irregular Warfare Fellowship Program	23,968	24,238	0	0.0	24,238	24,238	0
10. Strategic Evaluations	7,642	9,081	0	0.0	9,081	9,081	9,224
11. Security Cooperation Workforce Development	9,095	9,918	0	0.0	9,918	9,918	10,173
12. Ministry of Defense Advisors Program	6,538	7,207	0	0.0	7,207	7,207	0
13. Security Cooperation Data Management	5,656	4,352	0	0.0	4,352	4,352	4,429

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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
14. Defense Institute of International Legal Studies	4,752	2,624	0	0.0	2,624	2,624	2,667
16. OCO Coalition Support Funds	224,349	0	0	n/a	0	0	0
17. OCO Lift and Sustain	118,817	0	0	n/a	0	0	0
18. OCO Ministry of Defense Advisors (Afghanistan)	14,709	0	0	n/a	0	0	0
19. OCO Security Cooperation Account	819,327	0	0	n/a	0	0	0
20. OCO Ukraine Security Assistance Initiative	214,800	0	0	n/a	0	0	0
Total	**1,993,492**	**696,884**	**-57,274**	**-8.2**	**639,610**	**639,610**	**598,559**

* The FY 2019 Actual column includes $1,392,002.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $1,439,178.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $1,577,763.0 thousand of FY 2021 OCO Appropriations Funding.

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**696,884**	**639,610**
Congressional Adjustments (Distributed)	-53,811	
Congressional Adjustments (Undistributed)	-3,378	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	-85	
Subtotal Appropriated Amount	**639,610**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**639,610**	
Supplemental	1,439,178	
Reprogrammings		
Price Changes		13,419
Functional Transfers		-2,167
Program Changes		-52,303
Current Estimate	**2,078,788**	**598,559**
Less: Wartime Supplemental	-1,439,178	
Normalized Current Estimate	**639,610**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**696,884**
1. Congressional Adjustments		-57,274
a. Distributed Adjustments		
1) Security Cooperation Account	47,552	
2) Regional Centers	3,747	
3) Indo-Pacific Maritime Security Initiative	-100,110	
4) DSCA Headquarters	-3,000	
5) Defense Institution Reform Initiative	-2,000	
b. Undistributed Adjustments		
1) Unjustified Growth	-2,574	
2) Budget Justification Inconsistencies	-804	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) Section 8133 (Foreign Currency Fluctuation)	-85	
FY 2020 Appropriated Amount		**639,610**
2. War-Related and Disaster Supplemental Appropriations		1,439,178
a. OCO Supplemental Funding		
1) Security Cooperation Account	799,178	
2) Ukraine Security Assistance Initiative	250,000	
3) Coalition Support Funds	225,000	
4) Lift and Sustain	150,000	
5) Ministry of Defense Advisors Program (Afghanistan)	15,000	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**2,078,788**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**2,078,788**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,439,178
FY 2020 Normalized Current Estimate		**639,610**

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

C. Reconciliation of Increases and Decreases	Amount	Totals
6. Price Change		13,419
7. Functional Transfers		-2,167
a. Transfers In		
1) DWR: Realignment of Regional Centers - Countering Transnational Organized Crime Course	5,068	

       Transfers funding from the Drug Interdiction and
       Counter-Drug Activities appropriation to Operation
       and Maintenance, Defense Wide for the Countering
       Transnational Organized Crime Course at the George
       C. Marshall European Center for Security Studies.
       (FY 2020 Baseline: $70,335 thousand; Baseline FTEs:
       278)

	Amount	Totals
2) DSCA Headquarters	2,700	

       Transfers funding from the Defense Contract Audit
       Agency for reimbursable payments to the Department
       of State for Iran Claims Litigation. (FY 2020
       Baseline: $21,420 thousand; Baseline FTEs: 81)

  b. Transfers Out

	Amount	Totals
1) DWR: DSCA Funding to Combatant Commands for Security Cooperation Activities	-9,935	

       Transfers funding from the DSCA Security Cooperation
       Account to the following appropriations to support
       the execution of legislative reforms mandated in the
       FY 2017 National Defense Authorization Act:
       Operation and Maintenance, Army ($4,942); Operation
       and Maintenance, Air Force ($2,080); Operation and
       Maintenance, Navy ($1,665); and Operation and
       Maintenance, Defense-Wide SOCOM($1,248). (FY 2020
       Baseline: $495,753 thousand; Baseline FTEs: 3)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
8. Program Increases		110,093
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Institute for Security Governance (ISG)	58,808	

         Increase reflects a realignment of funding from the
         Defense Institution Reform Initiative ($26,127) and
         the Wales Initiative Fund/Partnership for Peace
         ($11,177). Increase also reflects an additional
         $21,532 for assessments, partner engagements,
         transportation costs, and logistics activities in
         support of expanded and new institutional capacity
         building mission sets. (FY 2020 Baseline: $0
         thousand; Baseline FTEs: 42)

2) National Defense Strategy Implementation Account	46,643	

         Increased funding reflects a DSCA FY 2021 funding
         level adjustment prior to the DWR and price growth
         changes ($43,643). Additional also funding supports
         increased attendance of foreign military personnel
         at select international professional military
         education courses($3,000). (FY 2020 Baseline:
         $495,753 thousand)

3) DSCA Headquarters	4,642	

         Increased funding supports financial improvement and
         Audit Readiness objectives, financial management
         system sustainment, and increased facility overhead
         costs. (FY 2020 Baseline: $21,420 thousand; Baseline
         FTEs: 81)

9. Program Decreases		-162,396

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

C. **Reconciliation of Increases and Decreases**	Amount	Totals
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Regional Centers	-3,822	
Reduces funding for a one-time congressional add for the expansion of Regional Center programming for maritime security and defense governance. (FY 2020 Baseline: $70,335 thousand; Baseline FTEs: 278)		
c. Program Decreases in FY 2021		
1) DWR: Consolidate Security Cooperation Funding for National Defense Strategy (NDS) Implementation	-121,000	
Reflects a realignment of funding from the following programs to consolidate security cooperation programs for NDS Implementation: Security Cooperation Account ($-430,915; 3 FTEs); Combating Terrorism and Irregular Warfare Program ($-24,238); Wales Initiative Fund ($9,978); and the Ministry of Defense Advisors program ($-7,207; 2 FTEs). This effort includes a savings of $-121,000 thousand in alignment with historical execution and NDS objectives and an additional $-200,000 thousand in savings reflected in the OCO exhibit. (FY 2020 Baseline: $495,753 thousand; Baseline FTEs: 5)		
2) Defense Institution Reform Initiative	-26,127	
Reflects a realignment of funding to the Institute for Security Governance. (FY 2020 Baseline: $26,127 thousand)		
3) Wales Initiative Fund / Partnership for Peace	-11,177	
Reflects a funding realignment of $-11,177 to the Institute for Security Governance and $-9,978 to		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
consolidate security cooperation activities into the National Defense Strategy Implementation Account. (FY 2020 Baseline: $23,458 thousand)		
4) Compensable Day	-270	
Decreases funding for one compensable day for civilian manpower costs in FY 2021. (FY 2020 Baseline: $68,720 thousand; Baseline FTEs: 437)		
FY 2021 Budget Request		**598,559**

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

Performance measures support oversight, planning, and implementation of the defense strategy and Geographic Combatant Commanders' (GCCs) theater security cooperation strategies. These programs enable the Department of Defense (DoD) to strengthen and deepen partnerships across the globe both to address the dynamic security environment, as no country alone can address the globalized challenges we collectively face, and to help manage fiscal realities. The Department must continue to coordinate planning to optimize the contributions of our allies and partners to their own security and to Department of Defense combined activities.

<u>National Defense Strategy Implementation (NDS-I) Account</u>

A. FY 2021 PLANS AND OBJECTIVES
— Aligns requirements with specific threats emphasized in the National Defense Strategy (NDS) and removes legacy programs and priorities. The FY 2021 security cooperation planning process focused on transitioning from year-to-year activities to developing strategic, integrated security cooperation initiatives across the Future Years Defense Program. As we are continuing to plan for FY 2021 and beyond, the DoD will increase oversight of requirements and ensure strategic alignment of priority funding requests with the NDS.
— Supports the full integration of Oceania and South Asian partners as well as continued capacity building in Southeast Asia.
— Building on the combating terrorism education efforts in FY 2020, the DoD will seek to continue to expand and operationalize the global network of security cooperation professionals by targeting expansion into areas of the world that continue to experience an equal expansion of terrorist threats.

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

— The DoD estimates attendance from approximately 3,000 foreign military and security officials for educational programs; and to provide approximately 450-500 educational programs to include 45 to 50 events in 30 to 35 countries in all six regional combatant commands.

— Includes combating terrorism education and training support to emerging regional and sub-regional organizations and alliances. Within AFRICOM, combating terrorism education will focus efforts in Kenya to help the Kenyan Defense force with border security as well as Uganda, Mali and the trans-Sahel countries.

— Efforts will be complimented by ongoing programs in the CENTCOM area of responsibility as well as multiple trans-regional events that will link alumni from the regions together in collaborative settings. Across the Central Asian region the program will work to facilitate improving cooperation between the Uzbek, Tajik, and Turkmen forces in countering transnational threats.

— The program anticipates the fielding of online training platforms which will further improve full spectrum training venues for a wide range of security cooperation requirements. Additionally, the program will utilize data collected during assessments to design and implement targeted education and training programs in key areas of the world.

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

Security Cooperation Account

A. FY 2019 PRIOR YEAR ASSESSMENT

— The Security Cooperation Account directly supported the NDS line of effort to strengthen alliances and attract new partners in support of U.S. national security objectives. Some of the programs in FY 2019 enabled allies and partners to conduct: maritime and border security activities in the Baltics and Eastern Europe to counter threats from malign foreign influence, transnational and trans-regional threat networks; border security activities in the Levant to prevent the spread of the Islamic State of Iraq and the Levant into neighboring partner nations; counterterrorism and counter-illicit trafficking activities in East Africa to fight Al-Shabaab and Al-Qaeda in the Arabian Peninsula; and counterterrorism and maritime security activities in Southeast Asia to counter Abu Sayyaf and ISIL influence.

— In addition to providing partner nations' with operational training, equipment, and services, the Security Cooperation Account supported the development of partners' institutional capacity to absorb and apply new capabilities in their security forces. DSCA-funded activities will also support partners' institutional capacity to sustain critical capabilities. Assessing institutional capacity gaps and risks with our partners is essential for effective security cooperation planning that translates strategy into requirements. Our investments should be shaped not just by our objectives, but also an analysis of our investment options and which are going to best contribute to our objectives, given our risk profile. These efforts supported partner nation independent reform efforts intended to improve overall defense governance and management consistent with best practices that advance U.S. objectives.

— Eliminated redundancy through joint planning with the Department of State across programs and activities.

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

— Continued Assessment, Monitoring, and Evaluation activities will inform and shape planning and program design in effort to ensure that investments in partner capabilities achieve the desired objectives.

B. FY 2020 CURRENT YEAR ASSESSMENT

— The FY 2020 budget request includes $1.2 billion in Defense-Wide Operations and Maintenance funds for activities that enable Geographic Combatant Commands (GCC) to strengthen and evolve our alliances and partnerships, and to increase global burden sharing in support of the NDS line of effort to "Strengthen Alliances and Attract New Partners." Our investments will enable partner nations to defend against military aggression, bolster against coercion, and facilitate their fair share of common defense. By building the capacity of partner nations' foreign security forces, they will be capable of deterring or decisively acting to meet shared challenges and mitigate against the need to take action. The FY 2020 budget request supports the development of the capacity of foreign security forces based on the demand signal provided by GCC planners. The Security Cooperation account will resource programs informed by the NDS priorities, directly advance U.S. Defense objectives and is consistent with the general foreign policy of the Secretary of State. Programs will span across counterterrorism; Counter Weapons of Mass Destruction; Counter Illicit Drug Trafficking; Counter-transnational Organized Crime; Maritime and Border Security; Military Intelligence; and operations or activities that contribute to an international coalition operations. In addition to providing partner nations with operational training, equipment and services, the Security Cooperation Account will provide human rights training and support the development of partners' institutional capacity to absorb, apply, and sustain critical capabilities in their security forces. In many

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

    cases, DSCA will fund U.S. engagements to enhance the understanding of partners' capability gaps and improve interoperability and collaboration.

— Supports the continued integration of South Asia, particularly with Sri Lanka and Bangladesh, to expand maritime security capacity and capabilities. Efforts in Southeast Asia will become more complex as activities continue to expand on the foundational work established and the final implementation of programs notified in FY 2019 where appropriate. FY 2020 plans also includes a line of effort that will introduce Oceania as new partners for inclusion in exercises, exchanges, and seminars where feasible.

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

C. FY 2021 PLANS AND OBJECTIVES

— Beginning in FY 2021, all activities previously funded with the Security Cooperation
  Account will be realigned and consolidated into the National Defense Strategy
  Implementation Account.

Indo-Pacific Maritime Security Initiative (MSI)

A. FY 2019 PRIOR YEAR ASSESSMENT

— Installed the Combined Enterprise Regional Information Exchange System terminals and
  fly-away kits; achieved full utilization of SeaVision into partners' national common
  operating pictures to inform and facilitate the creation of a regional maritime picture
  utilized by all recipient countries;
— Completed construction of a visit, board, search, and seizure training facility and
  upgrades to Clark Air Force Base in the Philippines to improve Philippine maritime
  forces' interdiction capabilities;
— Completed upgrades and renovations to Utapao Airfield in Thailand to improve maritime
  airborne operations in the region;
— Provided sustainment for Vietnam's high endurance cutter vessel to support sea
  operations;
— Provisioned Link-16 communications and unmanned aircraft systems capabilities to
  Malaysia;
— Leveraged previous investments to deliver new and improved capabilities to partners,
  such as UAS capability for Thailand and upgrades to Malaysian maritime patrol
  reconnaissance aircraft, to improve maritime command, control, communications,

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

   intelligence, surveillance, and reconnaissance capabilities in the South China Sea region.
— Improved institutional capacity of maritime command and control centers, promoted information sharing, and increased professionalism of maritime security forces across the region through networked partnerships, events, and military education courses and seminars.
— Fully integrated Sri Lanka, Bangladesh, and India into planned military-to-military events, exchanges, and dialogue to enhance integration of capabilities within the South China Sea and the Indian Ocean.

B. FY 2020 CURRENT YEAR ASSESSMENT
— The FY 2020 consolidated appropriations act realigned the MSI program to the Security Cooperation Account.

C. FY 2021 PLANS AND OBJECTIVES
— Beginning in FY 2021, all activities previously funded with the MSI will be realigned to the NDS-I Account.

<u>Regional Centers for Security Studies</u>

A. FY 2019 PRIOR YEAR ASSESSMENT
<u>Africa Center for Security Studies (ACSS)</u>

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

— Published widely cited research on the movement and influence of militant Islamist groups, helping to explain some of the basis for a surge of attacks in the Sahel and declines in activity by Boko Haram, ISIS, and al Shabaab.
— Executed the African Military Education Program, in which representatives of U.S. professional military education institutions share expertise, methodology, and curriculum design practices with African counterparts.
— Hosted a workshop of 50 maritime security professionals from 26 countries and 13 regional organizations to collaborate on sub-regional and regional strategies for promoting a stable, secure, and sustainable maritime economy on the African Continent.

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>
— Conducted the advanced Security Cooperation Course provided to enhance military and civilian leaders' understanding of security issues within political, socio-economic, defense, and environmental contexts
— Comprehensive Crisis Management Course which is focused on enhancing capacity among security practitioners for crisis preparation, mitigation, response, and recovery
— Conducted the Transnational Security Cooperation course which is designed to enhance awareness of transnational security issues, explore opportunities to strengthen states' capacities, and collaborative policies to address them
— Conducted the Comprehensive Security Responses to Terrorism Course provided to security practitioners in the Asia-Pacific region the operational and strategic-level skills necessary to enhance their ability to understand and combat terrorism and transnational threats
— Conducted the first course addressing maritime security, the Comprehensive Maritime Security Course

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

— Developed and conducted fifteen seminars, workshops and dialogs, both resident and in-region, involving 810 participants. These workshops enhanced knowledge, skills, and values relevant to regional security cooperation.
— Assisted the government of Vietnam prepare for their upcoming role as ASEAN Chair.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
— As an institutional capacity building (ICB) provider, the WJPC supports the National Defense Strategy objective to strengthen alliances and attract new partners and sustaining advantages in the Western Hemisphere by (1) offering executive-level academic programs, research projects, and outreach activities that foster long-term collaborative relationships; (2) developing and sustaining relationships and communities of interest among security practitioners and national security establishments, especially in defense, throughout the region; and (3) enhancing enduring institutional partnerships among the nations of the region. Through academic programs and courses that foster common perspectives on regional security and promote integrated, collaborative responses to transnational threats, the WJPC employs their comparative advantage of maintaining enduring individual and institutional relationships with alumni and engaging beyond partners' defense establishments to advance U.S. interest in the areas of territorial and maritime security, transnational and asymmetric threats, and defense sector governance.
— The WJPC conducted seven resident courses for 337 participants from 17 countries and17 bilateral in-region seminars in nine different countries (Argentina, Brazil, Colombia, Dominican Republic, Ecuador, Guatemala, Honduras, Jamaica and Mexico)
— Conducted Two Hemispheric Forums, on Regional and Hemispheric Security, with a combined attendance of over 250 people and livestream viewership of over 150.

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

- Conducted 13 virtual presentations for four countries (Argentina, Honduras, Paraguay, Peru), with a combined audience of approximately 225 people
- Provided the Defense Governance course, in which mid-level policymakers learn how to build credible future alternative scenarios for security and defense challenges and identify institutional gaps in confronting complex adaptive conflicts.
- Hosted a Senior executive level governance seminar designed for the Vice-Minister and Director levels, addressing governance policy decision making and best practices
- Conducted the Transnational threats programs with an emphasis on Combating Trans-regional Transnational Threats Networks in the format of resident courses (Countering Transnational Organized Crime and Illicit Networks in the Americas)
- One sub-regional seminar focused on the specific challenges faced by Central America, and four bilateral in-region seminars focused on the challenges faced by Colombia, Dominican Republic, Mexico and Argentina.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
- As an institutional capacity building provider, the GCMC supports the National Defense Strategy objective to strengthen alliances and attract new partners and fortify the Trans-Atlantic NATO Alliance by (1) offering executive-level academic programs, research projects, and outreach activities that foster long-term collaborative relationships; (2) developing and sustaining relationships and communities of interest among security practitioners and national security establishments, especially in defense, throughout the region; and (3) enhancing enduring institutional partnerships among the nations of the region. Through academic programs and courses that foster common perspectives on regional security and promote integrated, collaborative responses to transnational threats, the GCMC employs their comparative advantage of maintaining enduring individual and institutional relationships with alumni and

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

engaging beyond partners' defense establishments to advance U.S. interest in the areas of territorial and maritime security, transnational and asymmetric threats, and defense sector governance. In FY 2019, the GCMC conducted 13 resident courses with 794 participants and graduated 329 participants in 27 Partner Language Training Center Europe (PLTCE) courses.

— The GCMC continues to build capacity of network security sector professionals regionally across Europe/Eurasia and transnationally from across the globe. The network is further strengthened through community of interest and outreach events where alumni from different resident courses are re-engaged to discuss specific threats and to share global best practices for addressing the threat. In FY 2019, the GCMC conducted over 267 outreach, Partnership for Peace Consortium, PLTCE, and alumni events across the region reaching 13,212 total participants

— Conducted 17 transnational related events with 3,169 participants, to include 12 capacity building events (633 participants) and 5 networking events (189 participants). Resident courses which address transnational policy priorities have enjoyed average fill rates of 96%.

— Conducted 205 regional events with 4,566 participants, to include 167 capacity building events (3,070 participants) and 38 networking events (1,501 participants). Regional events are focused on Europe and Eurasia. Resident courses which addressed regional policy priorities have also enjoyed high participant fill rates, averaging 88%. Examples of non-resident regional events included separate Tailored Seminars for Parliamentarians from the countries of Georgia, Moldova and Ukraine; Senior Leaders Seminars for Ukraine; a Regional Information Assurance Conference; Balkans 360 Workshops and 34 Outreach Networking Events.

IV. Performance Criteria and Evaluation Summary:

— Conducted the Senior Executive Seminar "China in Europe: A Security Challenge?" Topics included understanding Chinese policy, strategic communication and economic goals in Europe, with respect to trade, investment and infrastructure.
— Conducted the Ukraine Senior Leadership series – six (6) total seminars that brought senior Ukrainian defense leaders together to enable their effort to carry out an effective defense review
— Conducted the House Democracy Partnership Parliamentarian Workshop – this inaugural event brought 31 parliamentarians from five countries to the GCMC to discuss parliamentary oversight of the defense and security sectors.
— The GCMC remains in contact with its 13,460 member network through a variety of outreach events and digital communication tools and assisted alumni with connecting with other alumni and/or US/German stakeholders to address concerns.

Near East South Asia Center for Strategic Studies (NESA)
— Completed 75 resident programs with participants from 95 countries resulting in 821 new alumni-with the addition of numerous topical seminars and meetings-and the engagement of 1,473 participants.
— Leveraged collaborative interests and knowledge of regional combatant commands and U.S. military organizations to execute 55 tailored programs focused on addressing various regional security issues.
— Continued support for the Deputy Special Presidential Envoy for Countering ISIS to the National Command Authority. The NESA Center's unique relationship with numerous universities, connected to regional think-tanks and other government agencies, facilitates strategic dialogues making NESA an excellent resource for international policymakers.

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

— Addressed strategic international challenges such as the Arab-Israeli Peace
Discussions, the U.S.-Iran Nuclear Dialogue, South Asian Regional Security, Middle
East-North Africa Security, the India-Pakistan Nuclear Settlement, and the India-
Pakistan Military to Military Relationship in coordination with the University of
California at Los Angeles, the University of Ottawa, the Hoover Center at Stanford
University, the Middle East Institute, and the International Institute for Strategic
Studies,

B. FY 2020 CURRENT YEAR ASSESSMENT

In order to address the Congressional mandate to put more attention and resources towards
partner nation institutional capacity building, the Regional Centers are working closely
with the Institutional Capacity Building (ICB) community to develop policies and processes
to ensure that programming of Regional Center activities are directly supporting ICB and
broader Security Cooperation efforts. In FY 2020 the Regional Centers will support the
development of comprehensive ICB plans that address strategic objectives and Geographic
Combatant Command (GCC) priorities ensuring better return on investment.

<u>Africa Center for Security Studies (ACSS)</u>
— ACSS programs will continue to follow a strategic work stream of programming and
activities with concrete goals and objectives to secure positive outputs and advance
peer learning through the application of an effective theory of change.
— Activities will remain consistent with and supportive of DoD priorities working with
African countries and organizations to promote security sector governance and
strengthen defense institutions through U.S. security cooperation in Africa. The
strategic framework applied to its program streams will have imbedded guideposts for
assessing, monitoring, and evaluating short, medium, and long-range indicators of
success. This model will produce benchmarks for further curriculum review, ensuring

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

the basis for institutional effectiveness and efficiency while maintaining sustained relevance, better alignment to U.S. policy objectives, safeguarding stakeholder support and producing greater return on investment. FY 2020 work has continued to focus on:

- Strengthening Leadership, Strategy & Institutions in Africa's Security Sectors;
- Addressing of the underlying causes of Insecurity and Improving Collective Security and crisis response;
- Addressing the Governance-Security-Development Nexus; and
- Focusing on Women, Peace, and Security

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>

- Continue to build partner capacity and maintain security networks through its executive education programs that reinforce the importance of security cooperation and a rules-based system for the Indo-Pacific. The workshop and dialogue programs will continue to emphasize maritime security cooperation, defense institution building and security sector development, countering violent extremism, humanitarian assistance/disaster relief, Association of Southeast Asian Nations (ASEAN), and the role of regional institutions in security cooperation. Collectively courses, workshops, dialogues, and other outreach events ensure sub-regional and functional-area coverage.
- Continue emphasis on executive education through resident and in-region courses, workshops, dialogues, and related programs. The suite of resident courses support guidance through tailored curricula and targeted participation primarily by key Indo-Pacific countries and organizations.
- Continue to conduct courses that provide foundational grounding in regional security issues and opportunities for cooperation among security practitioners. These are complemented by a cutting-edge, topically-focused workshop and dialogue program.

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

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
— Defense governance remains the top priority for WJPC. Academic offerings will continue
   to support efforts of the Department to build and sustain transparent, capable defense
   and security governance institutions.
— FY 2020 programs include the Defense Governance course, in which mid-level policymakers
   learn how to build credible future alternative scenarios for security and defense
   challenges and identify institutional gaps in confronting complex adaptive conflicts;
   the inclusion of governance themes and modules into all English and Spanish
   foundational courses; publication of independent research on governance, including
   chapters in Effective, Legitimate, Secure: Insights for Defense Institution Building
   and other edited volumes; and short bilateral and sub-regional seminars on defense
   governance which are programmed in response to partner nation requests and guidance
   from OSD Policy and U.S. Country Teams.
— Continue efforts to build and leverage Communities of Practice in accordance with the
   Department's guidance. WJPC will cultivate these COPs as venues for transnational
   cooperation, forums for strategic messaging, and contributors to and repositories of a
   growing knowledge base in Defense Institution Building activities.
— Continued efforts to develop programs that address regional security needs in the cyber
   domain. Academic programs on cyber security and defense continue to be a top request
   from partner nation counterparts. WJPC will expand existing cybersecurity programs,
   including Principles of Cyber Policy Development, incorporate more cyber domain content
   into transnational threats programs, and seek partnership opportunities with
   international leaders in cyber defense.
— Continued to support the Transnational Security Studies Program at the GCMC by
   recommending the best English-speaking candidates from priority nations and continue

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

the use of virtual engagement and the entrepreneurial model which leverages some
partners' facilities and personnel resources for hosting Perry Center in-region
programs, greatly reducing the costs for facility rental and billeting.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
— Address Transnational issues by continuing to offer existing programs such as the
  Counter Transnational Organized Crime program, the Program in Terrorism and Security
  Studies, the Program in Applied Security Studies, and the Senior Executive Seminar. The
  GCMC plans to include irregular warfare (IW) topics and practical lessons which our
  participants can apply immediately. We will include IW topics in our Program on Terror
  and Security Studies alumni community of interest events and are exploring an IW-
  related topic as the emphasis of next year's Senior Executive Seminar, our flagship
  General Officer level event.
— Regional issues will be addressed by continuing existing courses such as the Seminar on
  Regional Security, the European Security Seminar-East, the European Security Seminar-
  South and the European Security Seminar-North, which addresses Arctic security
  concerns. Additionally, recognizing COCOM stakeholder concerns, GCMC began working
  with EUCOM, AFRICOM, the German Federal Ministry of Defense, and the Africa Center for
  Security Studies in FY 2019 to develop the Europe-Africa Security Studies, a program
  designed to address cross-regional security challenges that affect both Europe and
  Africa.

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
— Building on the efforts in FY 2019, the Institutional Capacity Building (ICB) community
  will begin to implement planning and resources processes that increase ICB integration
  into Security Cooperation planning and support to strategic objectives and GCC

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

    priorities. As a result, Regional Center activities will be part of a comprehensive ICB effort, complementing and supporting other ICB activities, where applicable, to most effectively support GCC ICB objectives in broader Security Cooperation programs.

— Continue efforts to connect regional countries with U.S. Government agencies and other partners to achieve national security objectives through professional education seminars provided by highly qualified faculty members and supporting staff.

— Continue efforts to use a whole-of-society approach to address critical national security issues. NESA is programmed to conduct 72 resident program, as well as numerous topical seminars and meeting. NESA's unique ability to use the collaborative interests and knowledge of regional combatant commands and U.S. military organizations will allow NESA to provide strategic depth. The NESA Center in coordination with the United States Military Training Mission to Saudi Arabia, Ministry of Defense Kingdom of Saudi Arabia (KSA), the KSA Transformation Office and the Defense Security Cooperation Agency to execute a Foreign Military Sales case to assist the Kingdom of Saudi Arabia in standing up the Strategic Integration Office, in their effort of transforming its professional military education system.

— Continue the execution of programs with interagency partners. The NESA Center's unique relationship with numerous universities connected to regional think-tanks and other government agencies facilitates strategic dialogue for international policymakers.

C. FY 2021 PLANS AND OBJECTIVES
<u>Africa Center for Security Studies (ACSS)</u>

— Implement planning and resources processes that increase ICB integration into security cooperation planning and support to strategic objectives and GCC priorities. As a result, while continuing ongoing programs from FY 2020, Regional Center activities will be part of comprehensive ICB efforts, complementing and supporting other ICB

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

activities, where applicable, to most effectively support GCC ICB objectives in and broader Security Cooperation programs.

<u>Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS)</u>
— Continue efforts to achieve efficiencies by growing the Regional Security Studies Intern Program, aimed at attracting carefully-selected students for limited internships, and our military Service Fellowships, which provide a blended learn/teach/research experience to meet specific requirements of the Service. Efficiencies in cost drivers will continue to drive funding decisions.

<u>William J. Perry Center for Hemispheric Defense Studies (WJPC)</u>
— Continue to provide programming that directly addresses the Department's policies and priorities. The WJPC plans to host the Managing Security and Defense seminar and the Defense Governance course in FY 2021, which specifically targets senior and mid-level policy makers.
— Through Communities of Practices, the WJPC will build a shared knowledge base of Defense Governance principles and methods that can be utilized by partner nations and, when appropriate, employed by other security cooperation partners outside the Americas. This knowledge base will proactively capture lessons learned from multiyear defense governance reform efforts, including country programs in Honduras and Argentina.

<u>George C. Marshall European Center for Security Studies (GCMC)</u>
— The GCMC activities integrates supporting elements of resident outreach programs, alumni, Partner Language Training Center Europe (PLTCE) mission, and Partnership for Peace Consortium programs to meet mission requirements:

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

— Resident programs will provide a stable menu of foundational security studies focused on GCMC priorities and informed by the strategic environment. Modules are exportable and may be used to support non-resident efforts. Resident programs build the network.

— Outreach programs will continue to reinforce foundational development and maintain the flexibility and responsiveness to address emerging security challenges with a more specific geographic focus. Insights gained in the field then supplement content in Resident Programs. Outreach programs extend the reach and relevance of the network.

— Alumni programs will continue to enhance and sustain investments made by Resident and Non-Resident Outreach programs through Community of Interest and Outreach Networking Events. Alumni programs maintain and operationalize the network.

— PLTCE, in addition to providing specialized linguist instruction for U.S. and NATO personnel, provides thematically focused English language training for selected participants to enhance their participation in subsequent resident courses. In this way, PLTCE also enables the network to communicate in a single, common language.

— PfPC, as a co-located and independent organization, provides programs that are often complementary to GCMC efforts. PfPC is reliant on logistics provided by the GCMC and therefore must coordinate and synchronize its activities closely with the GCMC Directorate of Business Operations

<u>Near East South Asia Center for Strategic Studies (NESA)</u>
- NESA will continue to actively pursue opportunities to enhance the capabilities of our regional partners by integrating our efforts through strategic-level education. The Center is planning for 75 professional military and civilian strategic education initiatives and programs. These will constitute our main effort and create a long-term culture of communication and coordination with U.S. Central Command, U.S. Africa

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

Command, U.S. Indo-Pacific Command, and United States Government agencies and other regional partners to achieve the Department's objectives.

- The NESA Center will continue to work with The United States Military Training Mission (USMTM) to Saudi Arabia, Ministry of Defense Kingdom of Saudi Arabia (KSA), the KSA Transformation Office and the Defense Security Cooperation Agency to execute an FMS case to assist the Kingdom of Saudi Arabia in transforming its professional military education system.

- Continue support for the Office of Security Cooperation-Iraq in efforts with security sector reform by developing a professional education program for Iraq national security members. The program is being developed in coordination with Iraq's security sector reform working group, within the Office of the National Security Advisor-Iraq. NESA in coordination with OSC-I and the Defense Security Cooperation Agency to develop an FMS case to assist Iraq in developing a professional National Security education program. – NESA's partnership of Strategic Studies Network links NESA with nearly sixty strategic centers and think-tanks from across North Africa and the Middle East, and South and Central Asia and is an increasingly important United States Government outreach tool.

- The NESA center will continue to bring key regional influencers together to survey regional issues and capture security, diplomatic, political, economic, and resource trends.

Institute for Security Governance (ISG)

A. FY 2019 PRIOR YEAR ASSESSMENT

— N/A

B. FY 2020 CURRENT YEAR ASSESSMENT

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

— N/A

C. FY 2021 PLANS AND OBJECTIVES

— Advance U.S. national security and foreign policy objectives by building partner institutional capabilities to address shared security challenges;
— Provide an enhanced Department wide approach to conducting Institutional Capacity Building (ICB) activities.
— Respond to Congress' call for the Department to address the institutional weakness of partner nations that receive U.S. security cooperation investments.
— Advise defense and security sector institutions on building partner nation capacity activities.
— Innovate and develop ICB methodologies and approaches.
— In FY 2021, the ISG mission set will expand to address Department wide priorities such as logistics, cyber security, increased support to Section 333 Train and Equip activities, and support to the development of ICB-related curriculum associated with the Security Cooperation Workforce Development Program.

<u>Defense Institution Reform Initiative (DIRI)</u>

A. FY 2019 PRIOR YEAR ASSESSMENT

— Supported the development of comprehensive Institutional Capacity Building (ICB) plans that address strategic objectives and combatant command priorities ensuring better return on investment.

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

— Supported the Department's efforts to improve planning, design, and the implementation of ICB such as the creation of ICB country support plans, a contribution to the country security cooperation plans, and incorporating assessment, monitoring, and evaluation into the country security cooperation planning process.

B. FY 2020 CURRENT YEAR ASSESSMENT

— In FY 2019, the Center for Civil-Military Relations (CCMR) was realigned from the Department of Navy to the Defense Security Cooperation Agency (DSCA) and rechristened as the ISG. Previously, the DSCA provided DIRI funding to the Department of Navy on a reimbursable basis for operating expenses incurred by the ISG.

— The transition of the ISG to a subordinate organization within the DSCA will facilitate a more cost effective direct funded model that will be managed by the DSCA. All activities previously funded under DIRI will be realigned to the ISG in FY 2020

— Building on the efforts of the DIRI program in FY 2019, the ISG will be the primary provider of support to the development of the Department's more integrated and centralized approach to executing ICB programs, a scoping methodology, and the lessons learned.

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

C. FY 2021 PLANS AND OBJECTIVES
— In FY 2021, all activities previously funded with DIRI will be realigned to the Institute for Security Governance.

<u>DSCA Headquarters</u>

A. FY 2019 PRIOR YEAR ASSESSMENT
— Continued support towards the Department's Audit Remediation efforts by streamlining and documenting processes and procedures in effort to achieving full auditability. With the addition of 35 civilian billets, DSCA Headquarters supported the security cooperation community in developing and executing innovative security cooperation solutions to support mutual U.S. and partner interests. This mission is only successful with adequate manpower. As such, DSCA has restructured their Talent Management Division by developing an in-house Human Resources section to improve DSCAs recruitment and hiring process.

B. FY 2020 CURRENT YEAR ASSESSMENT
— DSCA will continue to support Audit Remediation efforts and provide effective oversight of Security Cooperation programs and activities. The enacted funding level for the DSCA headquarters severely impacts the DSCA's ability to meet the Department's objective.

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

C. FY 2021 PLANS AND OBJECTIVES
— DSCA will continue to restructure and maximize the management of enterprise security cooperation Programs supporting U.S. policy interests and objectives identified by the White House, Department of Defense, and the Department of State.

<u>Wales Initiative Fund/Partnership for Peace (WIF/PfP)</u>

A. FY 2019 PRIOR YEAR ASSESSMENT
— WIF activities provided support to the development of comprehensive Institutional Capacity Building (ICB) plans that address strategic objectives and the priorities of GCCs ensuring better return on investment.

B. FY 2020 CURRENT YEAR ASSESSMENT
— WIF activities align with comprehensive ICB efforts, complementing and supporting other ICB activities, where applicable, to most effectively support GCC ICB objectives in and broader Security Cooperation programs.
— The WIF program will continue to help shape NATO Partnership Goals and maximize alignment with U.S. security interests, in particular ICB, as a means to provide GCCs better access to WIF as a security cooperation tool to collaborate with NATO stability efforts.

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

C. FY 2021 PLANS AND OBJECTIVES
— Beginning in FY 2021, WIF/PfP funded activities in support of the Institute for Security Governance (ISG) will be realigned to the ISG program line. WIF/PfP funded activities that do not support the ISG will be realigned to the National Defense Strategy Implementation Account.

<u>Combating Terrorism and Irregular Warfare Fellowship Program (CTIWFP)</u>

A. FY 2019 PRIOR YEAR ASSESSMENT
— Trained and educated approximately 2,500 foreign security officials in a wide range of combating terrorism skills in support of national security strategic objectives and geographic combatant Command.
— The CTIWFP focused on developing partner nation long term capabilities by enhancing and broadening understanding of the root causes of terrorism and violent extremism. The programs tiered approach of developing mid to senior level counterterrorism professionals with a common understanding providing the Department with a solid network of international partners willing to assist in the global efforts against terror.
— Many individuals who participated in educational events in years past are now in senior level positions.in their countries and are assisting U.S. efforts to further train and educate individuals in these areas. The current Algerian Defense Attache serving in France is an alumni of the program. Also, the commander of the Algerian Special Forces is graduate of one of the CTIWFP masters programs.
— Additionally, senior Ministry of Defense officials in Greece, Uganda, Niger, Estonia, Malta, and Bosnia have all stepped forward offering their locations for future regional education and training venues. In addition to the these regions, the CTIWFP was also able to directly address specific gaps in CT and IW understanding in the SOUTHCOM AOR with programs taking place in Colombia and Peru.

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

B. FY 2020 CURRENT YEAR ASSESSMENT

— Building on congressional mandates to put more attention and resources towards partner nation institutional capacity building, in FY 2020, the CTIWFP continues to be a valuable tool for the Department.

— Continued support to U.S. efforts to provide targeted international combating terrorism education to partner nations. Combating Terrorism and Irregular Warfare education and training programs will continue to prove to be an effective strategic tool in the struggle against violent extremism.

— FY 2020 program plans will maintain the initiatives of previous years and expand and operationalize the global network of professionals through targeted continuing education events centered on theater specific needs.

— Specifically, the program will engage with alumni in Africa to combat the spread of violent extremism, and in the Pacific region to counter malign influence. Middle Eastern alumni programing will work to counter narratives to the Islamic State in Iraq and Syria.

C. FY 2021 PLANS AND OBJECTIVES

— Beginning in FY 2021, all activities previously funded through the CTIWFP will be realigned to the NDS-I Account.

<u>Strategic Evaluations</u>

A. FY 2019 PRIOR YEAR ASSESSMENT

— In FY 2019, the Department refined guidance on the implementation of the Assessments, Modernization, and Evaluations (AM&E) framework in collaboration with DSCA, the GCCs, and the Military Departments. Improved AM&E of security cooperation initiatives will

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

   promote broader holistic efforts that lead to greater impact, outcomes and effectiveness in support of U.S. objectives for security cooperation.
— In FY 2019, the Department funded eight independent strategic evaluations on key security cooperation topics. These evaluations will lead to the dissemination of key recommendations and lessons learned to inform current and future security cooperation activities. Additionally, priority will be given to institutionalizing a new planning process leading to development of Initiative Design Documents (IDDs) at each GCC.
— IDDs will begin to be institutionalized as part of Phase 3 where lessons learned were applied from Phase 2 IDD pilot and implementation of the new planning process. The sustainment of this process included the development of an AM&E training program at the Defense Institute of Security Cooperation Studies.

B. FY 2020 CURRENT YEAR ASSESSMENT
— Continue to refine guidance and begin standardizing best practices in effort to achieve greater consistency, impact, and effectiveness of security cooperation activities in support of the Department's objectives.
— Initiate at least six independent strategic evaluations on key security cooperation topics. Priorities include defining, communicating and integrating best practices learned from the evaluations.
— Develop Significant Security Cooperation Initiatives (SSCIs) that define specific five year plans and objectives. Each GCC will develop and document at least one SSCI per priority country in its respective area of responsibility, using the IDD framework to develop SSCI objectives.
— Milestones:
   • Begin a minimum of six strategic evaluations. Evaluations will identify lessons learned and recommendations for best practices.

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

- Publish unclassified evaluations to improve communication and transparency
- Continue to assist GCCs and the Military Departments with the development of partnership assessments, IDDs, and performance monitoring.

C. FY 2021 PLANS AND OBJECTIVES

— Continue efforts to refine program guidance and standardize best practices learned throughout the AM&E framework in collaboration with DSCA, the GCCs, and the Military departments. Standardized best practices for AM&E of SC initiatives will lead to greater consistency, impact, and effectiveness in support of USG objectives for security cooperation. While the focus in FY 2020 is on further refining monitoring policies and procedures, the emphasis in FY 2021 will be to conduct a review of lessons learned from development and implementation of the partnership assessments, initiative design documents, and monitoring plans in order to ensure that these documents continue to serve the needs of the strategic AM&E framework.

— In FY 2021, the Department will begin at least ten independent strategic evaluations on key security cooperation topics. Priority will be given to defining, communicating and integrating best practices learned from the evaluations.

— Significant Security Cooperation Initiatives (SSCIs) will describe clear, specific objectives and the SC activities required for the next five years to achieve the intended effect and support the overall objectives of SC AM&E. Each GCC will develop and document at least one SSCI per priority country in its respective AOR, using the IDD framework to develop SSCI objectives.

— Milestones:

- Initiate a minimum of ten strategic evaluations
- Publish unclassified evaluations to improve communication and transparency

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

- Continue to assist GCCs and the Military Departments with the development of partnership assessments, IDDs, and performance monitoring.

<u>**Security Cooperation Workforce Development Program (SCWDP)**</u>

A. FY 2019 PRIOR YEAR ASSESSMENT
- Established the Defense Security Cooperation University (DSCU)
- Developed the Security Cooperation Workforce Certification Program
- Continued development and implementation of new competency based education and training curriculum and tiered continuous learning to support security cooperation certification.
- Initiated DSCU security cooperation workforce management study with RAND to develop Expert level training for the SC workforce certification program.
- Developed information technology infrastructure requirements for the establishment of the DSCU website, virtual network, learning management systems and other workforce management platforms.
- Established the Department's security cooperation key positions and Phase 1 of the security cooperation position and billet codes for use in the Department's authoritative manpower systems
- Expanded strategic communications and outreach within the Department to inform the enterprise of upcoming policy changes for the SC Certification Program.
- Approximately 3,000 students completed focused instruction in the following courses" International Programs Security Requirements; Missile Technology Control Regime; Security Cooperation Management Policy, Programs, and Planning, and Security Cooperation Management – overseas. Also enhanced online learning opportunities for new learning

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

   modules for existing courses in Security Cooperation Management Familiarization and
   International Programs Security Requirements
— Expanded the number of overall resident course offerings to increase the number of
   opportunities for security cooperation workforce personnel to attain required
   certification levels. Expanded and integrated into the appropriate Defense Institute of
   Security Cooperation Studies' (DISCS) courses the new policy and processes from building
   partnership capacity and other Title 10 partner-relations building programs.
— Partnered with other educational institutions (Defense Acquisition University and Naval
   Postgraduate School) to enhance and develop new course material and assist in educating
   the security cooperation workforce.
— Enhanced online learning opportunities courses reaching over 6,500 students. Developed
   over 40 stand-alone online modules of instruction and learning guides for training
   and/or reference for the security cooperation workforce.
— In support of improved training for security cooperation offices, DISCS initiated
   transition to electronic tablet technology for both staff and classroom use.
— Upgraded audiovisual technology in several classrooms to ensure proper delivery of all
   course material.

B. FY 2020 CURRENT YEAR ASSESSMENT
— Continue to expand the DSCU virtual network to enable collaboration through a
   consortium of educational institutions such as the Defense Acquisition University,
   Joint Military Attaché School, Professional Military Education Institutions and select
   civilian universities
— Continue the development of a training certification framework.

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

- Continue the development of a new competency based education and training curriculum and tiered continuous learning to support security cooperation certification.
- Consolidate DSCU support and operational functions by re-designating DISCS as DSCU West, establishing an integrated university organization. This consolidation will implement process improvements and realize cost savings by minimizing duplication of effort between the DSCU West and DSCR NCR campuses.
- Transition and execute new SC Certification Guidelines to ensure Department-wide security cooperation positions and billet codes are marked and validated for use in the Department's authoritative manpower systems.
- Continue to educate the security cooperation workforce by resident learning, online learning, onsite education, and expanded academic partnerships with other institutions and organizations.
- Continue rapid expansion of course revisions and development of new courses in support of the certification program mandated by 10 U.S.C., Section §384.
- Complete the design, testing, and fielding of new courseware both in residence and online prior to the 4th quarter of FY 2020.
- Efforts will support the expansion of the institute overall by increasing the classroom capacity by 10 class weeks and student capacity by 300.

C. FY 2021 PLANS AND OBJECTIVES

- Continue efforts to meet the objectives established in 10 U.S.C., Section §384 of the FY 2017 National Defense Authorization Act for SCWDP and security cooperation community to improve the education and professionalization of the SC workforce. Specific activities include on-line and resident courses to meet continually changing education requirements.

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

— Most new courseware will be designed, tested, and fielded during FY 2020. This includes a revision of all current courseware, as well as, development of new items such as spouse education, End Use Monitoring education, and Assessment, Monitoring, and Evaluation education.
— The education and certification of the 20,000 plus security cooperation workforce personnel will be in full execution up to the Intermediate certification levels. This will include refining the security cooperation areas of concertation and the desired training outcomes to support the certification mandated by 10 U.S.C., Section §384.
— Continue efforts to increase capacity at the institute by 700 students and an additional 16 class weeks of instruction.

Ministry of Defense Advisors (MoDA) Program

A. FY 2019 PRIOR YEAR ASSESSMENT
— Supported 71 advisors in Afghanistan deployed to U.S. Forces-Afghanistan supporting Resolute Support mission, Combined Security Transition Command-Afghanistan, and the NATO Special Operations Component Command. Advisors are engaged directly with counterparts in the Ministries of Defense and Interior, as well as with the Presidential Information Coordination Center (Afghan National Security Council). FY 2019 highlights include:
— Enabled the establishment of the Afghan Anti-Corruption Justice Center, a critical piece in Afghanistan's national anti-corruption strategy
— Assisted the Afghan Ministry of Defense in establishing a wide range of policies addressing human rights, treatment of non-combatants, and rule of law.

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

— Engaged in ten countries, including Iraq, to support a number of priority security cooperation efforts, including Maritime Domain Awareness. FY 2019 highlights include:
  - Seven (7)advisors in Ukraine, including strategic communications, logistics, and medical advisors that supports ongoing operations and provides assistance to the Ukrainian Cabinet of Ministers
  - Four (4)advisors in Georgia supporting the NATO Substantial Georgia Package, the Georgia Defense Readiness Program, and the Georgian Wounded Warrior Program
  - Two (2)advisors in Romania supporting cyber and human resources operations
  - Assigned a Maritime domain awareness advisor to the Association of South-East Asian Nations working to establish a regional architecture that will enhance security along critical U.S. sea lines of communication

B. FY 2020 CURRENT YEAR ASSESSMENT

— Continue to plan activities that ensure ministerial advisory is directly supporting Institutional Capacity Building, and broader security cooperation efforts. Establishing long-term, civilian relationships between the DoD and partner ministries is key to the success of the MoDA's Program.

— To support combatant command priorities, and broader security cooperation goals, the MoDA Program is providing partner ministries worldwide ministerial advisory services in maritime domain awareness institutional capacity, with a policy and strategic focus.

— Establish a team of eight advisors in the Kingdom of Saudi Arabia.

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

C. FY 2021 PLANS AND OBJECTIVES
— Beginning in FY 2021, all activities previously funded through the MoDA Program will be realigned and consolidated in the the NDS-I Account.

<u>Security Cooperation Data Management</u>

A. FY 2019 PRIOR YEAR ASSESSMENT
— The Partner Outreach and Collaboration Support (POCS) program, through the Regional Center Persons and Activity Management System (RCPAMS), provided Information Technology (IT) solutions to enhance alumni tracking, collaboration, and outreach for more than 780,000 alumni of regional center programs and other alumni from various Department of Defense and Partner educational and cooperation institutions.
— GlobalNET, an open source collaboration IT system, provided international partners and alumni the ability to continue collaboration with U.S. and other foreign partners on important security issues. GlobalNET also provided the means for U.S. academic institutions to maintain contact with their alumni to sustain lasting relationships.
— POCS expanded RCPAMS and GlobalNET access to the international fellows programs at the U.S. Army War College and U.S. Naval Postgraduate School, thus further integrating efforts of security cooperation providers in the training and education field.
— Awarded the G-TSCMIS Release 3 contract and conducted post award conference; began planning efforts and conduct both the preliminary and critical design reviews for government acceptance; conducted Code and Unit Testing, contractor software integration testing, software acceptance testing, government Independent Verification and

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

   Validation testing, Information Assurance testing, and Integrated Test. G-TSCMIS
   Release 3 will be operational for the security cooperation community in September 2019.

IV. Performance Criteria and Evaluation Summary:

B. FY 2020 CURRENT YEAR ASSESSMENT

— POCS continues to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, to include monitoring for intrusions, malware, system performance, and uptime in a certified Risk Management Framework certified facility. Implement upgrades and development as required.

— POCS continues to expand access to both systems for a host of Department of Defense schoolhouses, thus expanding a common database and knowledge base on which security cooperation providers can draw. Personnel support will be provided to assist institutions and partners globally during courses, seminars, outreach events, and the GlobalNET development team; conduct operational testing, and tier one support.

— Continued support to partner countries and NATO's e-Learning and Advanced Distributed Learning (efforts. Maintain mechanisms for partners to collaborate and continue to update the GlobalNET technology and provide software upgrades to ensure the system remains relevant.

— Continued support for the completion of production and the deployment of a fully operational successor system.

C. FY 2021 PLANS AND OBJECTIVES

— Continue to provide the GlobalNET and RCPAMS platform operations and maintenance support, to include internet hosting for the GlobalNET platform, and RCPAMS, monitor the system for intrusions, malware, system performance, and uptime in a risk management framework certified facility. Implement upgrades and development as required. Further examine usage and comparative advantages against other Department of Defense and private

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

    educational and outreach portals to inform future development and resourcing. Implement GlobalNET application for smart phone use.
— Complete data migration from G-TSCMIS into a successor system, retire G-TSCMIS, and continue to improve successor system through capability and functional enhancements.

<u>Defense Institute of International Legal Studies</u>

A. FY 2019 PRIOR YEAR ASSESSMENT

— Leveraged Active Duty, Reserve and National Guard JAG officers, as well as government and civilian legal experts at minimal cost (travel and per diem) to serve as instructors for engagements.
— Engaged with over 4,300 partner nation representatives. Activities included mobile legal institutional capacity building efforts and rule of law education and training seminars, as well as multi-week resident legal courses.
— Conducted resident courses that included 215 participants from 59 countries (plus five U.S. and four international adjunct instructors) across eleven multinational courses. The Curriculum is focused on creating integrated engagement resources on the legal aspects of United Nations peacekeeping operations and revising core modules on human rights.

B. FY 2020 CURRENT YEAR ASSESSMENT

— Continue to support the development and global implementation of rule of law engagement in accordance with Department of Defense Policy guidance.

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

– Focus on the integration of legal ICB and Human Rights/Rule of Law training.

C. FY 2021 PLANS AND OBJECTIVES

– Support the continuation of development and global implementation of legal engagements. Fulfilling the requirement for sustained engagement with international partners is necessary for the comprehensive implementation of long-term defense institution building within security sector reform. Legal engagement also addresses the challenges of doctrinally incorporating stability operations within persistent conflicts, with a focus on establishing effective partnerships in support of U.S. national interest and goals.
– Provide for the continuation of development and global implementation of legal engagement in accordance with OSD guidance and priorities.

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V. Personnel Summary	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Civilian End Strength (Total)	446	468	469	22	1
U.S. Direct Hire	408	428	429	20	1
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	423	443	444	20	1
Reimbursable Civilians	23	25	25	2	0
Civilian FTEs (Total)	427	462	462	35	0
U.S. Direct Hire	398	422	422	24	0
Foreign National Direct Hire	15	15	15	0	0
Total Direct Hire	413	437	437	24	0
Reimbursable Civilians	14	25	25	11	0
Average Annual Civilian Salary ($ in thousands)	148.8	157.3	162.1	8.5	4.8
Contractor FTEs (Total)	269	392	387	123	-5

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

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change FY 2020/FY 2021		FY 2021
OP 32 Line	**Actuals**	**Price**	**Program**	**Enacted**	**Price**	**Program**	**Estimate**
101 Exec, Gen'l & Spec Scheds	59,610	1,657	5,566	66,833	1,029	1,058	68,920
104 FN Direct Hire (FNDH)	1,830	51	6	1,887	29	-10	1,906
199 Total Civ Compensation	**61,440**	**1,708**	**5,572**	**68,720**	**1,058**	**1,048**	**70,826**
308 Travel of Persons	51,776	1,035	-480	52,331	1,047	0	53,378
399 Total Travel	**51,776**	**1,035**	**-480**	**52,331**	**1,047**	**0**	**53,378**
696 DFAS Financial Operation (Other Defense Agencies)	3,630	8	150	3,788	1,016	-940	3,864
699 Total DWCF Purchases	**3,630**	**8**	**150**	**3,788**	**1,016**	**-940**	**3,864**
771 Commercial Transport	3,149	63	0	3,212	64	0	3,276
799 Total Transportation	**3,149**	**63**	**0**	**3,212**	**64**	**0**	**3,276**
912 Rental Payments to GSA (SLUC)	3	0	0	3	0	0	3
914 Purchased Communications (Non-Fund)	5,277	106	0	5,383	108	0	5,491
915 Rents (Non-GSA)	862	17	605	1,484	30	0	1,514
920 Supplies & Materials (Non-Fund)	46,726	934	-34,954	12,706	254	-86	12,874
921 Printing & Reproduction	65	1	0	66	1	0	67
923 Facilities Sust, Rest, & Mod by Contract	72,468	1,450	-73,730	188	4	0	192
925 Equipment Purchases (Non-Fund)	9,122	182	0	9,304	186	0	9,490
932 Mgt Prof Support Svcs	103,108	2,062	0	105,170	2,103	-7,411	99,862
933 Studies, Analysis & Eval	7,652	153	1,276	9,081	182	0	9,263
955 Other Costs (Medical Care)	115	4	-2	117	5	-3	119
957 Other Costs (Land and Structures)	1,380	28	0	1,408	28	0	1,436
960 Other Costs (Interest and Dividends)	70	1	0	71	1	0	72
964 Other Costs (Subsistence and Support of Persons)	112	2	2	116	2	3	121
987 Other Intra-Govt Purch	68,372	1,367	-49,261	20,478	410	2,700	23,588
988 Grants	54	1	0	55	1	0	56

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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
989 Other Services	1,543,144	30,863	-1,261,417	312,590	6,252	-51,595	267,247
990 IT Contract Support Services	14,967	299	18,073	33,339	667	1,814	35,820
999 Total Other Purchases	**1,873,497**	**37,470**	**-1,399,408**	**511,559**	**10,234**	**-54,578**	**467,215**
Total	**1,993,492**	**40,284**	**-1,394,166**	**639,610**	**13,419**	**-54,470**	**598,559**

* The FY 2019 Actual column includes $1,392,002.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $1,439,178.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $1,577,763.0 thousand of FY 2021 OCO Appropriations Funding.

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Operation and Maintenance, Defense-Wide
Defense Technical Information Center

February 2020

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Defense Technical Information Center
Operation and Maintenance, Defense-Wide
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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DTIC	0	0	1,985	1,985	40	-2,025	0

I.   Description of Operations Financed: The Defense Technical Information Center's (DTIC) unique mission is to aggregate and fuse science and technology data to provide rapid, accurate, and reliable knowledge to researchers and developers of the next generation of technologies needed to assure our national security. DTIC, a Department of Defense (DoD) Field Activity, currently under the authority, direction and control of the Under Secretary of Defense for Research and Engineering (USD(R&E)), is the DoD's singular executive agent and designated source for DoD-funded scientific, technical, engineering, and industry-related information. DTIC also operates DoD Information Analysis Centers (IACs) focused on Defense Systems, Cyber Security and Information Systems, and Homeland Defense and Security. Both DTIC and IAC operations are focused on actively supporting USD(R&E) efforts in generating decisive and sustained U.S. military advantages through the pursuit of three distinct lines of effort, as outlined in the 2018 National Defense Strategy (NDS):

1) Rebuild military readiness as we build a more lethal Joint Force: DTIC's support, search, collection, collaboration sites, and IAC services offer an underpinning element available to all Agencies, Program Offices, and Research Labs that contribute to the rebuilding of the Joint Force.

2) Strengthen alliances as we attract new partners: The International Agreements Database (IAD-B); support to the OSD Comparative Technology Office (CTO); DTIC's Combatant Command

I.   Description of Operations Financed (cont.)

(CCMD) reading room providing industry insight into CCMD Science and Technology (S&T) needs; and participation in the North Atlantic Treaty Organization's Science & Technology Organization (STO) Collaboration Support Office (CSO); these efforts provide a complement of tools and cooperative activities that foster the relationships that underpin our alliances.

3) Reform the Department's business practices for greater performance and affordability: DTIC's support, search, collection, programming, collaborative sites, and IAC services are a ready source for best practices and collaborative partnering and team building as the Department works to improve processes and access. In concert with the 2018 NDS, DTIC's investment in new tools and capabilities will address customer needs and underwrite the innovation necessary to support DoD's enduring mission to provide combat-ready military forces to deter war and protect the security of our nation.

The Department invests over $90 Billion annually in Research, Development, Test and Evaluation (RDT&E) needed to protect and defend our nation. DTIC preserves the fruits of these costly labors for reuse across the enterprise. As an efficient and cost-effective steward of technical information, DTIC collects data and provides answers to researchers seeking state-of-the-art data relevant to their projects. Through this interchange of information, DTIC accelerates innovation and prevents duplication of experiments, tests, and prototyping activities because researchers can build on what has been done or choose other paths if prior research resulted in a dead end. Using DTIC-created forums, researchers, Warfighters, and industry partners can also rapidly collaborate and connect across the DoD research and engineering (R&E) enterprise. Finally, DTIC provides a department-level map of R&D activity. This map gives decision-makers insight into current and past research, highlighting where progress is being made and by whom.

I.   Description of Operations Financed (cont.)

Through the preservation and sharing of the results of billions of dollars of past DoD investments, DTIC increases the return on past investments and accelerates current efforts, saving the Department precious time and dollars. Through its collaboration tools and outreach to the R&E community, DTIC connects researchers across the lab enterprise, to include researchers and engineers, Warfighters and DoD's industry partners.

Funding in this Operation & Maintenance budget resources the following DTIC mission operation:

- Information technology infrastructure and related contractor support for the Office of Cost Assessment and Program Evaluation (CAPE) Cost Assessment Data Enterprise website and to support continued website capability enhancements, along with innovative DTIC tools, applications, and DoD-CIO approved cloud platform services. The CADE website is a centralized database and virtual library, housing seamless integrated authoritative data sources that are easily searchable and retrievable. The CADE includes a document repository to house Independent Cost Estimates (ICE), Component Cost Positions (CCP), Defense Acquisition Board (DAB) and Overarching Integrated Product Team (OIPT) briefings, and Full Funding Certification memoranda. The CADE hosts not only cost data reports, but contract data as well.

- During the Defense Wide Review (DWR) a Secretary of Defense (SECDEF) determination was made to eliminate the program support to the Office of Cost Assessment and Program Evaluation (CAPE) Cost Assessment Data Enterprise (CADE) Website and associated tool development.

II. <u>Force Structure Summary</u>:

N/A

Defense Technical Information Center
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III. <u>Financial Summary</u> ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
Defense Technical Information Center (DTIC)	0	3,000	-1,015	-33.8	1,985	1,985	0
Total	**0**	**3,000**	**-1,015**	**-33.8**	**1,985**	**1,985**	**0**

Defense Technical Information Center
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III. <u>Financial Summary</u> **($ in thousands)**

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**3,000**	**1,985**
Congressional Adjustments (Distributed)	-1,000	
Congressional Adjustments (Undistributed)	-15	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**1,985**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**1,985**	
Supplemental		
Reprogrammings		
Price Changes		40
Functional Transfers		
Program Changes		-2,025
Current Estimate	**1,985**	
Less: Wartime Supplemental		
Normalized Current Estimate	**1,985**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**3,000**
1. Congressional Adjustments		-1,015
a. Distributed Adjustments		
1) Insufficient Justification	-1,000	
b. Undistributed Adjustments		
1) Budget Justification Inconsistencies (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide Account)	-4	
2) Unjustified Growth (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide Account)	-11	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**1,985**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**1,985**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**1,985**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**1,985**
6. Price Change		40
7. Functional Transfers		
8. Program Increases		1,475
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
1) Increase reverses a one-time congressional reduction.	1,000	
c. Program Growth in FY 2021		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Reflects increase to FY 2021 program funding, which was subsequently reduced during the DWR.	475	
9. Program Decreases		-3,500
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Defense-Wide Review (DWR) Eliminate Capability Enhancements for the Cost Assessment Data Enterprise Website Tool.	-3,500	
FY 2021 Budget Request		**0**

Defense Technical Information Center
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IV. <u>Performance Criteria and Evaluation Summary</u>:

Currently, there are no performance metrics associated with this effort.

Defense Technical Information Center
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V. Personnel Summary

N/A

Defense Technical Information Center
Operation and Maintenance, Defense-Wide
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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change FY 2020/FY 2021		FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
922 Equipment Maintenance By Contract	0	0	1,985	1,985	40	-2,025	0
999 Total Other Purchases	**0**	**0**	**1,985**	**1,985**	**40**	**-2,025**	**0**
Total	**0**	**0**	**1,985**	**1,985**	**40**	**-2,025**	**0**

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Operation and Maintenance, Defense-Wide
Defense Threat Reduction Agency

February 2020

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Defense Threat Reduction Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DTRA	847,366	18,969	-287,681	578,654	11,444	26,317	616,415

* The FY 2019 Actual column includes $304,111.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $317,558.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $297,486.0 thousand of FY 2021 OCO Appropriations Funding.

I. Description of Operations Financed: The Defense Threat Reduction Agency (DTRA) enables the Department of Defense (DoD), the U.S. Government, and International Partners to counter and deter Weapons of Mass Destruction (WMD) and improvised threat networks including those that pose risk to a credible and effective United States (U.S.) nuclear deterrent. As a Combat Support Agency, DTRA works alongside interagency and international partners in support of the warfighter to ensure unity of effort in addressing the most consequential risks posed by WMD and improvised threats from competitive powers, rogue states, Violent Extremist Organizations (VEOs), and transnational crime organizations while supporting the nation's nuclear deterrent modernization. DTRA's primary focus is to meet the growing demands of the Combatant Commands' (CCMDs) to rebalance to great power competition while fighting current wars.

DTRA's Operation and Maintenance (O&M) programs will support the Nuclear Enterprise, develop common situational awareness to inform global integrated operations to counter threat networks, strategically leverage building partnership capacity to push back on foreign influence, and implement the President's arms control vision. These programs eliminate, secure, or consolidate WMD/improvised threat related materials, associated delivery systems, and infrastructure at their source. DTRA programs strengthen support to the Nuclear Deterrent by enabling nuclear weapons security through force-on-force

I.   Description of Operations Financed (cont.)

tests and exercises; tracking all nuclear weapons to maintain positive control and
support emergency verifications; providing visibility on mission assurance risk across
the DoD enterprise; conducting threat-based survivability assessments of U.S. and allied
assets; delivering risk-based assessments of Defense installations; and executing
assessments to test strategies to defend critical missions against emulated adversarial
disruption. Investments follow the National Defense Strategy to adhere to strategy-
driven decisions.

Additionally, O&M funding enables DTRA to support CCMD responses to WMD and improvised
threats. DTRA's countering improvised threat mission focuses on understanding the
tactics, techniques, and procedures of nation states and VEOs and their supporting
threat-facilitation/supply chain networks and enables an expeditionary capability in
worldwide-deployed environments.

The National Defense Strategy (NDS), the Nuclear Posture Review (NPR), and emerging
national security challenges have catalyzed growth in CCMDs' demands for capabilities and
DTRA support to counter WMD and improvised threat networks. In response to these
demands, DTRA will achieve capability outcomes and deliver effects across four strategic
imperatives:

- Strengthen support to the Nuclear Deterrent through nuclear readiness and
  modernization, mission assurance, force preparedness, and treaty verification;

- Maintain and realign conventional warfare capabilities to address emergent and
  evolving threats through capabilities that provide the joint force the offensive
  advantage and stronger defense;

I. Description of Operations Financed (cont.)

- Expand analytical capacity to illuminate threat networks through threat forecasting; and

- Enable CCMDs to compete below the level of armed conflict through counter threat strategies and capabilities to counter foreign influence, eliminate and secure WMD and related materials, and detect and counter proliferation threats.

DTRA's mission-driven and risk-based budget request prioritizes warfighter needs and CCMD requests across the continuum of competition, deterrence and conflict, delivering solutions that ensure a proactive, rapid combat support response to the CCMDs. DTRA's budget request aligns with the National Defense Strategy Lines of Effort (LOE) to invest in innovative capability solutions to hold threat networks at risk.

DTRA's FY 2021 budget request is identified in the following sub-activity groups:

- Nonproliferation Activities;

- WMD Combat Support and Operations;

- Cyber Activities;

- Core Mission Sustainment

Narrative Explanation of Changes:

The FY 2021 O&M budget request reflects an overall increase of +$37.7 million when compared to the FY 2020 enacted budget. This net increase includes a price adjustment of +$11.4 million; a realignment of enduring Overseas Contingency Operations (OCO) to base

I.   Description of Operations Financed (cont.)

of +$17.3 million; program increases of +$45.1 million; and program decreases of -$36.1 million.

DTRA continually strives to achieve the right balance of civilian FTEs, and service support contracts. DTRA continues to make adjustments in controlling Major Headquarters Activities (MHA) and met the congressionally-mandated reductions (in funding and manpower) by the end of FY 2020. In the face of rapidly growing and evolving requirements to counter and deter WMD and improvised threats, DTRA will continue to strike the right balance across our mission portfolio to ensure support for the highest priorities within overall resource constraints and targeted efficiencies. Additionally, DTRA's budget continues to reflect Services Requirements Review Board (SRRB) reductions previously implemented across the Future Years Defense Program (FYDP).

$ in thousands

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
A. Nonproliferation Activities	68,620	71,063	76,167

The DTRA Nonproliferation Activities sub-activity group directly supports the National Defense Strategy Line of Effort to Strengthen Alliances and Attract New Partners (LOE 2). As an essential element of nonproliferation efforts, arms control activities enhance confidence in treaty and agreement compliance through effective inspection, monitoring, and verification. In addition, arms control activities contribute to a more stable and calculable balance of world power. The United States seeks to reduce the threat from WMD in a number of ways, particularly through treaty and non-treaty efforts to control, safeguard, and eliminate existing weapons and to verify and monitor compliance with

I.   Description of Operations Financed (cont.)

agreements intended to prevent the proliferation of nuclear weapons. As the focal point
for U.S. treaty implementation, DTRA executes current arms control treaties and
agreements and prepares for new initiatives. DTRA is increasingly involved in shaping
the international security environment through on-site activities in post-conflict
stabilization operations because of its arms control experience. DTRA's inspectors
provide the Secretary of Defense (SECDEF) with first-hand evidence that international
commitments are fulfilled through the verifiable reduction of the world's stockpiles of
nuclear, chemical, and conventional weapons (which includes the training and equipping of
law enforcement and border guard personnel in the former Soviet Union, Eastern Europe,
Baltics, Balkans, South Asia, Southeast Asia, and Africa). DTRA's arms control mission
directly enhances U.S. security interests.

The three primary objectives of DTRA's arms control activities are to:
Conduct U.S. Government inspections of foreign facilities, territories, or events;
coordinate and conduct the escort of inspection teams for inspections or continuous
monitoring activities in the United States and at U.S. facilities overseas; and
acquire and field technology capabilities required to implement, comply with, and allow
full exercise of U.S. rights and prerogatives under existing and projected arms control
treaties and agreements.

Implementation of existing arms control agreements is an important nonproliferation
element. DTRA trains, equips, organizes, deploys, and exercises operational control over
inspection, monitoring, and escort teams, ensuring the U.S. Government can exercise its
full treaty rights for on-site inspection and protect U.S. treaty rights with respect to
inspected sites or activities. DTRA also installs, operates, maintains, and sustains
U.S. nuclear detonation verification and monitoring radionuclide and waveform stations as

I.   Description of Operations Financed (cont.)

part of the U.S. contribution to the Comprehensive Nuclear-Test-Ban Treaty Organization's International Monitoring System. DTRA provides technical advice to U.S. Government elements concerned with developing, implementing, or evaluating compliance with arms control treaties and agreements.

DTRA continues its efforts to carry out the inspection, escort, and monitoring provisions of the New START Treaty, the Plutonium Production Reactor Agreement, the Conventional Armed Forces in Europe Treaty, the Vienna Document 2011, the Open Skies Treaty, the Chemical Weapons Convention Treaty, and Comprehensive Nuclear-Test-Ban Treaty (when ratified).

DTRA executes other missions requiring its unique skills, organization, and experience, including the International Counterproliferation Program; support for the Dayton Peace Accords; Biological Weapons Convention; Confidence and Security Building Measures; the International Atomic Energy Agency Integrated Safeguards; and the Technical Equipment Inspection Program.

DTRA's budget submission for nonproliferation arms control activities provides support for the full range of treaty implementation requirements and reflects the latest revision to treaty entry-into-force dates and projections for FY 2021 inspection and compliance requirements.

I.   Description of Operations Financed (cont.)

TREATY/AGREEMENT	ENTRY-INTO-FORCE
Comprehensive Nuclear-Test-Ban Treaty	TBD
Vienna Document 2011	1 Dec 2011
New START Treaty	5 Feb 2011
International Atomic Energy Agency Integrated Safeguards	6 Jan 2009
Open Skies Treaty	1 Jan 2002
Plutonium Production Reactor Agreement	23 Sept 1997
Chemical Weapons Convention	29 Apr 1997
International Counterproliferation	1 Dec 1996
Dayton Peace Accords	14 Dec 1995
Conventional Armed Forces in Europe Treaty	17 Jul 1992
Biological Weapons Convention	26 Mar 1975

START/Nuclear Missions
DTRA's START/Nuclear Missions are conducted under the auspices of the New START Treaty, Plutonium Production Reactor Agreement, International Atomic Energy Agency Integrated Safeguards, and the Comprehensive Nuclear-Test-Ban Treaty. This strategic program supports the non-proliferation pillar and overall CWMD mission by conducting on-site inspections and monitoring by the U.S. Government in accordance with strategic/nuclear arms control agreements; performing activities associated with on-site inspections; and monitoring by foreign inspectors at U.S. facilities. The program includes funding for mission costs, mock/training inspections, and essential support requirements. It includes inspections of U.S. and Russian strategic weapons facilities under the New START Treaty. It supports monitoring activities of U.S. and Russian shut-down reactors, and Russian plutonium oxide storage facilities under the Plutonium Production Reactor

I.   Description of Operations Financed (cont.)

Agreement. The program funds DoD Host Team missions that ensure protection of DoD equities during International Atomic Energy Agency (IAEA) Integrated Safeguards inspections conducted in the United States. The program also provides on-site inspection support to the Comprehensive Nuclear-Test-Ban Treaty Organization and conducts annual exercises in the United States and the Republic of Korea with the Korean Arms Verification Agency.

Conventional Weapons Missions

Conventional Weapons Missions are conducted under the auspices of three international treaties and agreements. These include inspection, escort, and liaison missions supporting the Conventional Armed Forces in Europe Treaty carried out by 29 countries. Russia suspended operations of the treaty activities for an unspecified duration; however, Russia has the legal right to resume and continue treaty verification operations at any time. The U.S. Government has a binding legal and political commitment to immediately fulfill its treaty implementation and compliance responsibilities in the event Russia resumes operations. In addition, the program covers confidence and security building measures conducted under the Vienna Document 2011, which has 57 partner nations, and the Dayton Peace Accords. The Russian Federation's illegal annexation of Crimea and Sevastopol and its destabilizing actions in Eastern Ukraine have profoundly strained its relationship with the United States and many of its regional partners. As a result, conventional weapons inspectors also conduct Chapter X (Regional Measures), Vienna Document 2011 inspections in Ukraine to provide transparency on Russian activity and demonstrate support for Ukraine. These missions are in addition to the previously agreed upon missions during the treaty year.

I.   Description of Operations Financed (cont.)
Arms Control Enterprise System

The Arms Control Enterprise System (ACES) is a mission essential information system that facilitates compliance with legally and politically binding arms control treaties and agreements. ACES provides asset accountability, notification processing, and data management support for the following conventional and strategic treaties and agreements: Conventional Armed Forces in Europe (CFE) Treaty, Vienna Document 2011, Open Skies Treaty, New START Treaty, Global Exchange of Military Information (GEMI), United Nations Transparency in Armaments (TIA), the Wassenaar Arrangement (WA), and on-going notifications for the Intermediate-Range Nuclear Forces (INF) Treaty. ACES generates the finished product for annual treaty data exchange reports for the CFE Treaty, the Vienna Document, GEMI, and the New START Treaty (NST). ACES provides detailed asset reports and uses complex algorithms for maintaining accurate asset inventories for treaties/agreements for similar equipment but with different equipment categorizations. The program manages and executes the Inspection Planning Module database application to aid in meeting USG treaty obligations. The Inspection Planning Module provides passport/visa management for arms control inspectors and escorts, treaty inspector list management, treaty training administration, and mission planning.

Open Skies Missions

The Open Skies Treaty is multilateral and involves 34 signatory nations, including many European states, the Republic of Belarus, the Russian Federation, the United States, and Canada. It involves reciprocal over-flights of states using specific aircraft with specified sensors. DTRA plans and prepares for receiving and conducting Open Skies observation missions; conducting and participating in aircraft and sensor certification inspections; and essential training and support requirements. Example missions include those conducted to support the certification of U.S. and Russian aircraft that are

I.   Description of Operations Financed (cont.)

incorporating new digital technology and a new airframe in the case of the Russian Tu-214.

Chemical Weapons Convention Mission

This program accomplishes DTRA's DoD-directed Chemical Weapons Convention (CWC) treaty implementation responsibilities in support of CWC compliance requirements by DoD entities. DTRA provides DoD host team leadership and DTRA national escort team oversight for the Organization for the Prohibition of Chemical Weapons (OPCW) inspections, to include short-duration inspections of chemical weapons and other treaty-relevant facilities, continuous destruction monitoring operations at Pueblo, CO, and Blue Grass, KY, and oversight visits by the Executive Council and senior Technical Secretariat staff of the OPCW. The program provides interagency liaison and planning support between the DoD CWC Treaty Manager, the Joint Staff, the Office of the Secretary of Defense (OSD), Department of State, Military Services, and the OPCW. The program supports training and readiness/preparatory activities for CWC inspections, including exercises with the Military Services and implementing a DoD-level training program for CWC Challenge Inspections.

International Counterproliferation

The DoD International Counterproliferation Program is a congressionally mandated interagency program authorized to operate in 88 specified countries in Eastern Europe, the former Soviet Union, the Balkans, Asia, and Africa to cooperatively reduce the threat of WMD proliferation. This program builds the capacity of international partners to prevent proliferation attempts and disrupt proliferation networks by applying U.S. interagency expertise to improve training, equipment, and doctrine. The program improves the capacity of partners to deter, detect and interdict, investigate, and prosecute

I.   Description of Operations Financed (cont.)

individuals and organizations that seek to proliferate WMD through the provision of training and equipment, and the development of doctrine for international civilian law enforcement components, counterterrorism units, border security/customs agents, and other ministerial executives and agencies that have a CWMD function. Counterproliferation goals and objectives are derived and prioritized based on broader U.S. CWMD strategy, known proliferation threats and vulnerabilities, and capability gaps of international partners. The program directly supports Intermediate Military Objectives of Geographic Combatant Commands' (GCCs') Theater Campaign Plans and, by extension, Guidance for Employment of the Force.

Technical Equipment Inspections

The Technical Equipment Inspection Program is a one-of-a-kind U.S. Government security program established in response to the potential hazards posed by foreign-owned and controlled inspection equipment being introduced in U.S. facilities during arms control inspections. The program is designed to ensure that all equipment used during arms control activities meets the agreed treaty specifications and parameters and will not present a safety hazard. This is done via equipment certification, equipment inspection, technical consultation, analyses, on-site support, and training. Arms control treaties supported include the Open Skies Treaty, the New Strategic Arms Reduction Treaty (New START), the International Atomic Energy Agency Integrated Safeguards, the Chemical Weapons Convention, and the Comprehensive Nuclear-Test-Ban Treaty.

Arms Control Treaty Training

The Arms Control Treaty Training Program serves as the U.S. Government's sole source for all arms control treaty training. Students attend training from DTRA, U.S. Government agencies, and U.S. facilities subject to inspection. Training is provided for the New

I.   Description of Operations Financed (cont.)

START, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the International Atomic Energy Agency Integrated Safeguards, and the Chemical Weapons Convention. The program also contracts for additional training needed for both the personal safety and knowledge of arms control inspectors, to include: the Radiological Worker Safety Class, Graphite Moderated Reactor Seminar, and the Rocket Motor Production Course. The program ensures U.S. arms control treaty inspection and escort teams are trained and certified prior to worldwide deployment.

<u>Language Training</u>

The Language Training Program provides centralized support for the overall on-site inspection mission by funding military linguists, interviews, selection, and scheduling for assignment to DTRA. The program provides in-house and contracted language training, and linguistic support to the New START Treaty, the Plutonium Production Reactor Agreement, the Open Skies Treaty, the Conventional Armed Forces in Europe Treaty, the Vienna Document of 2011, and the Dayton Peace Accords. The program is responsible for the recruitment of professional military linguists, their training at the Defense Language Institute, and their day-to-day mission support of arms control operations from three different locations. In-house Russian language instructors provide daily treaty-specific, technical, and global language training to over 100 professional military linguists and Foreign Area Officers. The instructors also play a central role in ensuring language professionals are able to carry out their vital mission. In addition, the program conducts external language immersion courses for languages other than Russian to ensure DTRA has the proper unique language professionals to support its expanding regional focus.

I.   Description of Operations Financed (cont.)

Nuclear Detection

This mission encompasses work formerly described under the Nuclear Arms Control
Technology (NACT) program prior to FY 2021. The Nuclear Detection mission supports
identification and exploitation of signatures associated with nuclear threats to advance
U.S. capabilities to detect and interdict such threats; and locate, identify, and track
special nuclear material and improve detection factors such as range, time, sensitivity,
and accuracy to enhance Service and Special Mission Unit capabilities.

	$ in thousands		
	FY 2019 **Actuals**	**FY 2020** **Enacted**	**FY 2021** **Estimate**
B. WMD Combat Support and Operations	222,364	267,632	284,759

The DTRA WMD Combat Support and Operations sub-activity group directly supports the
National Defense Strategy Lines of Effort to Build a More Lethal Force (LOE 1) and
Strengthen Alliances and Attract New Partners (LOE 2). DTRA provides combat and
warfighter support to the Chairman, Joint Chiefs of Staff (CJCS), the Combatant
Commanders, and Military Services as they engage the threat and challenges posed to the
United States, its forces, and allies by any WMD to include chemical, biological,
radiological, nuclear, and high-yield explosive weapons. DTRA supports the essential WMD
response capabilities, functions, activities, and tasks necessary to sustain all elements
of operating forces within their areas of responsibility at all levels of warfare –
strategic, operational, and tactical. DTRA also supports DoD with programs that provide
oversight for DoD nuclear matters; providing expert and responsive DoD nuclear mission
support to OSD, Joint Staff, CCMDs, and the Military Services. DTRA successfully
collaborates with the National Nuclear Security Administration and other interagency

I.   Description of Operations Financed (cont.)

partners and programs, supporting the viability and credibility of the U.S. Strategic
Deterrent, the forward deployed deterrent, and their transformation into the 21st
century. Additionally, DTRA's operational programs are closely tied with its Research,
Development, Test, and Evaluation programs that provide technical support to DoD
components and other organizations in areas related to WMD and designated advanced
weapons.

Within the WMD Combat Support and Operations sub-activity group, the demand for combat
and Warfighter support to the CCMDs continues to increase because of the threat of WMD
attacks against the United States, its partners and interests, and U.S. counterterrorism
operations. This sub-activity group integrates the requirements of the national
strategies, Quadrennial Defense Review, the Joint Strategic Capabilities Plan, the
Nuclear Posture Review, Guidance for the Employment of the Force, and the Unified Command
Plan. Moreover, DTRA has placed emphasis on meeting emerging threats and leveraging
strategic planning principles to assist in the long range planning efforts for DTRA's
combat support mission and providing a starting point for future operational endeavors.
DTRA is continuing to expand combat support missions to be dual-purposed, synergistic,
and closely aligned with joint operational efforts, providing a foundation for
transformational initiatives within the WMD arena.

DTRA executes a number of programs within the WMD Combat Support and Operations sub-
activity group:

I.   Description of Operations Financed (cont.)

Catapult

Catapult is a DoD Program of Record that enables the U.S. Joint Force by rapid development, fielding, and maintenance of its private cloud-based data analytics platform. Catapult is a hybrid tactical combat support and intelligence analysis system that processes over 1,100 data feeds and is leveraged by a set of tools (Attack the Network Tool Suite [ANTS]) and services to provide national-level capabilities for data and information discovery, access, aggregation, correlation, visualization, analysis, sharing, and distribution for users from the strategic level to the tactical edge. Catapult supports the detection and identification of improvised threats, threat networks and actors, command and control, operations, intelligence, and engagement for neutralizing, attacking, and defeating both current and emerging improvised threats and threat networks.

Balanced Survivability Assessments

DTRA has played a vital national security role by conducting over 400 Balanced Survivability Assessments (BSAs) for organizations since 1987. BSAs are mission survivability assessments of critical national/theater mission systems, networks, architectures, infrastructures, and assets of the United States and its allies.

BSA teams focus on mission continuity and assess against a broad spectrum of threats including accidents, natural disasters, technological failure, information system attacks, terrorists, radio frequency weapons, sabotage, and WMD. BSAs are conducted on DoD hardened and underground facilities, critical communication networks, command and control centers, critical infrastructure, military installations and research campuses, and other federal government facilities. DTRA has also conducted BSAs on dams, ports, and medical research centers.

I.   Description of Operations Financed (cont.)

Assessment areas include surveillance operations, physical security, telecommunications, information operations, computer network defense, cyber security analysis, structural protection and response, utility subsystems, WMD protection, emergency operations, and electromagnetic protection. The BSA teams identify mission vulnerabilities and recommend ways to mitigate or eliminate them. They also provide senior U.S. Government and DoD leaders and managers with a long-term investment strategy for risk management.

Assessment teams consisting of 10-15 specialists are dispatched to a site location and conduct assessments over a period of two to three weeks. Key BSA features include mission focus, integration, broad applicability, security, and critical infrastructure protection/homeland security support. BSA specialists also provide technical support such as reviewing planning activities for new facilities to ensure that mission survivability is considered prior to construction and conducting smaller assessments that focus on specific survivability issues.

DoD Red Team

The DoD Red Team performs vulnerability analyses of DoD and non-DoD strategic assets, operations, and facilities relating to Continuity of Government, strategic command, control, and communications, and mission essential assets and infrastructure. The DoD Red Team provides a unique assessment capability simulating an independent, multidisciplinary adversary and performs all assessments entirely from an adversarial perspective. The DoD Red Team emulates adaptive, networked adversaries, including terrorists, hostile state Special Operations Forces and their proxies, and Foreign Intelligence Entity activities that include insiders with placement and access. The DoD Red Team gives the supported CCMD or Defense Agency a unique assessment as it provides a true "outside looking in" perspective. Unlike other assessments, the DoD Red Team uses no insider information; only the customer's senior leadership and a few trusted agents

I.   Description of Operations Financed (cont.)

are aware of the effort. Utilizing the full spectrum of identified adversarial capabilities limited only by legal requirements and restrictions mandated by the customer, these assessments provide a ground truth perspective of the customer's protection programs while adhering to a strict non-attribution policy. DoD Red Team assessments provide a means to evaluate and test protection strategies for mission assurance, including force protection, defense critical infrastructure protection, cyber security, counterterrorism, and emergency response from violent extremist groups and aggressor states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment. The customers are responsible for funding and implementation of the Team's recommendations.

Joint Mission Assurance Assessment Program

The Joint Mission Assurance Assessment Program (JMAAP) is a risk-based assessment program. The JMAAP originates in the Deputy Secretary of Defense approved Mission Assurance Strategy that focuses on the protection, continued function, and resilience of DoD capabilities and assets to support the Department's Mission Essential Functions. The JMAAP provides direct support to the Joint Staff, CCMDs, Military Services, and Defense Agencies in compliance with statutory and regulatory DoD Mission Assurance Assessment requirements. The JMAAP provides a risk-to-mission focused assessment of military installations, task critical assets, and missions worldwide. JMAAP teams are comprised of active duty military and DoD civilians with expertise in assessing assets/missions against a broad spectrum of hazards and threats. The assessment process includes analysis, pre-site survey, vulnerability assessment, and risk response planning. Additional support to CCMDs and Military Services includes mobile training teams to train personnel on the DoD methodology to conduct mission assurance assessments, technology

I.   Description of Operations Financed (cont.)

development for physical security equipment, reach-back, and other protection-related technologies, such as blast migration systems.

Nimble Elder

The Nimble Elder Program provides the CCMDs with Technical Support Groups (TSGs) who are either forward deployed or able to rapidly deploy across the globe to provide the CCMDs and other U.S. Government agencies with the capability to counter WMD threats by utilizing low visibility chemical, biological, radiological, and nuclear (CBRN) search. DTRA's TSGs provide equipment, training, scientific on-site subject matter expertise, and direct operational assistance to CCMDs' designated search forces. The TSGs bring a 24/7 Reachback capability through the DTRA Joint Operations Center with a linkage to multiple U.S. Government laboratories (providing additional subject matter expertise). Additionally, the program provides tailored Countering Weapons of Mass Destruction – Terrorism (CWMD-T) exercise support (subject matter experts, academics, and training) to CCMDs, Theater Special Operations Commands, and other designated commands in order to increase U.S. capability to respond to CWMD-T threats. The supported exercises and training occur both in the United States and OCONUS and emphasize WMD crisis response. No other DoD agency or command provides this depth of support to exercises or training across the spectrum of a terrorist organization acquiring and attempting to employ chemical, biological, radiological, and nuclear (CBRN) weapons.

Stockpile Logistics

The Stockpile Logistics Program provides support to the Office of the Secretary of Defense, Joint Staff, CCMDs, Military Services, National Nuclear Security Administration, and North Atlantic Treaty Organization for day-to-day activities necessary to maintain an effective nuclear deterrent. The program provides nuclear weapons expertise in all areas

I.   Description of Operations Financed (cont.)

of nuclear weapons and sustainment including maintenance, safety, technical procedures, discrepancy resolution, nuclear weapons-related materials, logistics, policy, and technical matters. The program develops and maintains the Defense Stockpile Management System (DSMS), a suite of software services for nuclear weapons information, which includes the Defense Integration and Management of Nuclear Data Services (DIAMONDS) system. DIAMONDS is the sole DoD-level nuclear weapons reporting system and system of record for all nuclear weapons sustainment records. The prime function is to account for, track, and inventory the U.S. nuclear weapon, component, and assembly stockpiles. This critical system contains accurate, near real-time nuclear weapon stockpile data and provides the capability to perform worldwide nuclear stockpile emergency verifications, and an emergency inventory capability. DIAMONDS supports the DTRA Director's role as the Executive Agent for three main functions: manage the U.S. nuclear stockpile and provide nuclear weapon data to the President, Congress, and Joint Staff; manage the Unsatisfactory Reporting System to resolve nuclear weapons related discrepancies; and manage the Joint Nuclear Weapons Publication System for the preparation and distribution of electronic technical publications.

Nuclear Surety

The Nuclear Surety Program provides expertise related to nuclear policy, safety, security, planning, studies, weapon systems, and use control project officer groups and provides reports for DoD in partnership with the National Nuclear Security Administration. The program serves as the focal point for nuclear deterrence, policy and planning, forces, and modernization; provides senior leader focus in multiple nuclear enterprise-related forums (e.g., Nuclear Weapons Council and associated subordinate committees); and provides USAF oversight and Congressional/Executive Branch studies and reports. The Nuclear Surety Program provides maintenance and improvements to nuclear surety through nuclear and physical security efforts, Mighty Guardian force-on-force

I.   Description of Operations Financed (cont.)

exercises, control, modeling, and simulation for the Center of Excellence, out-of-cycle testing, and Nuclear Security Enhancement Programs.

Defense Nuclear Weapons School

The Defense Nuclear Weapons School (DNWS) Program provides specialized training in U.S. nuclear weapons, incident and accident response, explosive ordnance disposal (EOD) threat awareness/assessment, and counter-proliferation with emphasis on operational support. DNWS develops and orchestrates the delivery of essential WMD training and knowledge management efforts for DoD. It executes courses to familiarize the U.S. nuclear enterprise on the national nuclear weapons stockpile, nuclear surety inspections, and the nuclear weapons program. Additionally, DNWS provides training to the global nuclear community in nuclear weapons accident and incident response procedures and to customers in CBRN modeling and simulation and the EOD arena. DNWS provides training in the only DoD live radioactive field training sites. DNWS also maintains an extensive nuclear weapons instructional museum (both classified and unclassified exhibits) to enhance the comprehensive training. DNWS trains students from all levels of DoD, federal and state agencies, and allied countries.

Defense Nuclear Surety Inspection Oversight

The Defense Nuclear Surety Inspection Oversight (DNSIO) Program provides the CJCS with an independent assessment of Air Force and Navy Nuclear Surety Inspection teams' compliance with DoD and Joint Staff Nuclear certification and inspection requirements. The DNSIO assessment aids in maintaining the highest standards of integrity and objectivity within the Nuclear Weapons Enterprise and supports public confidence that the Nation's nuclear assets are, and will remain, safe, secure, and reliable. The DNSIO team also conducts Personnel Reliability Assurance Program (PRAP) staff assessment visits to provide

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I.   Description of Operations Financed (cont.)

assurance of PRAP oversight at the nuclear-capable CCMDs and training and development for a wide array of customer needs.

Readiness and Exercises

Readiness and Exercises prepares, trains and assesses DTRA joint forces to conduct CWMD operations as required and in accordance with the Joint Training Manual for the Armed Forces of the United States (CJCSM 3500.03E). Accordingly, Readiness and Exercises conducts collective staff joint training to ensure mission readiness. This program plans, executes, and assesses CWMD and Counter Improvised Threat exercise scenarios in support of all functional and geographic CCMDs' numbered war plans and contingency plans through national-level exercises in coordination with the Office of the Secretary of Defense, Joint Staff, Military Services, other U.S. Government departments and agencies, and Allied forces.   The Readiness and Exercises program also manages the DTRA Lessons Learned Program, and the Defense Readiness Reporting System, conducts technical reviews of all CJCS Joint Publications, and serves as a Technical Review Authority for six CWMD-related Joint Publications.

Joint Operations Center

DTRA supports the 24/7 Joint Operations Center (JOC) and Current Operations. The JOC monitors and manages the day-to-day CWMD operations, collects WMD knowledge, and displays and distributes this knowledge to the CWMD community through various information technology collaborative tools. The JOC is the single point of entry for all CWMD operational and technical reachback requests for information, to include Interagency Modeling and Atmospheric Assessment Center support. Current operations, through the JOC, maintains 24/7 global situational awareness; manages/coordinates information dissemination; executes DTRA alerts, emergency notifications, and recall procedures;

I.   Description of Operations Financed (cont.)

maintains access to WMD and Improvised Threat subject matter experts; tracks and supports all DTRA travelers; through the Deployment Readiness program, prepares forces deploying in response to warfighters' requirements and crisis; and executes the Agency's transition to crisis response and continuity of operations.

Cross-Cutting Research and Development Support

This mission encompasses work formerly described under Technical Reachback program prior to FY 2021. The Cross-Cutting Research and Development Support mission supports critical functions for combating WMD, including Technology-driven WMD Threat Forecasting, International Programs, and Technical Reachback Support.

In the area of Technology-driven WMD Threat Forecasting, this program supports organizational capabilities to anticipate emerging/disruptive technology-driven WMD threats through a defined, repeatable process involving federated discovery, distributed analysis and synthesis, and unified output to inform the Science and Technology (S&T) portfolio.

The international aspect of this program supports the development and maintenance of DTRA's program for international S&T information exchange and cooperative research and development projects, building and leveraging relationships with international S&T partners to enhance mutually advantageous CWMD capabilities.

The Technical Reachback Support role provides a cadre of specialized CBRNE subject matter experts providing 24/7/365 technical and decision support capabilities for deliberate, adaptive, and crisis planning and operations. Support includes CBRNE collateral effects

I.   Description of Operations Financed (cont.)

analyses for target nomination, post-CBRNE event analyses, and deployable teams.
Technical Reachback products/capabilities include:

- monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned;

- providing CCMDs, DoD, other U.S. Government elements, and first responders decision support capability for CBRNE planning, operations, and post-event analysis, including near real-time operational analysis and access to specialized WMD subject matter expertise;

- fielding a National CWMD Technical Reachback Enterprise; and

- utilizing high performance computers to continue providing DoD customers with decision support for CBRNE scenarios.

Nuclear Exercises

DTRA serves as the DoD-lead for managing the U.S. Nuclear Exercises Program the largest of which is the Nuclear Weapon Accident Incident Exercise (NUWAIX) series. DTRA provides national-level nuclear exercise planning and execution support to the GCCs and appropriate federal, state, local, and international agencies. DTRA's role is directed by DoD Directives (3150.08, 3150.10, and 5105.62); the Office of the Under Secretary of Defense, Acquisition and Sustainment (OUSD (A&S)); and CJCS tasking through annual Joint Chiefs of Staff-coordinated worldwide exercise schedules. DTRA provides and arranges collective training for DoD nuclear weapon incident Initial Response Forces and Response Task Forces and other DoD Component nuclear or radiological incident response forces; provides integration with interagency response elements; and coordinates with the GCCs on curriculum content to ensure training remains consistent with current theater nuclear response contingency plans. DTRA also serves as Executive Secretary and provides

I. Description of Operations Financed (cont.)

administrative support for the Nuclear Weapons Accident/Incident Response Subcommittee, a standing subcommittee under the Security and Incident Response Committee, Nuclear Command and Control System.

CBRN Military Advisory Team

The CBRN Military Advisory Team (CMAT) Program provides DoD directed deployable elements which advise and assist the Joint Force (CCMDs, Joint Task Forces, and other designated activities) during CBRN incidents to include associated prevention, protection, mitigation, response, and recovery efforts. CMATs provide CBRN technical expertise, CWMD doctrinal and planning support, consequence of execution assessments, and CBRN hazard prediction analysis capabilities to determine worst case and/or most likely effects and assist with developing courses of action for resolving CBRN situations.

Security Cooperation Exercises

The Security Cooperation Exercises mission enhances GCC preparedness to respond to major disasters resulting from deliberate acts or accidents involving CBRNE materials. It is the sole program assisting GCCs to refine and assess Foreign Consequence Management (FCM) plans, procedures, Command and Control (C2), accident response, and recovery polices. Additionally, DTRA will conduct Countering Weapons of Mass Destruction – Terrorism (CWMD-T) Exercises as directed by the Joint Chiefs of Staff (JCS), which employ Special Operations Forces (SOFs) in CWMD Operations. The program directly supports GCCs' Theater Campaign Plans by building DoD/Host Nation government level relationships in situations involving: 1) CBRNE attacks or accidental releases that impact U.S. interests; 2) requests for assistance from affected government agencies or foreign nations following CBRNE attacks or accidental releases; and 3) training exercises in support of CWMD-T events. These exercises and training events are continual on a yearly rotation or as

I.   Description of Operations Financed (cont.)

required at worldwide locations. The focus of these exercises is the synchronization of SOF operations across the WMD Defeat Operations.

Nuclear Survivability

The Nuclear Survivability program encompasses work formerly under the Human Survivability, Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC), and Nuclear Survivability programs. This program provides the tools and methods to characterize the full range of nuclear weapons effects supporting the survivability, forensics, CBRN response, and treaty verification missions. It also develops and deploys the capabilities supporting DoD's Targeting Support/Consequences of Execution planning mission. The Nuclear Survivability program supports the Nuclear Test Personnel Review (NTPR), confirming the participation of Atomic Veterans in nuclear testing and radiological events and providing radiation dose assessments. The NTPR provides DoD support for the Department of Veterans Affairs and the Department of Justice radiogenic disease compensation programs. This mission also entails support for the DTRIAC in the preservation and archiving of all scientific and technical information related to nuclear test and other CWMD-related programs. DTRIAC acquires, digests, analyzes, evaluates, synthesizes, stores, publishes, and disseminates scientific and technical data pertaining to all of DTRA's mission areas to support other DoD and Government agencies, the Military Services, and other entities with valid and verified needs for the information. It provides on-line access to this information through its Scientific Technical Information Archival and Retrieval System (STARS).

I.   Description of Operations Financed (cont.)
Plans and Synchronization

The Plans and Synchronization program provides a "regional lens" across DTRA activities and functions to ensure integration with CCMDs, the Interagency, and international partners' priorities. The program:

- Provides CWMD plans, strategy, and doctrine support to the geographic and functional CCMDs, the Joint Staff, OSD, and other DoD components.

- Assists the CCDRs, OSD, and Joint Staff to develop, revise, and review global campaign plans and annexes, regional CWMD plans, theater campaign plans, and WMD-related contingency and branch plans.

- Supports crisis action planning for CWMD events and maintains deployable CWMD planning teams to support the development of GCC CWMD planning products to include support when requested during contingency operations.

- Facilitates the development, implementation, and assessment of the Regional Support Plans; identifies CCMD requirements and translates them into specific DTRA activities to align with CCMD Campaign Plans and priorities; supports contingency response; and ensures DTRA capabilities are aligned with warfighter and policy requirements.

- Supports the development of joint CWMD strategy, plans, policy, and doctrine to improve DoD efforts to execute CWMD missions.

Threat Intelligence and Assessment

The Threat Intelligence and Assessment program provides direct, in-depth, tailored intelligence analysis to DTRA leaders and mission partners critical to their formulation and execution of CWMD policy, doctrine, planning, exercise, and operational efforts. The

I.   Description of Operations Financed (cont.)

program supports USSOCOM in providing global situational awareness on WMD issues for DoD's countering WMD efforts in coordination with other CCMDs and U.S. Government organizations and coordinates and synchronizes throughout the Intelligence Community and other agencies to develop products that fuse data from multi-intelligence and information sources. This program ensures dissemination of timely, tailored products to aid in the identification, characterization, and tracking of existing and emerging WMD threats worldwide by maintaining situational awareness of state, non-state, and terrorist activities, emerging WMD threat capabilities, and future advancement of WMD science and technologies.

<div align="right">$ in thousands</div>

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
C. Cyber Activities	0	13,471	24,635

This SAG provides resource transparency into DTRA's cyber activities. It represents an integrated combination of robust protections for Information Technology (IT) assets through the Agency's Cybersecurity and Information Assurance programs. Cyber activities enable Agency execution against the National Defense Strategy Line of Effort to Build a More Lethal Force (LOE 1). Activities include:

- Protecting and defending the Agency's cyberspace and area of operations by providing 24x7 detect, protect, respond, and sustain cybersecurity services and defense.
- Monitoring and analyzing network activity for external threats via the Agency Cybersecurity Service Provider.

I. **Description of Operations Financed (cont.)**
- Providing capability to monitor, alert, report and respond to, and recover from, unauthorized cyber events.
- Providing cyber-based situational awareness to Agency senior leadership, agency stakeholders, DoD Cybersecurity community, and U.S. Cyber Command.
- Ensuring both Cybersecurity and Information Assurance compliance in support of DoD regulations, initiatives, and tasks.

$ in thousands

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
D. Core Mission Sustainment	252,271	226,488	230,854

The DTRA Core Mission Sustainment sub-activity group directly supports the National Defense Strategy Line of Effort to Reform the Department (LOE 3) and enables Agency execution against national priorities and LOEs 1 and 2. DTRA's Core Mission Sustainment Program represents a wide range of functions that provide the necessary resources to support all of the Agency's core mission essential functions (spanning four direct appropriations within a $1.8B portfolio). These functions provide the foundation for all DTRA programs to safeguard America and its allies from WMD and improvised threats. Functions include:

Facilities, Engineering, and Logistics
- Provides the Agency's space and utilities in the Government-owned McNamara Complex, Herndon, Reston, Alexandria, and Arlington locations and shared support services;

I.   Description of Operations Financed (cont.)

- Provides for installation support and services at all DTRA locations (DTRA facilities at Travis, Eglin, and Kirtland Air Force Bases (AFBs); White Sands Missile Range; Ft. Belvoir (other than the McNamara Complex); Herndon; Reston; Alexandria; Arlington; Kaiserslautern, Germany; Yokota, Japan; and other various smaller detachments);

- Provides needed repairs and improvements for the aging infrastructure, primarily at Kirtland AFB and Germany (facilities constructed in the early 1900s), which consistently require restoral, maintenance, and repair to remain functional by minimal standards. The majority of facility improvement funding is dedicated to structural repairs, utilities, HVAC and electrical/plumbing systems, and some quality of life or capital improvements; and

- Provides for leasing and maintenance of motor vehicles, large load commercial shipping and receiving, commercial transportation (buses, vans, etc.), local travel transportation cards (Smartcards), and mandated mass transit benefit subsidies.

Financial Management

- Provides financial management of the Agency's $1.8B direct resource portfolio, including: audit remediation and sustainment, programming, budget formulation, budget execution, civilian payroll/Full Time Equivalents, Official Representation Fund program, finance and accounting, Risk Management Internal Control Program, financial reporting, financial services, financial system support, account analysis and reconciliation, and program/project specific financial support services; and

- Funds must-pay bills for: Defense Finance and Accounting Services support, Workers Compensation, and Prompt Payment Act requirements.

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I.   Description of Operations Financed (cont.)

Human Resources

Provides a results-oriented human resource management program that acquires, develops, and sustains a diverse and agile workforce that supports the National Defense Strategy. This is done by incorporating elements such as manpower management; strategic workforce planning; tailored use of hiring programs with available recruitment and retention initiatives; Service Level Agreement with Defense Logistics Agency for transactional support; long-term relationships with academic and Military Services transition communities to expand applicant pool; Learning Management System; additional leadership and professional development opportunities; and centralized Military Reservist support.

Information Technology (IT) Support

- Maintains and sustains a reliable and cost-effective IT infrastructure that conforms to all DoD IT requirements and mandates across the spectrum of connectivity and communication capabilities necessary to meet DTRA mission requirements; and

- Provides systems engineering and development necessary to produce the next generation of reliable, maintainable, and secure IT systems and capabilities, including migration to meet mandates of the Data Center Optimization Initiative and the objectives of the DoD Joint Information Environment.

Environmental, Safety, and Occupational Health

- Provides support to sustain regulatory compliance; maintain a safe and healthful work environment; and mitigate the severity of activities and operations on personnel and the environment;

- Manages the Agency radiological license and sources for critical CWMD exercises and operations; and

I. <u>**Description of Operations Financed (cont.)**</u>
- Supports mission readiness through travel health screenings/immunizations.

<u>**Contracts and Acquisition Management**</u>
- Supports various contracting functions to include establishment and closeout of all DTRA contracts, grants, and other contractual instruments; and
- Provides training and acquisition tools for DTRA's acquisition workforce to improve professionalism, proficiency, efficiency, and execute Better Buying Power Initiatives; and
- Implements Defense Acquisition Workforce Development Fund activities.

<u>**Legal Advice and Support**</u>
- Represents the Agency in U.S. Government Accountability Office bid protests, Armed Services Board of Contract Appeals claims, and in all matters that go before the Merit Systems Protection Board and the Equal Employment Opportunity Commission;
- Coordinates all military justice and adverse personnel actions with the Military Services' Judge Advocates;
- Provides legal review of contract documentation for DTRA's entire acquisition portfolio;
- Provides legal review of all Agency support agreements and all Agency requests for authority to negotiate and conclude international agreements;
- Provides fiscal law advice for the Cooperative Threat Reduction Program, the Nuclear Enterprise, Research and Development activities, Treaty programs, and all other DTRA programs;

I.   Description of Operations Financed (cont.)

- Provides legal advice on all operational programs and exercises, including: all administrative law topics; internal investigations; training in the law of war and military personnel actions/laws; and the applicability of Status of Force Agreements;

- Provides attorney support for all Nuclear Weapons Incident Response training and exercises, and all other operational exercises in which the Agency participates;

- Provides legal advice on all civilian labor and employment issues including Equal Opportunity and issues concerning collective bargaining units and unions;

- Provides legal support and advice to the Agency's personnel security functions, intelligence oversight, and counterintelligence functions;

- Provides legal advice on intellectual property rights and all of the Agency's research and development and acquisition activities;

- Manages and reviews all Freedom of Information Act and Privacy Act request responses; and

- Administers the Agency's ethics program and provides mandatory ethics training for the Agency.

Security (Information, Personnel, Physical)

- Prevents/minimizes unauthorized access to DoD classified and controlled unclassified information and safeguards them against espionage, sabotage, terrorism, and criminal activity;

- Prevents unauthorized access to facilities, control systems, and critical information by validating security clearance eligibility and need-to-know on all individuals, considering background, qualifications, and operational restrictions,

I.   Description of Operations Financed (cont.)

prior to granting an individual access to sensitive/protected information and controlled spaces; and

- Prevents unauthorized access to personnel, equipment, facilities, and information by integrating physical protective, security, and antiterrorism measures and procedures, which include: electronic security systems, surveillance systems, access control systems and procedures, random entry/exit inspections, random anti-terrorism measures, and Force Protection Condition measures.

Audio and Visual Information Services

Provides printing and reproduction services, photography/videography, video-teleconferencing support, visual graphics and design services, and conference center support (to include maintenance of associated equipment).

Other Essential Services

Provides essential services to the DTRA Director and senior leadership, such as Equal Opportunity, Inspector General, Public Affairs, and other administrative services. Activities funded in this sub-activity group also provide for the essential management, planning, and operational and administrative support to the entirety of DTRA.

II. Force Structure Summary:

Not Applicable

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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
1. Nonproliferation Activities	68,620	71,063	0	0.0	71,063	71,063	76,167
2. Weapons of Mass Destruction Combat Support and Operations	222,364	270,450	-2,818	-1.0	267,632	267,632	284,759
3. Core Mission Sustainment	252,271	226,620	0	0.0	226,620	226,488	230,854
4. Cyber Activities	0	13,339	0	0.0	13,339	13,471	24,635
6. Enable DoD Responsiveness	7,833	0	0	n/a	0	0	0
7. Assist Situational Understanding	296,278	0	0	n/a	0	0	0
Enable Operational Solutions	0	0	0	n/a	0	0	0
Total	**847,366**	**581,472**	**-2,818**	**-0.5**	**578,654**	**578,654**	**616,415**

* The FY 2019 Actual column <u>includes</u> $304,111.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $317,558.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $297,486.0 thousand of FY 2021 OCO Appropriations Funding.

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	581,472	578,654
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-2,818	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	578,654	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	578,654	
Supplemental		
Reprogrammings		
Price Changes		11,444
Functional Transfers		
Program Changes		26,317
Current Estimate	578,654	616,415
Less: Wartime Supplemental		
Normalized Current Estimate	578,654	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**581,472**
1. Congressional Adjustments		-2,818
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Historical Underexecution	-2,818	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**578,654**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**578,654**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**578,654**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**578,654**
6. Price Change		11,444
7. Functional Transfers		
8. Program Increases		62,375
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Civilian Personnel Compensation - Award Increase Increase reflects compliance with Department directed guidance to increase awards spending for non-SES/SL/ST employees by not less than 1% of non-SES/SL/ST requested salary spending between FY 2020 and FY 2021. This increase reflects an increase of	1,571	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

1% from FY 2020 to FY 2021. (FY 2020 Baseline: $203,313 thousand; +1,185 FTEs)

2) Civilian Personnel Compensation - Civilian Permanent Change of Station Benefits	1,628	

The increase in the Permanent Change of Station (PCS) account represents an adjustment to the DTRA PCS benefits category to fully fund the FY 2021 PCS program. (FY 2020 Baseline: $0 thousand)

3) Civilian Personnel Compensation - Four Additional FTEs	699	

The Defense Threat Reduction Agency (DTRA) has a net increase of 4 full-time equivalent (FTEs) between FY 2020 and FY 2021. The increase includes the addition of 8 FTEs, which represents the conversion of contractors to civilians supporting the Nimble Elder Program, through its Technical Support Groups. The conversion facilitates in country access where this program operates. Due to increased operational tempo, DTRA converted contractor funding to cover 1 additional FTE in support of the Technical Surveillance Counter Measures Program. This is offset by a decrease of 5 FTEs for other Department directed reductions. (FY 2020 Baseline: $203,313 thousand; +1,185 FTEs)

4) Core Mission Sustainment - Facilities, Engineering, and Logistics (Capital Improvements)	6,741	

Increase supports ongoing and annual infrastructure repairs and upgrades to aging government-owned facilities at separate geographic locations. This

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

C. Reconciliation of Increases and Decreases	Amount	Totals

increase provides needed repairs for "health and safety" improvements, including mechanical, plumbing, and electrical improvements for aging facilities. This effort supports the NDS and aligns to LOE 3: Reform the Department. (FY 2020 Baseline: $44,943 thousand)

5) Core Mission Sustainment - Other Essential Services 844
Funding increase for (1) the Equal Opportunity Office in support of more timely adjudication of conflict of interest complaints; and (2) sign language interpreter services (demand based on an increase in the number of employees requiring these services). This effort supports the NDS and aligns to LOE 3: Reform the Department. (FY 2020 Baseline: $15,556 thousand)

6) Core Mission Sustainment - Security (Information, Personnel, Physical) 1,164
Funding increase provides for (1) physical security equipment for enhancements to the individual access control systems at various field locations; and (2) additional contract support for security education and awareness training, information security (INFOSEC) self-inspections, and security classification guide management. This effort supports the NDS and aligns to LOE 3: Reform the Department. (FY 2020 Baseline: $9,096 thousand)

7) DTRA Cyber Activities 10,500
Internal (zero-sum) realignment of resources for the DoD Red Team cyber activities ($1,058 thousand),

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Balanced Survivability Assessments cyber activities ($6,799 thousand), and Joint Mission Assurance Assessments cyber activities ($2,643 thousand). These realignments are based on on-going reviews to identify and provide resource transparency into DTRA's cyber activities. Funding will continue to be executed by the respective mission areas. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $13,471 thousand)

8) Nonproliferation Activities - International   269
Counterproliferation
Funding increase provides additional course offerings for our international partners, and additional engagements in support of CCMDs (with a corresponding increase in travel). This effort supports the NDS and aligns to LOE 2: Strengthen Alliances & Attract New Partners. (FY 2020 Baseline: $6,408 thousand)

9) Nonproliferation Activities - Open Skies Missions   1,863
Funding increase finances (1) MILAIR expenses to move inspectors and equipment for the pre-certification and certification of new U.S. Open Skies aircraft prior to operational use; (2) 15 weeks of ground calibration target support; (3) increased travel requirements due to demand for digital sensor and infrared subject matter expert contract support; and (4) increased travel requirements for preflight inspection teams. These

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Open Skies activities increase the FY 2021 locally purchased fuel requirement by $64 thousand. This effort supports the NDS and aligns to LOE 2: Strengthen Alliances & Attract New Partners. (FY 2020 Baseline: $4,718 thousand)

10) Nonproliferation Activities - Operational Treaty Mission Support (Chemical Weapons Convention)   49

Funding increase supports two additional mock missions in FY 2021. This effort supports the NDS and aligns to LOE 2: Strengthen Alliances & Attract New Partners. (FY 2020 Baseline: $3,511 thousand)

11) Nonproliferation Activities - Operational Treaty Mission Support (START/Nuclear Missions)   934

Funding increase provides resources for increased international delegates support, training requirements for newly assigned personnel, oversight of teams conducting treaty related missions, and support for emerging arms control initiatives. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $8,180 thousand)

12) Nonproliferation Activities - Technical Equipment Inspection (TEI)   893

Funding increase supports additional demands with new foreign Open Skies aircraft and sensor certification and missions, including two additional contracted Subject Matter Experts required for pre-flight equipment inspections to allow inspection activities within the Treaty timelines. It also

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

C. Reconciliation of Increases and Decreases	Amount	Totals

reflects an increase in TEI inspection missions associated with the Blue Grass Chemical Agent-Destruction Pilot Plant coming on-line and receiving Chemical Weapons Convention inspection teams. This effort supports the NDS and aligns to LOE 2: Strengthen Alliances & Attract New Partners. (FY 2020 Baseline: $1,384 thousand)

| 13) WMD Combat Support and Operations - Balanced Survivability Assessments (BSA) | 2,037 | |

Funding increase provides for an increase in the number of risk-based assessments of Defense installations tailored to Base Commanders' requirements and threat-based survivability assessments of U.S. and allies assets directed by the Joint Staff. The increase also provides funding for additional contract services to expand mission capability to conduct comprehensive analysis of vulnerabilities to critical infrastructure and inform the DoD community of risk to defense critical missions. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $17,995 thousand)

| 14) WMD Combat Support and Operations - Catapult | 17,325 | |

Funding increase for the Catapult Operation and Maintenance (O&M) institutionalized core capability and Program of Record (POR). (FY 2020 Baseline: $0 thousand)

| 15) WMD Combat Support and Operations - Cross-Cutting Research and Development Support (Technical Reachback) | 3,222 | |

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Funding increase expands Technical Reachback capacity to enable target planning and incident response, and to maintain and realign support to conventional warfare capabilities for new approaches to compete Below Armed Conflict. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $14,566 thousand)		
16) WMD Combat Support and Operations - Nimble Elder	2,537	
Funding increase provides essential technical support to DoD's principle CCMD's CWMD exercise, Ellipse series exercises, and WMD scenarios. The increase also provides for the acquisition of low-visibility standoff detection capabilities and replacement of a high fidelity radiation identification system using High-Purity Germanium (HPGe) designed to be smaller, lighter, more reliable, and easier to employ compared to legacy HPGe systems, while still providing high quality spectroscopic data. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $28,392 thousand)		
17) WMD Combat Support and Operations - Nuclear Exercises	1,528	
Funding increase supports regionally focused CCMD response exercises, OCONUS-focused incident training, and additional technical Explosive Ordnance Disposal (EOD) training. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $6,298 thousand)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
18) WMD Combat Support and Operations - Nuclear Surety Program	3,164	

This increase re-establishes DTRA's capability to support CCMD nuclear exercises as identified in the Nuclear Posture Review. It also supports operationalizing the Nuclear Strategy through improved nuclear physical security modeling and simulation capacity; reconstitution of the contingency response site folder capability; and supports various focused efforts in the nuclear weapons safety, security, and use control programs. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $8,011 thousand)

	Amount	Totals
19) WMD Combat Support and Operations - Other WMD Combat Support Activities	1,236	

Funding increase provides for contract services in support of Liaison Officers (LNOs) who advise and coordinate on DTRA operations, activities, and investments related to nuclear deterrence planning and execution at functional and geographic CCMDs and associated travel. The increase also funds contract services for two Operational Information Management System and Watch Support Subject Matter experts in support of DTRA's Continuity of Operations Plan (COOP) and Deployment Readiness Reporting System. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $12,304 thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
20) WMD Combat Support and Operations - Stockpile Logistics	4,171	

      Funding increase supports the ongoing modernization of the nuclear weapons reporting system used by all nuclear weapons stakeholders. Addresses continuous replacement of "end-of-life" commercial software, recoding all applications to an industry standard operating system, and adapts the system to a centralized host environment. This effort supports the NDS and aligns to LOE 1: Build a More Lethal Force. (FY 2020 Baseline: $8,258 thousand)

	Amount	Totals
9. Program Decreases		-36,058
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Civilian Personnel Compensation - One Less Day	-776	

      Decrease reflects one less day of compensation for civilian employees.   (Number of compensable days in FY 2019 - 261 days, FY 2020 - 262 days, FY 2021 - 261 days.) (FY 2020 Baseline: $203,313 thousand; +1,185 FTEs)

	Amount	Totals
2) Core Mission Sustainment - Financial Management Services - Defense Finance and Accounting Service (DFAS) Bill	-1,111	

      Decrease reflects a price change based on inflation applied to Defense Working Capital Fund purchases. DTRA does not anticipate a reduction to the transaction-based services provided by DFAS. (FY 2020 Baseline: $3,393 thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
3) Core Mission Sustainment - Security (Information, Personnel, Physical)	-159	

   Decrease reflects conversion of contractor and
   associated funding to cover one additional civilian
   full-time equivalent (FTE) in support of the
   Technical Surveillance Counter Measures Program. (FY
   2020 Baseline: $9,096 thousand)

4) Defense Wide Review Reductions - Eliminate/Reduce Lower Priority Programs	-23,248	

   Decision to reduce resources associated with lower
   priority efforts in order to resource higher
   priorities.
   Core Mission Sustainment Activities (-$9,772
   thousand)
   (FY 2020 Baseline: $226,620 thousand)
   WMD Combat Support and Operations Activities
   (-$13,476 thousand)
   (FY 2020 Baseline: $267,632 thousand)

5) DTRA Cyber Activities	-264	

   Decrease reflects realignment to the Procurement
   appropriation for capital IT expenditures in support
   of technical refresh of back-end IT infrastructure.
   (FY 2020 Baseline: $13,471 thousand)

6) WMD Combat Support and Operations - Internal Realignment to Cyber Activities Sub-Activity Group	-10,500	

   Internal (zero-sum) realignment of resources for the
   DoD Red Team cyber activities (-$1,058 thousand),
   Balanced Survivability Assessments cyber activities
   (-$6,799 thousand), and Joint Mission Assurance

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Assessments cyber activities (-$2,643 thousand). These realignments result from on-going reviews to identify and provide resource transparency into DTRA's cyber activities. Funding will continue to be executed by the respective mission areas. (FY 2020 Baseline: $36,840 thousand)		
FY 2021 Budget Request		**616,415**

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

<u>A. Nonproliferation Activities</u>

<u>New START Treaty, Plutonium Production Reactor Agreement, and International Atomic Energy Agency Integrated Safeguards</u>:

	Number of Missions		
Type of Mission	FY 2019	FY 2020	FY 2021
New Start Treaty			
Inspection Activity	19	19	19
Escort Activity	18	18	18
Mock Missions	4	4	4
Plutonium Production Reactor Agreement			
Inspection Activity	3	2	3
Escort Activity	1	1	1
Mock Missions	0	0	0
Joint Implementation & Compliance Commission Discussions	1	2	2
International Atomic Energy Agency Integrated Safeguards	14	13	14

These efforts ensure: New START Treaty mandated limits of strategic arms are met; Russian plutonium producing reactors are shut down and Russian Federation produced Plutonium Oxide is accounted for; and U.S. facilities meet International Atomic Energy Agency Integrated Safeguards standards.

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

<u>Conventional Weapons Missions</u>

	Number of Missions		
Type of Mission	FY 2019	FY 2020	FY 2021
Conventional Weapons			
Inspection Activity	41	38	35
Escort Activity	23	25	25
Mock Missions	5	5	5

The FY 2021 projected workload accounts for the Vienna Document 2011 inspections and escorts, which have active participation from Russia and all other signatories; Dayton Peace Accord activities that the U.S. Government is required to conduct; Conventional Armed Forces in Europe Treaty missions that still have active Ukrainian and Belarusian participation; and treaty, language, and weapons recognition training for inspectors and United States European Command (USEUCOM) components that will face inspections from other treaty and Vienna Document 2011 signatories. Inspection and escort activities are determined by quota allocation meetings that are held shortly before the beginning of each treaty year.

In addition, Conventional Weapons Missions' workload plans are evaluated for the possibility of Conventional Armed Forces in Europe Treaty verification operations in the Russian Federation. The FY 2021 projected workload takes into account the possibility of resuming the treaty activities should the Russian Federation lift its suspension. (The Russian Federation has the legal right to resume and continue treaty verification operations at any time, so DTRA plans for that possibility, while taking some risk where prudent, by not entirely budgeting for the full level of Russian Federation treaty activities.) DTRA is committed to fully executing treaty requirements in the event the

IV. Performance Criteria and Evaluation Summary:

Russian Federation lifts its suspension of treaty activities. DTRA inspectors and escorts continue to be fully engaged in inspecting and escorting teams from the remaining 29 State Parties of the Treaty. The Russian Federation's illegal annexation of Crimea and Sevastopol and its destabilizing actions in Eastern Ukraine have profoundly strained Russia's relationship with the United States and many of its regional partners. As a result, conventional weapons inspectors also conduct short notice Chapter X (Regional Measures), Vienna Document 2011, inspections in Ukraine to provide transparency and demonstrate support for Ukraine.

These efforts contribute to the reduction of conventional arms stockpiles and reduced risk of conventional offensive strikes in Europe and to a more stable and calculable balance of world power.

Arms Control Enterprise System

	Number of Activities		
	FY 2019	FY 2020	FY 2021
Treaty Notifications	2,518	2,375	2,374

DTRA will continue to support U.S. Government goals and objectives in meeting arms control treaty and agreement data reporting and notification requirements; support the Military Services in managing the movement of treaty accountable items; support inspection and escort mission planning; and manage inspector/escort lists through the operation of the Arms Control Enterprise System (ACES). DTRA will support the associated passport and visa requirements, treaty training management, and inspection planning requirements with the Inspection Planning Module (IPM).

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

ACES provides for the management and calculation of data to create the annual treaty data reports for the Conventional Armed Forces in Europe, Vienna Document 2011, and Global Exchange of Military Information agreements. ACES also provides the semi-annual New START Treaty database reports that are exchanged with the Russian Federation and for the annual international Transparency in Armaments and semi-annual Wassenaar Arrangement reports. ACES creates over 140 different type of notifications, and partner nation notifications will be uploaded into ACES to meet conventional and strategic treaty/agreement requirements and provide a historical reference source. The IPM provides for the generation of official treaty inspector lists for the Open Skies, Conventional Armed Forces in Europe, and New START treaties.

<u>Open Skies Missions</u>

	Number of Missions		
Type of Mission	FY 2019	FY 2020	FY 2021
Open Skies Treaty			
Inspection Activity	19	19	19
Escort Activity	18	21	21
Mock Missions	4	4	5
Certification Missions	0	1	1

DTRA will continue to support U.S. Government goals and objectives for the Open Skies Treaty implementation and comply with all requirements mandated in the Treaty. The FY 2021 projected workload accounts for DTRA conducting 19 overflight missions of targeted Open Skies Treaty partner countries. The FY 2021 projected workload also anticipates that the United States will be targeted up to 21 times for overflight by Russia. In addition, aircrews and inspectors/escorts will conduct 5 Joint Trial Flights and one

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

Certification Mission. These missions are necessary to validate standard operating procedures, conduct crew training, and exercise aircraft and sensor suites.

These activities contribute to the stabilization of conventional arms stockpiles and reduced risk of conventional offensive strikes in Europe; provide assistance to allied countries with limited aerial surveillance capabilities to conduct over flights of areas of interest or concern; and contribute to a more stable and calculable balance of world power.

<u>Chemical Weapons Convention Missions</u>

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Chemical Weapons Convention (CWC)			
Escort Activity	34	43	43
Mock Missions	14	8	10

The United States has destroyed over 90 percent of its originally declared chemical weapons (CW) stockpile. The destruction of the remaining stockpile at Pueblo, Colorado, and Blue Grass, Kentucky, is projected to be complete by FY 2023. DTRA will conduct on-site escort of Organization for the Prohibition of Chemical Weapons (OPCW) inspection teams and inspector rotations for both Pueblo (FY 2015-2023) and Blue Grass (FY 2019-2023) to accomplish treaty verification of the destruction of the CW stockpile. DTRA's other CWC escort activity workload includes systematic inspections of Pueblo and Blue Grass chemical weapons storage facilities, DoD Schedule 1 facilities, and at least one Recovered CW Destruction Facility inspection per year. Additionally, DTRA will support

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

and participate in several DoD and Military Service readiness training/exercises for Challenge Inspections.

<u>International Counterproliferation</u>

	Number of Missions		
Type of Mission	FY 2019	FY 2020	FY 2021
International Counterproliferation Events	36	30	33

In September 2011, the Secretary of Defense directed the International Counterproliferation Program (ICP) to expand outside its traditional area of engagement in the Former Soviet Union, Eastern Europe, Baltics, Caucasus region, and Balkans to begin ancillary engagement in 63 countries within Southeast Asia, Central Asia, and Africa. The program has incorporated cost-saving efficiency measures such as shifting from bilateral to regional engagement and increasing combined missions (accomplishing policy meetings, assessments, and training during the same trip).

The ICP has also leveraged Counter Weapons of Mass Destruction (CWMD) Cooperative Defense Initiatives funding from Geographic Combatant Commands (GCCs) in order to support their increased demand for training. This program is undergoing a full curriculum review and is crafting engagements to provide more long-term solutions for each partner's specific counterproliferation needs.

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

Efforts contribute to:

USINDOPACOM: Countries receiving ICP support will have improved capability to prevent proliferation along their land and maritime borders. ICP efforts will improve DTRA and U.S. Government understanding of partner countries' organization and their ability to counter illicit WMD trafficking.

USEUCOM: ICP efforts will tangibly improve partners' ability to sustain their capacity to prevent WMD proliferation activities through the strengthening of their training capabilities and the support of enduring partnerships.

USAFRICOM: ICP efforts will raise the awareness of proliferation risks and increase partners' commitment to nonproliferation and will improve DTRA and U.S. Government understanding of partner countries' organization and their ability to counter illicit WMD trafficking.

<u>Technical Equipment Inspections (TEI)</u>

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Technical Equipment Inspections	92	103	123

The TEI program is designed to ensure that all equipment used during arms control activities meet the agreed treaty specifications and parameters and will not present a safety hazard. In FY 2021, DTRA projects 123 equipment inspections. Note: Chemical Weapons Convention (CWC) missions result in two TEI activities for each mission since the entry inspection and exit inspection are counted as two separate events. The increase

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

for FY 2021 is the result of a new CWC site (Blue Grass Chemical Agent-Destruction Pilot Plant) coming online in FY 2020 and receiving inspection teams.

<u>Arms Control Treaty Training</u>

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Arms Control Treaty Training Events	26	30	30

This training is designed for newly assigned DTRA personnel and U.S. Government interagency partners who support on-site inspections, monitoring operations, escort activities, and observations to the specific arms control treaties for which DTRA is responsible. DTRA offers courses to future U.S. inspectors and escorts and other Federal Government offices supporting ongoing arms control missions. The program provides courses for the following treaties and agreements: New START Treaty; Open Skies Treaty; Conventional Forces in Europe Treaty (Orientation, Inspectors, and Equipment Recognition courses); International Atomic Energy Agency Integrated Safeguards; the Chemical Weapons Convention; and requisite courses for arms control treaty team members, which are not treaty specific. The program approach applies to a wide range of policy and implementation factors including treaty compliance, inspection, and escort operations, U.S. policy with respect to treaty implementation, and treaty monitoring and verification. This program promotes openness and transparency in military activities while enhancing security through confidence and security building measures; promotes predictability and stability by reporting on the reduction and limitation of offensive strategic and conventional arms; and ensures CWC escorts and facilities are ready to accept OPCW Inspections to confirm U.S. compliance with the Chemical Weapons Convention.

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

<u>Language Training</u>

	Number of Missions		
<u>Type of Mission</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Language Training Events	30	35	36
Recruitment Events	15	18	18

DTRA will support local area and overseas (Ukraine, Kazakhstan, Republic of Korea) immersion language training for its Russian and Korean linguists and Foreign Area Officers in support of the treaty verification mission. DTRA also provides a small number of other language training events for other-than-Russian Foreign Area Officers to support DTRA's expanding regional focus on non-proliferation. Throughout the year, DTRA will deliver approximately 36 courses/sessions to provide advanced interpreter training necessary for assigned linguists to maintain established standards. DTRA will also support up to 18 visits by linguist recruiters to military bases to interview, select, and schedule qualified Russian linguists for assignment to DTRA.

<u>Nuclear Detection</u>

<u>Type of Mission</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
International Monitoring System			
Seismic and Infrasound Stations	98%	98%	98%
Radionuclide Stations	95%	95%	95%

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

This mission encompasses work formerly described under the Nuclear Arms Control Technology (NACT) Program prior to FY 2021. Within the Nuclear Detection Program, the NACT operations mission provides for the management and operation of 32 U.S. waveform and radionuclide stations and the U.S. Radionuclide Analysis Laboratory, representing the majority of the U.S. International Monitoring System (IMS) stations in support of U.S. and DoD objectives and the Comprehensive Nuclear-Test-Ban Treaty (CTBT). The NACT operations mission runs its stations as close to requirements established in the CTBT operational manuals as reasonably achievable. The program measures station performance annually through assessments against the key performance indicator, station data availability. Station data availability is the measure of time the stations are providing useable data to the CTBT International Data Centre. Seismic and Infrasound stations have a data availability performance metric of 98%; Radionuclide stations have a data availability performance metric of 95%. Radionuclide labs are tested for proficiency annually and the U.S. labs are expected to retain an "A" grade on annual proficiency tests.

Overall, the NACT operations mission seeks to lead the way for IMS performance and shares operational advances with the Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO) Preparatory Commission that manages the global IMS capability, in order to increase global performance. By collaborating with the CTBTO, the U.S. Government gains access to an additional 266 globally deployed CTBT monitoring stations and radionuclide laboratories, enhancing the United States' capability to detect proliferation of WMD. Access to this additional data increases U.S. confidence in locating, characterizing, and attributing nuclear explosions by gaining more measurements from locations closer to the source of the explosion.

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

<u>B. WMD Combat Support and Operations</u>

<u>Balanced Survivability Assessments</u>

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Balanced Survivability Assessments	14	18	21

DTRA conducts Balanced Survivability Assessments of U.S. and allied systems focusing on vital and critical national/theater mission systems and recommends mitigation techniques or mission vulnerabilities. The assessments are typically two weeks in length but can vary depending on the size and complexity of the systems assessed.

This program provides senior U.S. Government and DoD leaders and managers with a long-term investment strategy for risk management through an all-hazards evaluation and provision of detailed recommendations.

<u>DoD Red Team</u>

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Number of Customers	7	10	11
Number of Analytical Assessments	25	48	53
Number of Field Assessments	12	20	22

DoD Red Team assessments evaluate and test protection strategies for mission assurance, including force protection, defense critical infrastructure protection, cyber security, counterterrorism, and emergency response from violent extremist groups and aggressor

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

states. DoD Red Team assessments provide foundational data necessary to develop effective operational risk management programs to ensure appropriate security within a resource constrained environment.

DoD Red Team assessments provide customers with actionable information to implement risk management strategies for mission assurance to prevent, protect, and mitigate threats to assets and operations critical to National Security and the National Military Strategy. These assessments are instrumental in identifying significant physical, cyber, and OPSEC vulnerabilities in the acquisition process, social media, wireless networks, and security operations associated with National Special Security Events, key critical infrastructure, DoD acquisitions, and strategic military operations and installations.

Customers use results from the assessments to institute changes to social media usage, improve force protection and mission assurance, modify acquisition processes, create redundancy in supply chain logistics, add resilience to key critical infrastructure, and ensure the viability of Mission Essential Functions.

Joint Mission Assurance Assessment Program (JMAAP)

Assessments	FY 2019	FY 2020	FY 2021
USEUCOM	4	4	4
USNORTHCOM	18	25	26
USINDOPACOM	5	2	2
USCENTCOM	1	4	4
USSOUTHCOM	1	2	2

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

Assessments	FY 2019	FY 2020	FY 2021
USTRANSCOM	0	0	0
USSTRATCOM	0	0	0
USAFRICOM	3	3	2
Total Assessments Conducted	<u>32</u>	<u>40</u>	<u>40</u>
Pre-Site Surveys	<u>32</u>	<u>40</u>	<u>40</u>
Other Activities			
Combatant Command Anti-Terrorism Program Reviews	0	4	4
Mobile Training Teams (Mission Assurance Assessment & All Hazard Threat Assessment Course)	10	17	8
Total Other Activities	<u>10</u>	<u>21</u>	<u>12</u>
Total Assessments, Pre-Site Surveys and Other Activities	<u>74</u>	<u>101</u>	<u>92</u>

The JMAAP provides direct support to the Joint Staff, Combatant Commands (CCMDs), Military Services, and Defense Agencies in compliance with statutory and regulatory DoD Mission Assurance Assessment requirements. Joint Mission Assurance Assessment (JMAA) teams are comprised of active duty military and DoD civilians with expertise in assessing assets/missions against a broad spectrum of hazards and threats. The assessment process includes analysis, pre-site survey, vulnerability assessment, and risk response planning.

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

<u>Nimble Elder</u>

<u>Training/Exercise Events</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
USEUCOM	7	12	12
USINDOPACOM	8	9	10
USCENTCOM	9	9	9
USAFRICOM	7	7	7
USSOUTHCOM	7	7	7
CONUS	4	8	9
Total Events	<u>42</u>	<u>52</u>	<u>54</u>

The Nimble Elder Program, through its Technical Support Groups (TSGs), provides CCMDs and other U.S. Government agencies with the capability to address WMD threats. The TSGs conduct specialized chemical/biological training that normally lasts one week. Program personnel also participate in regional/international exercises providing assistance to CCMD-designated forces and enhancing CCMD preparedness and capacity to respond to major chemical, biological, radiological, and nuclear (CBRN) events. Personnel facilitate development of a more robust, skilled, and inter-connected CWMD crisis response capability at all levels, thereby enhancing U.S. capability to respond to CWMD-Terrorism (CWMD-T) threats. Exercises are typically one to two weeks in length but can vary depending on the number of participants, location, and complexity.

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

<u>Stockpile Logistics</u>

	FY 2019	FY 2020	FY 2021
Number of Key Nuclear Reports Staffed	8	8	11
Number of Nuclear Stockpile Reports Staffed	15	15	30
Number of Unsatisfactory Reports Processed	670	800	546
Number of Technical Publication Changes Processed	27	30	76
Number of Weapon Status Reports Processed	820	870	1,571
Number of Weapon Record Changes Processed	1,000	1,050	1,326

The workload associated with management of the nuclear weapons stockpile is primarily related to developing policies and procedures for worldwide use by CCMDs and the Military Services. This includes monitoring the status of weapons, weapon issues, and components. Operations include providing day-to-day support for automated systems that are used to manage the stockpile during peace, crisis, and war. Tracking nuclear weapons requires 100 percent accuracy to ensure the status and location of all weapons in the DoD nuclear stockpile are known at all times.

<u>Nuclear Surety</u>

	FY 2019	FY 2020	FY 2021
Reports and Security Environments Assessed	45	36	39
Safety Activities and Assessments	28	36	39
Use Control Activities/Assessments	14	6	6
Nuclear Explosive Ordnance Disposal Activities	3	3	3
Nuclear Security Reports, Studies and Assessments	4	4	4
Force-on-Force Program Exercises	1	2	2

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

The Nuclear Surety program provides expertise related to nuclear surety policy, nuclear weapons systems safety and security. The program also serves as the controlling authority (CONAUTH) for logistics keys and code materials; nuclear explosive ordnance disposal and use control project officer groups and provides reports for DoD in partnership with the National Nuclear Security Administration. DTRA's Force-on-Force program is a series of physical security evaluations, designed to evaluate the effectiveness of nuclear security policy.

<u>Defense Nuclear Weapons School</u>

Student Projections	Total Student Numbers			Total Contact Hours		
In-Resident	FY 2019	FY 2020	FY 2021	FY 2019	FY 2020	FY 2021
New Mexico	1,680	1,722	1,756	67,200	68,880	70,240
Virginia	370	373	377	14,800	14,920	15,080
Mobile Training Team	1,010	1,035	1,053	40,400	41,400	42,120
Nuclear Weapons Instructional Museum	1,525	1,574	1,605	6,100	6,296	6,420
Partnership, Training & Education	978	1,002	1,022	3,912	4,008	4,088
Distance Learning	13,111	13,439	13,170	3,244	53,756	52,680
Grand Total	18,874	19,145	18,983	185,656	189,260	190,628

The Defense Nuclear Weapons School (DNWS) is a unique entity that provides training in radiological and nuclear weapons; nuclear and radiological incident command and control; incident response; explosive ordnance disposal (EOD) threat awareness/assessment and CBRN modeling for DoD and other federal, state, and local agencies. This program provides

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

training on the DoD's only live radiological field training site and maintains the Nuclear Weapons Instructional Museum, which displays all weapons that have been or are deployed in the U.S. nuclear stockpile.

<u>Defense Nuclear Surety Inspection Oversight</u>

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Defense Nuclear Surety Inspection Oversight Assessments	11	12	11

The oversight of Navy and Air Force Nuclear Surety Inspections provides the Office of the Secretary of Defense (OSD) and Joint Staff with independent assessments of service inspection teams' compliance with inspection directives. This program also provides assurance that Personnel Reliability Assurance Program (PRAP) staff assessments are properly managed at the nuclear capable CCMDs.

<u>Combatant Command Support/Readiness and Exercises</u>

	<u>Number of Exercises</u>		
<u>Type of Exercise</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Joint Training Plan Exercises	6	5	5

Prepares DTRA to conduct operations in support of the warfighter, as directed by CJCS Instruction 3500.01H. Accordingly, this program conducts individual, staff, and collective joint staff training to ensure mission readiness. The program plans,

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

executes, and assesses CWMD and Counter-Improvised Threat exercise scenarios in support of functional and geographic CCMDs' numbered war plans and contingency plans through national-level exercises in coordination with OSD, Joint Staff, Military Services, other U.S. Government departments and agencies, and Allied forces. The Readiness and Exercises Program also manages the DTRA Lessons Learned Program, the Defense Readiness Reporting System, and conducts technical reviews of all CJCS Joint Publications and serves as a Technical Review Authority for six CWMD-related Joint Publications.

Joint Operations Center

The Joint Operations Center is the single point of entry for all CWMD operational requests for information, to include Interagency Modeling and Atmospheric Assessment Center support. DTRA supports CCMDs and other mission partners with situational awareness/technical intelligence information and subject matter experts available through a 24/7/365 DTRA Joint Operations Center. The center fuses all-source intelligence with information from international nonproliferation arms control monitoring and security cooperation activities to develop timely, tailored products aiding identification, characterization, and tracking of existing and emerging Chemical, Biological, Radiological, Nuclear, High Yield Explosive(CBRNE)threats worldwide.

Joint Operations Center products/capabilities include:

- Monitoring and participating in CWMD exercises and real-world missions, focusing on capturing and incorporating lessons learned;

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IV. Performance Criteria and Evaluation Summary:

- Providing CBRNE decision support capability for CBRNE planning, operations, and post-event analysis, including near real-time operational analysis and access to specialized WMD subject matter expertise capability, to CCMDs, DoD, other U.S. Government elements, and first responders;
- Utilizing high performance computers to continue providing DoD customers with decision support for CBRNE scenarios.

The table below captures the number of technical support requests anticipated through FY 2021:

	FY 2019	FY 2020	FY 2021
USEUCOM	10	10	10
USNORTHCOM	45	50	50
USINDOPACOM	20	30	30
USCENTCOM	210	200	200
USSOUTHCOM	10	15	15
USTRANSCOM	5	5	5
USSTRATCOM	20	20	20
USSOCOM	40	50	50
USAFRICOM	5	10	10
Intelligence Community	10	10	10
National Guard	155	150	153
Department of Homeland Security	60	60	57
Joint Staff	15	20	20
Air Force	110	100	100
Navy	160	150	151
Marine Corps	95	90	89

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

	FY 2019	FY 2020	FY 2021
Army	30	40	42
Others	200	200	200
Total	1,200	1,210	1,212

<u>Cross-Cutting Research and Development (R&D) Support</u>

This mission encompasses work formerly described under Technical Reachback prior to FY 2021. Technical Reachback is the O&M support arm within the Cross-Cutting R&D Support program. DTRA supports CCMDs and other mission partners with situational awareness/technical intelligence information and subject matter experts available through a 24/7/365 Technical Reachback capability. Technical Reachback is a national resource with an expansive customer base that includes all CCMDs and Military Services, numerous National Guard units, the Intelligence Community, various elements within OSD, the Joint Staff, several non-DoD agencies such as the Federal Bureau of Investigation, Department of Homeland Security, Department of Energy, and Department of Health and Human Services, state and local governments/first responders, NATO, and other allies. Technical Reachback measures its performance based on the timeliness of responding to Requests for Information (RFIs) from these customers.

	FY 2019	FY 2020	FY 2021
# RFIs	1,200	1,210	1300
On-Time/Early Response	1,200	1,210	1300
Late Response	0	0	0
Timeliness Target – 95%	1,140	1,150	1,235

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

<u>Nuclear Exercises</u>

	FY 2019	FY 2020	FY 2021
Nuclear Weapons Accident/Incident Exercises	26	23	27

DTRA has worked diligently to strengthen the continental U.S. nuclear weapon incident response capability and will continue to maintain this capability while providing emergent emphasis on USEUCOM nuclear weapon accident/incident response capabilities. The number of exercises supported and associated costs are dependent on the location and training objectives.

These efforts allow for the identification of gaps in nuclear weapons accident/incident response capabilities and means/methods to repair those vulnerabilities; and enhanced synergy and operational compatibility between DoD and nuclear weapon accident/incident response mission partners at the federal, state, local, and tribal levels and with NATO Nuclear Program of Cooperation countries.

<u>CBRN Military Advisory Team (CMAT)</u>

CMAT Activities	FY 2019	FY 2020	FY 2021
Mobile Training Teams	0	6	6
Command Post Exercises	10	20	21
Table Top Exercises	2	2	2
Domestic Emergency Support Team Training Flights	4	12	12
National Special Security Events	2	3	3
Contingency Operations	0	0	TBD

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

The CMAT Program provides trained, equipped, and organized CBRN advisory capabilities for DoD components, interagency partners, and operational commanders for anticipated and emergent requirements (contingency operations). The CMAT also provides DoD support to the interagency Domestic Emergency Support Team, which is a specialized U.S. Government team designed to provide expert advice, guidance, and support to the Federal Bureau of Investigation's Assistant Director in Charge or Special Agent in Charge during a WMD incident or credible threat.

<u>Security Cooperation Exercise Program</u>

	FY 2019	FY 2020	FY 2021
CBRN Exercise & Training Events	21	24	23

DTRA manages the Security Cooperation Exercise Program that provides functional assistance and training for DoD CBRN exercises for all GCC's. DTRA partners with GCCs, federal, state, and local authorities to plan, design, and conduct CBRNE exercises using domestic and international scenarios. DTRA assists foreign governments in building CBRN preparedness capabilities through seminars, workshops, and tabletop exercises. Training, exercises, and seminars incorporate activities that address assistance to military/civilian authorities. The number of exercises and associated costs are mission, location, and size dependent. This program enhances GCC preparedness and capacity to respond to major CBRN events and facilitates development of a more robust, skilled, and inter-connected CWMD crisis response capability at all levels, from strategic (CCMD) to operational (Theater Special Operations Command) and tactical (designated response forces), thereby enhancing U.S. capability to respond to CWMD-Terrorism threats.

IV. Performance Criteria and Evaluation Summary:

Nuclear Survivability

Atomic Veterans	FY 2019	FY 2020	*FY 2021
Cases Processed/Projected	715	700	800
Cases Pending (Year End)	100	80	TBD

DTRIAC			
Online Database Users	360	400	400
Technical Inquiries	1,100	1,500	3,000
Pages Digitized/Loaded into Knowledge Management (KM) Systems	8,500,000	10,000,000	20,000,000

This mission encompasses work formerly described under the Human Survivability Program and the Technical Information Management/Defense Threat Reduction Information Analysis Center (DTRIAC) prior to FY 2021. Nuclear Test Personnel Review involves providing accurate and timely responses to requests for information from atomic veterans, the Department of Veterans Affairs, the Department of Justice, Congress, OSD, CCMDs, and the Military Services for:

- Atomic veteran participation verification and maintaining a register of 550 thousand participants;
- Credible veteran and DoD-affiliated population radiation dose assessments, which include an external, independent review;
- Veteran radiogenic disease studies;

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

- Veteran outreach; and
- Atomic Veterans Service Certificate Program.

DTRIAC manages a vast collection of unclassified and classified knowledge databases. It promotes the use of existing scientific and technical information to meet DoD research, development, test, evaluation, training, logistics, maintenance, and operational requirements. The collection, located on Kirtland Air Force Base, Albuquerque, NM, has more than 3 million records. It is the largest collection in the Information Analysis Center community. These records include more than 400,000 catalogued text file titles, 20,000 films (more than 10 million feet), 2 million still photos, and other types of records dating from 1944 to present. These records are irreplaceable.

*The increase in digitized/loaded pages is based on DTRA's increased support for making critical nuclear testing documents more easily accessible to the Information Analysis Center community.

<u>Plans and Synchronization</u>

DTRA provides CWMD strategic, deliberate, operational, and regional planning expertise to the CCMDs, Joint Staff, OSD, DoD components, and other agencies in the formulation/execution of CWMD policy, doctrine, and global, regional, theater campaign, contingency, and crisis action planning efforts. Activities include:

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

- Develop, staff, coordinate, and implement CWMD plans to include Global Campaign Plan and Annexes, Regional Support Plans, and Functional Support Plans;
- Build and deploy three CWMD planning teams with "Be Prepared to Deploy" orders based on CCMD Contingency Plan requirements;
- Plan and facilitate strategic engagement between DTRA and the major supported organizations (CCMDs, Interagency and international partners); and
- Establish, conduct, and maintain liaison between DTRA and the CCMDs and subordinate organizations within the CCMDs.

<u>Threat Intelligence and Assessment</u>

Provides direct, in-depth, tailored intelligence analysis to DTRA leaders and mission partners critical to their formulation and execution of CWMD policy, doctrine, planning, exercise, and operational efforts. Activities include:

- Providing Global WMD Entity Analyses for known WMD entities;
- Providing pertinent CWMD intelligence-related portals on the Secret Internet Protocol Router Network (SIPRNET) and Joint Worldwide Intelligence Communications System (JWICS);
- Providing subject matter expertise for chemical, biological, and nuclear technical issues;
- Providing requested and anticipated intelligence support to DTRA leadership and operational activities;

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

- Conducting annual Priority Intelligence Reviews for Agency and Chemical and Biological Defense Programs; and
- In conjunction with DTRA intelligence partners, provide counter-proliferation network analysis.

<u>Catapult</u>

	*FY 2019	*FY 2020	FY 2021
Average Number of Monthly Users	10,134	11,394	13,000
Average Number of Monthly Queries	318,214	359,392	380,000

Catapult Information System is a hybrid tactical combat support and intelligence analysis system that aggregates over 190 million documents and processes over 1,060 intelligence and operational data feeds using over 150 developed analytic tools. More than 13,000 analysts use it across the DoD, Intelligence Community (IC), and Interagency, who generate over 380,000 monthly queries on both, SIPRNet and JWICS. Catapult supports the detection and identification of improvised threats, threat networks and actors, command and control, operations, intelligence, and engagement for neutralizing, attacking, and defeating both current and emerging improvised threats and threat networks.

*In FY 2019 and FY 2020, Catapult was funded in the O&M OCO appropriation. In FY 2021, the program is being realigned to the O&M base appropriation.

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

<u>C. Cyber Activities</u>

<u>Cybersecurity and Information Assurance:</u>

	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u> (Projected)
Ability to meet DoD CJCSI 6510 Incident Reporting Timelines for High Priority Incidents (CAT 1's – 2's). Acceptable Threshold = 100%	100%	100%	100%
Agency Certification and Accreditation Rate of Systems and Enclaves. Acceptable Threshold = >90%	95%	96%	95%
Agency Self Assessed Command Cyber Readiness Inspection (CCRI) Score. Acceptable Threshold = >80%	84%	84%	84%

<u>D. DTRA Core Mission Sustainment</u>

DTRA core mission sustainment activities include the full-range of essential operational support functions to sustain approximately 2,300 civilian and military personnel operating from 11 sites within the United States and 13 sites overseas, as they pursue worldwide missions to counter threat networks.

support functions include:

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

<u>Facilities, Engineering, and Logistics</u>
Facilities, engineering, and logistics support activities, including leasing of eight facilities and maintenance of aging government-owned facilities at 11 separate geographic locations; property accountability, receipt, warehousing, disposition services, cataloguing, and distribution of approximately 550 thousand items with an approximate value of $320 million; mailroom distribution to include scanning and screening services; approximately 9 thousand items shipped via domestic and international commercial modes, including large commercial shipments in support of mission execution; operation and maintenance of 98 leased vehicles; processing of travel requests, assisting and booking worldwide travelers within 30-90 minutes; and executing over 25 annual civil engineering-related activities in support of DTRA's mission worldwide.

<u>Financial Management</u>
Financial management for approximately $1.8 billion per fiscal year from five Defense-wide appropriations.

- DTRA received a modified audit opinion in its 2017 examination and has closed 59 Corrective Action Plans (CAPs) at the end of FY 2019; the remaining 5 CAPS will be closed by end of FY 2020.
- DTRA's Financial Management (FM) workforce maintains 100% compliance with DoD FM certification and Defense Acquisition Workforce Improvement Act requirements.

<u>Human Resources</u>
Human resources management, including the full range of personnel services for approximately 767 active duty military, 97 reservists, and 1,360 civilian employees

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

(1,222 direct and 138 reimbursable) involving: talent acquisition/strategic recruitment of a highly skilled workforce, to include Reserve support; full range of hiring/onboarding actions; hiring and retention incentives; time and attendance processing; workforce training and leadership and development; performance management and awards; incentive awards; conduct and discipline; employee assistance program; and work life programs.

<u>Information Technology (IT) Support</u>
IT Support maintains and sustains a reliable and cost-effective IT infrastructure that conforms to all DoD IT requirements and mandates across the spectrum of connectivity and communication capabilities necessary to meet DTRA mission requirements. It provides systems engineering and development necessary to produce the next generation of reliable, maintainable, and secure IT systems and capabilities, including migration to meet mandates of the Data Center Optimization Initiative and the objectives of the DoD Joint Information Environment.

<u>Environmental, Safety, and Occupational Health</u>
Environmental, Safety, and Occupational Health provides support to sustain regulatory compliance; maintain a safe and healthful work environment; mitigate the severity of activities and operations on personnel and the environment; reviews project proposals and new equipment purchases to determine National Environment Policy Act (NEPA) applicability and requirements; provides qualified personnel to assist Project Officers/Program Managers and contracting and acquisition staff with NEPA compliance; performs environmental compliance reviews of Environmental Assessments/Environmental Impact Statements generated by DTRA or its contractors; and provides initial approval of projects/purchases by signature as the NEPA compliance authority. DTRA conducts

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

approximately 50 NEPA reviews each year; ensures compliance with the Nuclear Regulatory Commission License through the management of 650 radiation sources to support research and development, exercises, and contingency operations world-wide; manage Agency-wide external and internal radiation monitoring programs for radiation workers and Treaty compliance; and conducts occupational health travel screening for agency personnel in support of deployments, contingency operations, and advisory missions.

<u>Contracts and Acquisition Management</u>
Comprehensive contract support and acquisition management provides support to meet mission requirements, manage DTRA's Small Business and competition programs, and manage, train, and support DTRA's acquisition workforce. Activities support execution of contract actions and acquisition training classes annually.

<u>Legal Advice and Support</u>
Legal Advice and Support provides annual reviews of contract actions for Cooperative Threat Reduction Program, Research and Development activities, and all Operation and Maintenance and Procurement contracted efforts; legal advice on acquisition, fiscal, intellectual property and copyright issues; legal advice on civilian personnel laws, regulations, and actions; legal support to all international and operational law matters; intelligence oversight advice and legal support to counterintelligence functions; advice and coordination on military justice and discipline matters; management of the Agency ethics program training of personnel; operation of the Agency Freedom of Information Act and Privacy Act office; and Agency representation in Courts, Boards, and Commissions. These actions result in compliance with relevant legal authorities and minimal disruption due to non-compliance issues.

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

<u>Security (Information, Personnel, Physical)</u>
Security programs support all DTRA civilian, military, and contractor personnel operating within the United States and overseas locations. The programs are aimed at neutralizing insider, terrorist, foreign, and other threats in order to protect our people, information, operations, and facilities from espionage, unauthorized disclosure, theft, sabotage, and loss. Security programs include personnel, information and industrial security, cyber security, physical security, antiterrorism and force protection, operations security, Special Access Programs, Sensitive Compartmented Information Security, Technical Security Countermeasures, and Foreign Disclosure.

<u>Audio and Visual Information Services</u>
Audio and Visual Information Program provides printing and reproduction services, photography/videography/webcast, video-teleconferencing support, visual graphics and design services, and conference center support (to include maintenance of associated equipment); supporting over 10,000 conference room activities and 1,200 video-teleconferencing connections annually; facilitating on average, 74 photography/videography work orders per month and an average of 250 visual information work orders per month.

<u>Other Essential Services</u>
Provides Equal Opportunity, management, and administrative services for the DTRA Director and senior leadership on policies and procedures for discrimination complaint prevention, processing, and adjudication; Alternative Dispute Resolution; Affirmative Employment and Diversity initiatives; Agency compliance with the standards of the Equal Opportunity Commission's Management Directive 715; integrated staff actions in support of Command Group mission objectives and planning guidance; protocol support; conference oversight

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

and support agreement management; and coordinates all agency briefings, hearing testimony, reporting requirements, and appeals to Members of Congress and their staffs, congressional committees and professional staff members; coordinates agency legislative affairs issues, positions, and activities within the Office of the Secretary of Defense, the Joint Staff, the Combatant Commanders, the Services, other federal government departments and agencies, and the Executive Office of the President as applicable. At the end of FY 2019:

- Processed 699 tasking's, 141 issuances, and 409 correspondence actions;
- Responded to over 50 Congressional queries;
- Managed the development and implementation of 200 Support Agreements;
- Processed 111 complaints or assistance requests to include 17 DoD Hotline referrals;
- Conducted 3 investigations and 6 Questionable Intelligence Activity inquiries;
- Responded to 9 Government Accounting Office and 11 DoD Inspector General external audit requests.

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V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	679	782	767	103	-15
Officer	419	494	484	75	-10
Enlisted	260	288	283	28	-5
Reserve Drill Strength (E/S) (Total)	2	97	97	95	0
Officer	2	73	73	71	0
Enlisted	0	24	24	24	0
Civilian End Strength (Total)	1,350	1,344	1,360	-6	16
U.S. Direct Hire	1,247	1,206	1,222	-41	16
Total Direct Hire	1,247	1,206	1,222	-41	16
Reimbursable Civilians	103	138	138	35	0
Active Military Average Strength (A/S) (Total)	679	670	658	-9	-12
Officer	419	417	409	-2	-8
Enlisted	260	253	249	-7	-4
Reserve Drill Strength (A/S) (Total)	2	68	68	66	0
Officer	2	51	51	49	0
Enlisted	0	17	17	17	0
Civilian FTEs (Total)	1,308	1,316	1,320	8	4
U.S. Direct Hire	1,206	1,185	1,189	-21	4
Total Direct Hire	1,206	1,185	1,189	-21	4
Reimbursable Civilians	102	131	131	29	0
Average Annual Civilian Salary ($ in thousands)	165.1	171.6	176.3	6.5	4.7

V. <u>Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Change <u>FY 2019/</u> <u>FY 2020</u>	Change <u>FY 2020/</u> <u>FY 2021</u>
<u>Contractor FTEs (Total)</u>	<u>459</u>	<u>623</u>	<u>604</u>	<u>164</u>	<u>-19</u>

The Defense Threat Reduction Agency (DTRA) has a net increase of 4 full-time equivalent (FTEs) between FY 2020 and FY 2021. The increase includes the addition of 8 FTEs, which represents the conversion of contractors to civilians supporting the Nimble Elder Program, through its Technical Support Groups. The conversion facilitates in country access where this program operates. Due to increased operational tempo, DTRA converted contractor funding to cover 1 additional FTE in support of the Technical Surveillance Counter Measures Program. This is offset by a decrease of 5 FTE which is the continuation of Department directed reductions initiated previously, including reducing civilian positions designated as supporting Management Headquarters Activities.

The decrease of 15 military is part of a Department directed reduction.

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

		Change			Change		
		FY 2019/FY 2020			FY 2020/FY 2021		
	FY 2019			FY 2020			FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
101 Exec, Gen'l & Spec Scheds	197,305	5,485	523	203,313	3,131	1,494	207,938
107 Voluntary Sep Incentives	460	13	-473	0	0	0	0
121 PCS Benefits	1,396	39	-1,435	0	0	1,628	1,628
199 Total Civ Compensation	**199,161**	**5,537**	**-1,385**	**203,313**	**3,131**	**3,122**	**209,566**
308 Travel of Persons	16,811	336	-1,729	15,418	308	1,609	17,335
399 Total Travel	**16,811**	**336**	**-1,729**	**15,418**	**308**	**1,609**	**17,335**
696 DFAS Financial Operation (Other Defense Agencies)	3,982	8	403	4,393	1,179	-1,111	4,461
699 Total DWCF Purchases	**3,982**	**8**	**403**	**4,393**	**1,179**	**-1,111**	**4,461**
702 AMC SAAM (fund)	3,975	676	-475	4,176	-217	220	4,179
771 Commercial Transport	1,502	30	-354	1,178	24	231	1,433
799 Total Transportation	**5,477**	**706**	**-829**	**5,354**	**-193**	**451**	**5,612**
912 Rental Payments to GSA (SLUC)	73	1	0	74	1	65	140
913 Purchased Utilities (Non-Fund)	0	0	116	116	2	0	118
914 Purchased Communications (Non-Fund)	5,720	114	523	6,357	127	-715	5,769
917 Postal Services (U.S.P.S)	0	0	136	136	3	-78	61
920 Supplies & Materials (Non-Fund)	2,169	43	746	2,958	59	-184	2,833
921 Printing & Reproduction	194	4	437	635	13	-47	601
922 Equipment Maintenance By Contract	1,007	20	257	1,284	26	-298	1,012
923 Facilities Sust, Rest, & Mod by Contract	6,571	131	-5,295	1,407	28	-65	1,370
924 Pharmaceutical Drugs	20	1	-4	17	0	0	17
925 Equipment Purchases (Non-Fund)	23,271	465	-1,602	22,134	443	7,127	29,704
932 Mgt Prof Support Svcs	14,455	289	3,796	18,540	371	843	19,754
933 Studies, Analysis & Eval	14,956	294	3,390	18,640	373	-1,258	17,755
934 Engineering & Tech Svcs	101,519	1,987	-4,825	98,681	1,974	-5,576	95,079

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
937 Locally Purchased Fuel (Non-Fund)	1,011	-7	-75	929	19	64	1,012
960 Other Costs (Interest and Dividends)	45	1	-7	39	1	0	40
964 Other Costs (Subsistence and Support of Persons)	8	0	7	15	0	1	16
986 Medical Care Contracts	1,125	44	-389	780	30	1	811
987 Other Intra-Govt Purch	384,804	7,696	-304,206	88,294	1,766	8,022	98,082
989 Other Services	16,772	335	28,201	45,308	906	-3,539	42,675
990 IT Contract Support Services	48,215	964	-5,347	43,832	877	17,883	62,592
999 Total Other Purchases	**621,935**	**12,382**	**-284,141**	**350,176**	**7,019**	**22,246**	**379,441**
Total	847,366	18,969	-287,681	578,654	11,444	26,317	616,415

* The FY 2019 Actual column <u>includes</u> $304,111.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $317,558.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $297,486.0 thousand of FY 2021 OCO Appropriations Funding.

Notes:
1) DTRA's budget continues to reflect Services Requirements Review Board (SRRB) reductions previously implemented across the Future Years Defense Program (FYDP).
2) The increase to OP-32 line 308 – Travel of Persons, primarily results from mission increases for the Nuclear Surety and Open Skies Missions, described in Part III, Section C, Reconciliation of Increases and Decreases.
3) A decrease of $715 thousand to OP-32 line 914 – Purchased Communications, reflects (zero-sum) realignment of resources to OP-32 line 987, Other Intra-Governmental Purchases, reflecting the change in attaining VoIP Geo-Redundancy (CISCO) through DISA/DITCO (previously executed on a DTRA contract).
4) The increase to OP-32 line 925 – Equipment Purchases (Non-Fund) results specifically from mission increases for Nuclear Surety, Stockpile Logistics, Nimble Elder, and Technical Equipment Inspections, described in Part III, Section C, Reconciliation of Increases and Decreases.
5) Decreases in OP-32 Lines 932 – Mgt Prof Support Svcs, and OP-32 Line 933 – Studies, Analysis & Eval, are resulting from Defense Wide Review (DWR) reductions in support of higher departmental priorities.
6) Decrease to OP-32 line 989 – Other Services, reflects off-setting realignments of resources to OP-32 line 987 - Other Intra-Governmental Purchases, in support of MIPRs for 4th Estate Optimization and Nimble Elder.
7) An increase of $17,325 thousand to OP-32 Line 990 – IT Contract Support Services, is based on the transfer-in of the Catapult Program of Record from OCO to base.

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
  Budget Activity (BA) 4: Administration and Service Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
DTSA	35,334	885	-1,461	34,758	738	2,936	38,432

I. Description of Operations Financed: Mission, Responsibilities, and Core Functions

The Defense Technology Security Administration (DTSA) – a Field Activity under the authority, direction, and control of the Under Secretary of Defense for Policy (USDP) – develops and implements Department of Defense (DoD) policies on international transfers of defense-related information, goods, services, and technologies.[1]

The mission of DTSA is linked to the three approaches of the National Defense Strategy: Build a More Lethal Force; Strengthen Alliances and Attract New Partners; and Reform the Department for Greater Performance and Affordability. To facilitate a more lethal force, DTSA protects the U.S. military's critical information and technological advantages by controlling and limiting transfer of information and technology that – in the wrong hands – could prove potentially detrimental to U.S. national security interests. In this regard, DTSA pays particular attention to transfers that could result in the proliferation of weapons of mass destruction and their means of delivery, as well as conventional weapons and dual-use technology that could erode the U.S. warfighter's technological advantage. Related to this, DTSA plays a fundamental role in inhibiting the diversion of U.S.-produced,

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[1] Visit *http://www.dtsa.mil/* for more information.

I.   Description of Operations Financed (cont.)

defense-related goods to terrorists. Equally important, to facilitate strong alliances and attract new partners, DTSA plays an essential role in enabling security cooperation with allies and partners, executing foreign disclosure reviews of classified information, supporting partner and ally interoperability with U.S. Forces, and assisting in the enhancement of their military capabilities to address national security matters of mutual concern. Finally, in executing the foregoing responsibilities, DTSA does its utmost to achieve greater performance and affordability by balancing the safeguarding of critical defense information and technologies with fostering the health of the U.S. defense industrial base through four core functions. First, it conducts National security reviews of Defense information and technology transfers. Second, it works closely with allies and partners on cooperative endeavors that have an information security dimension. Third, it develops and implements DoD policies related to defense information and technology release determinations, foreign disclosure of classified information, and exports. Finally, it performs important security and information management functions for other U.S. Government (USG) agencies as well as the DoD.

National Security Review of Defense Information and Technology Transfers

In partnership with other U.S. government agencies and industry, DTSA assesses defense information and technologies and develops measures to prevent diversion or proliferation of information and technology that could prove detrimental to U.S. national security. DTSA accomplishes this function in several ways. It assesses the national security risks of Direct Commercial Sales (DCS) and Foreign Military Sales (FMS) and assists in managing those risks. DTSA plays a key role in risk management by developing technology security policies, identifying critical and emerging technologies that require export controls, drafting U.S export regulatory controls, adjudicating export classification of equipment and technology, assessing the harm to U.S. national Security with regard to potential violations of export

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

laws and regulations, and supporting end user checks. As the DoD agent, DTSA makes recommendations on export licenses for DCS (equipment, technology, data, and services) and supports Department of State and Commerce end-user checks of export license applicants.

DTSA leads or plays a central role in a number of USG bodies that identify and manage risks tied to technology and information security. DTSA is responsible for the development and maintenance of the National Policy and Procedures for the Disclosure of Classified Military Information to Foreign Governments and International Organizations Policy (NDP-1), which is approved by the Secretary of Defense. DTSA chairs the National Disclosure Policy Committee which establishes the policy governing the disclosure of classified military information and materiel to foreign Governments and international organizations.   DTSA also plays a leading role in the oversight of technology exports for foreign space launches. In this regard, it develops license provisos and closely monitors launch preparation activities to ensure that unauthorized technology transfers do not occur. As the USDP representative on Committee on Foreign Investment in the United States (CFIUS) reviews, DTSA plays a key role in reviewing the defense-critical technology that could be transferred when U.S. companies or company assets are sold to foreign owners. DTSA also plays an essential role in developing International agreements on classified information sharing with foreign governments and international organizations. Further, it reviews all patents involving highly-sensitive or classified technologies. DTSA assists other agencies in assessing whether foreign purchasers of critical technology are complying with license requirements and supports USG enforcement efforts when license requirements are violated. Finally, DTSA reviews documents describing sensitive U.S. information and technology to make sure they are suitable for public release. With the passage of the Foreign Investment Risk Review Modernization Act (FIRRMA), DTSA's role in national security review of CFIUS cases will greatly increase in the coming fiscal years. Because of expanded CFIUS authorities under

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

FIRRMA, which is captured in the FY2019 NDAA, DTSA's technology security review will become even more important to maintain the U.S. military edge.

International Engagements and Information Security Cooperation

In an effort to Strengthen Alliances and Attract New Partners, DTSA works with international partners to protect critical defense-related information and technology, increase information security cooperation, and enhance military interoperability. DTSA performs this function in a variety of ways.   The leaders of DTSA conduct regular bilateral engagements with partners and allies around the world to address information and technology security matters of mutual importance.   Often these engagements are directly tied to cooperative technology security programs, for which DTSA plays a principal role in representing the USG's national security interests. DTSA's leaders also support a variety of interagency and intra-departmental bilateral engagements as the USG's military information and technology security subject matter experts.

Representatives from DTSA are also important and regular contributors to multilateral export control and non-proliferation regimes (i.e., Wassenaar Agreement (WA), Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Australia Group (AG)). DTSA is the USDP's lead for the WA, MTCR, and the NSG. This responsibility is written into the revised DTSA charter (DoDD 5105.72, dated April 26, 2016). Additionally, DTSA plays a central role in the development and maintenance of key treaties with defense trade or military technology security dimensions, such as the UK/AU Defense Trade Cooperation Treaties, and the North Atlantic Treaty Organization (NATO). Elements of DTSA collaborate routinely with foreign partners to design and maintain viable industrial security programs. Teams from DTSA regularly conduct National Disclosure Policy Committee (NDPC) security surveys in foreign countries to ensure that these nations have the capability to protect U.S. classified information to equivalent U.S. standards in accordance with bi-lateral

I.   Description of Operations Financed (cont.)

General Security of Information or General Security of Military Information Agreements. DTSA also liaises with the combatant commands to advise and assist them with technology security matters as these commands work with partners and Allies in their respective areas of responsibility. Lastly, DTSA's leaders regularly attend Defense international trade shows to represent the USG's and DoD's interests in technology security and to assess the state of critical defense-related technologies internationally.

DoD Export, Technology Release, and Foreign Disclosure Policy Determinations

DTSA shapes international and domestic policies and regulations that protect defense information and technology while facilitating security cooperation with partners and allies. DTSA experts regularly contribute to U.S. export control laws, regulations, and policies; export control reform; commodity jurisdiction determinations; commodity classifications; and the USG Entities List. On behalf of the DoD, DTSA allows technology release waivers when it assesses the potential risk to U.S. national security is acceptable or that adequate protective measures can be put in place to reduce risk to an acceptable level. DTSA also leads technology release reviews for night vision equipment exported under the Foreign Military Sales (FMS) program.

To get ahead of material and technology requirements in a fast-paced operational environment, DTSA – in cooperation with the Department of State and other DoD components – develops "anticipatory" technology-release policies. DTSA also plays a unique role in supporting key governmental bodies responsible for oversight of information and technology security. DTSA leads the development and implementation of national and DoD policies on, and authorities for, the disclosure of classified military information and material. It also provides guidance to DoD components in a variety of ways (e.g., export controls, DoD

I.   Description of Operations Financed (cont.)

directives, the Defense Federal Acquisition Regulation Supplement (DFARS), trade security controls, and demilitarization requirements).

Technology Security Management Functions

DTSA supports the USG and DoD by performing several management functions that support information security-related systems. First, it provides the Secretariats for the National Disclosure Policy Committee (NDPC). Next, DTSA oversees all foreign personnel visits and assignments to USG organizations. Finally, DTSA operates and maintains five information technology systems that support the USG and DoD: the USXPORTS interagency export licensing system, the DoD Patent Application Review System (DPARS), the Foreign Visits System, the Spacelink system, and the National Disclosure Policy System.

Culture

DTSA professionals accomplish the mission through communication, partnership, and transparency. We use the P.A.R.T.N.E.R. philosophy internally and in all interactions with U.S. Government, industry, international partners and other stakeholders to achieve DTSA's goals and objectives. We are PROACTIVE in how we manage challenges and opportunities; ACCOUNTABLE - for ourselves and our organization; RESPECTFUL - to the culture, background, and dignity of all people; TRANSPARENT - knowing we are doing the right things; NETWORKED - because we invest in building relationships while strengthening existing alliances and attracting new partners; EMPOWERED - to fulfill our role in supporting our mission as a valued professional; and REPRESENTATIVE - in how we portray ourselves and exemplify our organization. We will: 1) ensure critical U.S. military technological advantages are preserved; 2) build partner capability and capacity, and 3) preserve the U.S. industrial base.

I.   Description of Operations Financed (cont.)

History

Established in the mid-1980s as a field activity under the Office of the Under Secretary of Defense for Policy, DTSA reviewed and opposed the Soviet Union's attempts to acquire technology that would improve its military capabilities. DoD officials considered such transfers – especially of dual-use technologies – a major threat to U.S. national security. With the fall of the Soviet Union, DTSA's role evolved. While retaining its mission to protect the U.S. military's technological edge in the most critical and sensitive areas, DTSA has increasingly been involved in reviewing the transfer of critical technologies to friends and Allies.

Executive Operations:

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
	1,149	1,163	1,363

Consistent with U.S. policy, national security objectives, and Federal laws and regulations, the DTSA Director is responsible for protecting the U.S.'s advantages in military technology. The DTSA Director and Deputy Director accomplish this responsibility through direct support to the National Defense Strategy. To protect the technological superiority of our warfighter, DTSA works with DoD components and industry in identifying critical technologies that are key to current and future warfighting capabilities. DTSA oversees the development and implementation of the DoD technology security policies for international transfers of these defense-related goods, services, classified information and technology. DTSA strengthens alliances by working with international partners in coordination with the Departments of State and Commerce and others, to control and prevent the transfer of critical

I.   Description of Operations Financed (cont.)

technologies to competitors and/or adversaries such as China, Russia, Iran, and North Korea. DTSA supervises the control, and mitigates the risk, of information and technology transfers to key partners and allies to ensure that they are not detrimental to U.S. security. DTSA identifies and mitigates transfers that would result in the proliferation of weapons of mass destruction and their means of delivery. One of the fundamental pillars of the National Defense Strategy is to harness innovative technologies from our industries in order to build and maintain a more lethal, resilient and rapidly innovative force. DTSA implements policies and processes that promote the health of the United States' defense industrial base.

International Cooperation Directorate (ICD):
Formerly Policy Directorate (PD)

FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
4,480	4,539	5,098

Composed primarily of foreign affairs specialists (civil servants and contractor personnel) with broad and varied backgrounds in international relations, the International Cooperation Directorate (ICD) works with other USG agencies and components, industry, international partners, and academia on technology protection policy matters. The ICD, as the focal point for DoD policy on technology protection, provides strategic analysis of technology transfer trends, issues, and opportunities. The International Cooperation Directorate leads the agency's engagement in the Department of Defense and in the interagency for the implementation of the National Defense Strategy (NDS), specifically with regard to ensuring the technological advantage of the U.S. warfighter.

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

As directed or delegated by law, regulation, DoD Directive, or DoD Instruction, ICD leads the DoD's efforts in a wide variety of technology protection and export control matters. In the international arena, ICD provides policy and subject-matter expertise in a number of forums. This is particularly true with respect to the international export control regimes. ICD represents the Department at, and oversees DoD input in, all Australia Group (Export Controls for Chemical and Biological Agents), Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Wassenaar Arrangement (Export Controls for Conventional Arms and Dual-Use Goods and Technologies) activities. The ICD also leads the Department's efforts in activities related to Section 123 of the Atomic Energy Act, which addresses U.S. civil nuclear cooperative agreements with other nations. ICD also spearheads OUSDP's work in development and implementation of Defense trade treaties with the UK and Australia.

ICD, in partnering with other DTSA directorates, and other stakeholders in the Department, ensures proper and robust implementation of the Export Control Reform Act (ECRA). As part of the 2019 National Defense Authorization Act, it provided authorities to respond to China and Russia's aggressive pursuit of critical U.S. technologies. ECRA requires identification of "emerging and foundational technologies" essential to U.S. national security for possible new export controls and foreign direct investment reviews. DTSA is focused on strengthening technology protections, and is a key player in the U.S. Government effort to identify and address current technology protection gaps.

On behalf of the U.S. Patent and Trademark Office, ICD conducts national security reviews of patent applications for sensitive, and classified defense-related technology. In a related vein, the ICD reviews classified foreign patent applications covered under the "NATO Agreement for the Mutual Safeguarding of Secrecy of Inventions Relating to Defense and for which Applications for Patents Have Been Made" and related bi-lateral agreements.

I.   Description of Operations Financed (cont.)

The ICD also plays an important role for the Department in contributing to USG decisions on sanctioning violators of U.S. export regulations and helping to determine which business entities (U.S. and foreign companies and individuals) should be restricted from purchasing sensitive or classified defense technology. ICD plays a central role in U.S. export denial consultations with foreign partners.

In addition, the ICD is the Office of the Under Secretary of Defense for Policy's (OUSDP) lead for all National security reviews for transactions filed with the Committee on Foreign Investment in the United States (CFIUS), which involve the sale of U.S. companies (with the capability to make a product or provide a service important to U.S. national security or defense) to a foreign entity. ICD is playing an essential part in the Department's implementation of the Foreign Investment Risk Review Modernization Act of 2018, as known as FIRRMA. The law expands CFIUS authorities and export control provisions to respond to Chinese aggressive pursuit of U.S. critical technologies via gaps in legislative authorities.

The ICD plans and executes all of the DTSA's bilateral international engagements including the Cooperative Technology Security Program (CTSP). The CTSP is a DoD Ministry of Defense Advisory (MoDA)/Institution Capacity Building (ICB) Program-funded initiative in which ICD experts advise other countries' defense and security establishments regarding technology protection institutions and mechanisms for the purpose of protecting sensitive indigenous and U.S.-origin warfighter technologies. The CTSP helps to build USG confidence in partner nations' technology protection and export control capabilities, bolsters partners' institutional capacity, and thus the CTSP is a key enabler of greater security cooperation with partner countries.

I.   Description of Operations Financed (cont.)

For the DTSA itself, the ICD plays a leading role in several activities. In support of the DTSA's License Directorate, the ICD reviews commercial munitions and dual-use export license applications for policy-related concerns and makes recommendations as appropriate.

The ICD's outreach and liaison responsibilities on behalf of DTSA are also considerable and varied. First, it conducts a robust program of outreach activities with industry and academia (both U.S. and foreign).

The ICD's workload and accomplishments for a typical year are considerable. The ICD plans, coordinates, and executes more than 100 international engagements, including approximately 15 major multilateral negotiations at the office-director-level and approximately 25 senior-level engagements, many requiring overseas travel for the DTSA's Director.   The ICD also conducts up to a dozen in-depth, analytical studies on country-specific and worldwide technology acquisition trends, over 6,000 patent security reviews in support of day-to-day licensing/technology transfer operations and review.

Technology Directorate (TD):

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
	8,128	8,432	10,150

The Technology Directorate (TD) provides the DTSA's principal source of technical insight, advice, and analysis on international transfers of defense-related items and other technology-related matters of national security interest.

The TD supports the DTSA mission in several ways by providing the technical foundation to virtually every action or activity undertaken. As one of its core functions, the TD identifies technologies that are critical to the U.S.' military advantage and national security. This is particularly true with respect to DoD efforts to modernize, streamline,

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

and synchronize the USG's export control systems and regulations, as well as international export control regimes, such as the Missile Technology Control Regime (MTCR), Nuclear Suppliers Group (NSG), and Wassenaar Arrangement (WA). In support of U.S. national security reviews of both State Department and Commerce Department export licenses, doing so, the TD annually reviews and analyses roughly 19,000 international transfers of military technology, defense articles, and dual-use items in a manner consistent with DoD's technology security objectives and national security interests. In the process of reviewing technology transfers to other countries, the TD is often called upon to recommend solutions to complex technical problems affecting national security. This task requires the TD to document and convey clear and accurate positions on international transfers that protect the U.S.' warfighting edge and mitigate technology security risks.

The TD technical staff consists of senior engineers and scientists who are recognized experts on highly-sensitive, military technologies that contribute to the U.S.' military advantage, and who apply their knowledge and expertise daily to shape DoD technology security policy. To effectively accomplish the DTSA mission in a timely manner, the TD scientists and engineers must be experts on both domestic and foreign defense-related technology and capabilities. They must also be highly proficient at applying their technical knowledge in a manner consistent with the USG's policy and regulatory framework as well as a variety of multilateral forums concerned with technology security. The foregoing requires TD's engineers and scientists to integrate contributions from DoD and other USG stakeholders in developing viable technical solutions for managing technology transfer risks. Finally, they must convey their analysis and recommendations on complex technical subjects in understandable terms to a broad audience.

The TD also protects U.S. space-related technological advantages and prevents the diversion or proliferation of this critical technology. The TD promotes the U.S. space industry's

I.   Description of Operations Financed (cont.)

competitiveness in the international marketplace by providing responsive services that support the U.S. space industry's export license requests. The TD performs post-licensing oversight of both DoS and DOC exported spacecraft, satellites, or related items if they are to be launched using a foreign space launch vehicle.

The TD maintains a technically qualified and readily available staff of engineers who can respond quickly to industry's demands for monitoring services. The TD deploys its monitors when the DoS Directorate of Defense Trade Controls (DDTC) imposes special export controls (SECs) on space-related export authorizations. SECs are imposed when a satellite (or related items) is exported for launch in a foreign country that is neither a member of NATO nor a major non-NATO ally of the U.S. (or by the nationals of such a country). In cases where SECs are mandated, the applicant must reimburse the U.S Government for all monitoring costs. In the event of a launch failure (i.e., crash), a separate mandatory license is required for the conduct of investigations and analysis. Export licenses for evaluating launch failures in such cases also require reimbursement from industry.

Although SECs are not required for the launch of U.S.-origin satellites, spacecraft, and components from or by nationals of a country that is a member of NATO or a major non-NATO ally, such export controls may nonetheless be applied. SECs include physical monitoring and also the development of Technology Transfer Control Plans (TTCPs). The TD reviews and approves these industry plans to ensure the launch campaign is carried out within DoS or DoC authorizations or limitations, and prevents the unauthorized transfer of U.S. space technology.

Licensing Directorate (LD):

I. Description of Operations Financed (cont.)

FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
6,138	6,238	6,620

The Licensing Directorate (LD) manages all of DoD's actions related to the U.S. national security review of State Department export and import licensing of defense articles and services, Commerce Department export licensing of dual-use items/munitions articles, Energy Department export licensing of nuclear energy-related technology and National Regulatory Agency (NRC) nuclear-controlled materials.

The LD reviews an average of 46,308 munitions and dual-use export license applications per year. The LD experienced a slight decrease in license volume as a result of revisions to the State Department's (DoS), International Traffic in Arms Regulations (ITAR) and the Commerce Department's Export Administration Regulations (EAR), and availability of Department of Commerce license exceptions.

The LD is DoD's lead in the Department of State's commodity jurisdiction (CJ) process, which determines the proper regulatory jurisdiction for controlled technology and defense services. Further, the LD leads DoD's commodity classification reviews regarding munitions articles controlled under the EAR to determine the appropriate export control classification number (ECCN) for an item or technology. The ECCN determines licensing policy. The LD also spearheads DoD efforts in developing and drafting U.S. regulatory export control language regarding proposed changes to the ITAR and EAR. Finally, it heads the DoD's efforts in assessing the potential harm U.S. national security resulting from export violations.

I.   Description of Operations Financed (cont.)

The LD processes an average of 18,312 munitions Direct Commercial Sales export license applications received from the DoS. The directorate anticipates a moderate increase (~12,000) in overall licenses referred to DoD after the State Department publishes final changes to Categories I-III of the ITAR (Firearms, close Assault Weapons and Combat Shotguns; Armament and Ammunition/Ordnance). Forthcoming ITAR regulatory changes and implementation of the FY 2019 National Defense Authorization Act that mandates new reporting requirements for interagency licensing disputes resolution decisions, the LD further projects a requirement for a 1.50 additional FTE increase. In accomplishing this significant responsibility, the directorate develops and adjudicates the DoD's final national security decision on munitions-related export license applications referred to the department by the DoS. The directorate prepares and releases DoD decisions on recommendations the Military Departments, Joint Staff, and Defense Agencies provide to the LD under mandated review timelines.

The LD leads the DoD process for review of changes to the ITAR and EAR. In this capacity it proposes, and provides the DoD's decisions on changes to rules and regulations of the ITAR and EAR, to include export control parameters, licensing policies and licensing exemptions (e.g., exports not requiring an individual U.S. Government license authorization), based on recommendations provided by the Military Departments, the Joint Staff, and defense agencies.

The Department, interagency, and the U.S. high tech business industry frequently seeks guidance from the LD staff for its regulatory and direct commercial sales licensing expertise and experience. For example, the LD serves as the Department's export licensing experts on a variety of technology security teams that address major DoD defense and cooperative programs. These programs require the expertise of the DTSA's subject matter experts – and often considerable time. The LD also provides the DoD expertise on export licensing in

I.   **Description of Operations Financed (cont.)**

interagency and international forums to concerning individual licensing actions, commodity jurisdictional determinations, and violations of the Arms Export Control Act (AECA).

The LD plays an important role in adjudicating or otherwise resolving important USG or DoD export control and technology transfer issues. Frequently, U.S. industry is unclear whether the Department of State, or the Department of Commerce has regulatory jurisdiction over a defense article that may be subject to the ITAR or the EAR. As a result, the directorate annually develops and adjudicates the Department's final determination on an average of 574 Commodity Jurisdiction requests received from DoS. In addition, the LD annually develops and adjudicates the Department's final "harm to national security" decisions on an average of 34 notifications of possible export violations received from DoS.

The annual case load of 27,966 dual-use and Commerce-controlled munitions export license applications received from the Commerce Department remains substantial. In this regard, the LD develops and adjudicates the Department's final national security position on Commerce-Department-regulated, dual-use and munitions export license applications for submission to the Commerce Department based on recommendations provided by the Military Departments, the Joint Staff, and Defense Agencies. The LD defended 336 disputed technology transfer requests escalated to the Commerce-Department-led dispute resolution process (Operating Committee (OC) and 29 cases escalated to the Assistant Secretary-level Advisory Committee on Export Policy (ACEP), for senior-level decisions.

In the interagency and international arena, the LD represents the Department in USG forums that deliberate dual-use and military-related license decisions that fall within the scope of the Australia Group (AG), Missile Technology Control Regime (MTCR), and Nuclear Suppliers Group (NSG). In support of U.S. policies to stem the proliferation of controlled goods and

I.   Description of Operations Financed (cont.)

technology to foreign countries and entities of concern, and on behalf of the Department, LD reviews open-source and intelligence reporting and recommends foreign entities for inclusion on the U.S. Department of Commerce's Entity List. The Entity List places a significantly higher burden on high risk foreign parties seeking access to controlled U.S. technologies and goods. The LD is the Department's focal point for developing and disseminating final decisions to approve parties for addition on the USG's Validated End-User Program, which confers favorable license-free treatment to trusted foreign companies.

The LD also serves the Department by maintaining a comprehensive repository of export information to include licensing trends, industry technology roadmaps, technical specifications, historical data, and supply chain information. This information is useful for developing export control policy, establishing technology security thresholds, and supporting Federal law enforcement agencies in pursuing violations of export control laws and interdicting illicit exports.

International Security Directorate (ISD):

FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
2,710	2,780	2,800

The International Security Directorate (ISD) carries out the responsibilities of the Secretary of Defense for U. S. national policy governing the disclosure of classified military information and materiel to foreign governments and international organizations. It provides DoD's liaison with foreign government officials for this and other purposes.

I.   **Description of Operations Financed (cont.)**

In support of government and commercial international activities, ISD develops security policies and associated arrangements.   The ISD also develops and negotiates security arrangements with foreign governments and international organizations.   NATO security matters are a significant part of the ISD's portfolio.   In this regard, the ISD represents the U.S. at the NATO Security Committee, implements NATO security regulations, develops the U.S. position on NATO Security Agreements with Partnership for Peace countries, and leads the formation of the U.S. position on NATO security matters.

The ISD carries out the foregoing mission and responsibilities in various ways.   First, it formulates, coordinates, and publishes the National Disclosure Policy (NDP-1).   As the executive secretariat for the USG's National Disclosure Policy Committee (NDPC), it runs day-to-day operations for this body and provides administrative support for it.   The ISD is also serves as the DoD and OSD Foreign Disclosure Office.   In this role, the ISD review all foreign military sale congressional notifications; various intelligence arrangements; and cooperative research, development, test and evaluation initiatives to ensure that the requisite disclosure authority is in place to support execution of these efforts.

The ISD also works with foreign governments and international organizations to achieve its mission.   To this end, the ISD develops and negotiates general and industrial security agreements with allied and other friendly nations on behalf of the U.S. Government.   These foundational, legally-binding agreements codify the foreign governments or international organization's intent to protect shared classified information.   In addition, the ISD conducts on-site security assessments of foreign government and international organization security laws, regulations, policies, and practices to ensure foreign governments and international organizations have the ability to protect shared classified information equivalent to U.S. security standards.   It provides liaison between the DoD and security officials of allied and other friendly nations on matters of mutual concern and represents

I. Description of Operations Financed (cont.)

the DoD's security interests in international organizations, meetings, and conferences. Examples of this responsibility include co-chairing the U.S.-Canada Security and Technology Sharing Subcommittee and representing the U.S. at the Multinational Industrial Security Working Group.

For the DoD, the ISD drafts, coordinates, and promulgates policies and procedures governing the conduct of activities (e.g., foreign visitors, personnel exchanges, cooperative programs, intelligence engagements, coalition operations and planning) that involve the sharing of classified military information and materiel with foreign governments and international organizations through the issuance of DoD Directive 5230.11. The ISD also advises and provides policy advice and guidance to the DoD Components on the security aspects of security assistance, armament cooperation, and other international activities.

The ISD provides technology release and foreign disclosure process oversight, coordination, and synchronization of the DoD's high-priority requests for releasing sensitive defense-related technology. ISD ensures transparent, timely, and well-informed guidance and decisions on information or technology transfers using established technology release and foreign disclosure processes.

The ISD performs a number of critical functions for the Department. First, acts as the Secretariat of a forum for the DoD's senior body to provide guidance and policy on transfers of high-priority, urgently-needed technology to partners and Allies. Based on senior leader guidance, ISD develops, coordinates, and promulgates export policy decision documents for foreign military sales, direct commercial sales, and Under Secretary of Defense for Acquisition and Sustainment cooperative programs with applicable DoD components, Executive Branch agencies, nations, and U.S. companies.

I.   Description of Operations Financed (cont.)

In supporting senior leader's guidance, ISD screens, performs triage, and tracks technology release and foreign disclosure actions that merit the attention of the DoD's senior leaders. ISD also identifies and develops "anticipatory" policies for the Secretary and Deputy Secretary of Defense. The intent is to "get ahead of the power curve" so that the Department can quickly react to emergent requirements when they arise. ISD also enables the expedited review of technology transfers by providing guidance to the DoD's technology release and foreign disclosure community on staffing release requests through applicable processes in the most efficient and effective way. Finally, the ISD conducts outreach efforts to engage the DoD technology release and foreign disclosure community aware of senior leader guidance and interests. ISD also performs two unique and specialized functions. It staffs and provides final disposition of Electronic Warfare (EW) information assurance waiver requests required for providing EW capabilities to partners and allies. ISD also supports several Senior Integration Groups (SIGs) that have time-sensitive technology release and disclosure review requirements for urgently needed technology in support of ongoing operations.

For the DoD, the ISD drafts, coordinates, and promulgates policies and procedures governing the conduct of activities that involve visits and the assignment of foreign nationals through the issuance of DoD Directive 5230.20. The ISD is responsible for receiving, reviewing, coordinating, and approving proposed memorandum of agreement text for negotiations and conclusion of the Foreign National Personnel Exchange Agreements with a foreign Government. Lastly, it develops and negotiates special security provisions for international acquisition programs (e.g., cooperative research and development, security assistance, and reciprocal procurement).

With respect to interagency matters, the ISD develops and provides policy advice on those sections of the ITAR that deal with security and the export of classified defense articles

I.   Description of Operations Financed (cont.)

and technical data. Additionally, it develops or provides input on international security to U.S. industrial security policy.

Within the USG, the ISD implements policies and procedures for the protection of NATO classified information through the United States Security Authority for-North Atlantic Treaty Affairs (USSAN) Instruction 1-07, "Implementation of North Atlantic Treaty Organization Security Requirements. It represents the U.S. at the NATO Security Committee meeting and on NATO working groups. It also exercises policy and operational control over the Central United States Registry, which provides oversight of Information Systems Security (INFOSEC) and document security for all NATO-affiliated agencies and organizations within the United States

One final responsibility merits mention. The ISD provides policy guidance and oversight to the Military Services, the Defense Acquisition University (DAU), the Defense Counterintelligence and Security Agency (DCSA) Center for Development of Security Excellence (CDSE), and the Defense Institute of Security Cooperation Studies (DISCS) on training courses pertaining to foreign disclosure and international security.

Management Directorate (MD):

FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
7,456	6,916	7,553

The Management Directorate (MD) is responsible for issues relative to personnel, finance, contracts, security, information, facilities, internal management controls, and general

I.   Description of Operations Financed (cont.)

administrative support services to the Director, DTSA, and the other directorate line organizations of DTSA. Proper execution of these services ensures DTSA fulfills its technology and information security mission and meets its strategic goals.

The MD staff consists of experts in finance, security, personnel, contracts, Information Technology (IT), and business operations. These individuals provide the necessary professional, technical, and administrative guidance and actions to plan, align, use, and protect all of DTSA's resources.

The MD has wide-ranging responsibilities. It protects the DTSA's personnel and resources through a comprehensive security program, including robust physical, and personnel, information assurance/cyber, antiterrorism/force protection, travel/personal security, communications security, operations security, special security, and insider threat awareness programs. The DTSA Insider Threat Program (required by Presidential Memorandum on National Insider Threat Policy and Minimum Standards for Executive Branch Insider Threat Programs, November 21, 2012, and DoD Directive 5205.16, the DoD Insider Threat Program, September 30, 2014) is currently at an initial operating capability (IOC). DTSA is on track to achieve Full operating capability (FOC) in FY 2021. FOC requires acquisition, operation, and maintenance of user activity monitoring (UAM) system(s) and additional analyst personnel. The Joint Service Provider is responsible for providing UAM services to ensure DTSA is compliant with national and DoD standards.

MD safeguards DTSA's resources from fraud, waste and abuse through use of a strict Internal Management Control Program. Based on guidance from the Director, DTSA, MD plans, programs, and executes DTSA's financial resources. The MD provides oversight of the DTSA's acquisition and support contract requirements.

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

Administratively, the MD provides guidance to the broader organization by publishing, monitoring, and updating DTSA's administrative instructions, standard operating procedures, and policy memorandums. Additionally, the MD manages DTSA's personnel administration, evaluation, recognition, and support programs for both military and civilian employees. The DTSA also has active and robust programs for legislative liaison and public affairs, for which the MD is responsible. The DoD components produce or update a considerable number of issuances (directives, instructions, manuals and directive-type memos) every year. The MD oversees and coordinates the review of all issuances that pertain to technology security, export control, or Defense trade.

Security Policy Automation Network (SPAN):

FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
5,273	4,700	4,828

The Security Policy Automation Network (SPAN) is a group of automated systems and applications that support U.S. technology security objectives. The DTSA operates and maintains five primary SPAN systems mission applications.

1. The USXPORTS provides case management and adjudication of munitions and dual-use license applications submitted by U.S. exporters. They are adjudicated by the Departments of Defense, Treasury, Energy, and Homeland Security, and ultimately

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

approved or disapproved by the Departments of State (DoS), Commerce (DoC), or Energy (DoE). The Export Licensing Information System Advisor (ELISA) is a USXPORTS adjunct application that allows U.S. exporters to obtain the current status of their dual-use and munitions license applications.

Under the previous Presidential administration's initiative on Export Control Reform, USXPORTS became the platform-of-choice for unifying and modernizing the USG's electronic export licensing system. DTSA is the USG Executive Agent for USXPORTS.

The DoD, DoS, and DoE are fully on-line and using USXPORTS. The DoC is partially on-line, and the National Security Staff (NSS) directed DoC to continue its transition to USXPORTS. The DTSA continues to upgrade USXPORTS through enhancements that support the export licensing adjudication processes.

2. The Spacelink is an IT application that supports DTSA's statutory Space Monitoring mission. The application is a web-based, collaborative tool used by the DoD and U.S. Industry to share and review documentation associated with foreign space launches of U.S. technology (i.e., satellites and/or their components).

3. The Foreign Visits System (FVS) consists of a suite of three IT applications used to request, adjudicate, and confirm visits by foreign nationals to DoD and DoD contractor facilities within the continental U.S.

4. The National Disclosure Policy System (NDPS) records the U.S. Government's National Disclosure Policy Committee decisions on exceptions to national disclosure policy.

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

    5. The DoD Patent Application Review System (DPARS) is a web-based case management tool used by the Military Departments to review and adjudicate technology-based U.S. patent applications. The DoD provides receive secrecy order recommendations to the U.S. patent and Trademark Office for U.S. patent application that have a military application.

All commercial, unclassified, and classified SPAN systems have been scheduled for cloud hosting environments during fiscal year 2020.

USG personnel oversee contractor support for SPAN applications in the areas of software/hardware upgrades, operations and maintenance, life cycle documentation, and federal archiving of electronic records. USG personnel also oversee infrastructure support for DTSA's networks, servers, databases, and cybersecurity certification and accreditation.

II. <u>Force Structure Summary</u>:
Not Applicable.

Defense Technology Security Administration
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
Defense Technology Security Agency	35,334	35,626	-868	-2.4	34,758	34,758	38,432
Total	**35,334**	**35,626**	**-868**	**-2.4**	**34,758**	**34,758**	**38,432**

Defense Technology Security Administration
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

	Change FY 2020/FY 2020	Change FY 2020/FY 2021
B. Reconciliation Summary		
Baseline Funding	**35,626**	**34,758**
Congressional Adjustments (Distributed)	-695	
Congressional Adjustments (Undistributed)	-173	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**34,758**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**34,758**	
Supplemental		
Reprogrammings		
Price Changes		738
Functional Transfers		
Program Changes		2,936
Current Estimate	**34,758**	**39,300**
Less: Wartime Supplemental		
Normalized Current Estimate	**34,758**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**35,626**
1. Congressional Adjustments		-868
a. Distributed Adjustments		
1) Insufficient Justification	-695	
Congressional Adjustments: Insufficient justification. (FY 2020 Baseline: $35,626 thousand)		
b. Undistributed Adjustments		
1) Unjustified Growth (Across-the-Board Reduction to the Operation and Maintenance, Defense-Wide Account)	-132	
2) Budget Justification Inconsistencies (Across-the Board Reduction to the Operation and Maintenance, Defense-Wide Account)	-41	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**34,758**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**34,758**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**34,758**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**34,758**
6. Price Change		738
7. Functional Transfers		
8. Program Increases		5,211
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Manpower Increase to support New Requirements	2,670	
Additional manpower needed to review and adjudicate 1,000 CFIUS cases as a result of FIRRMA passage, and to fully support COCOM requirements by establishing technology security infrastructure and defense institution building at prioritized ally and partner countries. (FY 2020 Baseline: $0 thousand; +12 FTEs)		
2) Civilian Compensation - Shortfall	2,163	
An increase to restore funding levels to 94 percent manning rate. This allows a 6 percent hiring-lag rate versus 10 percent. (FY 2020 Baseline: $25,258 thousand; Baseline FTEs: 124)		
3) Operational Requirements	328	
Increase reflects planned scope changes in the information technology contract; leased space costs and other intra-government purchases. (FY 2020 Baseline: $6,733 thousand)		
4) Travel of Persons	50	
Increase to adequately execute DTSA goals and mission by collaborating with allies and partners in support of the National Defense Strategy. (FY 2020 Baseline: $736 thousand)		
9. Program Decreases		-2,275
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Defense-Wide Review (DWR)	-1,990	
Reductions to DTSA (FY 2020 Baseline: $39,800 thousand)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
2) Defense Finance and Accounting Service	-179	
Decrease reflects less workload projected for direct billable hours. (FY 2020 Baseline: $637 thousand)		
3) Compensable Days	-96	
Reflects a decrease of 1 compensable day, from 262 in FY 2020 to 261 in FY 2021. (FY 2020 Baseline: $25,258 thousand; Baseline FTEs: 136)		
4) Supplies and Materials	-10	
Decrease reflects taking purchase efficiencies with fewer supplies and training needs for the Agency. (FY 2020 Baseline: $327 thousand)		
FY 2021 Budget Request		**38,432**

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

Technology Security Actions (TSAs) represent work accomplished by the DTSA. A typical TSA represents a unit of work, which allows for the tracking and analysis of our business activity. On average DTSA processes 130,000 actions annually, such actions actually counted represent the application of resources to achieve all mission, regulatory, statutory goals, and objectives. Some TSAs are devoid of precise performance or time measurement. For example, the development of an International Agreement may take months of work, negotiation, and coordination before actual implementation, where the review of a license is measured and tracked daily.

Percent of Munitions and Dual-Use Licenses referred back to regulatory agencies within statutory timelines. In FY 2020 and FY 2021, DTSA will adjudicate 100% of Munitions and Dual-Use export license applications received from the Departments of State and Commerce within prescribed statutory and regulatory timelines.

FY 2019 <u>**Actual**</u>	**FY 2020** <u>**Estimate**</u>	**FY 2021** <u>**Estimate**</u>
100%	100%	100%

Defense Technology Security Administration
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	7	8	8	1	0
Officer	7	8	8	1	0
Reserve Drill Strength (E/S) (Total)	21	21	21	0	0
Officer	15	15	15	0	0
Enlisted	6	6	6	0	0
Civilian End Strength (Total)	126	127	139	1	12
U.S. Direct Hire	123	124	136	1	12
Total Direct Hire	123	124	136	1	12
Reimbursable Civilians	3	3	3	0	0
Civilian FTEs (Total)	126	127	139	1	12
U.S. Direct Hire	123	124	136	1	12
Total Direct Hire	123	124	136	1	12
Reimbursable Civilians	3	3	3	0	0
Average Annual Civilian Salary ($ in thousands)	199.7	203.7	208.8	4.0	5.1
Contractor FTEs (Total)	42	36	36	-6	0

Changes from FY 2019 to FY 2020: The change in U.S. Direct Hire reflects five (5) Full-time-Equivalents (FTEs) reduction. DTSA took two (2) FTEs in Management Headquarters; two (2) FTEs for Direct-Hire Efficiency and transferred one (1) FTE to Joint Service Provider (JSP). Reimbursable civilians are paid by industry.

Average Annual Civilian Salary: DTSA funded civilian compensation at 94 percent to allow for a 6 percent hiring-lag. Previously it was at 10 percent.

Changes from FY 2020 to FY 2021: The programmatic changes for both, the manpower (12 FTES) and the average annual salary for U.S. Direct Hire reflects an increase of 240% caseload for Committee on Foreign Investment in the United States.

Contractor FTEs (Total):

Changes from FY 2019 to FY 2020: The decrease of six (6)contractor FTEs are in FY 2020 due to the end of DTSA's audit support contract.

Changes from FY 2020 to FY 2021: None

Defense Technology Security Administration
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	24,568	683	7	25,258	389	2,747	28,394
199 Total Civ Compensation	**24,568**	**683**	**7**	**25,258**	**389**	**2,747**	**28,394**
308 Travel of Persons	733	15	-12	736	15	50	801
399 Total Travel	**733**	**15**	**-12**	**736**	**15**	**50**	**801**
696 DFAS Financial Operation (Other Defense Agencies)	687	1	-51	637	171	-179	629
699 Total DWCF Purchases	**687**	**1**	**-51**	**637**	**171**	**-179**	**629**
914 Purchased Communications (Non-Fund)	260	5	-265	0	0	0	0
915 Rents (Non-GSA)	1,996	40	-181	1,855	37	22	1,914
920 Supplies & Materials (Non-Fund)	230	5	92	327	7	-10	324
933 Studies, Analysis & Eval	174	3	1	178	4	0	182
959 Other Costs (Insurance Claims/Indmnties)	0	0	1	1	0	0	1
960 Other Costs (Interest and Dividends)	0	0	1	1	0	0	1
987 Other Intra-Govt Purch	559	11	0	570	11	188	769
989 Other Services	855	17	-295	577	12	0	589
990 IT Contract Support Services	5,272	105	-759	4,618	92	118	4,828
999 Total Other Purchases	**9,346**	**186**	**-1,405**	**8,127**	**163**	**318**	**8,608**
Total	**35,334**	**885**	**-1,461**	**34,758**	**738**	**2,936**	**38,432**

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Missile Defense Agency

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Missile Defense Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administration and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
MDA	471,048	9,339	60,939	541,326	10,729	-46,197	505,858

I. **Description of Operations Financed**: Provides the following Ballistic Missile Defense (BMD) unique sustainment support:

A. **Aegis Ballistic Missile Defense (BMD).** Provides MD unique sustainment support for deployed Aegis BMD ships, Standard Missile (SM-3), BMD Aegis Weapons System (AWS), and Aegis Ashore sites.

SM-3 missile sustainment includes recertification/repair/second destination transportation of missiles, installation of software and hardware updates, modeling and simulation and logistics efforts.

BMD AWS sustainment support includes:
- Technical and engineering services for in-service BMD ships and sites BMDS test infrastructure maintenance to ensure in-service BMD AWS baselines maintain directed operational availability.
- BMD Engineering Agent technical support and operational analysis for BMD units for casualty correction, technical issues, improvements, maintenance, certification, and delivery of BMD AWS computer program updates to the Fleet;
- Aegis software maintenance corrections in the common source library
- Test site infrastructure and maintenance

I.   <u>**Description of Operations Financed (cont.)**</u>
   - Integrated logistics support of BMD unique parts including technical documentation review and updates, diminishing manufacturing sources, and obsolete materiel surveillance, identification, and resolution
   - AEGIS BMD mission planner re-host to fleet warfighters

   Aegis Ashore sustainment support includes:
   - Repairs and rework required post construction to support of site transition
   - Host Nation planning yard activities to track modernization updates to the Aegis Ashore technical data package to ensure core Aegis Ashore Deckhouse attributes are maintained
   - Development of required test procedures to support on-site installation and checkout and system operations verification testing
   - Updates to training, warfighter technical publications
   - Initial outfitting for maintenance and logistics materiel

B. **Ground-Based Midcourse (GMD).** Funding provides sustainment support for 44 Ground-Based Interceptors (GBIs) and GMD systems based at Fort Greely, AK (40 GBIs) and Vandenberg AFB, CA (4 GBIs), Schriever AFB, CO, Fort Drum, NY and Eareckson AS, AK.

Funding also ensures GMD assets are properly maintained and crews are trained to meet Combatant Commanders needs including:

1. Weapon system sustainment support, equipment maintenance, and sustaining engineering.
2. Mission support, network operations and defense, and integrated logistics support.
3. GMD unique Base Operations Support (BOS), facility maintenance and repairs, facility restoration and modernization, communication support, and utilities.
4. Configuration management and control for the fielded weapon system.

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

C. **Ballistic Missile Defense Systems (BMDS) Radars.** Funding provides sustainment support for 12 Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2) Forward-Based and Terminal High Altitude Area Defense (THAAD) configured Terminal Mode radars to include supply support, repair, maintenance, modernization, transportation, parts, storage, special tools and test equipment, recurring and delta training, technical interface, training device maintenance, engineering support, interactive electronic technical manual (IETM) updates, software user guide updates, software revision certification, and depot-level maintenance for MDA's missile defense unique equipment. Funding also provides Electronic Equipment Unit (EEU) retrofits at Letterkenny Army Depot to replace obsolete equipment, incorporate updates to upgrade servers, and enhance radar capabilities. Additionally, funding provides sustainment unique to the MDA Missile Defense mission for the five Upgraded Early Warning Radars (UEWRs) and COBRA DANE Radar, which MDA sustains and operates in conjunction with the U.S. Air Force.

D. **Terminal High Altitude Area Defense (THAAD).** MDA is responsible for the sustainment of the THAAD missile defense unique and development items, while the U.S. Army is responsible for the operations and sustainment of the common items. MDA funding provides sustainment for all fielded THAAD Batteries, ensures THAAD assets are properly maintained and crews are trained to meet Combatant Commanders needs including:

1. Field and sustainment level supply, maintenance, modernization, hazardous materials/waste disposal, and depot-level maintenance for THAAD missile defense unique equipment.

2. Spares, Interceptor spares, repair parts, and maintenance capability at the location of each THAAD battery.

3. Engineering support for the THAAD missile defense unique equipment.

I.   Description of Operations Financed (cont.)

4. Deployment software support for fielded software to include: deficiency report reviews, error correction, incremental capability improvements, and hardware/system interface compatibility maintenance.

5. Missile transportation and handling from the missile storage location to the site of the THAAD launchers.

6. IETM updates, software users' guide updates, and software revision certification.

7. Maintenance and upkeep for all THAAD training devices.

8. Supply maintenance and transportation support for all new equipment training, and sustainment training relating to design changes and equipment upgrades.

II. Force Structure Summary:

N/A

Missile Defense Agency
Operation and Maintenance, Defense-Wide
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III. **Financial Summary** ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
4. Administrative and Servicewide Activities	**471,048**	**522,529**	**18,797**	**3.6**	**541,326**	**541,326**	**505,858**
Aegis BMD Program	77,434	75,237	-350	-0.5	74,887	74,887	80,440
BMDS Radars Program	166,850	194,255	32,937	17.0	227,192	227,192	176,868
Ground-Based Midcourse Program	139,204	153,218	-714	-0.5	152,504	152,504	158,054
THAAD Program	87,560	99,819	-13,076	-13.1	86,743	86,743	90,496
Total	**471,048**	**522,529**	**18,797**	**3.6**	**541,326**	**541,326**	**505,858**

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

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**522,529**	**541,326**
Congressional Adjustments (Distributed)	21,330	
Congressional Adjustments (Undistributed)	-2,533	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**541,326**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**541,326**	
Supplemental		
Reprogrammings		
Price Changes		10,729
Functional Transfers		
Program Changes		-46,197
Current Estimate	**541,326**	**505,858**
Less: Wartime Supplemental		
Normalized Current Estimate	**541,326**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**522,529**
1. Congressional Adjustments		18,797
a. Distributed Adjustments		
1) Program Increase: Electronic Equipment Unit (EEU) modernization	16,000	
2) Program Increase: Cooling Equipment Unit (CEU) refurbishment	15,000	
3) Program Increase: Cooling Equipment Unit (CEU) refurbishment kits	3,000	
4) THAAD prior year under-execution	-12,670	
b. Undistributed Adjustments		
1) Unjustified Growth: Across-the-board reduction to the Operations and Maintenance, Defense-Wide, Account.	-1,930	
2) Budget Justification Inconsistencies: Across-the-board reduction to the Operations and Maintenance, Defense-Wide, Account.	-603	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**541,326**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**541,326**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**541,326**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**541,326**
6. Price Change		10,729
7. Functional Transfers		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
8. Program Increases		23,965

   a. Annualization of New FY 2020 Program

   b. One-Time FY 2021 Increases

      1) Aegis BMD Program   3,035

      +$3,035 increase provides the replacement of 20 Air
Rovers in Romania required to fix deficiency at
operational site. This repair by replacement will
eliminate risk of overheating and a corresponding
shutdown of the Aegis Weapon System. (FY 2020
Baseline: $74,887 thousand)

   c. Program Growth in FY 2021

      1) THAAD Program   5,894

      +$4,808 increase provides additional logistics
subject matter expertise required to conduct
replacement training for fielded THAAD Batteries
transitioning the funding requirements to Operations
and Maintenance for all future battery sustainment
support requirements.

      +$1,086 increase provides mission critical items to
include field data collection, AMCOM Logistics
Center support, and base support agreements due to
actual cost and updated cost estimates. (FY 2020
Baseline: $86,743 thousand)

      2) BMDS Radars Program   5,735

      $5,735 increase procures mission-critical and fleet
spares required due to the high optempo corrosive
environments to ensure 24 hours a day, 365 days per

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

year availability. (FY 2020 Baseline: $227,192 thousand)

3) Ground-Based Midcourse Defense Program — 5,027

+$4,124 growth provides Fort Greely, AK prime contractor maintenance and sustainment of the new missile field (Missile Field 4) and its 20 new launch silos, silo interface vaults, associated utilidors, and Mechanical Electrical Building (MEB); purchases new High Altitude Electromagnetic Pulse (HEMP) glands to replace aging and deteriorating glands in existing, older silos.

+$903 growth provides GMD facility sustainment and communication infrastructure upgrades to address obsolescence issues to include fiber/cable enhancements and robust cyber security support at Fort Greely, AK, HEMP filter purchases/installations, and shielding initiatives at Fort Greely, AK; Eareckson Air Station, AK; and Fort Drum, NY. (FY 2020 Baseline: $152,504 thousand; +0 FTEs)

4) Aegis BMD Program — 4,274

+$4,141 increase provides additional missile repair materiels (i.e. Booster P2/P3, G-Switch Test and repair Kits such as non-usable hardware, mostly fasteners).

$+133 increase provides maintenance support to an increased number of BMDS capable ships deployed with

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Aegis' Common Source Library (CSL) baseline. (FY 2020 Baseline: $74,887 thousand; +0 FTEs)		
9. Program Decreases		-70,162
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Congressional Program Increases for Electronics Equipment Unit (EEU) modernization, Cooling Equipment Unit (CEU) refurbishment, and Cooling Equipment Unit (CEU) refurbishment kits	-34,000	
c. Program Decreases in FY 2021		
1) BMDS Radars Program	-26,525	
-$26,457 decrease reflects completion of material purchases for AN/TPY-2 Cooling Equipment Unit (CEU) refurbishments and completion of long lead purchases necessary for the AN/TPY-2 Electric Equipment Unit (EEU) Modernization program.		
(FY 2020 Baseline: $227,192 thousand)		
2) Defense Wide Review (DWR): Missile Recertification and Repair	-7,000	
-$7,000 decrease reflects the reduction to Missile Recertification and repairs identified as a part of the Defense Wide Review (DWR), which resulted in de-scope of requirements. Per program allocations is as follows:		
• -$3,760 THAAD Program (FY2020 Baseline: $86,743)		
• -$3,240 Aegis BMD Program (FY2020 Baseline: $74,887)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

3) DWR: Reduce Facilities Sustainment, Restoration, and Modernization (FSRM) Projects
    - $2,600 decrease reflects the reduction to Facilities Restoration, and Modernization (FSRM) Projects as identified as a part of the DWR, which resulted in the de-scope of requirements. Per program allocations is as follows:
    • -$2,500 Ground-Based Midcourse Program (FY2020 Baseline: $152,504)
    • -$100 THAAD Program (FY2020 Baseline: $86,743)
	-2,600	

4) DWR: Elimination of Redundant Point-to-Point Circuits - $37 decrease reflects the elimination of Point-to-Point Circuits as a part of the DWR, which resulted in the de-scope of requirements. This decrease affects the BMDS Radars Program. (FY2020 Baseline: $227,192)	-37	
FY 2021 Budget Request		**505,858**

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

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
1. Operational Support	**471,048**	**541,326**	**505,858**
Aegis Program	77,434	74,887	80,440
Ground Base Midcourse	139,204	152,504	158,054
BMDS Radars	166,850	227,192	176,868
THAAD Program	87,560	86,743	90,496
Total Operations and Maintenance, Defense Wide	**471,048**	**541,326**	**505,858**

The MDA Ballistic Missile Defense (BMD) mission is to deliver an enduring, operationally effective and supportable BMD capability to defend the nation, deployed forces, friends and allies.

A.   Aegis BMD. The Aegis BMD element of the BMDS capitalizes upon and evolves from the existing U. S. Navy Aegis Weapons System (AWS) and Standard Missile (SM) infrastructures. Aegis BMD provides a forward-deployable, mobile capability to detect and track Ballistic Missiles of all ranges, and the ability to destroy short-range, medium-range, and intermediate-range ballistic missiles in the midcourse phase of flight and shorter range missile in terminal phase. Aegis BMD also provides a long range surveillance and track (LRS&T) capability to the BMDS. By the end of FY 2021 there will be 48 total BMDS capable ships requiring maintenance support.

B.   Ground-Based Midcourse (GMD). The GMD fielded weapon system is under the command of U.S. Northern Command (NORTHCOM) and is operated by Soldiers from the 100th Missile

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

Defense Brigade (five crews) headquartered at Schriever AFB (SAFB), Colorado, and its 49th Missile Defense Battalion (five crews) at Fort Greely, Alaska (FGA). In FY 2021, MDA will support 44 operationally deployed GBIs located at FGA (40 GBIs) and Vandenberg Air Force Base, California (VAFB) (4 GBIs). Each GBI delivers a single Exoatmospheric Kill Vehicle (EKV) to defeat threat warheads in space during the midcourse phase of the ballistic trajectory. The GMD Fire Control System consists of redundant fire control nodes at FGA (two each) and the Missile Defense Integration and Operations Center (MDIOC) (two each) at SAFB. In-Flight Interceptor Communications System (IFICS) Data Terminals (IDTs) are currently located at FGA (two each); VAFB (two each); Eareckson Air Station, Alaska (EAS); and Fort Drum, New York.

C. Ballistic Missile Defense Systems (BMDS) Radars Program. The MDA continues to provide sustainment support for 12 Army Navy/Transportable Radar Surveillance and Control-2 (AN/TPY-2) radars. Five Forward-Based radars at fixed radar sites operate continuously 24 hours a day, 7 days a week, 365 days a year. Seven radars operate in Terminal Mode when integrated with the THAAD battery. Two of the seven Terminal Mode Radars are permanently stationed at OCONUS sites. The operational tempo is met utilizing military personnel and contractor logistics support (CLS) to operate and maintain the radars. FY 2021 includes AN/TPY-2 operations and maintenance execution and Depot Level Maintenance for CEU refurbishments due to vehicle life expectancy, obsolescence improvements, and high OPTEMPO use in corrosive environments. MDA also provides sustainment unique to the MDA Missile Defense mission for the five Upgraded Early Warning Radars (UEWRs) and COBRA DANE Radar, which MDA sustains and operates in conjunction with the U.S. Air Force.

D. Terminal High Altitude Area Defense (THAAD). Army force structure for THAAD is currently set at seven batteries with six launchers operated by 95 Soldiers. The battery is organized to conduct 120-day deployments (45 days of entry operations and 75 days of

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

17-hour/day combat operations). During actual deployments, batteries have been operating at a 24 hours a day, 7 days a week, 365 days a year operational tempo, with increased CLS costs. This increased tempo has been sustained through the increase of appropriate attachments and support. Additionally, increasing OCONUS stationing of THAAD Batteries by the Army drives an increase in costs for deployed contractor support, increased transportation costs for spares/repair parts and increased quantities of stocks to support separate locations.

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Contractor FTEs (Total)	1,068	1,009	1,028	-59	19

The FY 2020 to FY 2021 net increase in contractor full-time equivalences (cFTE) provides the following changes:

- The GMD Program increase of +17 cFTEs due to Missile Field 4 build out (+9 cFTE), and increased communications support and cyber defense at Fort Greely, AK and Vandenberg AFB, CA (+8 cFTE).

- The Aegis BMD Program increase of +2 cFTE provides increased support for sustainment of critical technologies for all aspects of SM-3 Block IA and IB technologies, technology updates, and performance analysis related to sustainment of the SM-3 Block IA and IB Missile Systems.

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
308 Travel of Persons	305	6	-91	220	4	-4	220
399 Total Travel	**305**	**6**	**-91**	**220**	**4**	**-4**	**220**
401 DLA Energy (Fuel Products)	0	0	1,375	1,375	-70	92	1,397
499 Total Supplies & Materials	**0**	**0**	**1,375**	**1,375**	**-70**	**92**	**1,397**
677 DISA Telecomm Svcs - Reimbursable	7,822	156	-7,978	0	0	0	0
699 Total DWCF Purchases	**7,822**	**156**	**-7,978**	**0**	**0**	**0**	**0**
771 Commercial Transport	3,476	70	49	3,595	72	-1,130	2,537
799 Total Transportation	**3,476**	**70**	**49**	**3,595**	**72**	**-1,130**	**2,537**
913 Purchased Utilities (Non-Fund)	2,744	55	658	3,457	69	0	3,526
914 Purchased Communications (Non-Fund)	58	1	3,479	3,538	71	509	4,118
915 Rents (Non-GSA)	641	13	-390	264	5	0	269
920 Supplies & Materials (Non-Fund)	34,374	687	-14,480	20,581	412	-9,815	11,178
922 Equipment Maintenance By Contract	283,199	5,664	29,589	318,452	6,369	-29,662	295,159
923 Facilities Sust, Rest, & Mod by Contract	33,390	668	-5,926	28,132	563	-2,937	25,758
925 Equipment Purchases (Non-Fund)	0	0	251	251	5	658	914
930 Other Depot Maintenance (Non-Fund)	45,150	903	70,566	116,619	2,332	4	118,955
932 Mgt Prof Support Svcs	2,638	53	-1,162	1,529	31	-5	1,555
933 Studies, Analysis & Eval	842	17	-859	0	0	0	0
934 Engineering & Tech Svcs	151	3	6,946	7,100	142	-168	7,074
937 Locally Purchased Fuel (Non-Fund)	1,453	-10	-1,443	0	0	0	0
984 Equipment Contracts	1,477	30	461	1,968	39	-1,826	181
985 Research & Development, Contracts	2,188	0	-2,188	0	0	0	0
987 Other Intra-Govt Purch	37,447	749	-13,837	24,359	487	-4,972	19,874

Missile Defense Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
989 Other Services	13,651	273	-5,038	8,886	178	3,079	12,143
990 IT Contract Support Services	42	1	957	1,000	20	-20	1,000
999 Total Other Purchases	**459,445**	**9,107**	**67,584**	**536,136**	**10,723**	**-45,155**	**501,704**
Total	**471,048**	**9,339**	**60,939**	**541,326**	**10,729**	**-46,197**	**505,858**

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Office of Economic Adjustment

February 2020

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

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administration and Service-wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
OEA	132,335	2,689	314,601	449,625	8,964	-418,317	40,272

The FY 2020 Enacted column includes a funding increase for Public Schools on Military Installations ($315 million), Defense Community Infrastructure Program ($50 million), Defense Manufacturing Communities ($25 million), and $400 thousand to replace two civilian personnel positions that were taken in a previous Department efficiency effort. As noted in the public law, the Public Schools on Military Installations funding is "available until expended."

I.   Description of Operations Financed: The Office of Economic Adjustment (OEA) provides support to communities and states as they are essential to supporting the lethality and readiness of our installations, ranges, and supply chains. The Joint Force is built to be lethal through the weapons employed, the intelligence and surveillance systems used to target, and the supply system supporting the soldiers and equipment used to employ those systems at a state of high Readiness to deploy and fight.

OEA directly supports the National Defense Strategy's three lines of effort: readiness and lethality, partnerships and alliances, and business reform. OEA leverages other Federal and state/local resources to assist states and communities impacted by Defense changes and implements programs and other efforts as directed by the Secretary of Defense (SECDEF). The technical and financial assistance provided by OEA helps communities to plan and carry out local adjustment strategies.

As the Executive Director for Economic Adjustment Committee (EAC), the OEA Director provides guidance and assistance by leveraging other Federal agency expertise to enable the Components and impacted states and communities to: assess economic hardships caused by Department of Defense (DoD) program changes; identify and evaluate alternatives for

I.   Description of Operations Financed (cont.)

local recovery; identify resource requirements; and assist in the preparation and implementation of adjustment strategies or action plans. OEA directs the Defense Economic Adjustment Program and coordinates the involvement of other Federal Agencies through the EAC under Executive Order 12788, as amended, on behalf of SECDEF.

Program of Assistance:

OEA's Program of Assistance supports Department of Defense needs, including:

- Military installation resilience;

- Mission Growth

- Compatible use and responding to instances of encroachment of civilian communities on military missions;

- Industry resilience;

- Budget reductions;

- Contract reductions/cancellations; and,

- Base closures and realignments

OEA's assistance helps states and communities respond to:

- Defense job losses;

- Reductions in defense economic activity;

- Tax base reductions;

I. **Description of Operations Financed (cont.)**
- Mission needs for increased public services and infrastructure; and

- Local missions being impaired by civilian activity

Program of Assistance Example - Industry Resilience:

OEA's Industry Resilience activities assist states, regions, and communities with a program of support designed to overcome the loss of Defense contracts, strengthen the economic and cyber resiliency of their supply chains, resulting in increased competitiveness and innovation for the Department. The OEA provides grants to organizations that partner with state and local entities to identify vulnerabilities from reductions to DoD supply chains; posture state and local programs of assistance for rapid responses to local dislocations; retain and/or expand impacted worker skill sets; and leverage local clusters to expand business opportunities for impacted defense manufacturing firms. OEA assistance represents the only source of technical and financial resources for civilian efforts to help strengthen defense supply chains at the state and local level. These efforts are undertaken in close coordination with the Small Business Administration, Employment and Training Administration at the U.S. Department of Labor, and the Economic Development Administration and National Institute of Standards and Technology at the U.S. Department of Commerce.

As a result of an OEA Industry Resilience Investment (benefitting all services), Wichita State University created the Advanced Technologies Lab for Aerospace Systems (ATLAS) at its National Institute for Aviation Research.   This new capability allowed the Air Force

I.   Description of Operations Financed (cont.)

to award a $23.5 million contract in 2019 for model and manufacturing using composites. This results in a value to DoD through the application of this "Modeling for Affordable, Sustainable Composites" project on DoD equipment and assets, assisting to automate manufacturing of advanced structures and bonded joints, validating high-fidelity composite repair analysis techniques, and assesses aging composite structures for life extension and structural enhancements. This has immediate application for new and aging airframes, naval assets, and other assets.

As a result of a $3.8 million OEA Industry Resilience Investment, the State of Utah trained over 200 Defense contractors on the technical and business case of metal additive manufacturing. This effort was instrumental in deepening the regional supply chain in order to support the F-35 and A-10 fleet sustainment mission at Hill AFB using additive manufacturing technologies for repair or manufacturing of legacy or low-demand parts.

Program of Assistance Example – Compatible Use & Military Installation Resiliency:

The OEA's Compatible Use & Military Installation Resiliency activities are designed to respond to civilian activity that is impairing the operational utility of a military installation, range, military training route, special use airspace, and/or military operations area. Technical and financial assistance is provided to State and local governments to ensure civilian activities are compatible with vital training, testing, and other military operations. The program represents the only DoD source of technical and financial resources for civilian efforts to optimize the local mission - support lethality and enhance the military value/resilience of our assets. The OEA is supporting more than 75 Compatible Use projects serving the needs of the Military Departments, DoD, and neighboring civilian communities. The Military Departments may nominate

I.   Description of Operations Financed (cont.)

installations and ranges for this program based upon concerns over civilian encroachment, or State and local governments may request community planning assistance for studies to address civilian encroachment, energy siting project concerns, and military installation resiliency.

Efforts under this program often deliver dividends for the Department, including:

Navy - SUBASE New London: As a result of a $320 thousand OEA Compatible Use investment, the State of Connecticut invested more than $2.3 million in land purchases and infrastructure projects that prevent or mitigate civilian encroachment of missions at SUBASE New London.

Army - Joint Base Lewis-McChord (JBLM): As a result of a $1.7 million OEA Compatible Use investment, the City of Lakewood and surrounding jurisdictions are working to obtain $16.1 million for a Phase 1 buyout of properties in the Clear Zone.

Army – Fort Knox: As a result of a $250 thousand OEA Compatible Use Investment, the local jurisdictions are working closely with the Garrison to control nearby civilian housing development that previously caused the Fort to shift an artillery firing position, as well as other civilian activities that threatened the use of a $35 million upgrade to the Yano Range complex.

OEA is also managing over 200 active awards, totaling $1.3 billion in FY2020. These numbers will change as we execute the FY20 appropriation, including several additional projects in a pre-award phase that will mature to funding in FY2020. OEA grant management

I.   Description of Operations Financed (cont.)

and oversight responsibilities extend from pre-award project management and risk assessments, through post-approval monitoring and management of awards (to include payments, amendments, enforcement, and project management travel), to close-out, audit responsiveness, Federal interest enforcement, and intellectual property management. These responsibilities are mandated by 2 CFR 200. Depending upon the award, this oversight may extend across several fiscal years.

Operational Support Activities:

OEA headquarters enables mission execution by strategically managing priorities in support of the Department's goals and initiatives. Functions of the headquarters includes:

- Financial Management;

- Human Capital Management;

- Security;

- Maintenance of Facilities and Equipment;

- Strategic Management;

- Logistical and Property Management;

- Procurement and Travel

I.   Description of Operations Financed (cont.)

OEA continues to restructure its organization to comply with all DoD management and organizational initiatives resulting in alignment of support functions in a streamlined organization with optimal supervisory oversight.

OEA continues modernizing its IT infrastructure through upgrades of the Economic Adjustment Data System to streamline workflow processes and ensure Audit Readiness. Through this initiative, OEA is moving forward to Cloud Computing solutions as mandated by the DoD Chief Information Officer (CIO). The new infrastructure will provide an electronic interface between state and local governments and other Federal Agencies. This capability will lessen the need for paper media reproduction and allow for an increase in electronic media sharing. Additionally, the upgrades will support OEA audit readiness efforts.

OEA has made significant improvements to its electronic grants payment processes by successfully transitioning to U.S. Department of Health and Human Services' Payment Management System (PMS). OEA is the only DoD entity utilizing PMS, and this fully aligns with the President's Management Agenda.

II. Force Structure Summary:

Not Applicable.

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

III. Financial Summary ($ in thousands)

| A. BA Subactivities | FY 2019 Actuals | Budget Request | FY 2020 Congressional Action | | | Current Enacted | FY 2021 Estimate |
			Amount	Percent	Appropriated		
OEA	132,335	59,513	390,112	655.5	449,625	449,625	40,272
Total	**132,335**	**59,513**	**390,112**	**655.5**	**449,625**	**449,625**	**40,272**

The FY 2020 Enacted column includes a funding increase for Public Schools on Military Installations ($315 million), Defense Community Infrastructure Program ($50 million), Defense Manufacturing Communities ($25 million), and $400 thousand to replace two civilian personnel positions that were taken in a previous Department efficiency effort. As noted in the public law, the Public Schools on Military Installations funding is "available until expended."

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

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**59,513**	**449,625**
Congressional Adjustments (Distributed)	75,400	
Congressional Adjustments (Undistributed)	-288	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)	315,000	
Subtotal Appropriated Amount	**449,625**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**449,625**	
Supplemental		
Reprogrammings		
Price Changes		8,964
Functional Transfers		
Program Changes		-418,317
Current Estimate	**449,625**	**40,272**
Less: Wartime Supplemental		
Normalized Current Estimate	**449,625**	

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

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		59,513
1. Congressional Adjustments		390,112
a. Distributed Adjustments		
1) Defense Community Infrastructure Program	50,000	
2) Defense Manufacturing Communities	25,000	
3) Civilian Growth	400	
b. Undistributed Adjustments		
1) Unjustified Growth (Across-the-Board reduction to the Operation and Maintenance, Defense-Wide Account) Across-the-Board Reduction to the Operation and Maintenance, Defense-Wide Account	-220	
2) Budget Justification Inconsistency (Across-the-Board reduction to the Operation and Maintenance, Defense-Wide Account)	-68	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
1) PSMI Section 8121 (Mil Schools)	315,000	
FY 2020 Appropriated Amount		449,625
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		449,625
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		449,625
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		449,625
6. Price Change		8,964
7. Functional Transfers		
8. Program Increases		

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
9. Program Decreases		-418,317
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Grants	-398,160	

The difference in FY 2020 to FY 2021 is due to Congressional increases in FY 2020 for Public Schools on Military Installations ($315M), Defense Community Infrastructure Program ($50M), and Defense Manufacturing Communities ($25M). (FY 2020 Baseline: $437 thousand; +0 FTEs)

2) Defense-Wide Review (DWR): Office of Economic Adjustment Reductions	-20,000	

(1) Grant funding reduced by -$19.9 million (FY 2020 Baseline: $437 million; +0 FTEs)

(2) Decrease of -$104 thousand in contractor FTE funding (FY 2020 Baseline: $1,983 thousand; -5 Contractor FTEs)

3) Compensation and Benefits	-129	

One additional compensable day was included in FY 2020. The number of compensable days change from 262 in FY 2020 to 261 in FY21.

4) Rent Payments to GSA	-16	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Funding decrease to accommodate price changes for services provided by non-federal sources. (FY 2020 Baseline: $821 thousand; +0 FTEs)		
5) Travel	-10	
Reduction of travel costs by identifying alternatives to traveling (i.e. teleconferencing, web-conferencing, and localized training prioritization). (FY 2020 Baseline: $500 thousand; +0 FTEs)		
6) Printing and Reproduction	-1	
(FY 2020 Baseline: $30 thousand; + 0 FTEs)		
7) Utilities	-1	
Reduction in purchased utilities to properly align with actual requirements. (FY 2020 Baseline: $40 thousand; +0 FTEs)		
FY 2021 Budget Request		**40,272**

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

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

Not applicable.

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

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	3	3	3	0	0
Officer	3	3	3	0	0
Civilian End Strength (Total)	31	39	39	8	0
U.S. Direct Hire	31	39	39	8	0
Total Direct Hire	31	39	39	8	0
Civilian FTEs (Total)	31	39	39	8	0
U.S. Direct Hire	31	39	39	8	0
Total Direct Hire	31	39	39	8	0
Average Annual Civilian Salary ($ in thousands)	173.4	159.7	158.8	-13.7	-0.9
Contractor FTEs (Total)	22	23	18	1	-5

The military end strength positions in FY 2021 does not match the official DoD system of record (i.e., Comptroller Information System), which currently reflects zero for OEA due to a disconnect discovered after the system locked.

Increases in both operational expenditures and personnel in FY 2020 reflect contract costs incurred to upgrade financial management and mission systems as well as processes to comply with requirements of the DoD Audit, implement critical business reforms, and cover failures in provision of services by the Joint Services Provider (JSP). Decreases from FY 2020 - FY 2021 reflect Defense-Wide Review related deductions.

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

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	5,374	149	707	6,230	96	-131	6,195
199 Total Civ Compensation	**5,374**	**149**	**707**	**6,230**	**96**	**-131**	**6,195**
308 Travel of Persons	434	9	57	500	10	-10	500
399 Total Travel	**434**	**9**	**57**	**500**	**10**	**-10**	**500**
416 GSA Supplies & Materials	0	0	100	100	2	-2	100
417 Local Purch Supplies & Mat	78	2	-80	0	0	0	0
499 Total Supplies & Materials	**78**	**2**	**20**	**100**	**2**	**-2**	**100**
912 Rental Payments to GSA (SLUC)	95	2	724	821	16	-16	821
913 Purchased Utilities (Non-Fund)	348	7	-315	40	1	-1	40
915 Rents (Non-GSA)	685	14	-699	0	0	0	0
921 Printing & Reproduction	40	1	-11	30	1	-1	30
922 Equipment Maintenance By Contract	947	19	-316	650	13	-13	650
923 Facilities Sust, Rest, & Mod by Contract	7	0	233	240	5	-5	240
933 Studies, Analysis & Eval	5,587	112	-5,499	200	4	6	210
960 Other Costs (Interest and Dividends)	4	0	-1	3	0	0	3
964 Other Costs (Subsistence and Support of Persons)	0	0	210	210	4	-14	200
984 Equipment Contracts	1	0	-1	0	0	0	0
987 Other Intra-Govt Purch	1,473	29	-602	900	18	-18	900
988 Grants	117,199	2,344	317,158	436,701	8,734	-418,052	27,383
989 Other Services	63	1	2,936	3,000	60	-60	3,000
999 Total Other Purchases	**126,449**	**2,529**	**313,817**	**442,795**	**8,856**	**-418,174**	**33,477**
Total	**132,335**	**2,689**	**314,601**	**449,625**	**8,964**	**-418,317**	**40,272**

The FY 2020 Enacted column includes a funding increase for Public Schools on Military Installations ($315 million), Defense Community Infrastructure Program ($50 million), Defense Manufacturing Communities ($25 million), and $400 thousand to replace two civilian personnel positions that were taken in a previous Department efficiency effort. As noted in the public law, the Public Schools on Military Installations funding is "available until expended."

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Fiscal Year (FY) 2021 Budget Estimates

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

February 2020

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

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

* The FY 2019 Actual column <u>includes</u> $17,769.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $16,666.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $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.   <u>Description of Operations Financed</u>: 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)

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

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

$ in Thousands

	FY 2019 Actual	FY 2020 Enacted	FY 2021 Estimate
A. Core Operating Program CivPay:	**339,906**	**387,196**	**413,326**

FY 2019 Actual <u>includes</u> $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.

I.   Description of Operations Financed (cont.)

$ in Thousands

Requested FY 2021 Civilian Pay and Benefits:	Civilian Pay	Full Time Equivalents (FTEs)
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**

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

	$ in Thousands		
	<u>FY 2019</u> <u>Actual</u>	<u>FY 2020</u> <u>Enacted</u>	<u>FY 2021</u> <u>Estimate</u>
B. Other DoD Programs and Initiatives:			
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
Total	**436,964**	**456,521**	**389,194**

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).

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

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

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.

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.

I.   Description of Operations Financed (cont.)

	$ in Thousands		
	FY 2019 Actual	**FY 2020 Enacted**	**FY 2021 Estimate**
C. Under Secretary of Defense (Acquisition and Sustainment)	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

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

I.   Description of Operations Financed (cont.)

	$ in Thousands		
	FY 2019 Actual	**FY 2020 Enacted**	**FY 2021 Estimate**
C. Under Secretary of Defense (Research and Engineering)	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.

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 Actual	**FY 2020 Enacted**	**FY 2021 Estimate**
D. Under Secretary of Defense (Policy):	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

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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.

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

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

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

$ in Thousands

	FY 2019 <u>Actual</u>	FY 2020 <u>Enacted</u>	FY 2021 <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

I. Description of Operations Financed (cont.)

	$ in Thousands		
	FY 2019 Actual	FY 2020 Enacted	FY 2021 Estimate
F. Under Secretary of Defense (Personnel and Readiness)	**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,

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

I.   Description of Operations Financed (cont.)

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

FY 2019 Actual <u>includes</u> $4,655 thousand of OCO funding.
FY 2020 Estimate <u>excludes</u> $3,993 thousand of OCO funding.
FY 2021 Estimate <u>excludes</u> $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-

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.

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

$ in Thousands

	FY 2019 <u>Actual</u>	FY 2020 <u>Enacted</u>	FY 2021 <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

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.

I.   Description of Operations Financed (cont.)

	$ in Thousands		
	FY 2019 Actual	**FY 2020 Enacted**	**FY 2021 Estimate**
I. DoD Chief Information Officer (CIO)	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.

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 **Actual**	**FY 2020** **Enacted**	**FY 2021** **Estimate**
J. Office of the Chief Management Officer (O, CMO)	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.

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

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
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

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2021 Estimate
			Amount	Percent	Appropriated		
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

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III. __Financial Summary__ ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
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

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Intelligence Mission and Classified Programs	78,844	95,392	-23,103	-24.2	72,289	72,289	76,567
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	73,389	62,947	1,750	2.8	64,697	64,697	55,952

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Defense for Personnel and Readiness							
Defense Readiness Reporting System	10,529	13,097	0	0.0	13,097	13,097	13,151
Other P&R Programs	57,377	49,850	1,750	3.5	51,600	51,600	42,801
Overseas Contingency Operations	5,483	0	0	n/a	0	0	0
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

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	FY 2020 Congressional Action Percent	FY 2020 Congressional Action Appropriated	Current Enacted	FY 2021 Estimate
Other Comptroller Programs	92,645	88,061	-4,000	-4.5	84,061	84,061	84,012
19. Office of the Under Secretary of Defense for Acquisition and Sustainment	305,901	301,934	17,750	5.9	319,684	319,684	279,322
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

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Defense Innovation Board	0	1,636	0	0.0	1,636	1,636	1,647
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 <u>includes</u> $17,769.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $16,666.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $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.

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
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**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
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		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Budget Justification Inconsistency (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account)	-1,908	
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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

resources and is in accordance with the Department's 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   **-184** of the Assistant to the Secretary of Defense for Public Affairs (OATSD) PA to the Defense Human Resources Activity (DHRA)

        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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Community Service Reform effort is to reduce Defense resale 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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

reduce risk against a specific set of cyber threats.
(FY 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	

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
6) Increase to FY 2021 program funding, which was subsequently reduced during the DWR.	51,000	
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)	254	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Increase reflects additional funds for enhanced workloads for continued mission integration and 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)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

4) Cyber Institutes - DoD CIO
   Decrease reverses a one-time FY 2020 congressional
   increase. (FY 2020 Baseline: $5,000 thousand;
   Baseline FTEs: 0; +0 FTEs)
	-5,100	

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)	-3,060	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

      Decrease reverses a one-time FY 2020 congressional increase. (FY 2020 Baseline: $3,000 thousand; Baseline FTEs: 0; +0 FTEs)

    10) National Security/Climate Change - OUSD(A&S)   -510
      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   -1,632
2017 Implementation - OUSD(P)
      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 -   -25,500
OUSD(A&S)
      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)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
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)

	Amount
17) Vietnam Dioxin Remediation - OUSD(P)	-15,300

      Decrease reverses a one-time FY 2020 congressional
      increase. (FY 2020 Baseline: $15,000 thousand;
      Baseline FTEs: 0; +0 FTEs)

	Amount
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

	Amount
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)

	Amount
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)

	Amount
3) CMO - Other Programs	-4,923

      In FY 2019 the CMO conducted a zero-based budget
      review as part of a larger internal reorganization,

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

C. Reconciliation of Increases and Decreases	Amount	Totals
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)		
4) Compensation and Benefits - Major DoD Headquarters Activities (MHA)	-1,528	
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)		
5) Compensation and Benefits - One Less Compensable Workday	-1,584	
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)		
6) Defense-Wide Review (DWR): OSD - Public Affairs Reductions	-1,300	
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		

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
contract. (FY 2020 Baseline: $5,299 thousand; Baseline FTEs: 0; +0 FTEs)		

7) DWR: Capital Security Cost Sharing Program
    Decrease reflects a streamlining and rebalancing
    effort across the Capital Security Cost Sharing
    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)
	-63,700	

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
	-3,600	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

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)

11) DWR: OSD - Legislative Affairs Reduction   -300
The decrease reflects a reduction of an additional 2
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   -821
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)

13) DWR: OSD - Office of the Chief Management Officer   -11,400
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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Baseline: $55,120 thousand; Baseline FTEs: 106; -2
FTEs)

14) DWR: OSD - USD A&S Reductions   -26,451
The decrease reflects reduced funding to support
Advanced Software Development within Acquisition
Enablers,
DoD Corrosion Prevention Program, Energy Logistics
System Modernization and Studies Fund. (FY 2020
Baseline: $189,408 thousand; Baseline FTEs: 0; +0
FTEs)

15) DWR: OSD - USD Comptroller Reductions   -5,480
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)

16) DWR: OSD - USD Intelligence Reductions   -6,007
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)

17) DWR: OSD - USD P&R Reductions   -4,700
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.

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
(FY 2020 Baseline: $19,354 thousand; Baseline FTEs: 0; +0 FTEs)		
18) DWR: OSD - USD Policy Reductions	-2,080	
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; Baseline FTEs: 0; +0 FTEs)		
19) DWR: Reduce Defense Business Board Staff	-250	
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)		
20) DWR: Reduction to OSD Studies Funds	-7,717	
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)		
21) Other DoD Programs and Initiatives - Major DoD Headquarters Activities (MHA)	-504	
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)		

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

C. Reconciliation of Increases and Decreases	Amount	Totals

22) Other DoD Programs and Initiatives - War Fighting   -1,886
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)

23) Other DoD Programs and Initiatives - War Gaming   -516
    Decrease reflects the normalization of wargaming
    efforts. as coordination among wargamers resulting
    cost efficiencies. (FY 2020 Baseline: $12,679
    thousand; Baseline FTEs: 0; +0 FTEs)

24) OUSD(A&S) - DoD Readiness and Environmental   -1,500
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)

25) OUSD(C) - Comptroller Initiatives   -4,283
    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)

26) OUSD(I&S) - Algorithmic Warfare Cross Functional   -15,745
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

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

C. Reconciliation of Increases and Decreases	Amount	Totals

      operations. (FY 2020 Baseline: $20,825 thousand; Baseline FTEs: 0; +0 FTEs)

    27) OUSD(P&R) - Major DoD Headquarters Activities (MHA)   -3,247
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 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**

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

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

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)

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

Measure/Description	Actual	Projected	Projected
Readiness and Environmental Protection Initiative (REPI)	**FY 2019**	**FY 2020**	**FY 2021**
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

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

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)**

Measure/Description	Actual FY 2019	Projected FY 2020	Projected 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

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

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

Measure/Description		Actual FY 2019	Estimate FY 2020	Estimate 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.

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

Non-Notified Transactions, Declarations and Real Estate

Measure/Description		Actual FY 2019	Estimate FY 2020	Estimate 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. <u>Under Secretary of Defense, Comptroller (OUSD(C))/ Chief Financial Officer</u>:

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,

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

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%

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

Metric #6: Percentage reduction of unsupported Journal Vouchers (over FY 2017) recorded in the Defense Departmental Reporting System.		62%	90%	95%

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.

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

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

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

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,

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

Budgeting, and Execution activities.

a) <u>Performance Criteria and Evaluation Summary</u>:

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

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

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

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

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. <u>Under Secretary of Defense for Intelligence and Security OUSD(I&S)</u>:

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.

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

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,

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

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

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

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

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

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

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

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)

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

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

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

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%

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

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

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)

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

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. <u>Department of Defense, Chief Information Officer (DoD(CIO))</u>:

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**

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

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

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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%

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

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

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.

Measure/Description	Estimate FY 2019	Estimate FY 2020	Estimate 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

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

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V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
U.S. Direct Hire	1,641	1,893	1,895	252	2
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
Contractor FTEs (Total)	1,998	1,972	0	-26	-1,972

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

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.

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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands):</u>

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
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

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OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
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
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.

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Space Development Agency

February 2020

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Space Development Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
   Budget Activity (BA) 2: Mobilization Warstoppers

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
SDA	0	0	30,343	30,343	584	17,239	48,166

I.   Description of Operations Financed: The Space Development Agency (SDA) is established to develop the next generation space architecture to enable U.S. military operations to be responsive to emerging multi-domain threats against our national security. To achieve that goal, the SDA will help inform the Department's decision to develop and implement a proliferated architecture enabled by lower-cost, The Space Development Agency (SDA) is established to develop the next generation space architecture to enable U.S. military operations to be responsive to emerging multi-domain threats against our national security. To achieve that goal, the SDA will help inform the Department's decision to develop and implement a proliferated architecture enabled by lower-cost, mass-produced spacecraft and routine space access, shift the Department to a development organization focused on experimentation, prototyping, and accelerated fielding, and change the Department to a concentrated, decoupled structure to generate speed. The SDA will manage, direct, and execute the development of the space capabilities in accordance with DoD's Space Vision and field space capabilities at speed and scale, with the following goals:

• bold breakthroughs designed to out-pace our competitors,

• technology maturation and systems engineering,

• lean engineering, manufacturing, and support,

• industrial base expansion; streamlined development and acquisition process, and

• increased acquisition cooperation with the National Reconnaissance Office (NRO).

Space Development Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

I.   Description of Operations Financed (cont.)

The SDA will rapidly deploy critical elements of the next-generation space capabilities, initially focusing on these essential capabilities:

- Persistent global surveillance for advanced missile targeting,
- Indications, warnings, targeting, and tracking for defense against advanced missile threats,
- Alternate position, navigation, and timing (PNT) for a GPS-denied environment,
- Global and near-real time space situational awareness,
- Development of a deterrent capability
- Responsive, resilient, common ground-based space support infrastructure (e.g., ground stations and launch capability),
- Cross-domain, networked, node-independent battle management command, control, and communications (BMC3), and
- Highly-scaled, low-latency, persistent, artificial intelligence-enable global surveillance.

The establishment of a data transport layer in Low Earth Orbit (LEO) is essential to developing a new, responsive space architecture, and will be SDA's primary initial focus. The SDA will develop an initial wedge of sub-constellations on this transport layer to provide additional capabilities, such as advanced missile warning.

SDA's baseline funding will allow the agency to identify capability roadmaps from the DoD and Military Service programs of record and concepts in development; determine potential National Defense Space Architectures (NDSA) from these roadmaps and collaborate with all DoD acquisition organizations towards an integrated architecture, and begin initial concept studies and prototype development in a few critical areas. These areas include proliferated Low Earth Orbit (pLEO) sensor technologies, space situational awareness and launch, transport architecture and standards,

I.   Description of Operations Financed (cont.)

missile warning ground integration, space-based interceptor studies, and space-based discrimination studies.

In its August 2018 Final Report on Organizational and Management Structure for the National Security Space Components of the DoD, The Department described eight critical, currently unmet priorities (the "DoD Space Vision") that need timely attention in order to prevent potential adversaries from gaining combat advantage over the U.S. SDA will solve these eight unmet needs by orchestrating the creation of a layered architecture to provide assured, persistent, and timely capabilities. SDA will accomplish this mission by establishing and fostering a new, threat-driven organization dedicated to rapid deployment of new systems.

A key element of SDA's approach involves capitalizing on momentum in the commercial space sector to enable a proliferated, integrated architecture making the future NDSA more robust against future threats.

The establishment of a resilient and unified military data transport layer in Low Earth Orbit (LEO) is essential to developing a new, responsive space architecture, and will be SDA's primary initial focus. The SDA will heavily leverage the Defense Advanced Research Projects Agency's Blackjack program and its plan to demonstrate a 20-satellite constellation, to build this transport layer. The SDA will develop an initial wedge of sub-constellations on this transport layer to provide additional capabilities such as advanced missile warning.

SDA is responsible for ensuring efficiency is achieved and that redundancy is avoided across the Department's space acquisition enterprise and to identify and address capability gaps. The SDA FY 2021 investment budget will support the warfighter by initiating work on a proliferated layered architecture covering the eight capabilities outlined in the "DoD Space Vision". There are six space layers, and one support layer envisioned to provide the eight capabilities.

Space Development Agency
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I.   **Description of Operations Financed (cont.)**

The SDA FY 2021 top priorities are aligned to the National Defense Strategy priorities through (1) resumption of great power competition, modernization of priorities; (2) lethality through delivery of warfighting capabilities; (3) partnerships within and outside DoD; and (4) reform through rapid requirements development and fielding. SDA's proliferated, distributed approach enables resiliency (to direct threats) and responsiveness (to emerging terrestrial threats).

II. **Force Structure Summary:**
N/A

Space Development Agency
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
1. Compensation and Benefits	0	6,700	0	0.0	6,700	6,700	10,479
Labor	0	6,700	0	0.0	6,700	6,700	10,479
2. Operations	0	38,050	-14,407	-37.9	23,643	23,643	37,687
Mission	0	38,050	-14,407	-37.9	23,643	23,643	37,687
Total	0	44,750	-14,407	-32.2	30,343	30,343	48,166

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**44,750**	**30,343**
Congressional Adjustments (Distributed)	-14,190	
Congressional Adjustments (Undistributed)	-217	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**30,343**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**30,343**	
Supplemental		
Reprogrammings		
Price Changes		584
Functional Transfers		
Program Changes		17,239
Current Estimate	**30,343**	**48,166**
Less: Wartime Supplemental		
Normalized Current Estimate	**30,343**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**44,750**
1. Congressional Adjustments		-14,407
a. Distributed Adjustments		
1) Insufficient Justification	-14,190	
b. Undistributed Adjustments		
1) Unjustified Growth (Across-the-Board reduction to the Operation and Maintenance, Defense-Wide Account)	-165	
2) Budget Justification Inconsistencies (Across-the-Board reduction to the Operation and Maintenance, Defense-Wide Account)	-52	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**30,343**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**30,343**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**30,343**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**30,343**
6. Price Change		584
7. Functional Transfers		
8. Program Increases		18,411
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Space Development Agency - Space Architecture	14,695	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

The increase supports Space-related technical studies and contractual support to perform technical demonstrations and experiments. Enhanced support for technical analysis on the data provided by the demonstrations and prototypes is required for rapid development and fielding of next generation space architecture. (FY 2020 Baseline: $12,232 thousand; +0 FTEs)

   2) Compensation and Benefits - SDA   3,716

The increase of 15 Full Time Equivalents (FTE) and associated funding will support the continued standup of the SDA, to include agency leadership and administrative and support functions. (FY 2020 Baseline: $6,700 thousand; Baseline FTEs: 30; +15 FTEs)

9. Program Decreases   -1,172
  a. Annualization of FY 2020 Program Decreases
  b. One-Time FY 2020 Increases
  c. Program Decreases in FY 2021
    1) Space Development Agency Operations   -1,132

Decrease reflects normalization of SDA operations. Projected reduction in office space, equipment, and maintenance costs as operations mature beyond initial stand-up. (FY 2020 Baseline: $38,050 thousand)

    2) Compensation and Benefits - One Less Compensable Day   -40

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

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

C. Reconciliation of Increases and Decreases	Amount	Totals
in FY 2021.		
(FY 2020 Baseline: $6,700 thousand; Baseline FTEs: 30; +0 FTEs)		
FY 2021 Budget Request		**48,166**

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

As the SDA establishes itself as an organization, the SDA team will work on providing substantive performance metrics.

Space Development Agency
Operation and Maintenance, Defense-Wide
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V. __Personnel Summary__	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	0	20	30	20	10
Officer	0	20	30	20	10
Civilian End Strength (Total)	0	30	45	30	15
U.S. Direct Hire	0	30	45	30	15
Total Direct Hire	0	30	45	30	15
Active Military Average Strength (A/S) (Total)	0	20	30	20	10
Officer	0	20	30	20	10
Civilian FTEs (Total)	0	30	45	30	15
U.S. Direct Hire	0	30	45	30	15
Total Direct Hire	0	30	45	30	15
Average Annual Civilian Salary ($ in thousands)	0	223.3	232.9	223.3	9.6
Contractor FTEs (Total)	0	40	60	40	20

The increase of 15 Full Time Equivalents (FTE) and associated resources will support the standup of the SDA, to include agency leadership and administrative and support functions. Also included will be one lead for each of the eight essential capabilities listed in Part One, as well as a program security officer, general counsel, a contracting officer, and budget and finance support.

Space Development Agency
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands):</u>

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	0	0	6,685	6,685	103	3,691	10,479
107 Voluntary Sep Incentives	0	0	15	15	0	-15	0
199 Total Civ Compensation	**0**	**0**	**6,700**	**6,700**	**103**	**3,676**	**10,479**
308 Travel of Persons	0	0	750	750	15	29	794
399 Total Travel	**0**	**0**	**750**	**750**	**15**	**29**	**794**
671 DISA DISN Subscription Services (DSS)	0	0	288	288	14	95	397
699 Total DWCF Purchases	**0**	**0**	**288**	**288**	**14**	**95**	**397**
912 Rental Payments to GSA (SLUC)	0	0	859	859	17	308	1,184
920 Supplies & Materials (Non-Fund)	0	0	10	10	0	0	10
922 Equipment Maintenance By Contract	0	0	630	630	13	-399	244
932 Mgt Prof Support Svcs	0	0	3,421	3,421	68	5,175	8,664
933 Studies, Analysis & Eval	0	0	8,811	8,811	176	9,929	18,916
934 Engineering & Tech Svcs	0	0	3,600	3,600	72	1,689	5,361
957 Other Costs (Land and Structures)	0	0	5,188	5,188	104	-3,208	2,084
989 Other Services	0	0	86	86	2	-55	33
999 Total Other Purchases	**0**	**0**	**22,605**	**22,605**	**452**	**13,439**	**36,496**
Total	**0**	**0**	**30,343**	**30,343**	**584**	**17,239**	**48,166**

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
United States Special Operations Command

February 2020

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United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
SOCOM	9,503,604	258,048	-3,815,730	5,945,922	119,437	114,821	6,180,180

* The FY 2019 Actual column <u>includes</u> $3,739,020.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $3,749,579.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $3,359,807.0 thousand of FY 2021 OCO Appropriations Funding.

I.   Description of Operations Financed: The United States Special Operations Command (USSOCOM) mission is to provide fully capable special operations forces (SOF) to defend the United States and its interests, and to plan and synchronize operations against terrorist networks. In support of this mission, the USSOCOM is designated as the Coordinating Authority for both Countering Violent Extremist Organizations (CVEO) and Countering Weapons of Mass Destruction (CWMD). To achieve these missions, SOF commanders and staff must plan and lead a full range of lethal and non-lethal special operations missions in complex and ambiguous environments. Likewise, SOF personnel serve as key members of Joint, Interagency, and International teams and must be prepared to employ all assigned authorities and apply all available elements of power to accomplish assigned missions. In this capacity, SOF personnel must maintain the highest degree of professionalism, cultural awareness, responsiveness and initiative.

In accordance with the Explanatory Statement accompanying the FY 2018 Department of Defense Appropriations Act (Division C of Public Law 115-141), USSOCOM restructured the Operation and Maintenance (O&M) budget by Sub-activity Group (SAG) within two Budget Activities.

1. **Budget Activity 01 (BA-01)/Operating Forces** - The units and/or functions associated with these SAGs are:
 OP-5 Detail by Sub Activity Group

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

A. <u>Combat Development Activities</u> - Includes Joint and Component manpower authorizations, SOF-peculiar equipment, necessary facilities and the associated costs specifically identified and attributable to the development of combat doctrine, organizational concepts, materiel requirements and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

B. <u>Intelligence</u> - Includes all USSOCOM Headquarters and/or Component funding to sustain USSOCOM equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence, counterintelligence, and related intelligence responsibilities. The USSOCOM MIP programs, projects, and/or activities provide capabilities to meet SOF warfighter operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

C. <u>Maintenance</u> - Includes maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with SOF activities. This also includes USSOCOM Headquarters and/or Components' Major Force Program 11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for

OP-5 Detail by Sub Activity Group

I.   **Description of Operations Financed (cont.)**

maintenance activities at industrial funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

D. Management & Operational Headquarters - Includes manpower authorizations, SOF-peculiar and support equipment, necessary facilities and associated costs specifically identified and attributable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities.

E. Operational Support – Includes SOF-peculiar support resources for communications, military construction (MILCON) collateral equipment, facility restoration and modernization projects, unit sustainment support, and acquisition program management. Funding provides civilian manpower authorizations, general contractor support, equipment sustainment, travel, and associated management costs. Communication capabilities support SOF Information Technology enterprise-wide services, SOF worldwide Command and Control Systems, deployable communications, airtime, circuit, and bandwidth. Facility projects include SOF enterprise-wide Facility Sustainment, Restoration and Modernization (FSRM) activities, and MILCON collateral equipment and communication infrastructure. Acquisition program management includes engineering, logistical, and operational test and evaluation support for SOF acquisition programs.

In FY 2020, the newly created Operational Support SAG is a consolidation of the previous Base Support, Communications, Operational Support, and Acquisition and Program Management Budget Sub Activities (BSA) as submitted in the FY 2019 President's Budget.

I.   **Description of Operations Financed (cont.)**

F. Theater Forces: - Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the U.S. Army Special Warfare Center Medical Training Facility, the Naval Special Warfare Center (NSWCEN), the Marine Special Operations School (MSOS), the U.S. Air Force Special Operations Air Warfare Center (SOAWC), and the U.S. Special Operations Forces Language Office. The schools provide recruitment and training in both basic and advanced special operations skills and operations, and educate American and Allied personnel in geo-political and military aspects of joint special operations. Funding also provides SOF Language training which produces language proficient personnel.

Supports Naval Special Warfare Groups 3 and 4, Special Boat Teams, Sea, Air, and Land (SEAL) Delivery Vehicle Teams, and other maritime operations. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified to combatant and support craft assigned to Naval Special Warfare Command (NSWC).

Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army Special Forces activities; Active Army Military Information Support Operations (MISO) units; Active and Reserve Army Civil Affairs Units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps Forces Special Operations units and teams; Active and Reserve SOF units and detachments, 24th Special Operations Wing, Air Force 720th and 724th Special Tactics Group, Special Tactics Squadrons, Combat Control Squadrons, and SOF Para Rescue Forces. Also included in this SAG is support for the Theater Special Operations Commands (TSOC). Humanitarian/Civic Assistance (H/CA) activities are carried out in conjunction

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

with authorized military operations, which are subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the U.S. and the host nation and allows SOF to demonstrate commitment to priority partners supporting overseas contingencies. The H/CA activities are a function of Title 10, United States Code, Section 401.

Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief-directed, and Joint Chiefs of Staff exercises to include participation by SOF Experimental Forces. Force related training includes Joint Combined Exchange Training sponsored by the Commander, USSOCOM in support of regional Theater Commanders and the Military Services. Includes Headquarters USSOCOM and/or Component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and attributable to the conduct of SOF-related training.

Supports five active Special Operations Wings (SOW) to include 1st SOW, Hurlburt Field, FL; 492nd SOW Hurlburt Field, FL; 352 SOW, RAF Mildenhall UK; 27th SOW, Cannon AFB, NM; and 58th SOW, Kirtland AFB, NM and one Special Operations Group, the 353 SOG, Kadena AB JA and their associated squadrons. Costs are also included for: the 919th Special Operations Reserve Wing located at Duke Field, FL; the 193rd Special Operations Air National Guard Wing, Harrisburg, PA; 137th Air National Guard Wing, Oklahoma City, OK; U.S. Army Special Operations Aviation Command (USASOAC); 160th Special Operations Aviation Regiment at Ft Campbell, KY; Hunter Army Airfield, GA; and Ft Lewis, WA. Funding supports flying hours, SOF-peculiar and support equipment, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and attributable to SOF active tactical

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

aviation operational units, organizations and special operation wings and squadrons are
also included in this SAG.

In FY 2020, the newly created Theater Forces SAG is a consolidation of the previous
Flight Operations, Force Related Training, Other Operations, Ship/Boat Operations, and
Specialized Skill Training and Recruiting BSAs as submitted in the FY 2019 President's
Budget.

G. Cyberspace Activities - Includes Cyber resources associated with Computer Network
Defense and Information Assurance. Service contracts specifically intended to secure,
defend and preserve data, networks, net-centric capabilities, and other designated
systems by ensuring security controls and measures are in place, and taking internal
defense actions on the SOF Information Enterprise (SIE). This includes access to
system controls, monitoring, administration and integration of cybersecurity into all
aspects of engineering and acquisition of cyberspace capabilities. In addition these
activities include implementation, evaluation, and disposal of information technology
and services, as well as, information resources management, and the management,
storage, transmission, and display of data and information.

2. **Budget Activity 03 (BA-03)/Training and Recruiting** - The units and/or functions
associated with this SAG are:

A. Professional Development Education - Includes the Joint Special Operations
University (JSOU) at MacDill Air Force Base, Florida, the U.S. Air Force Special
Operations School (USAFSOS) at Hurlburt Field, Florida, and the Naval Special Warfare
Center for SEAL and Special Warfare Combatant-Craft Crewmen (SWCC) at San Diego,

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

California. The JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations specialized learning activities focused on professional development of SOF leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, SOF professional development to educate Air Commandos, the special operations community, services and other U.S. government agencies. The Center for SEAL and SWCC provides SOF education and leadership growth for platoon leaders, lead petty officers, career counselors, and command leaders.

A review of defense wide functions and activities to ensure the alignment of resources with the National Defense Strategy (NDS) resulted in the following adjustments to USSOCOM O&M funding. Reductions include funding to pursue travel and contract efficiencies to better align with the Department's priorities as outlined in the NDS, as well as deliberate programmatic decisions. There are a number of increases and decreases throughout the OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any Defense Wide Review (DWR) change has been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

OP-5 Detail by Sub Activity Group

United States Special Operations Command
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I.   Description of Operations Financed (cont.)

USSOCOM O&M Base DWR Reductions	
Sub-Activity Group	**Base**
1PL6 - Combat Development Activities	-$14,953
1PLU - Intelligence	-$23,329
1PL7 - Maintenance	-$38,815
1PLM - Management/Operational HQ	-$4,933
1PLV - Operational Support	-$12,378
1PLR - Theater Forces	-$67,178
1PLS - Cyberspace Activities	$0
3EV8 - Professional Development	-$1,497
Total Base DWR Reductions	**-$163,083**

USSOCOM OCO O&M Defense Wide Review DWR Reductions	
Sub-Activity Group	**OCO**
1PL6 - Combat Development Activities	-$126,340
1PLU - Intelligence	-$114,330
1PL7 - Maintenance	-$31,278
1PLV - Operational Support	-$17,007
1PLR - Theater Forces	-$32,964
TOTAL DWR REDUCTIONS	**-$321,919**

USSOCOM Total O&M DWR Reductions	
Sub-Activity Group	**Total**
1PL6 - Combat Development Activities	-$141,293
1PLU - Intelligence	-$137,659
1PL7 - Maintenance	-$70,093
1PLM - Management/Operational HQ	-$4,933
1PLV - Operational Support	-$29,385
1PLR - Theater Forces	-$100,142
1PLS - Cyberspace Activities	$0
3EV8 - Professional Development	-$1,497
TOTAL DWR REDUCTIONS	**-$485,002**

OP-5 Detail by Sub Activity Group

United States Special Operations Command
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II. Force Structure Summary:

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	2,527	2,579	2,554
Army	2,627	2,632	2,799
Marine Corps	166	152	156
Navy	1,346	1,288	1,322
Total	**6,666**	**6,651**	**6,831**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	16,830	16,830	16,907
Army	34,920	35,982	36,212
Marine Corps	3,053	3,221	3,373
Navy	10,343	10,519	10,600
Total	**65,146**	**66,552**	**67,092**

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	**3,572**	**5,955**	**6,081**

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
1. BA01: Operating Forces	**9,472,076**	**6,019,146**	**-107,026**	**-1.8**	**5,912,120**	**5,912,120**	**6,146,879**
Acquisition/Program Management	91,133	0	0	n/a	0	0	0
Base Support	36,300	0	0	n/a	0	0	0
Combat Development Activities	2,176,062	1,075,762	-17,413	-1.6	1,058,349	1,058,349	1,069,971
Communication	666,424	0	0	n/a	0	0	0
Cyberspace Activities	0	14,409	-96	-0.7	14,313	14,313	9,800
Flight Operations	1,349,102	0	0	n/a	0	0	0
Force Related Training	59,414	0	0	n/a	0	0	0
Intelligence	1,775,802	501,747	-5,469	-1.1	496,278	496,278	561,907
Maintenance	907,105	559,300	-17,600	-3.2	541,700	541,700	685,097
Management/Operational Hqtrs	182,823	177,928	-396	-0.2	177,532	177,532	158,971
Operational Support	153,926	925,262	-9,406	-1.0	915,856	915,856	1,062,748
Other Operations	1,626,401	0	0	n/a	0	0	0
Ship/Boat Operations	116,533	0	0	n/a	0	0	0
Specialized Skill Training	331,051	0	0	n/a	0	0	0
Theater Forces	0	2,764,738	-56,646	-2.1	2,708,092	2,708,092	2,598,385
2. BA03: Training and Recruiting	**31,528**	**33,967**	**-165**	**-0.5**	**33,802**	**33,802**	**33,301**
Professional Development Education	31,528	33,967	-165	-0.5	33,802	33,802	33,301

OP-5 Detail by Sub Activity Group

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

			FY 2020				
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
3. BA04: Administrative and Service-Wide Activities	0	0	0	n/a	0	0	0
Acquisition/Program Management	0	0	0	n/a	0	0	0
Total	9,503,604	6,053,113	-107,191	-1.8	5,945,922	5,945,922	6,180,180

* The FY 2019 Actual column <u>includes</u> $3,739,020.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $3,749,579.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $3,359,807.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**6,053,113**	**5,945,922**
Congressional Adjustments (Distributed)	-80,552	
Congressional Adjustments (Undistributed)	-26,639	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**5,945,922**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**5,945,922**	
Supplemental	3,749,579	
Reprogrammings		
Price Changes		119,437
Functional Transfers		15,625
Program Changes		99,196
Current Estimate	**9,695,501**	**6,180,180**
Less: Wartime Supplemental	-3,749,579	
Normalized Current Estimate	**5,945,922**	

OP-5 Detail by Sub Activity Group

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

Not Applicable

United States Special Operations Command
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V. __Personnel Summary__	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	62,395	63,162	63,702	767	540
Officer	11,782	11,903	11,978	121	75
Enlisted	50,613	51,259	51,724	646	465
Reservists on Full Time Active Duty (E/S)	2,751	3,390	3,390	639	0
Officer	746	1,175	1,175	429	0
Enlisted	2,005	2,215	2,215	210	0
Civilian End Strength (Total)	6,666	6,651	6,831	-15	180
U.S. Direct Hire	6,666	6,651	6,831	-15	180
Total Direct Hire	6,666	6,651	6,831	-15	180
Active Military Average Strength (A/S) (Total)	62,395	63,162	63,702	767	540
Officer	11,782	11,903	11,978	121	75
Enlisted	50,613	51,259	51,724	646	465
Reservists on Full Time Active Duty (A/S) (Total)	2,751	3,390	3,390	639	0
Officer	746	1,175	1,175	429	0
Enlisted	2,005	2,215	2,215	210	0
Civilian FTEs (Total)	6,666	6,651	6,831	-15	180
U.S. Direct Hire	6,666	6,651	6,831	-15	180
Total Direct Hire	6,666	6,651	6,831	-15	180
Average Annual Civilian Salary ($ in thousands)	123.1	119.0	128.8	-4.1	9.8
Contractor FTEs (Total)	5,698	5,955	6,081	257	126

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:
* USSOCOM military personnel are reported in Military Service Estimates.

* Active Military End Strength and Active Military Average Strength includes both Active Duty and Guard personnel.

*Military end strength numbers reflect authorized personnel.

United States Special Operations Command
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VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	812,324	22,583	-52,376	782,531	12,051	74,121	868,703
103 Wage Board	8,049	224	767	9,040	139	2,280	11,459
104 FN Direct Hire (FNDH)	81	2	-83	0	0	0	0
199 Total Civ Compensation	**820,454**	**22,809**	**-51,692**	**791,571**	**12,190**	**76,401**	**880,162**
308 Travel of Persons	591,525	11,831	-176,383	426,973	8,539	-22,050	413,462
399 Total Travel	**591,525**	**11,831**	**-176,383**	**426,973**	**8,539**	**-22,050**	**413,462**
401 DLA Energy (Fuel Products)	158,747	-1,064	-27,345	130,338	-6,606	25,867	149,599
402 Service Fund Fuel	13,746	-92	-13,584	70	-4	-66	0
411 Army Supply	3,867	-3	23,848	27,712	1,136	1,500	30,348
412 Navy Managed Supply, Matl	1,184	24	4,333	5,541	223	-7	5,757
413 Marine Corps Supply	27	-2	82	107	2	-11	98
414 Air Force Consol Sust AG (Supply)	356,453	28,694	-150,947	234,200	22,694	-242,002	14,892
416 GSA Supplies & Materials	29,871	598	-11,130	19,339	387	387	20,113
417 Local Purch Supplies & Mat	49,576	991	-5,544	45,023	900	-579	45,344
418 Air Force Retail Supply (Gen Support Div)	15,175	436	56,909	72,520	1,864	-74,329	55
421 DLA Mat Supply Chain (Cloth & Textiles)	45	0	0	45	0	0	45
422 DLA Mat Supply Chain (Medical)	1,152	-5	-512	635	1	0	636
423 DLA Mat Supply Chain (Subsistence)	72	0	0	72	0	0	72
424 DLA Mat Supply Chain (Weapon Sys)	3,498	9	27,778	31,285	-44	699	31,940
425 Flying Hour Air Force Consolidated Sustainment (Supply)	0	0	0	0	0	215,442	215,442
426 Flying Hour AF Retail Supply Chain (General Support Division)	0	0	0	0	0	92,948	92,948
499 Total Supplies & Materials	**633,413**	**29,586**	**-96,112**	**566,887**	**20,553**	**19,849**	**607,289**
502 Army Fund Equipment	9,196	-8	-7,718	1,470	60	325	1,855
503 Navy Fund Equipment	310	6	2,663	2,979	120	0	3,099

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
505 Air Force Fund Equip	0	0	1,203	1,203	0	24	1,227
506 DLA Mat Supply Chain (Const & Equip)	12,619	-60	-1,843	10,716	-10	2,004	12,710
507 GSA Managed Equipment	3,817	76	121	4,014	80	7	4,101
599 Total Equipment Purchases	**25,942**	**14**	**-5,574**	**20,382**	**250**	**2,360**	**22,992**
601 Army Industrial Operations	80	0	2,810	2,890	0	0	2,890
603 DLA Distribution	4,937	0	-4,104	833	0	0	833
610 Navy Air Warfare Center	18,500	417	-4,916	14,001	692	-227	14,466
611 Navy Surface Warfare Ctr	28,658	467	3,333	32,458	2,642	-73	35,027
612 Navy Undersea Warfare Ctr	6,249	-9	-4,621	1,619	149	0	1,768
614 Space & Naval Warfare Center	5,748	102	277	6,127	383	-228	6,282
623 Navy Transportation (Special Mission Ships)	571	174	-745	0	0	0	0
630 Naval Research Laboratory	217	16	-233	0	0	0	0
631 Navy Base Support (NFESC)	616	76	419	1,111	20	0	1,131
633 DLA Document Services	48	0	234	282	2	-1	283
634 NAVFEC (Utilities and Sanitation)	86	0	4,439	4,525	91	1,170	5,786
647 DISA Enterprise Computing Centers	0	0	97	97	1	-1	97
661 Air Force Consolidated Sust AG (Maint)	381	14	3,914	4,309	306	-7	4,608
671 DISA DISN Subscription Services (DSS)	3,220	-278	-2,646	296	14	-2	308
677 DISA Telecomm Svcs - Reimbursable	18,920	378	-14,571	4,727	0	0	4,727
680 Building Maint Fund Purch	221	5	-3	223	0	0	223
699 Total DWCF Purchases	**88,452**	**1,362**	**-16,316**	**73,498**	**4,300**	**631**	**78,429**
702 AMC SAAM (fund)	341,268	58,016	-337,307	61,977	-3,223	1	58,755
705 AMC Channel Cargo	5,222	104	-5,257	69	1	1	71
706 AMC Channel Passenger	17	0	0	17	0	0	17
708 MSC Chartered Cargo	48,993	-5,193	-38,603	5,197	-3,794	2	1,405

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
710 MSC Surge Sealift (Full Operating Status)	0	0	25,360	25,360	0	1,213	26,573
719 SDDC Cargo Ops-Port hndlg	4	2	-6	0	0	0	0
720 DSC Pounds Delivered	0	0	2	2	0	1	3
723 MSC Afloat Prepositioning Air Force	42	8	-50	0	0	0	0
771 Commercial Transport	42,222	844	-13,815	29,251	585	-1,505	28,331
799 Total Transportation	**437,768**	**53,781**	**-369,676**	**121,873**	**-6,431**	**-287**	**115,155**
912 Rental Payments to GSA (SLUC)	5,945	119	-4,823	1,241	25	-1	1,265
913 Purchased Utilities (Non-Fund)	5,013	100	-2,583	2,530	51	2	2,583
914 Purchased Communications (Non-Fund)	271,890	5,438	-142,010	135,318	2,706	1,282	139,306
915 Rents (Non-GSA)	65,762	1,315	-23,910	43,167	863	-351	43,679
917 Postal Services (U.S.P.S)	1,430	29	-921	538	11	-4	545
920 Supplies & Materials (Non-Fund)	567,250	11,345	-138,717	439,878	8,798	-135,956	312,720
921 Printing & Reproduction	2,115	42	-250	1,907	38	-56	1,889
922 Equipment Maintenance By Contract	1,828,455	36,569	-1,537,051	327,973	6,559	46,685	381,217
923 Facilities Sust, Rest, & Mod by Contract	43,131	863	-14,575	29,419	588	24,136	54,143
924 Pharmaceutical Drugs	6,854	267	-4,314	2,807	56	0	2,863
925 Equipment Purchases (Non-Fund)	867,523	17,350	-297,115	587,758	11,755	-19,453	580,060
926 Other Overseas Purchases	2,245	45	73	2,363	47	0	2,410
928 Ship Maintenance By Contract	0	0	4,724	4,724	94	0	4,818
929 Aircraft Reworks by Contract	233,504	4,670	87,465	325,639	6,513	83,905	416,057
930 Other Depot Maintenance (Non-Fund)	69,511	1,390	118,635	189,536	3,791	-28,765	164,562
932 Mgt Prof Support Svcs	218,484	4,369	-53,236	169,617	3,392	-7,281	165,728
933 Studies, Analysis & Eval	36,492	730	-1,274	35,948	719	-1,101	35,566
934 Engineering & Tech Svcs	52,046	1,041	-11,396	41,691	834	-3,071	39,454

OP-5 Detail by Sub Activity Group

United States Special Operations Command
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020		FY 2020 Enacted	Change FY 2020/FY 2021		FY 2021 Estimate
		Price	Program		Price	Program	
935 Training and Leadership Development	129,152	2,583	-14,311	117,424	2,348	5,894	125,666
936 Training and Leadership Development (Other Contracts)	184,468	3,689	-66,993	121,164	2,423	-936	122,651
937 Locally Purchased Fuel (Non-Fund)	12,427	-83	-764	11,580	232	223	12,035
955 Other Costs (Medical Care)	50,644	1,975	8,392	61,011	2,379	-1,233	62,157
957 Other Costs (Land and Structures)	31,704	634	-23,040	9,298	186	-500	8,984
964 Other Costs (Subsistence and Support of Persons)	1,120	22	-972	170	3	0	173
984 Equipment Contracts	6,059	121	9,874	16,054	321	11,416	27,791
985 Research & Development, Contracts	908	0	-908	0	0	0	0
986 Medical Care Contracts	706	27	-510	223	9	0	232
987 Other Intra-Govt Purch	714,203	14,284	-234,125	494,362	9,887	19,867	524,116
989 Other Services	979,986	19,600	-578,487	421,099	8,422	47,798	477,319
990 IT Contract Support Services	475,787	9,516	-135,994	349,309	6,986	-4,583	351,712
991 Foreign Currency Variance	8,565	171	-8,736	0	0	0	0
993 Other Services - Scholarships	22,198	444	-22,642	0	0	0	0
998 Other Costs (SOCOM Only)	10,473	0	-9,483	990	0	0	990
999 Total Other Purchases	**6,906,050**	**138,665**	**-3,099,977**	**3,944,738**	**80,036**	**37,917**	**4,062,691**
Total	9,503,604	258,048	-3,815,730	5,945,922	119,437	114,821	6,180,180

* The FY 2019 Actual column includes $3,739,020.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $3,749,579.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $3,359,807.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Combat Development Activities

February 2020

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Combat Development Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
Combat Development Activities	2,176,062	55,771	-1,173,484	1,058,349	13,970	-2,348	1,069,971

* The FY 2019 Actual column <u>includes</u> $1,086,780.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $1,090,282.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $898,024.0 thousand of FY 2021 OCO Appropriations Funding.

I.   Description of Operations Financed: <u>Combat Development Activities</u> - Includes Joint and Component manpower authorizations, Special Operations Forces (SOF)-peculiar equipment, necessary facilities, and the associated costs specifically identified and attributable to the development of combat doctrine, organizational concepts, material requirements, and other developmental activities related to SOF. Also includes activities to support experimentation, tests, project evaluations necessary to develop and/or validate new doctrine and organizations for special operations.

Defense Wide Review (DWR). There are a number of increases and decreases throughout the OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any DWR change has been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

II. Force Structure Summary:

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

 OP-5 Detail by Sub Activity Group

1PL6 - Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

II. Force Structure Summary (cont.)

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	115	139	119
Army	774	704	688
Marine Corps	0	0	0
Navy	490	466	428
Total	**1,379**	**1,309**	**1,235**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	1,276	1,320	1,341
Army	1,864	2,078	2,088
Marine Corps	74	74	86
Navy	1,544	1,573	1,697
Total	**4,758**	**5,045**	**5,212**

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	**493**	**488**	**488**

OP-5 Detail by Sub Activity Group

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
Combat Development Activities	2,176,062	1,075,762	-17,413	-1.6	1,058,349	1,058,349	1,069,971
Total	**2,176,062**	**1,075,762**	**-17,413**	**-1.6**	**1,058,349**	**1,058,349**	**1,069,971**

* The FY 2019 Actual column includes $1,086,780.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $1,090,282.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $898,024.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**1,075,762**	**1,058,349**
Congressional Adjustments (Distributed)	-11,500	
Congressional Adjustments (Undistributed)	-5,913	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**1,058,349**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**1,058,349**	
Supplemental	1,090,282	
Reprogrammings		
Price Changes		13,970
Functional Transfers		25,176
Program Changes		-27,524
Current Estimate	**2,148,631**	**1,069,966**
Less: Wartime Supplemental	-1,090,282	
Normalized Current Estimate	**1,058,349**	**0**

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		1,075,762
1. Congressional Adjustments		-17,413
a. Distributed Adjustments		
1) Classified Adjustment	-6,000	
2) Classified Adjustment	-5,500	
b. Undistributed Adjustments		
1) Budget Justification Inconsistencies	-1,408	
2) Unjustified Growth	-4,505	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		1,058,349
2. War-Related and Disaster Supplemental Appropriations		1,090,282
a. OCO Supplemental Funding		
1) OCO	1,090,282	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		2,148,631
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		2,148,631
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,090,282
FY 2020 Normalized Current Estimate		1,058,349
6. Price Change		13,970
7. Functional Transfers		25,176
a. Transfers In		
1) United States Air Force Rapid Space Capabilities	25,176	

       The U.S. Air Force transferred the Rapid Space
       Capabilities (RSC) Office at the U.S. Air Force
       Space Command to the USSOCOM. The RSC mission
       consists of researching, vetting, developing, and

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

integrating rapidly emerging Space, Near-Space, and related Cyber/Intelligence exploitation solutions that meet Joint Special Operations Command (JSOC) and associated special entity/agency requirements. (FY 2020 Baseline: $0 thousand)

8. Program Increases		79,230
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Civilian Pay Adjustments	13,154	

The total increase for civilian pay is $13,154 thousand and +70 FTEs.

+$6,048 thousand increase and +48 FTEs. In FY 2019 and FY 2020, USSOCOM anticipated not executing 199 FTEs based on expected vacancies and hiring timelines. Due to aggressive USSOCOM hiring efforts, USSOCOM anticipates having +131 of those 199 FTEs on board in FY 2021 based on FY 2019 and expected FY 2020 actual execution. The +48 FTEs of the +131 FTEs is the specific allocation for this SAG. The +48 FTEs support JSOC operations.

+$2,325 thousand increase for lump-sum leave payments, recruitment/retention/relocation bonuses, PCS costs, and severance/separation pay. USSOCOM had previously not included these costs that are incurred during the year of execution in President's Budgets for USSOCOM civilian personnel; USSOCOM is

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

now appropriately including these civilian personnel
costs beginning in FY 2021.

+$1,315 thousand increase supports the Office of
Management and Budget (OMB) directed increase in
U.S. civilian direct hire awards spending from FY
2020 to FY 2021 of no less than 1 percentage point
of FY 2021 non-Senior Executive Service (SES),
Senior Level (SL), and Scientific and Professional
(ST) salary spending.

+$2,520 thousand increase and +20 FTEs. Increase
supports the continued growth of FTEs, +$1,638
thousand and +13 FTEs for the JSOC Intelligence
Brigade (JIB) and +$882 thousand and +7 FTEs for
Cyber support that was initiated in FY 2020. In the
FY 2020 President's Budget, only half (+20 FTEs) of
the planned FTE growth (+40 FTEs) was funded since
the other half of those personnel would not have
been on board for the entire fiscal year. This was
mistakenly not identified in the FY 2020 President's
Budget increase narrative for this same purpose and
increase in FTEs. The planned growth for this SAG
is +40 FTEs; the USSOCOM anticipates having hired
all of the additional personnel by the end of FY
2020. The FY 2021 increase fully funds all growth
(+40 FTEs) for this SAG. See classified submission
for additional details.

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$694 thousand increase fully funds USSOCOM civilian
personnel costs for the 2020 enacted pay raise of
3.1 percent and applicable locality area
adjustments.

+$252 thousand and +2 FTEs supports realignment of
two USSOCOM Air Force civilians from the Theater
Forces SAG to two USSOCOM Army civilians in the
Combat Development Activities (CDA) SAG to correctly
align positions under the appropriate Service
Executive Agent. (FY 2020 Baseline: $174,061
thousand; +70 FTEs)

2) Classified Submission   33,947
   See Classified budget justification materials. (FY
   2020 Baseline: $642,395 thousand)

3) Other Classified   30,509
   These programs are reported in accordance with Title
   10, U.S. Code, Section 119(a)(1)in the Special
   Access Program (SAP) Report to Congress. (FY 2020
   Baseline: $247,806 thousand)

4) Special Operations Forces Intelligence Support   1,620
   (SOFIS) - Joint Special Operations Command (JSOC) -
   Realignment
   USSOCOM conducted an iterative, deliberate analysis
   of organizational and personnel functions in order
   to determine which programs and projects should be
   appropriately funded within the Intelligence SAG.
   Increase is a result of realigning integrated
   administrative support costs from the Intelligence

OP-5 Detail by Sub Activity Group

1PL6 - Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

C. Reconciliation of Increases and Decreases	Amount	Totals

SAG to the CDA SAG. This realignment properly aligns administrative support funding for non-intelligence activities into the SAG where it is more appropriately executed. (FY 2020 Baseline: $1,620 thousand)

9. Program Decreases — Totals: -106,754

    a. Annualization of FY 2020 Program Decreases

    b. One-Time FY 2020 Increases

    c. Program Decreases in FY 2021

        1) Civilian Pay Adjustments — Amount: -29,660

        The total decrease for civilian pay is -$29,660 thousand and -144 FTEs.

        -$17,010 thousand and -135 FTEs. USSOCOM conducted an iterative, deliberate analysis of organizational and personnel functions in order to determine which programs and projects should be appropriately funded within the Intelligence SAG. USSOCOM identified additional GG (excepted service) Intelligence positions that currently fall under Defense Civilian Intelligence Personnel System (DCIPS) for realignment into the Military Intelligence Program. This realigns -135 FTEs from the CDA SAG to the Intelligence SAG.

        -$10,852 thousand decrease fully funds the FTEs in this SAG based upon FY 2019 and FY 2020 year to date actual civilian pay costs; actual pay of onboard personnel has been lower than planned pay rates.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$1,134 thousand and -9 FTEs decrease supports realignment from the CDA SAG to the Operational Support SAG. Realignment is due to a USSOCOM technical correction to the Joint Table of Distribution (JTD) to properly align manpower resources to the appropriate Program Element Code (PEC). This action corrects misalignment of billets on the JTD.

-$664 thousand decrease due to FY 2021 having one less compensable day (going from 262 days (2,096 hours) in FY 2020 to 261 days (2,088 hours) in FY 2021). (FY 2020 Baseline: $174,061 thousand; -144 FTEs)

2) Classified Submission	-50,187	
See Classified budget justification materials. (FY 2020 Baseline: $642,395 thousand)		
3) Combat Craft Light - Realignment	-2,950	
Decrease is a result of realigning funding from the Combat Development Activities SAG to the Maintenance SAG. This realignment properly aligns maintenance funding into the SAG where it is more appropriately executed. (FY 2020 Baseline: $2,950 thousand)		
4) Combatant Command Support	-820	
Decrease reflects a reduction for USSOCOM support to USINDOPACOM.		
5) Cyber Defense	-3,034	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Funding realigned for Information Assurance tools
licensing from the CDA SAG to the Cyberspace
Activities SAG to reflect where it is more
appropriately executed. (FY 2020 Baseline: $3,034
thousand)

6) DWR - Program Efficiencies and Infrastructure   -14,953
Deferments - Classified Program

Defense-Wide Review. FY 2021 changes reflect
reduced investment or divestment in lower end
capabilities, deferment of infrastructure
improvements, and efforts to streamline processes
across the USSOCOM enterprise in order to improve
USSOCOM's efficiency and effectiveness and
appropriately align with the Department's priorities
as outlined in the National Defense Strategy.

Defense Wide Review - See Classified budget
justification materials. (FY 2020 Baseline: $642,395
thousand)

7) Facility Sustainment, Restoration and Modernization   -4,250
(FSRM)

Program decrease is a result of realigning funding
for FSRM projects from the CDA SAG to the
Operational Support SAG. This realignment properly
aligns FSRM funding into the SAG where it is more
appropriately executed. All FSRM requirements are
centralized in the Operational Support SAG. (FY 2020
Baseline: $4,250 thousand)

8) Warrior Rehabilitation Program (WRP) Realignment   -900

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Program decrease is a result of realigning funding for WRP from the CDA SAG to the Theater Forces SAG. This realignment properly aligns WRP funding into the SAG where it is more appropriately executed. All WRP requirements are centralized in the Theater Forces SAG. (FY 2020 Baseline: $900 thousand)		
FY 2021 Budget Request		**1,069,971**

OP-5 Detail by Sub Activity Group

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

See classified budget justification materials.

1PL6 - Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. Personnel Summary	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	4,758	4,895	5,061	137	166
Officer	963	989	1,021	26	32
Enlisted	3,795	3,906	4,040	111	134
Reservists on Full Time Active Duty (E/S)	0	150	151	150	1
Officer	0	87	88	87	1
Enlisted	0	63	63	63	0
Civilian End Strength (Total)	1,379	1,309	1,235	-70	-74
U.S. Direct Hire	1,379	1,309	1,235	-70	-74
Total Direct Hire	1,379	1,309	1,235	-70	-74
Active Military Average Strength (A/S) (Total)	4,758	4,895	5,061	137	166
Officer	963	989	1,021	26	32
Enlisted	3,795	3,906	4,040	111	134
Reservists on Full Time Active Duty (A/S) (Total)	0	150	151	150	1
Officer	0	87	88	87	1
Enlisted	0	63	63	63	0
Civilian FTEs (Total)	1,379	1,309	1,235	-70	-74
U.S. Direct Hire	1,379	1,309	1,235	-70	-74
Total Direct Hire	1,379	1,309	1,235	-70	-74
Average Annual Civilian Salary ($ in thousands)	131.8	133.0	129.7	1.2	-3.3
Contractor FTEs (Total)	493	488	488	-5	0

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates. Military end strength numbers reflect authorized personnel.

*Military end strength net increase of +167 personnel (+32 Officers, +134 Enlisted, and +1 Reservist on Full-Time Active Duty) due to:
+4 Officers and +5 Enlisted supports continued force structure growth to provide Cyber support.
+18 Officers, +105 Enlisted, and +1 Reservist on Full-Time Active Duty realigned from the Theater Forces SAG to the CDA SAG to reconcile NSWC Activity Manpower Documents.
+10 Officers and +11 Enlisted realigned from the Theater Forces SAG to the CDA SAG to align manpower resources to the appropriate Program Element Codes (PECs).
+13 Enlisted supports continued structure growth to support the JSOC JIB.

*Civilian net decrease of -74 FTEs due to:
+48 FTEs for planned FY 2021 execution based on FY 2019 and expected FY 2020 actual execution.
+20 FTEs to support continued growth at JSOC (+13 FTEs for the JIB and +7 FTEs for Cyber support) that was initiated in FY 2020.
+2 FTEs supports realignment of two USSOCOM Air Force civilians from the Theater Forces SAG to two USSOCOM Army civilians in the CDA SAG.
-135 FTEs realigned to the Intelligence SAG for additional GG (excepted service) Intelligence positions that currently fall under DCIPS for realignment into the MIP.
-9 FTEs supports realignment to the Operational Support SAG to correct misalignment of billets on the JTD.

 OP-5 Detail by Sub Activity Group

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	179,306	4,984	-12,667	171,623	2,643	-16,273	157,993
103 Wage Board	2,495	69	-126	2,438	38	-233	2,243
199 TOTAL CIV COMPENSATION	**181,801**	**5,053**	**-12,793**	**174,061**	**2,681**	**-16,506**	**160,236**
308 Travel of Persons	115,786	2,315	-46,684	71,417	1,428	0	72,845
399 TOTAL TRAVEL	**115,786**	**2,315**	**-46,684**	**71,417**	**1,428**	**0**	**72,845**
401 DLA Energy (Fuel Products)	9,412	-63	282	9,631	-488	-2,118	7,025
402 Service Fund Fuel	8	0	0	8	0	-8	0
411 Army Supply	1,310	-1	0	1,309	54	0	1,363
413 Marine Corps Supply	27	-2	-25	0	0	0	0
414 Air Force Consol Sust AG (Supply)	1,336	108	0	1,444	140	0	1,584
416 GSA Supplies & Materials	2,718	55	-1,513	1,260	25	0	1,285
417 Local Purch Supplies & Mat	27,789	556	-5,570	22,775	456	0	23,231
418 Air Force Retail Supply (Gen Support Div)	29	1	0	30	1	0	31
422 DLA Mat Supply Chain (Medical)	1,142	-5	-512	625	1	0	626
499 TOTAL SUPPLIES & MATERIALS	**43,771**	**649**	**-7,338**	**37,082**	**189**	**-2,126**	**35,145**
502 Army Fund Equipment	145	0	-56	89	4	0	93
506 DLA Mat Supply Chain (Const & Equip)	665	-3	-639	23	0	0	23
507 GSA Managed Equipment	195	4	0	199	4	0	203
599 TOTAL EQUIPMENT PURCHASES	**1,005**	**1**	**-695**	**311**	**8**	**0**	**319**
601 Army Industrial Operations	80	0	0	80	0	0	80
611 Navy Surface Warfare Ctr	1,607	26	0	1,633	133	0	1,766
623 Navy Transportation (Special Mission Ships)	571	174	-745	0	0	0	0
633 DLA Document Services	15	0	0	15	0	0	15
677 DISA Telecomm Svcs - Reimbursable	1,319	26	-380	965	0	0	965
699 TOTAL DWCF PURCHASES	**3,592**	**226**	**-1,125**	**2,693**	**133**	**0**	**2,826**

OP-5 Detail by Sub Activity Group

1PL6 - Combat Development Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
702 AMC SAAM (fund)	114,202	19,415	-105,525	28,092	-1,461	0	26,631
705 AMC Channel Cargo	13	0	0	13	0	0	13
708 MSC Chartered Cargo	47,693	-5,055	-37,434	5,204	-3,799	0	1,405
771 Commercial Transport	10,840	217	-2,458	8,599	172	0	8,771
799 TOTAL TRANSPORTATION	**172,748**	**14,577**	**-145,417**	**41,908**	**-5,088**	**0**	**36,820**
912 Rental Payments to GSA (SLUC)	659	13	0	672	13	0	685
913 Purchased Utilities (Non-Fund)	136	3	0	139	3	0	142
914 Purchased Communications (Non-Fund)	119,184	2,383	-94,624	26,943	539	0	27,482
915 Rents (Non-GSA)	12,679	254	-3,717	9,216	184	0	9,400
917 Postal Services (U.S.P.S)	290	6	-1	295	6	0	301
920 Supplies & Materials (Non-Fund)	152,782	3,056	-61,965	93,873	1,877	0	95,750
922 Equipment Maintenance By Contract	82,942	1,659	-67,576	17,025	341	0	17,366
925 Equipment Purchases (Non-Fund)	271,019	5,420	-164,241	112,198	2,244	0	114,442
932 Mgt Prof Support Svcs	17,848	357	-4,193	14,012	280	0	14,292
934 Engineering & Tech Svcs	3,244	65	-3,142	167	3	0	170
936 Training and Leadership Development (Other Contracts)	38,913	778	-10,701	28,990	580	0	29,570
937 Locally Purchased Fuel (Non-Fund)	288	-2	536	822	16	322	1,160
955 Other Costs (Medical Care)	353	14	-230	137	5	0	142
957 Other Costs (Land and Structures)	1,805	36	0	1,841	37	0	1,878
964 Other Costs (Subsistence and Support of Persons)	71	1	-72	0	0	0	0
984 Equipment Contracts	231	5	0	236	5	0	241
987 Other Intra-Govt Purch	330,348	6,607	-87,440	249,515	4,990	0	254,505
989 Other Services	374,062	7,481	-301,276	80,267	1,605	15,962	97,834
990 IT Contract Support Services	240,682	4,814	-150,967	94,529	1,891	0	96,420
998 Other Costs (SOCOM Only)	9,823	0	-9,823	0	0	0	0

OP-5 Detail by Sub Activity Group

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change FY 2020/FY 2021		FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
999 TOTAL OTHER PURCHASES	1,657,359	32,950	-959,432	730,877	14,619	16,284	761,780
Total	2,176,062	55,771	-1,173,484	1,058,349	13,970	-2,348	1,069,971

* The FY 2019 Actual column includes $1,086,780.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $1,090,282.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $898,024.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Cyberspace Activities

February 2020

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1PLS - Cyberspace Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Cyberspace Activities

	FY 2019 Enacted	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Enacted
Cyberspace Activities	0	0	14,313	14,313	286	-4,799	9,800

I. Description of Operations Financed: Cyberspace Activities - Includes Cyber resources associated with Computer Network Defense and Information Assurance, service contracts specifically intended to secure USSOCOM networks and data. This includes access to system controls, monitoring, administration and integration of cybersecurity into all aspects of engineering and acquisition of cyberspace capabilities. In addition these activities include implementation, evaluation, and disposal of information technology and services, as well as, information resources management, and the management, storage, transmission, and display of data and information.

II. Force Structure Summary:
There are no civilians, military, or contractors assigned to the Cyber Activities SAG.

OP-5 Detail by Sub Activity Group

1PLS - Cyberspace Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

| | | | FY 2020 | | | | |
| | | | Congressional Action | | | | |
A. BA Subactivities	FY 2019 Enacted	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Enacted
Cyberspace Activities	0	14,409	-96	-0.7	14,313	14,313	9,800
Total	**0**	**14,409**	**-96**	**-0.7**	**14,313**	**14,313**	**9,800**

OP-5 Detail by Sub Activity Group

1PLS - Cyberspace Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**14,409**	**14,313**
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-96	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**14,313**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**14,313**	
Supplemental		
Reprogrammings		
Price Changes		286
Functional Transfers		
Program Changes		-4,799
Current Estimate	**14,313**	**9,800**
Less: Wartime Supplemental		
Normalized Current Estimate	**14,313**	**0**

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**14,409**
1. Congressional Adjustments		-96
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Budget Justification Inconsistencies	-23	
2) Unjustified Growth	-73	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**14,313**
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**14,313**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**14,313**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		**14,313**
6. Price Change		286
7. Functional Transfers		
8. Program Increases		3,034
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Cyber Defense	3,034	
Funding realigned for Information Assurance tools licensing from the CDA SAG to the Cyberspace Activities SAG to reflect where it is more appropriately executed. (FY 2020 Baseline: $0 thousand)		

OP-5 Detail by Sub Activity Group

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**
9. Program Decreases		-7,833
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Information Assurance (IA) Tools	-7,833	

       IA tools provide licensing requirements for cyber
       defense software and for IA technicians requirements
       for access and network monitoring as well as
       preparing IA reports. The decrease relates to a
       reduction in licensing for IA Tools software. (FY
       2020 Baseline: $11,150 thousand)

FY 2021 Budget Request		**9,800**

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

	FY2019 Actuals	FY2020 Enacted	FY2021 Estimate
Cyber Security Initiative			
Information Assurance Tools	$6,225	$10,951	$6,302
Insider Threat	$2,041	$2,494	$2,606
Cyber Security Initiative Total	$8,266	$13,445	$8,908
Critical Infrastructure Protection (CIP)	$503	$669	$687
Communications Security (COMSEC)	$82	$199	$205
Cyberspace Activities Total	$8,851	$14,313	$9,800

* FY 2019 Actuals reflect funding prior to the the establishment of the Cyberspace Sub-activity Group.

Description:

Funding Includes Cyber resources associated with Computer Network Defense and Information Assurance, service contracts specifically intended to secure USSOCOM networks and data. This includes access to system controls, monitoring, administration and integration of cybersecurity into all aspects of engineering and acquisition of cyberspace capabilities. In addition, these activities include implementation, evaluation, and disposal of information technology and services, as well as, information resources management, and the management, storage, transmission, and display of data and information.

OP-5 Detail by Sub Activity Group

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

V. <u>Personnel Summary</u>

<u>Not applicable.</u>

1PLS - Cyberspace Activities
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change FY 2020/FY 2021		FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
990 IT Contract Support Services	0	0	14,313	14,313	286	-4,799	9,800
999 TOTAL OTHER PURCHASES	**0**	**0**	**14,313**	**14,313**	**286**	**-4,799**	**9,800**
Total	**0**	**0**	**14,313**	**14,313**	**286**	**-4,799**	**9,800**

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Intelligence

February 2020

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
Budget Activity (BA) 1: Operating Forces/Intelligence

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
Intelligence	1,775,802	35,099	-1,314,623	496,278	9,845	55,784	561,907

* The FY 2019 Actual column <u>includes</u> $1,297,473.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $1,313,201.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $1,244,553.0 thousand of FY 2021 OCO Appropriations Funding.

I. <u>Description of Operations Financed</u>: <u>Intelligence</u> - Includes all USSOCOM Headquarters (HQ USSOCOM) and/or component operation and maintenance funding to sustain USSOCOM's equipment, systems, logistics, and maintenance required to perform/sustain USSOCOM's Military Intelligence Programs (MIP). These programs support the Secretary of Defense's intelligence, counterintelligence, and related intelligence responsibilities. The USSOCOM's MIP programs, projects, and/or activities provide capabilities to meet special operations forces (SOF) operational and tactical requirements more effectively. These include: intelligence, surveillance, and reconnaissance (ISR) systems and sustainment; processing, exploitation, and dissemination (PED) capabilities; tactical intelligence collection and analysis devices/systems/databases; and classified programs and activities.

Defense Wide Review (DWR). There are a number of increases and decreases throughout the OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any DWR change has been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

II. <u>Force Structure Summary</u>:

 OP-5 Detail by Sub Activity Group

1PLU - Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

II. Force Structure Summary (cont.)

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	40	102	194
Army	222	343	523
Marine Corps	0	0	10
Navy	2	2	44
Total	**264**	**447**	**771**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	80	73	73
Army	742	742	744
Marine Corps	12	12	12
Navy	17	17	17
Total	**851**	**844**	**846**

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	**1,138**	**1,219**	**1,245**

OP-5 Detail by Sub Activity Group

1PLU - Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

			FY 2020				
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Intelligence	1,775,802	501,747	-5,469	-1.1	496,278	496,278	561,907
Total	**1,775,802**	**501,747**	**-5,469**	**-1.1**	**496,278**	**496,278**	**561,907**

* The FY 2019 Actual column <u>includes</u> $1,297,473.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $1,313,201.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $1,244,553.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	501,747	496,278
Congressional Adjustments (Distributed)	-2,589	
Congressional Adjustments (Undistributed)	-2,880	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	496,278	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	496,278	
Supplemental	1,313,201	
Reprogrammings		
Price Changes		9,845
Functional Transfers		
Program Changes		55,784
Current Estimate	1,809,479	561,907
Less: Wartime Supplemental	-1,313,201	
Normalized Current Estimate	496,278	0

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**501,747**
1. Congressional Adjustments		-5,469
a. Distributed Adjustments		
1) Intelligence Classified Adjustment	-1,467	
2) Overestimation of Contractor FTE	-2,200	
3) Program Increase - Document and Media Exploitation	5,000	
4) Program Increase - Identity Management	2,300	
5) Remove One-Time Fiscal Year 2019 Increase	-1,504	
6) Repricing Civilian Personnel Realignments	-2,181	
7) Unjustified Growth	-2,537	
b. Undistributed Adjustments		
1) Unjustified Growth	-2,880	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**496,278**
2. War-Related and Disaster Supplemental Appropriations		1,313,201
a. OCO Supplemental Funding		
1) OCO	1,313,201	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**1,809,479**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**1,809,479**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-1,313,201
FY 2020 Normalized Current Estimate		**496,278**
6. Price Change		9,845
7. Functional Transfers		
8. Program Increases		95,493
a. Annualization of New FY 2020 Program		

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

b. One-Time FY 2021 Increases
c. Program Growth in FY 2021
    1) Civilian Pay Adjustments   42,005
       The total increase for civilian pay is +$42,005
       thousand and +326 FTEs.

       +$38,178 thousand and +303 FTEs. USSOCOM conducted
       an iterative, deliberate analysis of organizational
       and personnel functions in order to determine which
       programs and projects should be appropriately funded
       within the Intelligence SAG. USSOCOM identified
       additional GG (excepted service) Intelligence
       positions that currently fall under Defense Civilian
       Intelligence Personnel System (DCIPS) for
       realignment into the Military Intelligence Program.
       Details of the realignment by SAG into the
       Intelligence SAG is as follows:
       +$17,010 thousand and +135 FTEs from the Combat
       Development Activities SAG.
       +$15,750 thousand and +125 FTEs from the Theater
       Forces SAG.
       +$1,764 thousand and +14 FTEs from the Operational
       Support SAG.
       +$3,654 thousand and +29 FTEs from the Management
       Headquarters SAG.

       +$2,520 thousand increase and +20 FTEs supports FY
       2021 force structure growth to provide Joint

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Intelligence Brigade (JIB) support. Please see
classified submission for additional details.

+$434 thousand increase fully funds USSOCOM civilian
personnel costs for the 2020 enacted pay raise of
3.1 percent and applicable locality area
adjustments.

+$284 thousand increase for lump-sum leave payments,
recruitment/retention/relocation bonuses, PCS costs
and severance/separation pay. USSOCOM had
previously not included these costs that are
incurred during the year of execution in President's
Budgets for USSOCOM civilian personnel; USSOCOM is
now appropriately including these civilian personnel
costs beginning in FY 2021.

+$252 thousand and +2 civilian FTEs due to database
correction of AFSOC's Command Unit Identification
Codes (UIC) as well as Program Element Codes (PEC).
This properly organizes and aligns the Service
Components end strength in both the OSD and USSOCOM
databases with AFSOC's current organizational
manning document.

+$211 thousand increase supports the Office of
Management and Budget (OMB) directed increase in
U.S. civilian direct hire awards spending from FY
2020 to FY 2021 of no less than 1 percentage point

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

of FY 2021 non-Senior Executive Service (SES), Senior Level (SL), and Scientific and Professional (ST) salary spending.

+$126 thousand increase and +1 FTE. In FY 2019 and FY 2020, USSOCOM anticipated not executing 199 FTEs based on expected vacancies and hiring timelines. Due to aggressive USSOCOM hiring efforts, USSOCOM anticipates having +131 of those 199 FTEs on board in FY 2021 based on FY 2019 and expected FY 2020 actual execution. The +1 FTE of the +131 FTEs is the specific allocation for this SAG. The +1 FTE supports intelligence operations. (FY 2020 Baseline: $58,331 thousand; +326 FTEs)

2) Document & Media Exploitation (DOMEX)   26,425

The DOMEX program, managed by USSOCOM's Intelligence Directorate (J2), is an integral piece of the Sensitive Site Exploitation (SSE) program and consists of processing, translating, analyzing, and disseminating collected hard copy documents and electronic media, which are under U.S. Government physical control and are not publicly available.

In order to stand up this capability, USSOCOM's one-time stand-up costs of $12,457 thousand include: +$2,700 thousand increase for a modular Faraday Room and Sensitive Compartmented Information Facility build-out to support the DOMEX analysis team.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$2,900 thousand increase for 34 NIPR and SIPR enterprise network computers and systems to support the DOMEX analysis team. This includes specialized DOMEX software and annual license fees.

+$1,370 thousand increase for initial laboratory equipment sets and technical work benches used in exploitation.

+$2,287 thousand increase establishes classified communication links utilized in exploitation and research.

+$3,200 thousand increase for (20) Special Operations Research and Threat Analysis System (SOCRATES) computer workstations to establish enterprise connectivity through a new SCAMPI communications package.

Anticipated recurring costs of $13,968 thousand associated with DOMEX include:

+$10,750 thousand increase for 20 additional contractor subject matter experts in data and media exploitation with OCONUS surge capability.

+$1,809 thousand increase for secure Cloud data storage support and access service fees.

+$1,409 thousand increase for General Services Administration management fees. (FY 2020 Baseline: $19,046 thousand)

3) Joint Threat Warning System (JTWS)	1,182	

Funds JTWS sustainment for Capital Equipment Replacement Program (CERP) of 8 maritime variant

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

systems, 2 Precision Geo-Location (PGL) Ground
capital equipment replacement systems, 2 Ground
SIGINT Kits (GSK), and 4 additional air variant
systems. (FY 2020 Baseline: $23,397 thousand)

4) MQ-1C   141
Funds installation of the tactical Mission
Networking Kits beginning with 8 CONUS aircraft to
accommodate operational deployment schedules. There
are 24 aircraft in E & F Companies; 8 are deployed
to USCENTCOM, 4 are deployed to USAFRICOM, 4 provide
flexible mission options from CONUS to theater, and
the remaining 8 aircraft are utilized for pre-
deployment training and sustainment training
iterations. (FY 2020 Baseline: $2,639 thousand)

5) Sensitive Site Exploitation (SSE)   4,639
Funds capital equipment replacement of 65 Advanced
Operator Kits and 65 Enabler Kits. (FY 2020
Baseline: $19,046 thousand)

6) Special Operations Command Research, Analysis, and   8,900
Threat Evaluation System (SOCRATES)
+$3,949 thousand increase for Microsoft Office 365
licenses (up to 8,800 users World-Wide) to be placed
on SOCRATES which is a TS Sensitive Compartmented
Information (SCI) network. The operational change
mandate was driven by the USSOCOM J6/CIO along with
J8/Resources and Requirements and Command leadership
to utilize cloud-based office automation.
+$1,623 thousand increase supports the sustainment
of systems and software purchased in FY 2020 which

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
was approved in the Program Parameter Change, dated 6 July 2017. +$3,328 thousand increase provides for +6 additional data scientists for a total of 57; +1 to support the USSOCOM HQs, +2 to support USSOCOM's Service Components, and +3 to support the Theater Special Operations Commands (TSOCs). (FY 2020 Baseline: $43,614 thousand)		
7) Special Operations Forces Intelligence Support (SOFIS)	12,201	
+$7,442 thousand increase supports Open Source Intelligence (OSINT) software licenses for specialized software required to ensure compliance with DoDD 3115.18, DoD Access to and Use of Publicly Available Information. A floating server license structure will ensure optimal flexibility to surge to support mission demand; the number of users fluctuates based on personnel turnover. +$4,759 thousand increase supports enhanced architecture (hardware/software) supporting OSINT collection, exploitation and analysis. (FY 2020 Baseline: $15,660 thousand)		
9. Program Decreases		-39,709
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Document and Media Exploitation (DOMEX)	-5,000	
Decrease due to one-time FY 2020 Congressional add for Document and Media Exploitation. (FY 2020 Baseline: $19,046 thousand)		

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
2) USSOCOM Support and Technical Enhancements (SSTE) Decrease due to one-time FY 2020 Congressional add for Identity Management. (FY 2020 Baseline: $6,895 thousand)	-2,300	
c. Program Decreases in FY 2021		
1) Civilian Pay Adjustment	-2,983	

The total decrease for civilian pay is -$2,983 thousand and -2 FTEs.

-$2,508 thousand decrease fully funds the FTEs in this SAG based upon FY 2019 and FY 2020 year to date actual civilian pay costs; actual pay of onboard personnel has been lower than planned pay rates.

-$252 thousand and -2 civilian FTEs due to realignment from the Intelligence SAG to the Theater Forces SAG due to a USSOCOM technical correction to the Joint Table of Distribution (JTD) to properly align manpower resources to the appropriate Program Element Code (PEC). This action corrects misalignment of billets on the JTD.

-$223 thousand decrease due to FY 2021 having one less compensable day (going from 262 days (2,096 hours) in FY 2020 to 261 days (2,088 hours) in FY 2021). (FY 2020 Baseline: $58,331 thousand)

2) Classified Program	-409	

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Details are available in the FY 2021 Special Access
Program (SAP) Annual Report. (FY 2020 Baseline:
$105,883 thousand)

3) DWR - Headquarters and Program Capacity/Capability   -9,283
Reductions

Defense-Wide Review. FY 2021 changes reflect
reduced investment or divestment in lower end
capabilities, deferment of infrastructure
improvements, and efforts to streamline processes
across the USSOCOM enterprise in order to improve
USSOCOM's efficiency and effectiveness and
appropriately align with the Department's priorities
as outlined in the National Defense Strategy:

-$6,016 thousand decrease - Hostile Forces Tagging,
Tracking, and Locating (HFTTL) - Eliminates (16)
sustainment FSRs currently supporting USASOC. (FY
2020 Baseline: $20,289 thousand)

-$1,788 thousand decrease - Special Operations
Forces (SOF) Organic Intelligence, Surveillance, and
Reconnaissance (ISR) - Eliminates the O&M support
funds for current Special Applications For
Contingencies (SAFC) UAS platforms and related
sensor payloads as future efforts focus on research,
development, test, and evaluation (RDT&E) for the
next generation of these platforms. (FY 2020
Baseline: $114,372 thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$586 thousand decrease - Special Operations Forces
Intelligence Training (SOFIT) - Reduces the level of
advanced targeting training provided by STTE to SOF
components and partner nation SIGINT personnel. (FY
2020 Baseline: $5,523 thousand)

-$460 thousand decrease - Classified Programs -
Details are available in the FY 2021 Special Access
Program (SAP) Annual Report. (FY 2020 Baseline:
$105,883 thousand)

-$331 thousand decrease - Integrated Survey Program
(ISP) - Reduces the number of priority location
surveys from (25) to (22). (FY 2020 Baseline: $4,975
thousand)

-$70 thousand decrease - Tactical Local Area Network
(TACLAN) - Reduces contract logistical support. (FY
2020 Baseline: $967 thousand)

-$32 thousand decrease - Sensitive Site Exploitation
(SSE) - Reduces planned CERP efforts supporting
TSOCs. (FY 2020 Baseline: $19,046 thousand)

4) DWR - Program Efficiencies and Infrastructure   -14,046
Deferments
Defense-Wide Review. FY 2021 changes reflect
reduced investment or divestment in lower end
capabilities, deferment of infrastructure
improvements, and efforts to streamline processes

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

C. Reconciliation of Increases and Decreases	Amount	Totals

across the USSOCOM enterprise in order to improve USSOCOM's efficiency and effectiveness and appropriately align with the Department's priorities as outlined in the National Defense Strategy:

-$9,186 thousand decrease - Classified Programs - Program efficiencies. Details are available in the FY 2021 Special Access Program (SAP) Annual Report. (FY 2020 Baseline: $105,883 thousand)

-$1,730 thousand decrease - Special Operations Tactical Video System (SOTVS) - Program efficiencies. Reduces capital equipment replacement for MARSOC and NSWC and scope of effort associated with the support for USASOC. (FY 2020 Baseline: $12,211 thousand)

-$1,180 thousand decrease - Special Operations Forces (SOF) Organic Intelligence, Surveillance, and Reconnaissance (ISR) - Eliminates the O&M support funds for current Special Applications For Contingencies (SAFC) UAS platforms and related sensor payloads as future efforts focus on research, development, test, and evaluation (RDT&E) for the next generation of these platforms. (FY 2020 Baseline: $114,372 thousand)

-$898 thousand decrease - Distributed Common Ground/Surface System (DCGS) - Program efficiencies.

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

Reduces Field Service Representatives (FSR) who provide analytical capabilities up to the JTF level and reach-back, and forward GEOINT ISR Processing, Exploitation, and Dissemination. (FY 2020 Baseline: $41,825 thousand)

-$486 thousand decrease - Joint Threat Warning System (JTWS) - Program efficiencies. Reduces the operational readiness spares for the body worn Ground SIGINT Kit by (3) kits at USASOC. (FY 2020 Baseline: $23,397 thousand)

-$417 thousand decrease - Sensitive Site Exploitation (SSE) - Program efficiencies. Reduces planned CERP efforts supporting TSOCs. (FY 2020 Baseline: $19,046 thousand)

-$149 thousand decrease - MQ-1C - Program efficiencies. Reduces scheduled MQ-1C Dual Rail Hellfire Launchers maintenance by 12 months for (1) platoon or (4) aircraft. (FY 2020 Baseline: $2,639 thousand)

5) Special Operations Forces (SOF) Organic Intelligence, Surveillance, and Reconnaissance (ISR)   -4,068

Decrease from Small Unmanned Aerial Systems (SUAS) to properly align funding to Procurement, Defense-Wide, Budget Line "Unmanned ISR", for the purchase of (26) Group 1 and Group 2 Unmanned Aerial Systems (UAS) that are part of Expeditionary Organic

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Tactical Airborne ISR Capability Set (EOTACS). The USSOCOM Enterprise acquisition strategy now requires use of procurement funding to execute this acquisition. (FY 2020 Baseline: $114,372 thousand)		
6) Special Operations Forces Intelligence Support (SOFIS) - JSOC - Realignment	-1,620	
USSOCOM conducted an deliberate analysis of organizational and personnel functions in order to determine which programs and projects should be appropriately funded within the Intelligence SAG. Decrease is a result of realigning integrated administrative support costs from the Intelligence SAG to the Combat Development Activities SAG. This realignment properly aligns administrative support funding for non-intelligence activities into the SAG where it is more appropriately executed. (FY 2020 Baseline: $15,660 thousand)		
FY 2021 Budget Request		**561,907**

OP-5 Detail by Sub Activity Group

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

MIP Projects ($ in Thousands)	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Budget
Civilian Pay	36,396	58,331	98,251
Distributed Commom Ground/Surface Systems (DCGS)	35,420	41,825	40,431
Global Video Surveillance Activities (GVSA)	3,766	3,934	3,626
Hostile Forces, Tagging, Tracking, and Locating (HF-TTL)	19,776	20,289	18,271
Integrated Survey Program (ISP)	4,747	4,975	5,085
Joint Threat Warning System (JTWS)	23,996	23,397	24,251
MALET MQ-1C	1,386	2,639	2,780
SOCOM Support and Technical Enhancements (SSTE)	4,372	6,895	4,711
Sensitive Site Exploitation (SSE)	14,503	19,046	44,757
Signal Intelligence Processing, Exploitation, and Dissemination (SIGINT PED)	15,655	16,717	16,844
Special Operations Command Research, Analysis, and Threat Evaluation System (SOCRATES)	31,023	43,614	53,199
Special Operations Forces Intelligence Systems (SOFIS)	19,015	15,660	26,763
Special Operations Forces Intelligence Training (SOFIT)	4,862	5,523	5,162
SOF Organic ISR	108,473	114,372	107,132
Special Operations Tactical Video System (SOTVS)	30,370	12,211	13,444
Tactical Local Area Network (TACLAN)	895	967	975
Other Classified	123,674	105,883	96,225
Total	**478,329**	**496,278**	**561,907**

OP-5 Detail by Sub Activity Group

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

1PLU - Intelligence
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	808	808	810	0	2
Officer	181	181	183	0	2
Enlisted	627	627	627	0	0
Reservists on Full Time Active Duty (E/S)	43	36	36	-7	0
Officer	23	16	16	-7	0
Enlisted	20	20	20	0	0
Civilian End Strength (Total)	264	447	771	183	324
U.S. Direct Hire	264	447	771	183	324
Total Direct Hire	264	447	771	183	324
Active Military Average Strength (A/S) (Total)	808	808	810	0	2
Officer	181	181	183	0	2
Enlisted	627	627	627	0	0
Reservists on Full Time Active Duty (A/S) (Total)	43	36	36	-7	0
Officer	23	16	16	-7	0
Enlisted	20	20	20	0	0
Civilian FTEs (Total)	264	447	771	183	324
U.S. Direct Hire	264	447	771	183	324
Total Direct Hire	264	447	771	183	324
Average Annual Civilian Salary ($ in thousands)	137.9	130.5	127.4	-7.4	-3.1
Contractor FTEs (Total)	1,138	1,219	1,245	81	26

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates. Military end strength numbers reflect authorized personnel.

*Military end strength increase of +2 personnel (+2 Officers) to align manpower resources to the appropriate Program Element Codes (PEC) and correct misalignment of billets on the Joint Table of Distribution.

*Civilian net increase of +324 FTEs due to:
+303 FTEs realigned to the Intelligence SAG for additional GG (excepted service) Intelligence positions that currently fall under DCIPS for realignment into the MIP. Details of the realignment into the Intelligence SAG is as follows:
    +135 FTEs from the Combat Development Activities SAG.
    +125 FTEs from the Theater Forces SAG.
    +14 FTEs from the Operational Support SAG.
    +29 FTEs from the Management Headquarters SAG.
+20 FTEs supports FY 2021 force structure growth to provide JIB support.
+2 FTEs due to a database correction of AFSOC Command Unit Identification Codes (UIC) as well as Program Element Codes (PEC).
-2 FTEs due to realignment to the Theater Forces SAG to properly align manpower resources to the appropriate PEC.
+1 FTE for planned FY 2021 execution based on FY 2019 and expected FY 2020 actual execution.

*Contractor net increase of +26 FTEs due to:

 OP-5 Detail by Sub Activity Group

+6 FTEs increased to support the SOCRATES program (Data Science Practitioners).
+20 FTEs increased to support the SSE-DOMEX program.

OP-5 Detail by Sub Activity Group

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	34,129	949	19,613	54,691	842	36,587	92,120
103 Wage Board	2,267	63	1,310	3,640	56	2,435	6,131
199 TOTAL CIV COMPENSATION	**36,396**	**1,012**	**20,923**	**58,331**	**898**	**39,022**	**98,251**
308 Travel of Persons	21,265	425	-6,606	15,084	302	-205	15,181
399 TOTAL TRAVEL	**21,265**	**425**	**-6,606**	**15,084**	**302**	**-205**	**15,181**
401 DLA Energy (Fuel Products)	6,352	-43	-6,309	0	0	0	0
402 Service Fund Fuel	12,560	-84	-12,476	0	0	0	0
411 Army Supply	0	0	46	46	2	-2	46
412 Navy Managed Supply, Matl	0	0	75	75	3	-3	75
414 Air Force Consol Sust AG (Supply)	0	0	45	45	4	-4	45
416 GSA Supplies & Materials	13,310	266	-13,538	38	1	-29	10
417 Local Purch Supplies & Mat	4,774	96	-835	4,035	81	-81	4,035
499 TOTAL SUPPLIES & MATERIALS	**36,996**	**235**	**-32,992**	**4,239**	**91**	**-119**	**4,211**
502 Army Fund Equipment	6,217	-5	-6,212	0	0	0	0
507 GSA Managed Equipment	1,741	34	-1,721	54	1	8	63
599 TOTAL EQUIPMENT PURCHASES	**7,958**	**29**	**-7,933**	**54**	**1**	**8**	**63**
603 DLA Distribution	4,007	0	-4,007	0	0	0	0
610 Navy Air Warfare Center	8,781	198	-8,223	756	37	-37	756
611 Navy Surface Warfare Ctr	516	8	-369	155	13	-13	155
614 Space & Naval Warfare Center	5,000	88	-2,092	2,996	187	-187	2,996
630 Naval Research Laboratory	217	16	-233	0	0	0	0
661 Air Force Consolidated Sust AG (Maint)	0	0	106	106	8	-8	106
677 DISA Telecomm Svcs - Reimbursable	0	0	73	73	0	0	73
699 TOTAL DWCF PURCHASES	**18,521**	**310**	**-14,745**	**4,086**	**245**	**-245**	**4,086**
705 AMC Channel Cargo	3	0	-3	0	0	0	0
771 Commercial Transport	674	14	-464	224	4	-4	224
799 TOTAL TRANSPORTATION	**677**	**14**	**-467**	**224**	**4**	**-4**	**224**

OP-5 Detail by Sub Activity Group

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020		FY 2020 Enacted	Change FY 2020/FY 2021		FY 2021 Estimate
		Price	Program		Price	Program	
912 Rental Payments to GSA (SLUC)	1,146	23	-1,133	36	1	-1	36
913 Purchased Utilities (Non-Fund)	77	2	1,602	1,681	34	1	1,716
914 Purchased Communications (Non-Fund)	38,206	764	-24,510	14,460	289	-289	14,460
915 Rents (Non-GSA)	20,363	408	-17,164	3,607	72	-72	3,607
917 Postal Services (U.S.P.S)	3	0	193	196	4	-4	196
920 Supplies & Materials (Non-Fund)	11,198	224	6,179	17,601	352	2,078	20,031
922 Equipment Maintenance By Contract	960,487	19,210	-945,112	34,585	692	2,132	37,409
924 Pharmaceutical Drugs	269	10	-279	0	0	0	0
925 Equipment Purchases (Non-Fund)	134,039	2,681	-43,069	93,651	1,873	-824	94,700
929 Aircraft Reworks by Contract	2,008	40	40,026	42,074	841	-841	42,074
930 Other Depot Maintenance (Non-Fund)	655	13	49,180	49,848	997	-2,169	48,676
932 Mgt Prof Support Svcs	35,967	719	-17,856	18,830	377	-220	18,987
933 Studies, Analysis & Eval	537	11	-548	0	0	0	0
934 Engineering & Tech Svcs	32,862	658	-7,587	25,933	519	-1,466	24,986
936 Training and Leadership Development (Other Contracts)	209	4	-213	0	0	0	0
937 Locally Purchased Fuel (Non-Fund)	11	0	-11	0	0	0	0
955 Other Costs (Medical Care)	300	12	616	928	36	-36	928
957 Other Costs (Land and Structures)	396	8	-404	0	0	0	0
984 Equipment Contracts	1,368	27	-1,395	0	0	0	0
985 Research & Development, Contracts	908	0	-908	0	0	0	0
987 Other Intra-Govt Purch	56,538	1,131	-4,622	53,047	1,061	-4,964	49,144
989 Other Services	317,898	6,358	-276,408	47,848	957	24,401	73,206
990 IT Contract Support Services	7,781	156	1,998	9,935	199	-399	9,735
991 Foreign Currency Variance	8,565	171	-8,736	0	0	0	0

OP-5 Detail by Sub Activity Group

		Change			**Change**		
	FY 2019	**FY 2019/FY 2020**		**FY 2020**	**FY 2020/FY 2021**		**FY 2021**
OP 32 Line	**Actuals**	**Price**	**Program**	**Enacted**	**Price**	**Program**	**Estimate**
993 Other Services - Scholarships	22,198	444	-22,642	0	0	0	0
999 TOTAL OTHER PURCHASES	**1,653,989**	**33,074**	**-1,272,803**	**414,260**	**8,304**	**17,327**	**439,891**
Total	**1,775,802**	**35,099**	**-1,314,623**	**496,278**	**9,845**	**55,784**	**561,907**

* The FY 2019 Actual column <u>includes</u> $1,297,473.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).

* The FY 2020 Enacted column <u>excludes</u> $1,313,201.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).

* The FY 2021 Estimate column <u>excludes</u> $1,244,553.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Maintenance

February 2020

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Maintenance

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
Maintenance	907,105	18,028	-383,433	541,700	13,027	130,370	685,097

* The FY 2019 Actual column includes $423,315.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $399,845.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $354,951.0 thousand of FY 2021 OCO Appropriations Funding.

I.   Description of Operations Financed: Maintenance - Supports maintenance (to include installation of modification and conversion kits) of weapons support systems and commodity groups associated with Special Operations Forces (SOF) activities. This also includes USSOCOM Headquarters and/or components' Major Force Program 11 funds for reimbursement of Service industrial funds for depot maintenance of SOF-unique aircrafts, maritime crafts, and equipment. Includes reimbursement for maintenance activities at industrial funded naval shipyards and costs associated with non-industrial funded maintenance activities at Navy repair facilities.

Defense Wide Review (DWR). There are a number of increases and decreases throughout the OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any DWR change has been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

II. Force Structure Summary:

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

 OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	0	0	0
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**0**	**0**	**0**

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	**600**	**605**	**611**

OP-5 Detail by Sub Activity Group

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

			FY 2020				
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Maintenance	907,105	559,300	-17,600	-3.2	541,700	541,700	685,097
Total	**907,105**	**559,300**	**-17,600**	**-3.2**	**541,700**	**541,700**	**685,097**

* The FY 2019 Actual column <u>includes</u> $423,315.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $399,845.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $354,951.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**559,300**	**541,700**
Congressional Adjustments (Distributed)	-13,978	
Congressional Adjustments (Undistributed)	-3,622	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**541,700**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**541,700**	
Supplemental	399,845	
Reprogrammings		
Price Changes		13,027
Functional Transfers		-1,637
Program Changes		132,007
Current Estimate	**941,545**	**685,097**
Less: Wartime Supplemental	-399,845	
Normalized Current Estimate	**541,700**	**0**

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**559,300**
1. Congressional Adjustments		-17,600
a. Distributed Adjustments		
1) Unjustified growth	-2,523	
2) Unjustified program baseline	-11,455	
b. Undistributed Adjustments		
1) Budget justification inconsistencies	-862	
2) Unjustified Growth	-2,760	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**541,700**
2. War-Related and Disaster Supplemental Appropriations		399,845
a. OCO Supplemental Funding		
1) OCO	399,845	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**941,545**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**941,545**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-399,845
FY 2020 Normalized Current Estimate		**541,700**
6. Price Change		13,027
7. Functional Transfers		-1,637
a. Transfers In		
b. Transfers Out		
1) Transfer to Department of the Navy	-1,637	
The USSOCOM transferred funds to the Department of the Navy for the Navy Reserve to support HSC-85 operations in FY 2021.		

OP-5 Detail by Sub Activity Group

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

C. **Reconciliation of Increases and Decreases**	Amount	Totals
8. Program Increases		240,731
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) AC-130J Power By The Hour	449	

Funds all depot level propeller and propulsion
repairs, configuration control/management, and all
spares/parts for unit performed engine maintenance
for the AC-130J aircraft.
+$332 thousand increase supports costs associated
with increased engine and propeller replacements and
additional spare parts required due to the AC-130J
inventory increasing by five aircraft from 23 in FY
2020 to 28 in FY 2021.
+$117 thousand was realigned from the AFSOC Support
Element program within the Maintenance SAG to more
properly align costs with the correct program. (FY
2020 Baseline: $12,906 thousand)

| 2) Combat Aviation Advisor (CAA)/Aviation Foreign Internal Defense (AVFID) | 12,223 | |

The program provides specially trained CCAs to
assess, train, advise, and assist foreign aviation
forces within four functions: SOF air mobility,
intelligence, surveillance, and reconnaissance
(ISR); precision strike; and surface integration.
+$1,000 thousand increase driven by relocation and
site setup from Destin, FL to Duke Field, FL in
FY21. +$11,223 thousand increase supports
sustainment and spares of procured Government owned

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Armed ISR aircraft delivery in FY 2021. (FY 2020 Baseline: $23,543 thousand)

3) Combatant Craft Heavy (CCH) — 2,570

The CCH represents solutions that provides platoon size maritime surface mobility. The current CCH is the SEALION craft, a fully enclosed, climate-controlled, low-observable, semi-submersible craft that operates in contested maritime environments. SEALION is NSWC's most versatile and survivable combat craft and the craft of choice for sensitive maritime ISR missions and those missions requiring a prolonged presence in denied maritime environments. Funding increase supports sustainment of one additional craft (2 in FY 2020 to 3 in FY 2021) to include spare parts, detachment deployment packages maintenance, emergent repairs, and labor. Funding also supports a pre-planned overhaul of CCH-2 in FY21. (FY 2020 Baseline: $1,438 thousand)

4) Combatant Craft Light (CCL) — 2,950

Increase is a result of realigning funding from the Combat Development Activities SAG to the Maintenance SAG. This realignment properly aligns maintenance funding into the SAG where it is more appropriately executed. (FY 2020 Baseline: $0 thousand)

5) Combatant Craft Medium (CCM) — 2,609

The CCM is a semi-enclosed, low observable, multi-mission combatant craft for platoon size maritime mobility in maritime denied environments.

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
Funding increase supports sustainment for three additional craft (CCM 28, 29, and 30) in FY 2021. (FY 2020 Baseline: $15,789 thousand)		
6) Contractor Logistics Support and Sustainment Realignment	180,801	

Increase is due to a realignment of funding from the Theater Forces SAG to the Maintenance SAG where USSOCOM aviation CLS and sustainment costs are more appropriately executed.

+$69,525 thousand increase for CV-22B Sustainment.

+$66,113 thousand increase for Flight Operations sustainment and life cycle contractor support for MH-6, MH-47, and MH-60 aircraft. Encompasses logistics support, on-site repair, overhaul, maintenance, engineering change proposals, training support, on-site technical support, and depot forward and rear capability.

+$16,683 thousand increase for 160th Special Ops Aviation Regiment sustainment across all platforms.

+$10,200 thousand increase for C-27J sustainment.

+$10,153 thousand increase for Army Special Operations Aviation Command Special Ops Training Battalion sustainment for aviation personnel, equipment, and supplies.

+$6,074 thousand increase for CASA 212 sustainment.

+$2,053 thousand increase for Air Force Special Operations Command (AFSOC) Digital Tech Data Device sustainment. (FY 2020 Baseline: $0 thousand)

| 7) Defense Property Accountability System (DPAS) | 5,327 | |

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

The DPAS provides USSOCOM with an accredited DoD
Accountable Property System of Record (APSR) to
account for materiel and certify financial
statements required by the FY 2010 National Defense
Authorization Act (PL 111-84), the Chief Financial
Officers Act of 1990 (PL 101-576), and numerous
other DoD Instructions, Policies, and Manuals.
Increase supports the following: systems hardware
(printers, scanners, and ancillary items to support
warehouse processes); increase of (+1) support
contractor FTE who has specific, practical and
technical understanding of DPAS and the conversions
from legacy inventory management systems to DPAS;
limited System Change Request funding to provide
system program office with funds necessary to code a
SOF-unique feature for utilization; and system
training for new personnel transitioning out of
legacy APSRs. The increase reflects the planned
conversion of Programs of Record into DPAS. USSOCOM
has reformed it's materiel management processes to
move to centralized management and accountability in
a single system of record. DPAS enables USSOCOM to
capture audit-ready information and make data driven
materiel management decisions. To date, USSOCOM has
implemented DPAS for Headquarters accountability,
and Inventory management for Visual Augmentation
Systems and Weapons/Weapons Accessories at Naval
Surface Warfare Center, Crane, IN and the Special
Operations Forces Support Activity at Lexington, KY.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Of the $162 million of materiel that was transitioned, $15 million was identified as obsolete, excess, or unserviceable and subsequently disposed of. (FY 2020 Baseline: $1,770 thousand)

8) Dry Combat Submersible (DCS)   9,900

The DCS provides for the advanced development, engineering, manufacturing, and testing efforts for a surface-launched, dry, diver lock-in/lock-out vessel capable of inserting and extracting SOF and/or payloads into denied areas. Increase is due to the program transitioning from an Engineering and Manufacturing Development phase to a production and delivery phase, with the delivery and acceptance of DCS 1, and the build of two platforms scheduled for delivery in FY 2021 (DCS 2) and FY 2022 (DCS 3). The DCS system contract line item for CLS support is scheduled to be exercised in FY 2021 in support of the DCS 1 hull. (FY 2020 Baseline: $0 thousand)

9) Dry Deck Shelter (DDS)   3,966

The DDS is a certified diving system that attaches to modified host submarines. DDS provides the capability to conduct NSW Undersea Operations in denied environments. The program provides minor modifications to the current class of six DDS platforms, DDS modernization, and provides for the pre-planned product improvements, testing, and integration of specialized underwater system to meet unique requirements of SOF and compatibility with the submarine fleet.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Increase is a result of engineering design, fabrication, assembly, acceptance and Long Lead Time Material of buying parts before getting the cross-fit set. This is to support the cross-fit of DDS to Virginia (VA) Class SOF designated submarines. Additionally, the increase funds certification, maintenance sustainment, modernization, and minor modifications for the DDS (FY 2020 Baseline: $9,124 thousand)		
10) High Speed Assault Craft (HSAC)	6,830	
Increased funds required to support projected operating tempo and addresses known funding shortfalls for operating the CCA fleet. Funding also supports engineering changes, addresses fleet wide obsolescence issues, funds service life extensions of four craft, funds pre and post deployment grooms, engine overhauls, and funds day to day CCA repairs, maintenance, and spare parts inventories to meet operations and training requirements. (FY 2020 Baseline: $9,781 thousand)		
11) MC-12 Air National Guard (ANG)	5,695	
The MC-12 ANG program provides a Government-Owned Government-Operated (GOGO) manned tactical Airborne ISR capability to support SOF operations. Increase supports CONUS 137th Special Operations Wing training and exercise support and Tactical System Operator (TSO) Mission Qualification Training (MQT) support. (FY 2020 Baseline: $16,305 thousand)		
12) MC-130J Special Mission Systems (SMS)	2,109	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Program provides AC-130J and MC-130J with SMS that enable hosting of SOF mission data and software applications without impacting the aircraft mission computer or operation flight program. The SMS kits are comprised of a Special Mission Processor that processes video data from multiple sources to be overlayed as a consolidated display on all screens within AC/MC-130J aircraft, and enables connection and processing of electronic warfare capabilities. This funds AC/MC-130J SMS software and hardware sustainment to ensure delivered SMS kits maintain functionality.

Increase supports the first year of required sustainment for 43 kits procured in FY 2020 (24 AC-130s and 19 MC-130Js). (FY 2020 Baseline: $0 thousand)

13) Precision Strike Package (PSP)   1,076

The PSP is the integrated guns, Small Diameter Bombs (SDBs), missiles, and sensor systems which make up the precision strike weapons installed on the AC-130J and AC-130W gunships.

Increase is due to the increase in AC-130J inventory by 3 (23 in FY 2020 to 26 in FY 2021). Additionally, contractor FTEs increase by 11 to support the increase in maintenance, repair, and replacement of PSP system components associated with the increase in aircraft inventory; and the addition of the WESCAM Aggregate Service Plan to PSP. (FY 2020 Baseline: $58,580 thousand)

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
14) Unmanned Undersea Vehicle (UUV)	940	

    UUV expand NSWC's clandestine access in the littorals and improve battlespace awareness while reducing risk to personnel and manned platforms. NSWC's access/placement and unique capability to clandestinely exploit contested or denied areas via NSW combatant craft (surface and undersea) make SOF ideally suited to precisely launch and recover small man-portable UUVs and extend reach into those areas in the maritime domain not normally accessible. Increase is due to sustainment of operational SOF-peculiar modifications to service provided MK18 Mod1 UUV payloads and frames started in FY 2020. (FY 2020 Baseline: $0 thousand)

15) Visual Augmentation Systems (VAS)	2,370	

    The Visual Augmentation, Lasers, Sensors and Simulations Systems program provide day and night visual augmentation systems, laser range finders, pointers, illuminators, sights, and Joint Terminal Attack Controller (JTAC) simulators.
+$1,209 thousand increase for Fire Support Mission Training and Preparation System (FS-MTPS) sustainment; FS-MTPS is a new Program of Record and funds will be used to sustain legacy systems until the new FS-MTPS are fielded. Additionally, funding provides support and sustainment for the JTAC Simulation (SIM); and for the sustainment of 2 Immersive systems that were purchased in FY 2019 and are being fielded in FY 2020.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$1,161 thousand increase for depot level
maintenance for more than 150,000 aging VAS systems
that have been in the field for over 5 years. VAS
systems maintenance includes the following:

    24,421 VAS BM/Goggles
    2,686 Handheld Imagers
    786 Laser ACQ Marker Systems
    27,067 Laser Pointer Systems
    65,150 Day Scopes/Clip on Imager Systems
    6,895 INOD/Clip on Night Imager Systems
    25,108 Variable Bright Light Systems (FY 2020
Baseline: $14,093 thousand)

16) Weapon Systems   916
Increase is for the cost of repair parts due to the
following FY 2019 and FY 2020 weapons acquisitions:

1,340 new Upper Receiver Group-improved (URG-I)/MK
110s procured in FY 2019.
800 new MK27s procured in FY 2019.
250 new Personal Defense Weapons procured in FY
2020.
630 new URG-Is procured in FY 2020.
762 new NK27's procured in FY 2020.
450 new Advanced Sniper Rifles procured in FY 2020.
(FY 2020 Baseline: $10,997 thousand)

9. Program Decreases   -108,724
  a. Annualization of FY 2020 Program Decreases
  b. One-Time FY 2020 Increases

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

c. Program Decreases in FY 2021

1) AC-130U Contractor Logistics Support   -12,051

Program provides funding for the CLS sustainment of the AC-130U avionics, guns, radar, and sensors. Decrease is due to sustainment funding no longer being required as the AC-130U will be retired by the end of FY 2020. (FY 2020 Baseline: $13,841 thousand)

2) AFSOC Support Element   -152

Decrease of -$35 thousand is due to less than expected requirements in Support Elements (SE) safety/mishap investigations, aircraft decontamination, C-130 fleet integrity and reliability management, C-130 aircraft wiring analysis, and structural support and engineering services. -$117 thousand was realigned to AC-130J program within the Maintenance SAG to more properly reflect costs with the correct program. (FY 2020 Baseline: $7,070 thousand)

3) AFSOC Training Realignment   -6,009

Funds provides academic and flight instructors, student support, courseware, and formal aircrew training course for twelve weapon systems at nine locations. Funds were realigned from the Maintenance SAG to the Theater Forces SAG for simulator sustainment to fund (+14) contractor aircrew training instructors and to properly align funding into the SAG where it is more appropriately executed. (FY 2020 Baseline: $39,959 thousand; +0 FTEs)

OP-5 Detail by Sub Activity Group

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**

4) CV-22B Power by the Hour (PBTH)   -11,925
   Funds all depot level propeller and propulsion
   repairs, configuration control/management, and all
   spares/parts for unit performed engine maintenance
   for the CV-22B.
   Decrease is attributed to a decrease in the number
   of CV-22B flying hours for FY 2021, which in turn
   reduces the CV-22 PBTH requirements for FY 2021. (FY
   2020 Baseline: $24,675 thousand; +0 FTEs)

5) DWR - Headquarters and Program Capacity/Capability   -13,046
   Reductions
   Defense-Wide Review. FY 2021 changes reflect
   reduced investment or divestment in lower end
   capabilities, deferment of infrastructure
   improvements, and efforts to streamline processes
   across the USSOCOM enterprise in order to improve
   USSOCOM's efficiency and effectiveness and
   appropriately align with the Department's priorities
   as outlined in the National Defense Strategy:

   -$410 thousand decrease for program support to the
   NSWC staff for six echelon three components. (FY
   2020 Baseline: $380 thousand)

   -$3,630 thousand decrease for Family of Special
   Operations Vehicles (FSOV) program support. FSOV
   program provides Operators with SOF-peculiar
   vehicles for operational and training use. These

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

vehicles include GMV 1.1, GMV 1.0, NSCV and LTATV. Specific FSOV contract support decreases include:
  -$1,354 thousand for 15 CONUS mechanics.
  -$435 thousand for 2 CONUS Field Service Reps.
  -$1,234 thousand for maintenance or operator training courses.
  -$1,017 thousand for LTATV Lifecycle replacements. (FY 2020 Baseline: $36,013 thousand)

-$421 thousand for Joint Operational Stock MLE Equipment. Decrease is for contract efficiencies for capabilities or modernization efforts, contracted support for various assets (night vision devices, optics, communications, etc.) and minimized pool of "ready to ship" within program stock. (FY 2020 Baseline: $1,059 thousand)

-$4,151 thousand for SPEAR. Decrease is for operation support contracts for SPEAR. SPEAR provides SOF operators with protective equipment (ballistic threats, environmental threats) to allow the operator to execute SOF unique missions. Body Armor Systems, Body Armor Vests, Backpacks, Cold Weather Clothing Systems, Extreme Cold Weather Clothing (to include glove systems),Load Carriage Systems, communications Headsets, Ballistic Helmets and Laser Eye Protection. (FY 2020 Baseline: $55,228 thousand).

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

-$4,434 thousand decrease for VAS program support.
(FY 2020 Baseline: $14,093 thousand)

6) DWR - Program Efficiencies and Infrastructure   -25,769
Deferments

Defense-Wide Review. FY 2021 changes reflect
reduced investment or divestment in lower end
capabilities, deferment of infrastructure
improvements, and efforts to streamline processes
across the USSOCOM enterprise in order to improve
USSOCOM's efficiency and effectiveness and
appropriately align with the Department's priorities
as outlined in the National Defense Strategy:

-$22,000 thousand decrease for MC-12 ANG. Decrease
divests of all CLS for the MC-12. Due to a projected
shortfall in the number of aircrews to meet Full
Operating Capability, USSOCOM eliminated funding.
(FY 2020 Baseline: $16,305 thousand)

-$1,964 thousand decrease in Weapon Systems program
support for engineering, maintenance, logistic, and
materiel support for the SOF Weapons Programs, to
include Government and SEAPORT contract labor and
the purchase of parts applicable to items within the
SOF Weapons inventory. Specific weapons systems
include:
  MK17-7 7.62mm Assault Rifle;   MK20-7.62mm Sniper
Support Rifle; 10.3 and 14.5-Upper Receiver Groups;

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

MK 26 9mm Pistol; and MK15 .50 Cal Sniper Rifle. (FY 2020 Baseline: $10,997 thousand)

-$44 thousand for AFSOC Training Program. Decrease reduces simulator training. Funding provides academic and flight instructors, student support, courseware, and formal aircrew training courses for twelve weapon systems at nine locations. (FY 2020 Baseline: $39,959 thousand)

-$74 thousand decrease for Counter-Improvised Explosive Device. Decrease is for CIED sustainment training courses provided to operators and maintainers (FY 2020 Baseline: $2,061 thousand)

-$1,687 thousand for SPEAR. Decrease is for operation support contracts for SPEAR. SPEAR provides SOF operators with protective equipment (ballistic threats, environmental threats) to allow the operator to execute SOF unique missions. Body Armor Systems, Body Armor Vests, Backpacks, Cold Weather Clothing Systems, Extreme Cold Weather Clothing (to include glove systems),Load Carriage Systems, communications Headsets, Ballistic Helmets and Laser Eye Protection. (FY 2020 Baseline: $55,228 thousand).

7) MALET MQ-9   -3,260
   The MQ-9 Unmanned Aircraft System (UAS) program funds the acquisition of SOF unique mission kits,

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

mission payloads, weaponization, and modifications on MQ-9 UAS aircraft, ground control stations (GCS), and training systems. Decrease associated with reduced program support for the MQ-9 program. Contract efficiencies include: original equipment manufacturer CLS; Turret CLS; SIGINT sustainment; advisory and assistance services support to Wright-Patterson Air Force Base for engineering and program management support; and remotely piloted aircraft Operations Center support. (FY 2020 Baseline: $18,052 thousand)

  8) Non-Standard Aviation (NSAv)   -22,209

NSAv provides USSOCOM with intra-theater mobility of small SOF teams using 20 C-146A aircraft. Capabilities include Short Take-Off and Landing (STOL), mobility in austere and remote locations, casualty evacuation (CASEVAC), non-combatant evacuation operations and humanitarian assistance.

Decrease due to a USSOCOM decision to reduce NSAv support in FY 2021.
-$17,100 thousand decrease associated with USSOCOM decision to reduce NSAV flying hours.
-$2,888 thousand decrease associated with reducing replenishment of spares.
-$2,221 thousand decrease associated with reducing scheduled engine overhauls, due at 7,000 hours, from 10 engines in FY 2020 to 8 engines in FY 2021. (FY 2020 Baseline: $51,341 thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

9) Seal Delivery Vehicle (SDV)   -2,651
   The MK8 Mod I Seal Delivery Vehicle provides
   Geographic Combatant Commanders (GCCs) or Joint
   Force Commanders the ability to clandestinely
   infiltrate into littoral areas to conduct operations
   in denied and politically sensitive environments.
   Decrease due to the phased replacement of the MK8
   Mod I with the MK11 / Shallow Water Combat
   Submersible. The MK8 SDV will be completely out of
   service by 4th quarter of FY 2023. Six MK8 Mod I
   SDV will still be in the NSW inventory in FY 2021.
   (FY 2020 Baseline: $2,651 thousand)

10) Simulator Block Upgrades   -498
    Funding decrease is the result of fewer procurements
    of spare parts for MH-47G, MH-60M, and A/MH-6M
    simulators at the 160th Special Operations Aviation
    Regiment (Airborne) at Fort Campbell, KY. (FY 2020
    Baseline: $5,700 thousand)

11) Special Operations Forces Personal Equipment   -7,999
    Advanced Requirements (SPEAR)
    SPEAR provides the SOF operator with protective
    equipment (ballistic threats, environmental threats)
    to allow the operator to execute SOF unique
    missions. There are ten sub-efforts in SPEAR: body
    armor (plates and vests), backpacks, load carriage
    systems, environmental protection (uniform systems
    and glove systems), headborne protection (helmet,
    eyepro, comms headset, Night Vision Goggle (NVG)
    mount). All items employ Signature Management

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
technologies. Decrease is the result of changes to 48 individual elements. (FY 2020 Baseline: $55,228 thousand)		
12) Stand-Off Precision Guided Munitions (SOPGM) Decrease is the result of realigning funding from the Maintenance SAG to RDT&E, DW, PE 1160431BB Warrior Systems. Funding for the RDT&E efforts was erroneously added to the O&M appropriation instead of the correct RDT&E PE. This realignment corrects that database issue. (FY 2020 Baseline: $6,317 thousand)	-3,155	
FY 2021 Budget Request		**685,097**

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

IV. Performance Criteria and Evaluation Summary

| | | \$ in Thousands | | | | | |
| | | FY2019 | | FY2020 | | FY2021 | |
Contractor Logistics Support (CLS)	WeaponSystem	Amount	Quantity	Amount	Quantity	Amount	Quantity
Aircraft							
Basic Aircraft	AC-130W PSP Sustainment	52,767	10	58,580	10	62,352	6
	CASA/C-27J	16,327	7	14,943	12	9,794	12
	MALET MQ-9	10,775	50	7,620	50	-	50
	MC-12 ANG	11,337	13	16,305	13	-	13
	MH47 MH 60 MH6 (160th)	15,614	51	15,530	51	16,020	51
	MH47 MH 60 MH6 (ARSOATB)	34,515	72	34,018	72	9,748	72
	MH47 MH 60 MH6 (RW)	59,517	202	61,491	202	63,484	202
	Non-Stan Aviation Aircraft (NSAV)	40,549	20	51,341	20	31,306	20
	CV-22 Sustainment	70,356	50	62,747	51	66,760	52
Engine	CV-22 (POWER BY HOUR)	14,043	50	24,675	51	14,488	52
	EC-130 (POWER BY HOUR)	4,461	7	3,119	7	3,239	7
	AC-130 Sustainment/A30J PBTH	32,563	1	26,747	1	3,531	-
	M30 Sustainment MC-130J (POWER BY THE HOUR)	24,956	26	21,669	26	21,109	28
Aircraft Total		**387,780**	**559**	**398,785**	**566**	**301,831**	**565**
Boats							
Other	Combat Craft Medium	14,239	26	15,789	30	18,872	30
	Combatant Craft Assault	7,886	36	9,781	36	17,583	36
	Special Operations Craft-Riverine (SOC-R)	1,353	24	1,116	24	1,160	24
	Dry Deck Shelter	10,612	6	9,124	6	13,710	6
	SEAL Delivery Vehicle	6,456	11	2,651	9	40	6
	Shallow Water Combat Submersible (SWCS)	7,323	2	10,980	5	11,997	5
	Dry Combat Submersible	-	-	-	11	11,183	12
Boats Total		**47,869**	**105**	**49,441**	**121**	**74,545**	**119**
Combat Vehicles							
Sustainment	FSOV GMV	31,057	-	36,013	-	30,914	-
Combat Vehicles Total		**31,057**	**-**	**36,013**	**-**	**30,914**	**-**
Grand Total		**466,706**	**664**	**484,239**	**687**	**407,290**	**684**

OP-5 Detail by Sub Activity Group

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

V. <u>Personnel Summary</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	**Change** **FY 2019/** **FY 2020**	**Change** **FY 2020/** **FY 2021**
<u>Contractor FTEs (Total)</u>	<u>600</u>	<u>605</u>	<u>611</u>	<u>5</u>	<u>6</u>

Personnel Summary Explanations:

*Contractor net increase of +6 FTEs due to:
+11 FTEs to support the Precision Strike Program component repair and maintenance.
+11 FTEs to support the Precision Strike program and maintenance assessments.
+1 FTE to support the Defense Property Accountability System (DPAS) program.
-17 FTEs from the Family of Special of Operations Vehicles program (15 mechanics and 2 Field Service Reps).

OP-5 Detail by Sub Activity Group

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
308 Travel of Persons	1,207	24	-478	753	15	0	768
399 TOTAL TRAVEL	**1,207**	**24**	**-478**	**753**	**15**	**0**	**768**
401 DLA Energy (Fuel Products)	76	-1	0	75	-4	0	71
402 Service Fund Fuel	600	-4	-596	0	0	0	0
414 Air Force Consol Sust AG (Supply)	1,952	157	0	2,109	204	0	2,313
416 GSA Supplies & Materials	59	1	0	60	1	0	61
417 Local Purch Supplies & Mat	37	1	0	38	1	0	39
499 TOTAL SUPPLIES & MATERIALS	**2,724**	**154**	**-596**	**2,282**	**202**	**0**	**2,484**
507 GSA Managed Equipment	588	12	0	600	12	0	612
599 TOTAL EQUIPMENT PURCHASES	**588**	**12**	**0**	**600**	**12**	**0**	**612**
603 DLA Distribution	0	0	160	160	0	0	160
610 Navy Air Warfare Center	2,150	48	-357	1,841	91	0	1,932
611 Navy Surface Warfare Ctr	25,707	419	1,840	27,966	2,276	0	30,242
612 Navy Undersea Warfare Ctr	5,756	-8	-5,249	499	46	0	545
614 Space & Naval Warfare Center	658	12	-161	509	32	0	541
631 Navy Base Support (NFESC)	1	0	-1	0	0	0	0
633 DLA Document Services	0	0	3	3	0	0	3
661 Air Force Consolidated Sust AG (Maint)	0	0	4,149	4,149	295	0	4,444
699 TOTAL DWCF PURCHASES	**34,272**	**471**	**384**	**35,127**	**2,740**	**0**	**37,867**
705 AMC Channel Cargo	28	1	-29	0	0	0	0
771 Commercial Transport	861	17	-613	265	5	0	270
799 TOTAL TRANSPORTATION	**889**	**18**	**-642**	**265**	**5**	**0**	**270**
914 Purchased Communications (Non-Fund)	4,208	84	16,108	20,400	408	0	20,808
920 Supplies & Materials (Non-Fund)	20,537	411	5,545	26,493	530	0	27,023
922 Equipment Maintenance By Contract	463,229	9,265	-415,631	56,863	1,137	27,076	85,076

OP-5 Detail by Sub Activity Group

1PL7 - Maintenance
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
925 Equipment Purchases (Non-Fund)	95,035	1,901	-16,761	80,175	1,604	-16,659	65,120
928 Ship Maintenance By Contract	0	0	4,724	4,724	94	0	4,818
929 Aircraft Reworks by Contract	174,175	3,483	72,429	250,087	5,002	118,894	373,983
930 Other Depot Maintenance (Non-Fund)	18,514	370	-3,584	15,300	306	0	15,606
932 Mgt Prof Support Svcs	1,680	34	2,130	3,844	77	0	3,921
933 Studies, Analysis & Eval	512	10	-522	0	0	0	0
934 Engineering & Tech Svcs	4,452	89	-1,481	3,060	61	0	3,121
957 Other Costs (Land and Structures)	32	1	-33	0	0	0	0
987 Other Intra-Govt Purch	60,755	1,215	-38,754	23,216	464	0	23,680
989 Other Services	18,481	369	-6,190	12,660	253	1,059	13,972
990 IT Contract Support Services	5,815	117	-81	5,851	117	0	5,968
999 TOTAL OTHER PURCHASES	**867,425**	**17,349**	**-382,101**	**502,673**	**10,053**	**130,370**	**643,096**
Total	907,105	18,028	-383,433	541,700	13,027	130,370	685,097

* The FY 2019 Actual column includes $423,315.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $399,845.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $354,951.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Management/Operational Headquarters

February 2020

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Management and Operational Headquarters

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
Management/Operational Hqtrs	182,823	4,581	-9,872	177,532	3,008	-21,569	158,971

I. Description of Operations Financed: <u>Management & Operational Headquarters</u> - Includes manpower authorizations, Special Operations Forces (SOF) peculiar and support equipment, necessary facilities and associated costs specifically identified and attributable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities. Also includes costs associated with the expenditure of funds in support of officially sanctioned activities used to maintain the standing and prestige of the United States by extending official courtesies to guests who promote the goals of the Commander, United States Special Operations Command and the Department of Defense.

Defense Wide Review (DWR). There are a number of increases and decreases throughout the OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any DWR change has been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

II. Force Structure Summary:

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

 OP-5 Detail by Sub Activity Group

1PLM - Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

II. Force Structure Summary (cont.)

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	502	555	521
Army	311	270	252
Marine Corps	25	20	20
Navy	62	53	53
Total	**900**	**898**	**846**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	362	362	361
Army	273	261	262
Marine Corps	70	70	70
Navy	91	86	86
Total	**796**	**779**	**779**

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	**156**	**156**	**140**

OP-5 Detail by Sub Activity Group

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

			FY 2020				
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Management/Operational Hqtrs	182,823	177,928	-396	-0.2	177,532	177,532	158,971
Total	**182,823**	**177,928**	**-396**	**-0.2**	**177,532**	**177,532**	**158,971**

OP-5 Detail by Sub Activity Group

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	177,928	177,532
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-396	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	177,532	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	177,532	
Supplemental		
Reprogrammings		
Price Changes		3,008
Functional Transfers		
Program Changes		-21,569
Current Estimate	177,532	158,971
Less: Wartime Supplemental		
Normalized Current Estimate	177,532	0

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		177,928
1. Congressional Adjustments		-396
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Budget Justification Inconsistencies	-94	
2) Unjustified Growth	-302	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		177,532
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		177,532
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		177,532
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		177,532
6. Price Change		3,008
7. Functional Transfers		
8. Program Increases		3,012
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Civilian Pay Adjustment	1,986	

       The total increase for civilian pay is $1,986
       thousand and +0 FTEs.

       +$476 thousand increase fully funds USSOCOM civilian
       personnel costs for the 2020 enacted pay raise of

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

3.1 percent and applicable locality area
adjustments.

+$770 thousand increase for lump-sum leave payments,
recruitment/retention/relocation bonuses, PCS costs
and severance/separation pay. USSOCOM had
previously not included these costs that are
incurred during the year of execution in President's
Budgets for USSOCOM civilian personnel; USSOCOM is
now appropriately including these civilian personnel
costs beginning in FY 2021.

+$740 thousand increase supports the Office of
Management and Budget (OMB) directed increase in
U.S. civilian direct hire awards spending from FY
2020 to FY 2021 of no less than 1 percentage point
of FY 2021 non-Senior Executive Service (SES),
Senior Level (SL), and Scientific and Professional
(ST) salary spending. (FY 2020 Baseline: $118,280
thousand)

2) Joint Mission Analysis Planning Cell   1,026
Increase will fund +6 contractor FTEs (positions
include +1 National Mission Force Analyst, +1
Special Forces/Ranger Analyst, +1 Naval Special
Warfare Analyst, +1 Military Information Support
Operations/Cyber Analyst, +1 Intelligence Analyst,
and +1 Operations Analyst) at Headquarters, USSOCOM.
Military personnel previously filled these billets;
however, due to reduced fill levels for military

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

personnel these skillsets are no longer resident in the program but are required to conduct force design and force structure analysis for USSOCOM decision makers, and to develop the analytic underpinnings for Defense Planning Scenarios and other products to support future programming and budget efforts. (FY 2020 Baseline: $1,822 thousand)

9. Program Decreases		-24,581
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) Civilian Pay Adjustments	-13,306	

The total decrease for civilian pay is -$13,306 thousand and -52 FTEs.

-$6,303 thousand decrease fully funds the FTEs in this SAG based upon FY 2019 and FY 2020 year to date actual civilian pay costs; actual pay of onboard personnel has been lower than planned pay rates.

-$3,654 thousand and -29 FTEs. USSOCOM conducted an iterative, deliberate analysis of organizational and personnel functions in order to determine which programs and projects should be appropriately funded within the Intelligence SAG. USSOCOM identified additional GG (excepted service) Intelligence positions that currently fall under Defense Civilian Intelligence Personnel System (DCIPS) for realignment into the Military Intelligence Program.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

       This realigns -29 FTEs from the Management
Headquarters SAG to the Intelligence SAG.

       -$2,898 thousand and -23 FTEs. In FY 2019 and FY
2020, USSOCOM anticipated not executing 199 FTEs
based on expected vacancies and hiring timelines.
Due to aggressive USSOCOM hiring efforts, USSOCOM
anticipates having +131 of those 199 FTEs on board
in FY 2021 based on FY 2019 and expected FY 2020
actual execution. As part of that execution
analysis, USSOCOM is also realigning planned
civilian personnel under execution of -68 FTEs to
the SAGs in which USSOCOM does not expect to execute
them in FY 2021; the -23 FTEs is the specific
allocation for this SAG.

       -$451 thousand decrease due to FY 2021 having one
less compensable day (going from 262 days (2,096
hours) in FY 2020 to 261 days (2,088 hours) in FY
2021). (FY 2020 Baseline: $118,280 thousand; -52
FTEs)

2) DWR - Headquarters and Program Capacity/Capability   -2,302
Reductions
       Defense-Wide Review. FY 2021 changes reflect
reduced investment or divestment in lower end
capabilities, deferment of infrastructure
improvements, and efforts to streamline processes
across the USSOCOM enterprise in order to improve
USSOCOM's efficiency and effectiveness and

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

appropriately align with the Department's priorities as outlined in the National Defense Strategy.

-$2,302 thousand and -12 contractor FTEs for USSOCOM, Headquarters. Reduction represents (-4) Knowledge Management contractor FTEs, (-7) Logistic Specialists contractor FTEs, (-1) visual media support contractor FTE, and reduced printing and reproduction expenses, supplies and furniture replacement due to command implemented efficiencies. (FY 2020 Baseline: $27,503 thousand)

3) DWR - Program Efficiencies and Infrastructure Deferments   -2,631

Defense-Wide Review. FY 2021 changes reflect reduced investment or divestment in lower end capabilities, deferment of infrastructure improvements, and efforts to streamline processes across the USSOCOM enterprise in order to improve USSOCOM's efficiency and effectiveness and appropriately align with the Department's priorities as outlined in the National Defense Strategy.

-$74 thousand for Air Force Special Operations Command, Headquarters travel efficiencies (FY 2020 Baseline: $4,692 thousand).

-$651 thousand for Marine Special Operations Command, Headquarters. Decrease would reduce contractor efforts (pre-planning, scriptwriting, and

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

equipment support) due to rescheduling RAVEN
exercises at Gulfport, MS and Fort Campbell, KY so
three exercises can occur back to back. (FY 2020
Baseline: $10,819 thousand).

-$114 thousand for Marine Special Operations
Command, Headquarters travel efficiencies (FY 2020
Baseline: $10,819 thousand).

-$709 thousand and -4 contractor FTEs for Navy
Special Warfare Command, Headquarters. Decrease will
eliminate (-2) contractor FTEs supporting Office of
General Counsel fulfillment of Freedom of
Information Act (FOIA) requests, elimination of (-1)
contractor FTE supporting wargame planning and
execution, and elimination of (-1) contractor FTE
supporting doctrine development and publication. (FY
2020 Baseline: $5,630 thousand).

-$137 thousand for Navy Special Warfare Command,
Headquarters travel efficiencies (FY 2020 Baseline:
$5,630 thousand).

-$116 thousand for U.S. Army Special Operations
Command, Headquarters travel efficiencies(FY 2020
Baseline: $7,816 thousand).

-$830 thousand for USSOCOM, Headquarters travel
efficiencies (FY 2020 Baseline: $27,503 thousand).

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

4) Marine Special Operations Command, Headquarters — -3,467
   -$3,078 thousand funding represents realignment of
   funding from the Management/Operational Headquarters
   SAG to the Operational Support SAG. This realignment
   properly aligns Facilities, Sustainment,
   Restoration, & Modernization (FSRM) funding into the
   SAG where it is centrally managed. Funding is for
   FSRM projects at A.P Hill, VA and Key West, FL
   locations.

   -$389 thousand represents efforts, in conjunction
   but separate from the Defense Wide Review, to reduce
   contractor efforts (pre-planning, scriptwriting, and
   equipment support) due to rescheduling RAVEN
   exercises at Gulfport, MS and Fort Campbell, KY so
   three exercises can occur back to back and eliminate
   two separate travel periods for approximately 80
   personnel. (FY 2020 Baseline: $10,819 thousand)

5) Navy Special Warfare Command, Headquarters — -322
   -$110 thousand decrease will result in reduction of
   (-1) contractor FTE supporting acquisition and
   contracting efforts.

   -$212 thousand decrease will focus on reduced
   travel, office equipment maintenance, and printer
   supplies. (FY 2020 Baseline: $5,630 thousand)

6) U.S. Army Special Operations Command, Headquarters — -441
   Decrease attributed to reduced training expenditures
   and contract support for special activities studies

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
focused on future capability requirements. (FY 2020 Baseline: $7,816 thousand)		
7) USSOCOM, Headquarters	-2,112	
-$1,667 thousand decrease will result in (-5) Auditor contractor FTEs and a reduction in the lease for work space at Suffolk, VA due to contract completion.		
-$445 thousand decrease will focus on reduced travel. (FY 2020 Baseline: $27,503 thousand)		
FY 2021 Budget Request		**158,971**

OP-5 Detail by Sub Activity Group

1PLM - Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

USSOCOM Management/Operational Headquarters

	(Dollars in Thousands)		
Component	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
AFSOC	26,517	28,518	28,028
HQ, USSOCOM	81,095	83,501	75,208
JSOC	6	8	8
MARSOC	11,236	12,954	9,428
NAVSPECWARCOM	15,959	12,251	10,382
USSOCOM, Acquisition, Technology, and Logistics	3,101	962	856
USASOC	44,909	39,338	35,061
TOTAL O&M Funding	182,823	177,532	158,971

Definition of costs that are included: Includes manpower authorizations, SOF peculiar and support equipment, necessary facilities and associated costs specifically identified and attributable to the U.S. Army, Air Force, Navy, and Marine Corps USSOCOM Component Command Headquarters, as well as the USSOCOM Headquarters and its management support activities.

OP-5 Detail by Sub Activity Group

1PLM - Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	784	779	779	-5	0
Officer	478	474	475	-4	1
Enlisted	306	305	304	-1	-1
Reservists on Full Time Active Duty (E/S)	12	0	0	-12	0
Officer	11	0	0	-11	0
Enlisted	1	0	0	-1	0
Civilian End Strength (Total)	900	898	846	-2	-52
U.S. Direct Hire	900	898	846	-2	-52
Total Direct Hire	900	898	846	-2	-52
Active Military Average Strength (A/S) (Total)	784	779	779	-5	0
Officer	478	474	475	-4	1
Enlisted	306	305	304	-1	-1
Reservists on Full Time Active Duty (A/S) (Total)	12	0	0	-12	0
Officer	11	0	0	-11	0
Enlisted	1	0	0	-1	0
Civilian FTEs (Total)	900	898	846	-2	-52
U.S. Direct Hire	900	898	846	-2	-52
Total Direct Hire	900	898	846	-2	-52
Average Annual Civilian Salary ($ in thousands)	131.1	131.7	128.6	.6	-3.1
Contractor FTEs (Total)	156	156	140	0	-16

OP-5 Detail by Sub Activity Group

MngmtHQ-922

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates. Military end strength numbers reflect authorized personnel.

*Civilian net decrease of -52 FTEs due to:
-29 FTEs realigned to the Intelligence SAG for additional GG (excepted service) Intelligence positions that currently fall under DCIPS for realignment into the MIP.
-23 FTEs for planned FY 2021 execution based on FY 2019 and expected FY 2020 actual execution.

*Contractor net decrease of -16 FTEs due to:
+6 FTEs supports the Joint Mission Analysis Planning Cell at Headquarters, USSOCOM. Positions include: (+1) National Mission Force Analyst, (+1) Special Forces/Ranger Analyst, (+1) Naval Special Warfare Analyst, (+1) Military Information Support Operations/Cyber Analyst, (+1) Intelligence Analyst, and (+1) Operations Analyst.
-17 FTEs from Headquarters, USSOCOM. Positions include: (-5) Auditors, (-4) Knowledge Management Specialists, (-7) Logistics Specialists, and (-1) Visual Media Support Specialist.
-5 FTEs from the Navy Special Warfare Command. Positions include (-2) FTEs supporting Office of General Counsel, (-1) FTE supporting acquisition and contracting efforts, (-1) FTE supporting wargame planning and execution, and (-1) FTE supporting doctrine development and publication.

OP-5 Detail by Sub Activity Group

1PLM - Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	117,398	3,264	-2,951	117,711	1,813	-11,264	108,260
103 Wage Board	567	16	-14	569	9	-56	522
199 TOTAL CIV COMPENSATION	**117,965**	**3,280**	**-2,965**	**118,280**	**1,822**	**-11,320**	**108,782**
308 Travel of Persons	16,724	334	-7,448	9,610	192	-3,439	6,363
399 TOTAL TRAVEL	**16,724**	**334**	**-7,448**	**9,610**	**192**	**-3,439**	**6,363**
401 DLA Energy (Fuel Products)	15	0	22	37	-2	-9	26
411 Army Supply	0	0	35	35	1	0	36
413 Marine Corps Supply	0	0	31	31	1	0	32
414 Air Force Consol Sust AG (Supply)	0	0	4	4	0	0	4
416 GSA Supplies & Materials	156	3	-159	0	0	0	0
417 Local Purch Supplies & Mat	9	0	325	334	7	0	341
418 Air Force Retail Supply (Gen Support Div)	4	0	-4	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**184**	**3**	**254**	**441**	**7**	**-9**	**439**
502 Army Fund Equipment	0	0	4	4	0	0	4
507 GSA Managed Equipment	0	0	315	315	6	0	321
599 TOTAL EQUIPMENT PURCHASES	**0**	**0**	**319**	**319**	**6**	**0**	**325**
614 Space & Naval Warfare Center	0	0	42	42	3	-2	43
633 DLA Document Services	0	0	13	13	0	0	13
699 TOTAL DWCF PURCHASES	**0**	**0**	**55**	**55**	**3**	**-2**	**56**
705 AMC Channel Cargo	52	1	-53	0	0	0	0
771 Commercial Transport	102	2	301	405	8	0	413
799 TOTAL TRANSPORTATION	**154**	**3**	**248**	**405**	**8**	**0**	**413**
913 Purchased Utilities (Non-Fund)	441	9	-155	295	6	0	301
914 Purchased Communications (Non-Fund)	230	5	67	302	6	0	308
915 Rents (Non-GSA)	1,114	22	116	1,252	25	0	1,277
917 Postal Services (U.S.P.S)	141	3	-118	26	1	0	27

OP-5 Detail by Sub Activity Group

1PLM - Management/Operational Headquarters
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
920 Supplies & Materials (Non-Fund)	5,294	106	678	6,078	122	-1,387	4,813
921 Printing & Reproduction	676	14	-240	450	9	-122	337
922 Equipment Maintenance By Contract	5,017	100	-3,126	1,991	40	-539	1,492
924 Pharmaceutical Drugs	60	2	-62	0	0	0	0
925 Equipment Purchases (Non-Fund)	3,794	76	-2,478	1,392	28	-377	1,043
930 Other Depot Maintenance (Non-Fund)	0	0	283	283	6	0	289
932 Mgt Prof Support Svcs	7,689	154	-3,778	4,065	81	0	4,146
933 Studies, Analysis & Eval	3,261	65	8,586	11,912	238	0	12,150
934 Engineering & Tech Svcs	159	3	-162	0	0	0	0
935 Training and Leadership Development	3,901	78	-3,979	0	0	0	0
936 Training and Leadership Development (Other Contracts)	96	2	590	688	14	0	702
937 Locally Purchased Fuel (Non-Fund)	0	0	31	31	1	-28	4
955 Other Costs (Medical Care)	153	6	-159	0	0	0	0
964 Other Costs (Subsistence and Support of Persons)	827	17	-844	0	0	0	0
984 Equipment Contracts	0	0	754	754	15	-167	602
987 Other Intra-Govt Purch	4,587	92	-665	4,014	80	-1,011	3,083
989 Other Services	9,297	186	2,756	12,239	245	-2,526	9,958
990 IT Contract Support Services	1,059	21	1,570	2,650	53	-642	2,061
999 TOTAL OTHER PURCHASES	**47,796**	**961**	**-335**	**48,422**	**970**	**-6,799**	**42,593**
Total	**182,823**	**4,581**	**-9,872**	**177,532**	**3,008**	**-21,569**	**158,971**

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Operational Support

February 2020

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Operational Support

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
Operational Support	947,783	19,308	-51,235	915,856	18,405	128,487	1,062,748

* The FY 2019 Actual column <u>includes</u> $118,973.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $138,458.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $104,535.0 thousand of FY 2021 OCO Appropriations Funding.

I.   Description of Operations Financed: <u>Operational Support</u> – Funds Special Operations Forces (SOF)-peculiar support resources for communications, military construction (MILCON) collateral equipment, facility restoration and modernization projects, unit sustainment support, and acquisition program management. Funding provides civilian manpower authorizations, general contractor support, equipment sustainment, travel, and associated management costs. Communication capabilities support SOF Information Technology enterprise-wide services, SOF worldwide Command and Control Systems, deployable communications, airtime, circuits, and bandwidth. Facility projects include SOF enterprise-wide Facility Sustainment, Restoration, and Modernization (FSRM) activities, and MILCON collateral equipment and communication infrastructure. Acquisition program management includes engineering, logistical, operational test and evaluation support for SOF acquisition programs.

The Operational Support Sub-Activity-group (SAG), created in FY 2020, is a consolidation of the previous Base Support, Communications, Operational Support, and Acquisition and Program Management Budget Sub-Activities (BSA) as submitted in the FY 2019 President's Budget.

Defense Wide Review (DWR). There are a number of increases and decreases throughout the

 OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any DWR change has been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

II. Force Structure Summary:

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	292	340	337
Army	398	387	402
Marine Corps	0	0	0
Navy	0	0	0
Total	**690**	**727**	**739**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	257	264	269
Army	1,144	1,252	1,363
Marine Corps	11	12	12
Navy	15	16	17
Total	**1,427**	**1,544**	**1,661**

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

II. Force Structure Summary (cont.)

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	1,126	1,203	1,284

OP-5 Detail by Sub Activity Group

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

| | | | FY 2020 | | | | |
| | | | Congressional Action | | | | |
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Acquisition/Program Management	91,133	0	0	n/a	0	0	0
Base Support	36,300	0	0	n/a	0	0	0
Communication	666,424	0	0	n/a	0	0	0
Operational Support	153,926	925,262	-9,406	-1.0	915,856	915,856	1,062,748
Total	**947,783**	**925,262**	**-9,406**	**-1.0**	**915,856**	**915,856**	**1,062,748**

* The FY 2019 Actual column <u>includes</u> $118,973.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $138,458.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $104,535.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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

	Change FY 2020/FY 2020	Change FY 2020/FY 2021
B. Reconciliation Summary		
Baseline Funding	925,262	915,856
Congressional Adjustments (Distributed)	-4,168	
Congressional Adjustments (Undistributed)	-5,238	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	915,856	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	915,856	
Supplemental	138,458	
Reprogrammings		
Price Changes		18,405
Functional Transfers		
Program Changes		128,487
Current Estimate	1,054,314	1,062,748
Less: Wartime Supplemental	-138,458	
Normalized Current Estimate	915,856	0

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		925,262
1. Congressional Adjustments		-9,406
a. Distributed Adjustments		
1) Base Support - Underexecution	-5,900	
2) Base support pricing adjustment	-675	
3) One-time base support decrease not properly accounted for	-7,715	
4) Ops Support - Underexecution	-6,200	
5) Program Increase - Identity Management	18,000	
6) Unjustified Growth	-1,678	
b. Undistributed Adjustments		
1) Budget Justification Inconsistencies	-1,247	
2) Unjustified Growth	-3,991	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		915,856
2. War-Related and Disaster Supplemental Appropriations		138,458
a. OCO Supplemental Funding		
1) OCO	138,458	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		1,054,314
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		1,054,314
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-138,458
FY 2020 Normalized Current Estimate		915,856
6. Price Change		18,405
7. Functional Transfers		
8. Program Increases		218,886

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

a. Annualization of New FY 2020 Program
b. One-Time FY 2021 Increases

   1) Collateral Equipment   23,396

One-time increases for Operation and Maintenance collateral equipment and Command, Control, Communications, Computers and Intelligence (C4I) requirements for USSOCOM MILCON projects programmed for completion and occupation in FY 2021.

AFSOC - $4,508 thousand
FY 2021 Projects (1391 Estimates):
+$1,369 thousand, 03003, SOF 21 STS Operations Facility, Ft Bragg, NC;
+$402 thousand, 33003, SOF ST Operations Training Facilities, Cannon AFB, NM;
+$199 thousand, 03006, SOF C-130 Auxiliary Ground Equipment (AGE) Facility, Cannon AFB, NM;
+$1,216 thousand, 63029, SOF Squadron Operations Facility (STS), Cannon AFB, NM;
+$380 thousand, 23484, SOF Simulator Facility (MC-130), Kadena AFB, JA;
+$331 thousand, 53003, SOF Facility and Fuselage Trainer Facility, Hurlburt Field, FL;
+$611 thousand Project Pre-Design.

MARSOC - $245 thousand
FY 2021 Projects (1391 Estimates):
+$245 thousand Project Pre-Design.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

NAVSPECWARCOM - $2,819 thousand
FY 2021 Projects (1391 Estimates):
+$1,841 thousand, P855, SOF Basic Training Command,
Coronado, CA;
+$978 thousand Project Pre-Design.

OTHER HQs - $3,507 thousand
FY 2021 Projects (1391 Estimates):
+$2,797 thousand, 80775, SOF Battalion Complex Phase
2, Classified Location;
+$221 thousand, 87539, SOF Operations Facility, Ft
Bragg, NC;
+$489 thousand Project Pre-Design.

USSOCOM, Headquarters - $367 thousand
FY 2021 Projects (1391 Estimates):
+$367 thousand Project Pre-Design.

USASOC - $11,950 thousand
FY 2021 Projects (1391 Estimates):
+$910 thousand, 79447, SOF Human Performance
Training Center, Ft Carson, CO;
+$70 thousand, 66813, SOF Logistics Support
Operations Facility, Ft Campbell, KY;
+$120 thousand, 67039, SOF Air/Ground Integration
Urban Live Fire Range, Ft Campbell, KY;
+$66 thousand, 87438, SOF Multi-Use Helicopter
Training Facility, Ft Campbell, KY;

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

C. Reconciliation of Increases and Decreases   **Amount**   **Totals**

    +$1,004 thousand, 81903, SOF Tactical Equipment
Maintenance Facility, Torii Station, JA;
+$1,206 thousand, 79443, SOF Human Performance
Tracking Center, Ft Bragg, NC;
+$793 thousand, 79453, SOF Tactical Equipment
Maintenance Facility, Ft Bragg, NC;
+$937 thousand, 69552, SOF Tactical Equipment
Maintenance Facility, Ft Bragg, NC;
+$364 thousand, 80772, Human Performance Tracking
Center, Ft Belvoir, VA;
+$698 thousand, 86024, Training Campus, Ft AP Hill,
VA;
+$268 thousand, 86025, Maintenance and Supply
Facility, Humphreys Engineer Center Support
Activity, VA;
+$804 thousand, 63850, SOF Support Battalion Admin
Facility, Ft Bragg, NC;
+$282 thousand, 74813, SOF Parachute Rigging
Facility, Ft Bragg, NC;
+$1,496 thousand, 79439, SOF Intelligence Training
Center, Ft Bragg, NC;
+$711 thousand, 80774, SOF Survival, Evasion,
Resistance, and Escape Resistance Training
Laboratory Complex, Ft Bragg, NC;
+$120 thousand, 81899, SOF Mountaineering Facility,
Ft Carson, CO;
+$649 thousand, 85958, SOF Combat Medic Training
Facility, Ft Bragg, NC;

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$1,452 thousand Project Pre-Design. (FY 2020
Baseline: $26,912 thousand)

c. Program Growth in FY 2021

1) 492nd Special Operations Wing   3,652

Funding supports AFSOC's Command and Control Mission
Systems (C2MS) providing a range of capabilities to
enable planning and decision making at the
operational and tactical level. Examples of C2MS
include: Patriot Excalibur, Electronic Flight Bags,
Airborne Mission Networking, mission planning
clients, command and control clients, and tactical
data links. Funding supports rapid technical
engineering and sustainment for emerging AFSOC
requirements to give operators and aircrew flexible
solutions. The increase provides technical refresh
for Electronic Flight Bags which is AFSOC's
preferred device for all mission needs including
mission planning software and cloud services. (FY
2020 Baseline: $10,336 thousand)

2) AFSOC Operations   735

Funding supports AFSOC's operations, sustainment,
maintenance, and software updates of the Command's
C4IAS efforts. The increase funds AFSOC's
implementation of the Command-wide C4IAS
modernization efforts in support of the USAF
directed transition to AFNET (USAF's version of
SOFNET-U - NIPRNET). (FY 2020 Baseline: $2,141
thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
3) Army Special Operations Aviation Command (ARSOAC) Unit Ops Support Realignment	3,437	

Increase is a result of realigning funding for
ARSOAC from the Theater Forces SAG to the
Operational Support SAG. This realignment properly
aligns ARSOAC Unit Ops funding with the remainder of
ARSOAC operating funds.

4) Blue Force Tracking (BFT)	578	

Funding supports BFT which provides capability to
remotely track and monitor SOF forces worldwide with
commercial and National means in support of
situational awareness and Personnel Recovery
requirements with the use of commercial and Low
Probability of Intercept/Detection waveforms. The
increase funds sustainment and unit reparable parts
and supplies for additional fielded BFT devices that
increase from 5,607 devices in FY 2020 to 6,422
devices in FY 2021. (FY 2020 Baseline: $2,360
thousand)

5) Civilian Pay Adjustments	8,724	

The total increase for civilian pay is $8,724
thousand and +34 FTEs.

+$2,865 thousand increase fully funds the FTEs in
this SAG based upon FY 2019 and FY 2020 year to date
actual civilian pay costs; actual pay of onboard
personnel has been higher than planned pay rates.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$2,520 thousand and +20 Civilian FTEs supports FY 2020 to FY 2021 growth that was initiated in the FY 2019 President's Budget topline force structure increase to maintain the nucleus for a deployable and sustainable Joint Task Force capable Headquarters, which forms the core of a Special Operations Joint Task Force (SOJTF) Headquarters. These personnel will fill capability gaps in the following functional areas resulting from the FY 2019 establishment of 1st Special Forces Command (1st SFC), Ft. Bragg, North Carolina: readiness specialists, exercise planners, and operational security and force protection. These additional personnel will assist in ensuring the 1st SFC meets readiness standards and continuity of operations when units are deployed. Due to aggressive USSOCOM hiring efforts, USSOCOM anticipates having all FTEs on board in FY 2021 based on FY 2019 and expected FY 2020 actual execution.

+$1,134 thousand and +9 FTEs increase supports realignment from the Combat Development Activities SAG to the Operational Support SAG. Realignment is due to a USSOCOM technical correction to the Joint Table of Distribution (JTD) to properly align manpower resources to the appropriate Program Element Code (PEC). This action corrects misalignment of billets on the JTD.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$1,029 thousand increase supports the Office of
Management and Budget (OMB) directed increase in
U.S. civilian direct hire awards spending from FY
2020 to FY 2021 of no less than 1 percentage point
of FY 2021 non-Senior Executive Service (SES),
Senior Level (SL), and Scientific and Professional
(ST) salary spending.

+$630 thousand and +5 Civilian FTE increase supports
the continued growth of FTEs for acquisition support
that was initiated in FY 2020. In the FY 2020
President's Budget, only (+4 FTEs) of the planned
FTE growth (+9 FTEs) was funded since the remaining
personnel would not have been on board for the
entire fiscal year. This was mistakenly not
identified in the FY 2020 President's Budget
increase narrative for this same purpose and
increase in FTEs. The planned growth for this SAG
is +9 FTEs; the USSOCOM anticipates having hired all
of the additional personnel by the end of FY 2020.
The FY 2021 increase fully funds all growth (+9
FTEs) for this SAG. Additional FTEs are Product
Support Managers (PSMs) required to provide
effective management, direction, and control over
life cycle sustainment functions for Acquisition
Category (ACAT) I and ACAT II programs. PSMs support
SOF AT&L PEO program managers and are responsible
for developing and implementing a comprehensive

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

C. Reconciliation of Increases and Decreases	Amount	Totals

product support strategy early in the acquisition
cycle that is present after fielding.

+$416 thousand increase fully funds USSOCOM civilian
personnel costs for the 2020 enacted pay raise of
3.1 percent and applicable locality area
adjustments.

+$130 thousand increase for lump-sum leave payments,
recruitment/retention/relocation bonuses, PCS costs
and severance/separation pay. USSOCOM had
previously not included these costs that are
incurred during the year of execution in President's
Budgets for USSOCOM civilian personnel; USSOCOM is
now appropriately including these civilian personnel
costs beginning in FY 2021. (FY 2020 Baseline:
$87,894 thousand; +34 FTEs)

6) Dry Combat Submersible (DCS)   1,783
DCS provides for the advanced development,
engineering, manufacturing, and testing efforts for
a surface-launched, dry, diver lock-in/lock-out
vessel capable of inserting and extracting SOF
and/or payloads into denied areas. Increase is due
to the delivery and acceptance of DCS 1 and two
platforms scheduled for delivery in FY 2021 (DCS 2)
and FY 2022 (DCS 3). Funds are required to provide
for fielded maintenance support and to establish
travel funding to support fielded hulls.
Additionally, funds are required for the program

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

office contractor support. (FY 2020 Baseline: $2,428 thousand)

7) Headquarters C4 Information Command Data Initiative   10,955
Funding supports resourcing to sustain USSOCOM's private hybrid cloud application supporting Non-classified Internet Protocol (NIPR) and Secure Internet Protocol Router (SIPR) mission critical processes and applications.

+$3,500 thousand increase for 832 platform licenses and 420 application licenses required for cloud-enabled software development/automation initiatives. These initiatives were started as a trial basis in FY 2019 and after successful results, will be further implemented on systems throughout the SOF Enterprise in FY 2021. The platform licensing model is structured on the number of cloud "cores" (or computer processors) within the physical infrastructure. Application licensing are tools used by applications developers, system administrators and automated system access (machine-to-machine) for cloud application development.

+$3,500 thousand increase for +18 Contractor FTEs located at Headquarters, USSOCOM supporting cloud and innovation/modernization initiatives that are vetted through a formal validation process.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$2,600 thousand increase for Private Cloud infrastructure (on-premise equipment) continues the mandated implementation to leverage cloud technologies; USSOCOM's global mission dictates the implementation of a Private Cloud due to a shortfall in secure commercial cloud facilities overseas.

+$1,355 thousand increase for Commercial Cloud Services supporting the USSOCOM SOF Information Enterprise for initial cloud service offerings to facilitate Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS) from commercial cloud companies. USSOCOM will leverage the DoD Joint Enterprise Defense Infrastructure (JEDI) contract scheduled to be available in FY 2020. (FY 2020 Baseline: $1,742 thousand)

8) Headquarters C4 Information Daily Operations   456
Funding supports SOF Information Environment resourcing for software licensing, equipment, parts, and supplies not supported by an Information Technology/Communications program of record. For example, conference room Video Teleconference equipment, replacement parts, and software application licensing. The increase supports equipment and software licensing for the Joint MISO WebOps Center (JMWC) and additional personnel supporting the Command's data initiatives. (FY 2020 Baseline: $7,128 thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
9) Headquarters C4 Information Technology Enterprise (SITEC) Funding supports Information Technology (IT) technical support across the globe to the SOF Components and TSOCs. The increase mitigates gaps in IT support with +17 Contractor FTEs across sites such as Baumholder, Germany (SOCEUR/SOCAFRICA) and Souda Bay, Greece (NSWC). (FY 2020 Baseline: $174,475 thousand)	1,756	
10) Identity Management (IdM) Increase is a result of realigning funding for Open Source Intelligence contract support from the Theater Forces SAG to the Operational Support SAG where it is more appropriately executed. This realignment includes +5 Subject Matter Expert Contractor FTEs. (FY 2020 Baseline: $43,642 thousand)	1,089	
11) Joint Special Operations Command (JSOC) (FSRM) +$4,250 thousand increase is a result of realigning funding for FSRM from the Combat Development Activities SAG to the Operational Support SAG. This realignment properly aligns FSRM funding into the SAG where it is centrally managed. +$3,369 thousand increase supports maintenance and service costs for: server chillers for a mission critical Operations Center; mechanical upgrades, renovations and reconfigurations in JSOC Headquarters facilities; and renovation to	7,619	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

facilities in order to accommodate the Joint Medical
Augmentation Unit's (JMAU) expansion; and renovation
to facilities in order to support manpower growth in
FY 2021. (FY 2020 Baseline: $1,808 thousand)

   12) Long Haul Communications   29,335

+$19,710 thousand increase supports historical
satellite communications (SATCOM) airtime
expenditures supporting command and control (C2)
overseas. There are over 1,100 tactical
communication nodes deployed across the globe with
approximately 300 nodes in direct support of real-
world SOF missions.

+$4,879 thousand increase expands the Remote
Tactical Sensor Operator (RTSO) to remotely operate
sensor equipment from ground central locations
reducing the requirement for RTSO to be aboard
manned aircraft. Due to the successes of testing in
FY 2019, the funding in FY 2021 was increased to
support additional missions from nine in FY 2020 to
13 in FY 2021. Funding supports increased satellite
bandwidth to support the increased number of
missions.

+$4,746 thousand increase consolidates the bandwidth
and Satellite Link antenna site maintenance
requirements for the MQ-9 Remote Piloted Aircraft
(RPA) under the Long Haul Communications program.
Funding supports Primary satellite Link antennas,
circuits, and networks/support for global RPA/Full
Motion Video (FMV) architecture by providing

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Predator Primary Satellite Link antenna site maintenance support worldwide for manned and unmanned ISR assets. (FY 2020 Baseline: $65,037 thousand)

13) Marine Special Operations Command (FSRM)   3,825

+$3,078 thousand is a result of realignment of funding from the Management/Operational Headquarters SAG to the Operational Support SAG. This realignment properly aligns FSRM funding into the SAG where it is centrally managed.

+$747 thousand increase, in conjunction with the realigned amount, supports two separate efforts at A.P. Hill, VA and Key West, FL. Projects will modernize facilities to support modern day classroom technology MARSOC Assessment and Selection Program and convert bunkers to a classroom, operations center and a team planning space. (FY 2020 Baseline: $0 thousand)

14) Mission Command System/Common Operational Picture (MCS/COP)   21,104

Funding supports USSOCOM's requirement for an enterprise-level, MCS/COP that harnesses a suite of collaborative tools and services to more effectively leverage operational and intelligence resources across SOF components and TSOCs. Currently, USSOCOM operates with a myriad of non-interoperable COP tools used by TSOCs supporting the Geographical Combatant Commands. HQ USSOCOM and operational

OP-5 Detail by Sub Activity Group

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

C. **Reconciliation of Increases and Decreases**	**Amount**	**Totals**

> commands must use different systems with various
> data feeds and multiple screens to see the same
> operational picture. SOF requires a common core
> system or suite of interoperable tools across the
> SOF enterprise that meets USSOCOM's unique
> requirements for shared global situational
> awareness. The unified SOF COP must enable Command
> and Control for Commanders and decision makers by
> providing a common shared situational awareness
> across multiple domains, levels of war, and
> echelons. Artificial intelligence, machine
> learning, and hybrid cloud computing provide leap-
> ahead capabilities that integrate into an enterprise
> SOF COP. The increase funds:
> $17,600 thousand for a software-intensive
> information system including systems engineering and
> integration, and licenses.
> $3,504 thousand provides forward deployed support to
> Commanders and contractor support (+32 Contractor
> FTEs) for on-site engineering to tailor capabilities
> and incorporate new tools and technologies into a
> unified MCS/COP. (FY 2020 Baseline: $0 thousand)

15) Navy Special Warfare Command   1,171
> Funding supports BOS provided for Naval Special
> Warfare Groups that reside on non-Navy installations
> to support SOF operations and training at each site.
> +$392 thousand increase supports expenses at Kodiak,
> AK. Increases are due to a re-compete of the

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

existing contract and increased contract costs for utilities, facility services, and maintenance.

+$779 thousand increase supports expenses at Stennis, MS due to higher NASA occupancy rates for FY 2021. (FY 2020 Baseline: $3,269 thousand)

16) Radio Integration System (RIS)   159

Funding supports command, control, and communications between forward deployed SOF liaison teams to headquarters and support elements. The RIS system consists of modular/scalable subsystems which enable SOF to tailor capabilities to meet specific mission requirements. The increase support the additional sustainment and unit reparable parts associated with growth of RIS 3.0 systems from 124 devices in FY 2020 to 151 devices in FY 2021. (FY 2020 Baseline: $15,344 thousand)

17) Remote Advise and Assist Virtual Accompany Kit (RAA/VAK)   25,465

RAA/VAK provides Partner Forces a tactical picture that SOF can monitor while maintaining seamless connectivity, situational awareness, and mutual support during accompanied and unaccompanied missions. Funding supports tactical level sustainment and equipment for RAA/VAK. In FY 2019, USSOCOM approved the Rapid Requirement Document for the RAA/VAK after successful and continued employment of the capability. The funding provides RAA/VAK kits across the SOF Enterprise and consists

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

of Commercial Off-the-Shelf phones, tablets, antennas, radios, and servers that function as an integral sensor capability.

Cost breakout includes:
$13,678 thousand for (+20) Contractor FTE Subject Matter Expertise (SME) for training and advising, and logistical support activities.

$6,624 thousand for Local Host Nation Cellular Service.

$3,205 thousand purchases +62 RAA/VAK kits.

$1,114 thousand provides Component and pre-deployment equipment training.

$844 thousand provides CERP for 108 RAA/VAK systems previously purchased in prior fiscal years. (FY 2020 Baseline: $0 thousand)

18) Simulator Block Upgrades   618

The Simulator Block Upgrades program provides support in the areas of engineering, aviator SME, advanced tactical trainer, and program support. Funding supports the 160th SOAR and PEO Simulation, Training and Instrumentation (STRI). Increase fully funds the 12-month support contract for program simulation efforts. (FY 2020 Baseline: $1,817 thousand)

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

C. Reconciliation of Increases and Decreases	Amount	Totals
19) SOF Deployable Nodes (SDN) Funding supports the SDN family of deployable, super high frequency, multi-band, Satellite Communications (SATCOM) systems providing transport path for high-capacity, voice, data, Video Teleconferencing (VTC) and Full Motion Video (FMV) at all levels of classification. The increase provides sustainment costs, annual license renewals, training/testing airtime, associated hardware, and unit level repair parts and supplies related to +204 Frequency Division Multiple Access (FDMA) kits enhancing SDN capabilities. (FY 2020 Baseline: $68,137 thousand)	18,169	
20) SOF Special Activities Lease Increase associated with increased lease and utility rates at Bluegrass Station, KY where dedicated, rapid, sophisticated, broad, and cost-effective product modifications and global logistics support services are provided. This fully funds the FY 2021 lease and utility costs. (FY 2020 Baseline: $10,033 thousand)	222	
21) SOF Tactical Communications (STC) Funding supports Next Generation STC systems which replace and augment current fielded tactical radios. The four variants are Manpack, Handheld, High Frequency, and Handheld Link 16 radio systems. The increase funds sustainment costs associated with the growth of Handheld Link 16 radio systems that increase from 1,009 in FY 2020 to 1,333 in FY 2021. The increase also supports New Equipment Training	6,958	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

for the next generation systems and CERP for
Handheld radios from 8,262 in FY 2020 to 11,429 in
FY 2021 and for Manpack radios form 2,857 in FY 2020
to 5,925 in FY 2021. (FY 2020 Baseline: $24,819
thousand)

22) Special Access Program Network (SAPNET)   1,112
Funding increase supports the growth of SOF users
and requirements for additional equipment,
licensing, and CERP. (FY 2020 Baseline: $10,887
thousand)

23) U.S. Army John F. Kennedy Special Warfare Center   6,948
and School (USAJFKSWCS)
Increase is a result of realigning funding for
USAJFKSWCS from the Theater Forces SAG to the
Operational Support SAG. This realignment properly
aligns USAJFKSWCS funding for logistics and
communication support into the SAG where it is
centrally managed. (FY 2020 Baseline: $0 thousand)

24) U.S. Army Special Operations Command (USASOC)   26,928
Increase is a result of realigning funding for
USASOC from the Theater Forces SAG to the
Operational Support SAG. This realignment properly
aligns USASOC's funding for logistics and
communication support into the SAG where it is
centrally managed. (FY 2020 Baseline: $7,076
thousand)

25) USASOC (FSRM)   12,692

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Increase represents USASOC's efforts to align FSRM funding into the Operational Support SAG where FSRM is centrally funded.

$5,380 thousand supports the following 1st Special Forces Command (Airborne) projects to: Reconfigure the active duty Special Forces Groups' (SFG) Multi-purpose Canine (MPC) detachment with quarantine cages at Fort Bragg, NC, Fort Campbell, KY, and Fort Carson, CO; reconfigure the MPC training area with an overhead cover as a means to relieve the canine and handler during periods of rest and reset in Eglin, FL; renovate the 5th Special Forces Group aerial delivery facility to support new Modified Table of Organization and Equipment (MTOE) equipment at Fort Campbell, KY; expand the Sensitive Compartmented Information Facility (SCIF) in the Media Operations Center at Fort Bragg, NC; upgrade the 10th Special Forces Group Special Forces Advance Urban Combat training area to accommodate a company-sized formation and non-lead training ammunition at Fort Carson, CO; and expand the Special Operations Training Division facility, in Fort Irwin, CA to accommodate an MTOE increase in personnel.

$1,207 thousand supports the United States Army Special Operations Aviation Command projects to:

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Repair the Special Helicopter Operations Company (SHOC) training roofs for the 160th Special Operations Aviation Regiment (SOAR) at Fort Campbell, KY; reconfigure the cage storage area and support electrical upgrades for the 160th SOAR at Hunter Army Air Field, GA; and reconfigure the 160th SOAR SCIF at Hunter Army Air Field, GA.

$2,050 thousand to support USAJFKSWCS projects to: Install electrical upgrades in the Special Forces Small Unit Tactics (SUT) and ROBIN SAGE facilities to support program of instruction (POI) requirements at Camp MacKall, NC.

$2,855 thousand to support 75th Ranger Regiment projects to:
Support reconfigure an existing facility to support an MTOE increase for the 75th Ranger Military Intelligence Battalion (RMIB) at Fort Benning, GA; renovate the 75th Ranger Regiment Joint Terminal Attack Controller (JTAC) Simulation Center at Fort Benning, GA; reconfigure suitable space for a shower and locker room to support female Rangers at Joint Base Lewis-McChord, WA; and reconfigure an existing building and security upgrades at Fort Benning, GA, for the 75th Ranger Regiment and Regimental Special Troops Company in support of deployed forces.

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

C. Reconciliation of Increases and Decreases	Amount	Totals

$1,200 thousand to support Headquarters, USASOC projects to:
Expand the SCIF at USASOC to support sensitive activity programs at Fort Bragg, NC; upgrades in the USASOC Headquarters at Fort Bragg, NC to prevent catastrophic loss of Headquarters power support data servers and communications equipment; and replace failing electronic security systems at the General Officer and Brigade Headquarters at Fort Bragg, NC.
(FY 2020 Baseline: $6,205 thousand)

9. Program Decreases   -90,399
   a. Annualization of FY 2020 Program Decreases
   b. One-Time FY 2020 Increases
     1) Collateral Equipment   -26,912
     One-time decreases for Operation and Maintenance collateral equipment and C4I requirements for USSOCOM MILCON projects programmed for completion and occupation in FY 2020.

     AFSOC - $1,520 thousand
     FY 2020 Projects (1391 Estimates):
     -$187 thousand, 03006, SOF C-130 Auxiliary Ground Equipment (AGE) Facility, Cannon AFB, NM;
     -$370 thousand, 23484, SOF Simulator Facility (MC-130), Kadena AFB, JA;
     -$314 thousand, 53003, SOF Facility and Fuselage Trainer Facility, Hurlburt Field, FL;
     -$251 thousand, 63001, SOF Simulator Facility, Eglin AFB, FL;

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$398 thousand Project Pre-Design.

MARSOC - $1,014 thousand
FY 2020 Projects (1391 Estimates):
-$265 thousand, P1120, SOF Explosive Ordnance
Disposal (EOD) Facility - West, Camp Pendleton, CA;
-$749 thousand, P1320, SOF Human Performance
Training Center, - West, Camp Pendleton, CA.

NAVSPECWARCOM - $12,656 thousand
FY 2020 Projects (1391 Estimates):
-$1,683 thousand, P777, SOF Applied Instruction
Facility, Joint Expeditionary Base Little Creek-Fort
Story, VA;
-$2,934 thousand, P855, SOF Basic Training Command,
Coronado, CA;
-$1,672 thousand, P771, SOF Desert Warfare Training
Center, Brawley (Niland), CA;
-$2,854 thousand, P889, SOF SEAL Team Ops Facility,
Coronado, CA;
-$3,029 thousand, P890, SOF SEAL Team Ops Facility,
Coronado, CA;
-$484 thousand Project Pre-Design.

OTHER HQs - $2,199 thousand
FY 2020 Projects (1391 Estimates):
-$675 thousand, 69251, SOF Replace Maze and Tower,
Ft Bragg, NC;

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

      -$1,120 thousand, 76513, SOF Special Tactics
Facility Phase 2, Ft Bragg, NC;
-$404 thousand Project Pre-Design.

USASOC - $9,523 thousand
FY 2020 Projects (1391 Estimates):
-$198 thousand, 79443, SOF Human Performance
Tracking Center, Ft Bragg, NC;
-$2,526 thousand, 79447, SOF Human Performance
Training Center, Ft Carson, CO;
-$355 thousand, 66813, SOF Logistics Support
Operations Facility, Ft Campbell, KY;
-$319 thousand, 87438, SOF Multi-Use Helicopter
Training Facility, Ft Campbell, KY;
-$1,561 thousand, 69552, SOF Tactical Maintenance
Facility, Ft Bragg;
-$625 thousand, 80772, Human Performance Tracking
Center, Ft Belvoir, VA;
-$627 thousand, 86024, Training Campus, Ft AP Hill,
VA;
-$1,930 thousand, 79439, SOF Intelligence Training
Center, Ft Bragg, NC;
-$673 thousand, 81899, SOF Mountaineering Facility,
Ft Carson, CO;
-$709 thousand Project Pre-Design. (FY 2020
Baseline: $26,912 thousand)

2) Identity Management (IdM)   -18,000
Decrease associated with one-time congressional add
for Identity Management in the FY 2020 Consolidated

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Appropriations Act (PL 116-93). The FY 2020 funding will develop a capability to answer a critical gap in vendor vetting requirements, mandated by the Under Secretary of Defense, Intelligence and Security (USD(I&S)). Funding is being used to develop the capability, execute backlogged requirements supporting operations, and set USSOCOM policy for future requirements. Upon completion of the development effort there will be continuing license requirements. (FY 2020 Baseline: $43,642 thousand)

c. Program Decreases in FY 2021

  1) 492nd Special Operations Wing (SOW) Realignment   -7,086
Decrease is due to realignment of funding for the Command and Control Missions Systems (C2MS) from the Operational Support SAG to the Theater Forces SAG. This program funds AFSOC's Enterprise-wide C2MS that supports a range of capabilities to enable planning and decision making at the operational and tactical level and is more appropriately aligned to the Theater Forces SAG. Examples of C2MS include: Airborne Mission Networking, air mission planning clients, and tactical data links. (FY 2020 Baseline: $10,336 thousand)

  2) Civilian Pay Adjustments   -3,107
The total decrease for civilian pay is -$3,107 thousand and -22 FTEs.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$1,764 thousand and -14 FTEs. USSOCOM conducted an
iterative, deliberate analysis of organizational and
personnel functions in order to determine which
programs and projects should be appropriately funded
within the Intelligence SAG. USSOCOM identified
additional GG (excepted service) Intelligence
positions that currently fall under Defense Civilian
Intelligence Personnel System (DCIPS) for
realignment into the Military Intelligence Program.
This realigns -14 FTEs from the Operational Support
SAG to the Intelligence SAG.

-$1,008 thousand and -8 FTEs. In FY 2019 and FY
2020, USSOCOM anticipated not executing 199 FTEs
based on expected vacancies and hiring timelines.
Due to aggressive USSOCOM hiring efforts, USSOCOM
anticipates having +131 of those 199 FTEs on board
in FY 2021 based on FY 2019 and expected FY 2020
actual execution. As part of that execution
analysis, USSOCOM is also realigning planned
civilian personnel under execution of -68 FTEs to
the SAGs in which USSOCOM does not expect to execute
them in FY 2021; the -8 FTEs is the specific
allocation for this SAG.

-$335 thousand decrease due to FY 2021 having one
less compensable day (going from 262 days (2,096
hours) in FY 2020 to 261 days (2,088 hours) in FY

OP-5 Detail by Sub Activity Group

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

C. **Reconciliation of Increases and Decreases**	Amount	Totals
2021). (FY 2020 Baseline: $87,894 thousand; -22 FTEs)		
3) Combatant Craft Heavy (CCH) Decrease due to CCH maintenance overhauls not being required in FY 2021 since CCH 1 & 2 will be in fully mission capable status and CCH 3 (new build) will be delivered in 3rd Quarter of FY 2020. As a result, engineer contractor support will be reduced by (-1) Contractor FTE as support to the CCH program is no longer required. (FY 2020 Baseline: $1,157 thousand)	-619	
4) Combatant Craft Medium (CCM) Decrease due to realignment of funds to the Maintenance SAG to support craft grooms and maintenance for increased CCM deployments to 3.0 (six hulls are deployed every six months) supporting three theaters (USINDOPACOM, USEUCOM, and USCENTCOM). (FY 2020 Baseline: $2,312 thousand)	-345	
5) Command, Control, Communications, Computers and Intelligence Automation Systems (C4IAS) Decrease associated with a reduction in Operating System licensing costs due to the Microsoft Enterprise Agreement (MSEA) contract terms and conditions (i.e. Upon USSOCOM's migration to M365 on the Non-Secure Internet Protocol Router (NIPR)), USSOCOM will be able to re-assign 77,402 Office Professional Plus licenses for usage on the Secure Internet Protocol Router (SIPR); reducing licensing costs for the SOF Information Enterprise (SIE). (FY 2020 Baseline: $159,919 thousand)	-4,952	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

6) DWR – Elimination of Redundant Point-to-Point Circuits   **-615**

    Defense Wide Review. As part of a Department-wide initiative, USSOCOM in coordination with the Defense Information Systems Agency, plans to migrate eligible circuits to enterprise infrastructure and re-compete appropriate leases in FY 2021 in an effort to optimize network architecture and structure. (FY 2020 Baseline: $65,037 thousand)

7) DWR – Headquarters and Program Capacity/Capability Reductions   **-2,235**

    Defense-Wide Review. FY 2021 changes reflect reduced investment or divestment in lower end capabilities, deferment of infrastructure improvements, and efforts to streamline processes across the USSOCOM enterprise in order to improve USSOCOM's efficiency and effectiveness and appropriately align with the Department's priorities as outlined in the National Defense Strategy.

    -$120 thousand decrease for PEO Fixed Wing Operational Support. Funding is decreased for Enterprise Contract Services. (FY 2020 Baseline: $1,420 thousand)

    -$406 thousand decrease for Real Property Management. Funding is decreased for operational support such as travel, training, supplies and

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

contractor support to SOF AT&L. (FY 2020 Baseline: $3,775 thousand).

-$959 thousand decrease for Tactical Local Area Network (TACLAN). Funding decrease delays CERP replacement of TACLAN devices by one year based on a FY 2019 accelerated effort to fully fund TACLAN requirements within all components. (FY 2020 Baseline: $56,077 thousand)

-$123 thousand decrease for C4IAS. Reduction is based on the deceleration of the JMWC work station growth requirements. (FY 2020 Baseline: $159,919 thousand).

-$247 thousand decrease for MCS/COP. Funding decrease is based on a re-evaluation of the new FY 2021 MCS/COP program with a reduction of (-2) Contractor FTEs supporting on-site engineering support.(FY 2020 Baseline: $0 thousand)

-$380 thousand decrease for Special Communications Enterprise. Funding decrease reduces technical support related to training, operations, employment techniques, and sparing. (FY 2020 Baseline: $22,923 thousand)

| 8) DWR - Program Efficiencies and Infrastructure Deferments | -9,528 | |

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Defense-Wide Review. FY 2021 changes reflect reduced investment or divestment in lower end capabilities, deferment of infrastructure improvements, and efforts to streamline processes across the USSOCOM enterprise in order to improve USSOCOM's efficiency and effectiveness and appropriately align with the Department's priorities as outlined in the National Defense Strategy.

-$6,370 thousand decrease for SDN. Funding decrease is based on historical sustainment costs for the Communications on the Move capabilities. (FY 2020 Baseline: $64,137 thousand)

-$589 thousand decrease for PEO Fixed Wing Operational Support. Funding is decreased for Enterprise Contract Services. (FY 2020 Baseline: $1,420 thousand)

-$1,040 thousand decrease for Real Property Management. Funding is decreased for operational support such as travel, training, supplies and contractor support to SOF AT&L. (FY 2020 Baseline: $3,775 thousand).

-$27 thousand decrease for STC. Funding decrease is based on historical reparable part costs for STCs. (FY 2020 Baseline: $24,819 thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

    -$1,502 thousand decrease for Headquarters, USASOC. Reduced contracts include Fort Bragg, NC range support, studies supporting revolutionary and insurgent strategies, and the SOF Personal Equipment Advanced Requirements (SPEAR) database. (FY 2020 Baseline: $20,840 thousand).

9) Identity Management (IdM)   -4,598

    Decrease reduces software licenses and -4 IdM SME contractor FTEs to streamline contractor support and program requirements. (FY 2020 Baseline: $43,642 thousand)

10) Non-Standard Aviation (NSAV)   -1,389

    NSAV provides USSOCOM with intra-theater mobility of small SOF teams using 20 C-146A aircraft. Capabilities include Short Take-Off and Landing (STOL), mobility in austere and remote locations, casualty evacuation (CASEVAC), non-combatant evacuation operations and humanitarian assistance. Funding provides for Big Safari Systems Group program management activity and test support for low cost modifications and operations and maintenance. Decrease attributed to reduction in test activities projected for FY 2021. (FY 2020 Baseline: $4,473 thousand)

11) SEAL Delivery Vehicle (SDV)   -442

    The Mk8 Mod I SDV provides Geographic Combatant Commanders (GCCs) or Joint Force Commanders (JFCs) the ability to clandestinely infiltrate into littoral areas to conduct operation in denied and

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

politically sensitive environments. Unobstructed access to the littorals will continue to be limited as foreign nations expand their influence into territorial waters, exclusive economic zones, and self-declared areas of control. Undersea mobility is the most reliable means to access high threat/denied littoral environments. The Mk8 Mod I SDV is an undersea free flooding submersible that can transport SOF from/to a host vessel to an objective in the littorals, or conduct ISR. Decrease is due to program transition from SDV Mk8 to SDV Mk11 which allows for the reduction of -3 program office acquisition support contractor FTEs. (FY 2020 Baseline: $492 thousand)

12) Tactical Local Area Network (TACLAN)   -10,237

Funding supports TACLAN systems which provide SOF access to near real-time battlefield situational awareness information, changes to mission planning and execution, and support activities such as planning and reporting, orders dissemination and force execution, readiness and unit status monitoring, mission analysis, mission rehearsal, intelligence analysis and reporting, personnel support, targeting suites, casualty care, logistics planning and tracking. TACLAN interconnects deployed SOF elements from tactical teams to intermediate Headquarters. The decrease is a result of accelerated TACLAN device purchases in FY 2019 extending CERP requirements beyond FY 2021.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Accelerated TACLAN devices included Field Computing Devices (930 each) and Mission Planning Kits (65 each). (FY 2020 Baseline: $56,077 thousand)		
13) USASOC	-334	
Decrease attributed to reduced printer supplies (paper, ink, bindings), copier maintenance, and non-mission travel. (FY 2020 Baseline: $7,076 thousand)		
FY 2021 Budget Request		**1,062,748**

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

Table I: Breakout of Functional Capability Areas

Functional Capability	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Civilian Personnel	$90,562	$87,894	$94,865
Acquisition/Program Management	$43,942	$49,142	$47,692
Base Support	$36,300	$31,486	$29,770
Communication	$666,424	$635,245	$737,745
Operational Support	$110,555	$112,089	$152,676
Total Operational Support	**$947,783**	**$915,856**	**$1,062,748**

* The FY 2019 Actual column includes $118,973.0 thousand of FY 2019 OCO Appropriations Funding (PL 115-245).

* The FY 2020 Enacted column excludes $138,458.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).

* The FY 2021 Estimate column excludes $104,535.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

IV. Performance Criteria and Evaluation Summary:

Table II. Facilities Sustainment and Restoration/Modernization (FSRM)

	(Dollars in Thousands)		
	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Funding Levels			
Sustainment	1,509	4,566	8,106

Narrative justification of Sustainment funding: Funding supports unique sustainment contracts for SOF facilities. These sustainment costs are not included in normal facility sustainment provided by Services/Host bases. Other projects supported by FSRM sustainment funding include, but are not limited to, the repair/replacement of uninterrupted power supply systems, circuit/power panels, bollards, security devices, air conditioning units, generators, and communication infrastructure of various SOF facilities.

The FY 2021 estimate reflects an appropriate level of sustainment to continue maintaining facility projects driven by the unique requirements of SOF units and missions not provided by Services/Host bases, or when not located on or near military installations. Requirements include facility maintenance at non-military installations, minor facility projects, and maintenance of uninterrupted power supply systems, generators, and commercial industrial shredders. Increase represents increased maintenance and service costs for server chillers for mission critical Operations Center and mechanical upgrades in facilities.

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
<u>Funding Levels</u>			
<u>Restoration/Modernization</u>	49,536	24,853	46,037

Narrative justification of Restoration/Modernization funding: Funding is used for O&M Minor Construction contracts supporting Special Operations units. These totals are for infrastructure updates, building
renovations, reconfigurations, modifications and adjustments. Projects included, but are not limited to, doors, walls, security enhancements, communication and electrical upgrades, and rehabilitation/recovery facilities at various SOF training sites.

The FY 2021 estimate reflects the required FSRM to maintain facility projects driven by the unique requirements of SOF units. The Marine Special Operations Command increase represents projects to modernize facilities to support modern day classroom technology MARSOC Assessment and Selection Program at A.P. Hill, VA and convert bunkers to a classroom, operations center and a team planning space at Key West, FL. The Other Headquarters increase funds renovation and reconfiguration for Other Headquarters J8/RM, and renovates facilities to accommodate Joint Medical Augmentation Unit (JMAU) expansion and support manpower growth. The U.S. Army Special Operations Command (USASOC) increase represents projects to reconfigure the active duty Special Forces Groups' (SFG) Multi-purpose Canine (MPC) detachment with quarantine cages at Fort Bragg, NC, Fort Campbell, KY, and Fort Carson, CO; reconfigure the MPC training area with an overhead cover as a means to relieve the canine and handler during periods of rest and reset in Eglin, FL; renovate the 5th Special Forces Group aerial delivery facility to support new Modified Table of Organization and Equipment (MTOE) equipment at Fort Campbell, KY; expand the Sensitive Compartmented Information Facility (SCIF) in the Media Operations Center at Fort Bragg, NC;

OP-5 Detail by Sub Activity Group

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

upgrade the 10th Special Forces Group Special Forces Advance Urban Combat training area to accommodate a company-sized formation and non-lead training ammunition at Fort Carson, CO; expand the Special Operations Training Division facility, in Fort Irwin, CA to accommodate an MTOE increase in personnel; repair the Special Helicopter Operations Company (SHOC) training roofs for the 160th Special Operations Aviation Regiment (SOAR) at Fort Campbell, KY; reconfigure the cage storage area and support electrical upgrades for the 160th SOAR at Hunter Army Air Field, GA; reconfigure the 160th SOAR SCIF at Hunter Army Air Field, GA; install electrical upgrades in the Special Forces Small Unit Tactics (SUT) and ROBIN SAGE facilities to support program of instruction (POI) requirements at Camp MacKall, NC, reconfigure an existing facility to support an MTOE increase for the 75th Ranger Military Intelligence Battalion (RMIB) at Fort Benning, GA; renovate the 75th Ranger Regiment Joint Terminal Attack Controller (JTAC) Simulation Center at Fort Benning, GA; reconfigure suitable space for a shower and locker room to support female Rangers at Joint Base Lewis-McChord, WA; reconfigure an existing building and security upgrades at Fort Benning, GA, for the 75th Ranger Regiment and Regimental Special Troops Company in support of deployed forces; expand the SCIF at USASOC Headquarters to support sensitive activity programs at Fort Bragg, NC; upgrades in the USASOC Headquarters at Fort Bragg, NC to prevent catastrophic loss of HQ power support data servers and communications equipment; and replace failing electronic security systems at the General Officer and Brigade Headquarters at Fort Bragg, NC.

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Funding Levels			
Demolition	0	0	0

Narrative justification of Demolition funding: N/A

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

	FY 2019 <u>Actuals</u>	FY 2020 <u>Enacted</u>	FY 2021 <u>Estimate</u>
<u>TOTAL O&M FUNDING</u>	51,045	29,419	54,143

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	1,380	1,490	1,607	110	117
Officer	281	310	342	29	32
Enlisted	1,099	1,180	1,265	81	85
Reservists on Full Time Active Duty (E/S)	47	54	54	7	0
Officer	14	20	20	6	0
Enlisted	33	34	34	1	0
Civilian End Strength (Total)	690	727	739	37	12
U.S. Direct Hire	690	727	739	37	12
Total Direct Hire	690	727	739	37	12
Active Military Average Strength (A/S) (Total)	1,380	1,490	1,607	110	117
Officer	281	310	342	29	32
Enlisted	1,099	1,180	1,265	81	85
Reservists on Full Time Active Duty (A/S) (Total)	47	54	54	7	0
Officer	14	20	20	6	0
Enlisted	33	34	34	1	0
Civilian FTEs (Total)	690	727	739	37	12
U.S. Direct Hire	690	727	739	37	12
Total Direct Hire	690	727	739	37	12
Average Annual Civilian Salary ($ in thousands)	131.2	120.9	128.4	-10.3	7.5
Contractor FTEs (Total)	1,126	1,203	1,284	77	81

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates. Military end strength numbers reflect authorized personnel.

Military end strength net increase of +117 personnel (+32 Officers, +85 Enlisted) supports continued growth to maintain the nucleus for a deployable and sustainable Joint Task Force capable Headquarters.

*Civilian net increase of +12 FTEs due to:
+20 FTEs to support continued growth to support Joint Task Force capable Headquarters.
+9 FTEs realigned from the Combat Development Activities SAG to correct misalignment of billets on the JTD.
+5 FTEs increase supports the continued growth of FTEs for acquisition support that was initiated in FY 2020.
-14 FTEs decrease realigned to the Intelligence SAG for additional GG (excepted service) Intelligence positions that currently fall under DCIPS for realignment into the MIP.
-8 FTEs for planned execution based on FY 2019 and expected FY 2020 actual execution.

*Contractor net increase of +81 FTEs due to:
+18 FTEs for Headquarters C4 Information Command Data Initiative cloud and innovation/modernization initiatives.
+17 FTEs for SITEC Information Technology technical support.
+30 FTEs for MCS/COP on-site engineering support (includes the net of +32 for the program increase and -2 for DWR contract efficiencies).
+20 FTEs for RAA-VAK training and advising logistical support activities.
+1 FTEs for IdM Subject Matter Expert contractors (includes +5 for the transfer from

OP-5 Detail by Sub Activity Group

the Theater Forces SAG and -4 for streamlined contractor support).
-1 FTE CCH engineer due to maintenance overhauls not being required for FY 2021.
-3 FTEs for the SDV program office acquisition support.
-1 FTE for the Combatant Craft Heavy engineering support.

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

VI. <u>OP 32 Line Items as Applicable (Dollars in thousands)</u>:

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change 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>
101 Exec, Gen'l & Spec Scheds	90,562	2,518	-5,186	87,894	1,354	5,617	94,865
199 TOTAL CIV COMPENSATION	**90,562**	**2,518**	**-5,186**	**87,894**	**1,354**	**5,617**	**94,865**
308 Travel of Persons	7,293	146	1,834	9,273	185	-27	9,431
399 TOTAL TRAVEL	**7,293**	**146**	**1,834**	**9,273**	**185**	**-27**	**9,431**
401 DLA Energy (Fuel Products)	15	0	43	58	-3	-5	50
411 Army Supply	5	0	82	87	4	-2	89
412 Navy Managed Supply, Matl	38	1	376	415	17	-4	428
414 Air Force Consol Sust AG (Supply)	156	13	186	355	34	-19	370
416 GSA Supplies & Materials	191	4	-141	54	1	0	55
417 Local Purch Supplies & Mat	293	6	-248	51	1	0	52
424 DLA Mat Supply Chain (Weapon Sys)	205	1	-182	24	0	0	24
499 TOTAL SUPPLIES & MATERIALS	**903**	**25**	**116**	**1,044**	**54**	**-30**	**1,068**
502 Army Fund Equipment	429	0	-429	0	0	0	0
506 DLA Mat Supply Chain (Const & Equip)	405	-2	-93	310	0	6	316
507 GSA Managed Equipment	169	3	652	824	16	0	840
599 TOTAL EQUIPMENT PURCHASES	**1,003**	**1**	**130**	**1,134**	**16**	**6**	**1,156**
601 Army Industrial Operations	0	0	2,810	2,810	0	0	2,810
610 Navy Air Warfare Center	4,252	96	3,162	7,510	371	-189	7,692
611 Navy Surface Warfare Ctr	94	2	2,006	2,102	171	-60	2,213
612 Navy Undersea Warfare Ctr	493	-1	585	1,077	99	0	1,176
614 Space & Naval Warfare Center	90	2	2,488	2,580	161	-39	2,702
631 Navy Base Support (NFESC)	27	3	151	181	3	1	185
634 NAVFEC (Utilities and Sanitation)	0	0	4,455	4,455	89	1,171	5,715
647 DISA Enterprise Computing Centers	0	0	97	97	1	-1	97
661 Air Force Consolidated Sust AG (Maint)	0	0	54	54	4	0	58

OP-5 Detail by Sub Activity Group

		Change			Change		
	FY 2019	FY 2019/FY 2020		FY 2020	FY 2020/FY 2021		FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
671 DISA DISN Subscription Services (DSS)	3,220	-278	-2,845	97	5	-3	99
677 DISA Telecomm Svcs - Reimbursable	13,400	268	-13,668	0	0	0	0
680 Building Maint Fund Purch	3	0	-3	0	0	0	0
699 TOTAL DWCF PURCHASES	21,579	92	-708	20,963	904	880	22,747
720 DSC Pounds Delivered	0	0	2	2	0	1	3
771 Commercial Transport	45	1	99	145	3	0	148
799 TOTAL TRANSPORTATION	45	1	101	147	3	1	151
912 Rental Payments to GSA (SLUC)	19	0	-19	0	0	0	0
913 Purchased Utilities (Non-Fund)	4,220	84	-4,303	1	0	0	1
914 Purchased Communications (Non-Fund)	43,700	874	-33,684	10,890	218	1,772	12,880
915 Rents (Non-GSA)	8,971	179	2,696	11,846	237	222	12,305
917 Postal Services (U.S.P.S)	854	17	-851	20	0	0	20
920 Supplies & Materials (Non-Fund)	7,399	148	25,733	33,280	666	2,427	36,373
921 Printing & Reproduction	2	0	108	110	2	0	112
922 Equipment Maintenance By Contract	104,166	2,083	-47,342	58,907	1,178	15,011	75,096
923 Facilities Sust, Rest, & Mod by Contract	43,131	863	-14,575	29,419	588	24,136	54,143
925 Equipment Purchases (Non-Fund)	227,011	4,540	-27,108	204,443	4,089	21,099	229,631
929 Aircraft Reworks by Contract	10	0	-10	0	0	0	0
930 Other Depot Maintenance (Non-Fund)	746	15	55,327	56,088	1,122	2,494	59,704
932 Mgt Prof Support Svcs	28,755	575	-2,630	26,700	534	-1,561	25,673
933 Studies, Analysis & Eval	3,915	78	-3,993	0	0	0	0
934 Engineering & Tech Svcs	3,667	73	2,294	6,034	121	-1,606	4,549
935 Training and Leadership Development	611	12	795	1,418	28	0	1,446
936 Training and Leadership Development (Other Contracts)	1,090	22	-1,112	0	0	0	0

OP-5 Detail by Sub Activity Group

1PLV - Operational Support
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
937 Locally Purchased Fuel (Non-Fund)	41	0	-41	0	0	0	0
955 Other Costs (Medical Care)	0	0	6	6	0	0	6
957 Other Costs (Land and Structures)	22,451	449	-22,398	502	10	0	512
984 Equipment Contracts	1,540	31	9,454	11,025	221	11,582	22,828
987 Other Intra-Govt Purch	134,835	2,696	-63,580	73,951	1,479	29,727	105,157
989 Other Services	23,486	470	68,273	92,229	1,845	14,981	109,055
990 IT Contract Support Services	165,778	3,316	8,448	177,542	3,551	1,756	182,849
998 Other Costs (SOCOM Only)	0	0	990	990	0	0	990
999 TOTAL OTHER PURCHASES	**826,398**	**16,525**	**-47,522**	**795,401**	**15,889**	**122,040**	**933,330**
Total	**947,783**	**19,308**	**-51,235**	**915,856**	**18,405**	**128,487**	**1,062,748**

* The FY 2019 Actual column <u>includes</u> $118,973.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $138,458.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $104,535.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Theater Forces

February 2020

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 1: Operating Forces/Theater Forces

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
Theater Forces	3,482,501	124,565	-898,974	2,708,092	60,267	-169,974	2,598,385

* The FY 2019 Actual column <u>includes</u> $812,479.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $807,793.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $757,744.0 thousand of FY 2021 OCO Appropriations Funding.

I.   <u>Description of Operations Financed</u>: <u>Theater Forces</u> - Provides for the U.S. Army John F. Kennedy Special Warfare Center (USAJFKSWC), the U.S. Army Special Warfare Center Medical Training Facility, the Naval Special Warfare Center (NSWCEN), the Marine Special Operations School (MSOS), the U.S. Air Force Special Operations Air Warfare Center (SOAWC), and the U.S. Special Operations Forces (SOF) Language Office. The schools provide recruitment and training in both basic and advanced SOF skills and operations, and educate American and Allied personnel in geopolitical and military aspects of joint special operations. Funding also provides SOF language training to produce language proficient personnel.

Supports Naval Special Warfare Groups 3 and 4; Special Boat Teams; Sea, Air, and Land (SEAL) Delivery Vehicle Teams; and other maritime operations. Includes Active and Reserve Navy manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and associated costs specifically identified to combatant and support craft assigned to the Naval Special Warfare Command (NSWC).

Includes manpower authorizations, SOF-peculiar and support equipment, necessary SOF-unique facilities and other operational costs specifically associated with SOF Active Army Rangers; Active and National Guard Army special forces activities; Active Army Military Information Support Operations (MISO) units; Active and Reserve Army civil

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

affairs units; Naval Special Warfare groups, units, teams, and detachments; Marine Corps special operations units and teams; Active and Reserve SOF units and detachments; 24th Special Operations Wing; Air Force 720th and 724th Special Tactics Group; special tactics squadrons; combat control squadrons; and SOF para rescue forces. Also included is support for the Theater Special Operations Commands (TSOC). Humanitarian/Civic Assistance (H/CA) activities are carried out in conjunction with authorized military operations, subject to approval by the Secretary of State and Secretary of Defense. These activities promote security and foreign policy interests of the U.S. and the host nation and allow SOF to demonstrate commitment to priority partners supporting overseas contingencies; H/CA activities are a function of Title 10, U.S. Code, section 401.

Provides for the conduct of, or participation in, strategic mobility, Commander-In-Chief directed, and Joint Chiefs of Staff exercises to include participation by SOF experimental forces. Force related training includes Joint Combined Exchange Training sponsored by the Commander, U.S. Special Operations Command (USSOCOM) in support of regional Theater Commanders and the Military Services. Includes Headquarters USSOCOM and/or component manpower authorizations, SOF-peculiar and support equipment, necessary facilities, and the associated costs specifically identified and measurable to the conduct of SOF-related training.

Supports five active Special Operations Wings (SOW) to include 1st SOW, Hurlburt Field, FL; 492nd SOW Hurlburt Field, FL; 352 SOW, RAF Mildenhall UK; 27th SOW, Cannon AFB, NM; 58th SOW, Kirtland AFB, NM; and one, the 353 Special Operations Group (SOG), Kadena AB JA and their associated squadrons. Costs are also included for: 919th Special Operations Reserve Wing located at Duke Field, FL; 193rd Special Operations Air National Guard Wing, Harrisburg, PA; 137th Air National Guard Wing, Oklahoma City, OK; U.S. Army Special

 OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

Operations Aviation Command (USASOAC); 160th Special Operations Aviation Regiment, Ft Campbell, KY; Hunter Army Airfield, GA; and Ft Lewis, WA. Funding supports flying hours, SOF-peculiar and support equipment, initial qualification, and recurring training of aircrews in SOF aircraft operations and tactics. Costs specifically identified and attributable to SOF active tactical aviation operational units, organizations and special operation wings and squadrons are also included.

The Theater Forces Sub-Activity Group (SAG), created in FY 2020, is a consolidation of the previous Flight Operations, Force Related Training, Other Operations, Ship/Boat Operations, and Specialized Skill Training and Recruiting Budget Sub-Activities (BSA) as submitted in the FY 2019 President's Budget.

Defense Wide Review (DWR). There are a number of increases and decreases throughout the OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any DWR change has been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

II. Force Structure Summary:

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	1,505	1,360	1,300
Army	922	928	934

OP-5 Detail by Sub Activity Group

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

Marine Corps	141	132	126
Navy	792	767	797
Total	**3,360**	**3,187**	**3,157**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	14,823	14,779	14,830
Army	30,885	31,612	31,716
Marine Corps	2,884	3,051	3,191
Navy	8,672	8,823	8,778
Total	**57,264**	**58,265**	**58,515**

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	**2,126**	**2,219**	**2,256**

OP-5 Detail by Sub Activity Group

1PLR - Theater Forces
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	FY 2020 Congressional Action Percent	Appropriated	Current Enacted	FY 2021 Estimate
Flight Operations	1,349,102	0	0	n/a	0	0	0
Force Related Training	59,414	0	0	n/a	0	0	0
Other Operations	1,626,401	0	0	n/a	0	0	0
Ship/Boat Operations	116,533	0	0	n/a	0	0	0
Specialized Skill Training	331,051	0	0	n/a	0	0	0
Theater Forces	0	2,764,738	-56,646	-2.1	2,708,092	2,708,092	2,598,385
Total	**3,482,501**	**2,764,738**	**-56,646**	**-2.1**	**2,708,092**	**2,708,092**	**2,598,385**

* The FY 2019 Actual column includes $812,479.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $807,793.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $757,744.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**2,764,738**	**2,708,092**
Congressional Adjustments (Distributed)	-48,317	
Congressional Adjustments (Undistributed)	-8,329	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**2,708,092**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**2,708,092**	
Supplemental	807,793	
Reprogrammings		
Price Changes		60,267
Functional Transfers		-7,914
Program Changes		-162,060
Current Estimate	**3,515,885**	**2,598,385**
Less: Wartime Supplemental	-807,793	
Normalized Current Estimate	**2,708,092**	**0**

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**2,764,738**
1. Congressional Adjustments		-56,646
a. Distributed Adjustments		
1) Overestimation of flying hours	-20,900	
2) Remove one-time FY19 increase	-13,440	
3) Repricing civilian personnel realignments	-881	
4) SOCOM requested transfer to DHP	-5,000	
5) TSOC EA&A - excess to need	-3,000	
6) Unjustified CLS Growth	-1,096	
7) USAJFKSWCS ASOT - excess to need	-4,000	
b. Undistributed Adjustments		
1) Budget Justification Inconsistencies	-2,626	
2) Gender Advisors	2,500	
3) Military Service Dogs	200	
4) Unjustified Growth	-8,403	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**2,708,092**
2. War-Related and Disaster Supplemental Appropriations		807,793
a. OCO Supplemental Funding		
1) OCO	807,793	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**3,515,885**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**3,515,885**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-807,793
FY 2020 Normalized Current Estimate		**2,708,092**
6. Price Change		60,267

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

7. Functional Transfers   -7,914

  a. Transfers In

    1) DWR - Defense Security Cooperation Agency (DSCA)   1,248
funding to Combatant Commands for SC Activities
Defense Wide Review. Transfer from the DSCA to
USSOCOM for security cooperation activities,
including planning, assessments, and monitoring
activities. (FY 2020 Baseline: $58,643 thousand)

    2) United States Air Force Rapid Space Capabilities   147
The U.S. Air Force transferred +$147 thousand for +1
FTE in the Rapid Space Capabilities (RSC) Office at
the U.S. Air Force Space Command to the USSOCOM.
The RSC mission consists of researching, vetting,
developing, and integrating rapidly emerging Space,
Near-Space and related Cyber/Intelligence
exploitation solutions that meet Joint Special
Operations Command (JSOC) and associated special
entity/agency requirements. (FY 2020 Baseline:
$343,039 thousand; Baseline FTEs: 3,187; +1 FTEs)

  b. Transfers Out

    1) Transfer to the Defense Health Agency (DHA)   -7,089
The USSOCOM transferred funds to the DHA for +33
behavioral health professionals who will provide
clinical services to USSOCOM personnel. (FY 2020
Baseline: $22,471 thousand)

    2) Transfer to the Department of the Navy   -2,053
The USSOCOM transferred funds to the Department of
the Navy for the Navy Reserve to support HSC-85

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
operations in FY 2021. (FY 2020 Baseline: $52,572 thousand)		
3) Transfer to the U.S. Army	-167	
The USSOCOM transferred funds to the U.S. Army for the U.S. European Command in support of their Deter Russia Manpower requirements. (FY 2020 Baseline: $3,832 thousand)		
8. Program Increases		167,373
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) 492nd Special Operations Wing (SOW) Realignment	7,086	
Increase is due to realignment of funding for the Command and Control Missions Systems (C2MS) from the Operational Support SAG to the Theater Forces SAG. This program funds AFSOC's Enterprise-wide C2MS that supports a range of capabilities to enable planning and decision making at the operational and tactical level and is more appropriately aligned to Theater Forces SAG. Some examples of C2MS include: Airborne Mission Networking, air mission planning clients, and tactical data links. (FY 2020 Baseline: $0 thousand)		
2) AFSOC - Special Tactics	1,574	
Increase associated with military force structure growth (+21 MIL) of operators at the Squadron level. This growth directly impacts the associated needed sustainment such as: readiness training, support		

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

personnel, travel, equipment and supplies at each
location as follows:
+$568 thousand for the 24th Special Operations Wing;
+$717 thousand for the 352nd Special Operations
Group;
+$289 thousand for the 353rd Special Operations
Group. (FY 2020 Baseline: $38,044 thousand)

3) AFSOC Training Realignment   6,009

Funding provides academic and flight instructors,
student support, courseware, and formal aircrew
training courses for 12 weapon systems conducted at
9 locations. The funding is realigned from the
Maintenance SAG to the Theater Forces SAG for
simulator sustainment to fund +14 Contractor FTEs
aircrew training instructors to increase mission
qualified aircrew and improve Deploy-to-Dwell
ratios. This realignment properly aligns funding for
this operational training into the SAG where it is
more appropriately programmed and executed. (FY 2020
Baseline: $44,209 thousand)

4) Civilian Pay Adjustments   73,941

The total increase for civilian pay is $90,233
thousand and +205 FTEs. The increases are found in
the Transfers In, this narrative, and are continued
into increase 5) below.

+$55,419 thousand increase fully funds the FTEs in
this SAG based upon FY 2019 and FY 2020 year to date

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

actual civilian pay costs; actual pay of onboard
personnel has been higher than planned pay rates.

+$3,654 thousand and +29 FTEs includes:
  +$1,260 thousand and +10 FTEs increase supports
the continued growth of FTEs that were initiated in
FY 2020 for inherently governmental functions and
address instructor/cadre shortages, critical
capability gaps, and safety concerns in the Special
Operations Center of Excellence in Fort Bragg, NC.
Civilian FTEs support training, medical, education
operations and provide security for the Special
Warfare Center Camp McKall training site. In the FY
2020 President's Budget, only (+11 FTEs) of the
planned FTE growth (+21 FTEs) was funded since the
remaining personnel would not have been on board for
the entire fiscal year. This was mistakenly not
identified in the FY 2020 President's Budget
increase narrative for this same purpose and
increase in FTEs. The planned growth for this SAG
is +21 FTEs; the USSOCOM anticipates having hired
all of the additional personnel by the end of FY
2020. The FY 2021 increase fully funds all growth
(+21 FTEs) for this SAG.
  +$2,394 thousand and +19 FTEs increase supports
the FY 2021 continued growth of civilian FTEs as
planned in USSOCOM's force structure increase that
began in the FY 2019 President's Budget. These FTEs
support inherently governmental functions and

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

address instructor/cadre shortages, critical capability gaps, and safety concerns in the Special Operations Center of Excellence. Civilian FTEs support training, medical, education operations and provide security for the Special Warfare Center Camp McKall training site. Due to aggressive USSOCOM hiring efforts, USSOCOM anticipates having all of those +19 FTEs on board in FY 2021 based on FY 2019 and expected FY 2020 actual execution.

+$14,238 thousand and +113 FTEs. In FY 2019 and FY 2020, USSOCOM anticipated not executing 199 FTEs based on expected vacancies and hiring timelines. Due to aggressive USSOCOM hiring efforts, USSOCOM anticipates having all of those 199 FTEs on board in FY 2021 based on FY 2019 and expected FY 2020 actual execution. The +113 of the +131 FTEs is the specific allocation for this SAG. +32 FTEs support aircraft operations. +81 FTEs support Headquarters USSOCOM operations.

+$630 thousand and +5 civilian FTEs support the continuing growth of FTEs as planned in USSOCOM's force structure increase to fill critical operational positions for the US Army Special Operations Aviation Command (USASOAC) that was initiated in FY 2020. The planned organizations under USASOAC have historically had to divert personnel from operational positions to critical-

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

fill requirements both within the 160th SOAR (A) Modified Tables of Equipment and supporting Tables of Distribution and Allowance (Army Modeling and Simulation Office, Systems Integration Management Office, and Special Operations Aviation Training Battalion) over the past 10-15 years. The additional manpower fills critical functions in support of developing combat power, maintenance sustainment, force generation, and force modernization for inherently governmental functions. In the FY 2020 President's Budget, only (+4 FTEs) of the planned growth (+9 FTES) was funded since the remaining personnel would not have been on board for the entire fiscal year. This was mistakenly not identified in the FY 2020 President's Budget increase narrative for this same purpose and increase in FTEs. The planned growth for this SAG is +9 FTEs; the USSOCOM anticipates having hired all of the additional personnel by the end of FY 2020. (FY 2020 Baseline: $343,039 thousand; +147 FTEs)

    5) Civilian Pay Adjustments Continued   16,145

+$5,670 thousand and +45 civilian FTEs supports the continued growth of FTEs for USSOCOM's planned force structure growth of FTEs that was initiated in FY 2020. In the FY 2020 President's Budget, +59 FTEs of the planned growth (+104 FTEs) was funded since all of those personnel would not have been on board for the entire fiscal year. This was mistakenly not identified in the FY 2020 President's Budget

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases   **Amount**   **Totals**

increase narrative for this same purpose and
increase in FTEs. The planned growth for this SAG
is +104 FTEs; the USSOCOM anticipates having hired
all of the additional personnel by the end of FY
2020. The FY 2021 increase fully funds all growth
(+104 FTEs) for this SAG. FTEs provide Headquarters
USSOCOM authorizations as follows:
  +$1,512 thousand and +12 FTEs for the Resources
and Requirements Directorate (J8);
  +$1,386 thousand and +11 FTEs for auditors in the
Special Operations Financial Management Directorate
(SOFM);
  +$1,260 thousand and +10 FTEs for the
Communications Directorate (J6);
  +$1,134 thousand and +9 FTEs for support personnel
under USSOCOM Chief of Staff Support Personnel
(SOCS-Command Support);
  +$252 thousand and +2 FTEs for the Manpower and
Personnel Directorate (J1); and
  +$126 thousand and +1 FTE for the Operations
Directorate (J3).

+$1,775 thousand increase fully funds USSOCOM
civilian personnel costs for the 2020 enacted pay
raise of 3.1 percent and applicable locality area
adjustments.

+$4,485 thousand increase for lump-sum leave
payments, recruitment/retention/relocation bonuses,

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

PCS costs and severance/separation pay. USSOCOM had previously not included these costs that are incurred during the year of execution in President's Budgets for USSOCOM civilian personnel; USSOCOM is now appropriately including these civilian personnel costs beginning in FY 2021.

+$2,703 thousand increase supports the Office of Management and Budget (OMB) directed increase in U.S. civilian direct hire awards spending from FY 2020 to FY 2021 of no less than 1 percentage point of FY 2021 non-Senior Executive Service (SES), Senior Level (SL), and Scientific and Professional (ST) salary spending.

+$1,260 thousand increase and +10 civilian FTEs includes:
   +$504 thousand and +4 civilian FTEs supports the continued growth of FTEs for Cyber Support that was initiated in FY 2020. In the FY 2020 President's Budget, only (+5 FTEs) of the planned growth (+9 FTEs) was funded since the remaining personnel would not have been on board for the entire fiscal year. This was mistakenly not identified in the FY 2020 President's Budget increase narrative for this same purpose and increase in FTEs. The planned growth for this SAG is +9 FTEs; the USSOCOM anticipates having hired all of the additional personnel by the end of FY 2020.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

+$756 thousand and +6 civilian FTEs increase supports the FY 2021 continued growth of civilian FTEs to provide Cyber support that was planned in USSOCOM's force structure increase that began in the FY 2019 President's Budget. Due to aggressive USSOCOM hiring efforts, USSOCOM anticipates having all of those +6 FTEs on board in FY 2021 based on FY 2019 and expected FY 2020 actual execution.

+$252 thousand and +2 civilian FTEs due to realignment from the Intelligence SAG to the Theater Forces SAG due to a USSOCOM technical correction to the Joint Table of Distribution (JTD) to properly align manpower resources to the appropriate Program Element Code (PEC). This action corrects misalignment of billets on the JTD. (FY 2020 Baseline: $343,039 thousand; +57 FTEs)

	Amount	
6) CV-22 Contractor Logistics Support	6,107	

Increase is due to ongoing disconnects for CV-22 sustaining maintenance requirements. The increased cost for sustainment include: Joint Performance Based Logistics, Logistics Contractor Support Services, Mission Planning System Engineers, Portable Flight Planning System Support, and other multiple logistics, maintenance, and service support contracts. (FY 2020 Baseline: $63,132 thousand)

	Amount	
7) Dry Combat Submersible (DCS)	3,385	

DCS provides for the advanced engineering, manufacturing, testing and development effort for a

OP-5 Detail by Sub Activity Group

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals

surface-launched, dry, diver-lock-in/lock-out vessel capable of inserting and extracting SOF and/or payloads into denied areas. Supports costs for DCS/SEAL core/focused operation skills at initials training at Little Creek, VA, maintenance, repairs, consumables, airlift and C-1 certification to deploy. Increase is the result of operational testing, and sustainment of DCS operations for an increased inventory; funding supports travel, deployments, and airflow movement of personnel, maintenance, modernization and sustainment, (FY 2020 Baseline: $3,174 thousand)

8) Flight Operations Sustainment - Life Cycle Contractor Support   3,644
Growth in FY 2021 is due to an increase in sustainment costs. The MH-60M fleet is relatively new and approaching the first in a series of service life sustainment inspections associated with flight hours. (FY 2020 Baseline: $61,872 thousand)

9) Flying Hour Program   7,015
This increase is specifically associated with usage and rate changes across USSOCOM aviation platforms. This is the base portion of the FY 2021 flying hour program's net decrease of $20,180 thousand. Additional details by platform are explained in the Part IV explanatory statements. (FY 2020 Baseline: $581,040 thousand)

10) Joint Chief of Staff (JCS) Exercises   276

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Funding supports SOF participation requirements (per diem, lodging, and Joint Event Life Cycle (JELC)) in GCC Joint Exercise Program events. The GCCs and TSOCs request SOF engagement in their prioritized exercise events to satisfy the Global Force Management Allocation Plan (GFMAP) readiness objectives. The increase is driven by the complexity of two Ellipse Level III exercise events and equipment requirements in FY 2021 that affect USAFRICOM, USCENTCOM, and USEUCOM. (FY 2020 Baseline: $14,913 thousand)		
11) Joint Combined Exchange Training (JCET)	3,659	
Funding supports Joint Combined Exchange Training. Its primary purpose is to train USSOCOM SOF by improving readiness through accomplishing joint and/or combined training events with friendly foreign forces at overseas locations, improving SOF Unconventional Warfare and Foreign Internal Defense (FID) core mission tasks. The funding increase reflects an increase in JCET events from 180 to 186 events in FY 2021. (FY 2020 Baseline: $58,643 thousand)		
12) Joint Military Information Support Operations (MISO) WebOps Center (JMWC)	7,817	
Increase funds the centralized facility and infrastructure, core manpower, program management, Security Information Exchange (SIE) common user costs (infrastructure, workstations and contract		

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
support) for the Joint MISO WebOps Center. Specifically: +$6,253 thousand increase funds +42 contractor Subject Matter Experts (SME) that are required to assist USSOCOM until the GCC personnel and facilities to house them are at Full Operational Capability. These SMEs conduct mission critical functions of signature management, multi-media graphics production, social media analysis, assessments, and internet-based MISO target cycle development. +$1,564 thousand increase funds the associated administrative costs to support the growth of contractor SMEs. These costs include: workstations, licenses, furniture (i.e. desks, chairs, table, VTC equipment). (FY 2020 Baseline: $15,340 thousand)		
13) Marine Special Operations Command (MARSOC) - Marine Raider Regiment (MRR) Increase addresses MARSOC activities tied to the MRR. These training and exercises are a direct result of an increase in military force structure (+194 MIL) driven by an increase in mission requirements for airborne training operations. +$504 thousand increase for two Special Operation Task Force training events taking place in Arizona. +$500 thousand increase for airborne training operations for the Marine Special Operations teams. (FY 2020 Baseline: $43,041 thousand)	1,004	
14) Marine Special Operations School (MSOS)	736	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

The mission of the MARSOC Marine Raider Training Center (MRTC) is to assess and select personnel for assignment to MARSOC and to train and educate designated personnel in individual, basic, and advanced special operations to meet MARSOC's requirement to provide capable personnel to conduct special operations. The increase supports additional MRTC instructor performance hours and their travel to advanced courses to support MRTC's efforts to produce Critical Skills Operations, Special Operations Officers, and Special Operations Capability Specialists for improved readiness. Previously, MARSOC members would develop skillsets over time. The new strategy will have members enter training pipelines at a basic skill level and graduate at full operating capacity. The shift to a "zero-to-hero" pipeline will increase the length of required courses to provide fully qualified Raiders. The training initiative will provide more time training upfront to become fully qualified for immersion into a Team instead of periodically leaving a Team to complete required training.
+$120 thousand increase in travel costs related to extending course length from five weeks to nine weeks.
+$80 thousand increase for logistics support and training range use.
+$536 thousand increase for travel to advanced courses due to an increased student throughput for

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

C. Reconciliation of Increases and Decreases	Amount	Totals

advanced courses being offered more frequently
requiring members to travel for training in
Explosive Ordinance Disposal, Team Chief's Course,
Live Tissue Training, Medical Training, and
Survival, Evasion, Resistance and Escape courses.
(FY 2020 Baseline: $23,882 thousand)

15) Military Information Support Operations (MISO)   1,320
Equipment
Increase funds the fielding of the Multi Mission
Payload (MMP) - Medium system and the additional
fielding of the MMP- Heavy and MMP-Expanded systems.
These systems are modular MISO broadcast, and Cyber
& Electromagnetic Activity (CEMA) systems integrated
into manned and unmanned aerial platforms that
require configuration management, hardware and
software maintenance, and cybersecurity. (FY 2020
Baseline: $2,007 thousand)

16) Naval Special Warfare Center   517
Funding supports selecting, training, and qualifying
candidates to become SEA, Air, Land (SEALs) and
Special Warfare Combatant-Craft Crewman (SWCC), and
providing advanced individual skills training to
NSWC SOF personnel. The increase supports the
contract recompete of the advanced skills instructor
service contract with anticipated cost increases for
the Navy Parachute course. (FY 2020 Baseline:
$37,673 thousand)

17) Naval Special Warfare Command (NSWC)   2,110

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Increase funds additional costs for travel, equipment, commercial transportation and supplies/materials primarily at NSW Group Two for Logistical Support Unit Two and Tactical Communications Command Two due to force structure growth at NSWC (+145 MIL). (FY 2020 Baseline: $47,779 thousand)

18) Preservation of the Force and Family - Behavioral Health (POTFF-BH)   **8,468**

+$7,089 thousand fully funds the revised Defense Health Agency (DHA) cost for the +33 Behavioral Health professionals in FY 2021; +$1,379 thousand program increase funds a total of +11 additional contractor FTEs to fill gaps in embedded Behavioral Health across the USSOCOM enterprise. These FTEs are comprised of: +8 Community Peer Network Coordinators, +2 Licensed Clinical Social Worker and +1 Clinical Psychologist. (FY 2020 Baseline: $22,471 thousand)

19) Preservation of the Force and Family - Family Readiness (POTFF-FR)   **1,174**

10 U.S. Code, Section 1788a allows the USSOCOM Commander to spend up to $10 million on SOF-specific family support programs and services. The increased funding supports additional cost in travel, childcare, supplies, training fees, and materials associated with growing utilization of existing POTFF family programs due to significant improvement in USSOCOM's component commands' ability to plan and

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
execute family programs. These programs include pre/post deployment retreats, reintegration, and family education programs that aid in the development and maintenance of force resilience. (FY 2020 Baseline: $8,620 thousand)		
20) Preservation of the Force and Family - Human Performance (POTFF-HP)	5,811	
+$3,600 thousand increase funds the balance of baselining equipment to allow for data collection of SOF personnel's neuropsychological data. This capability is applicable across the portfolio of POTFF programs; +$1,211 thousand increase funds enterprise wide data access/interoperability to collect, store, retrieve, assess and evaluate operator readiness over a 20 to 30 year career; +$1,000 thousand increase funds +10 specialized contractor FTEs to fill gaps in embedded rehabilitation services for injury/treatment at specific targeted locations. These contractor FTEs are comprised of: +5 Physical Therapists, +3 Cognitive Performance Specialists and +2 Performance Dietitians. (FY 2020 Baseline: $39,083 thousand)		
21) Preservation of the Force and Family - Spiritual Program (POTFF-SP)	696	
The increase in the Spiritual program is intended to develop cohesive communities across the USSOCOM enterprise and enhance and sustain the moral, ethical and social foundations of SOF personnel.		

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Funding supports training and direct outreach by
USSOCOM's religious support teams. (FY 2020
Baseline: $890 thousand)

22) Service Support Vessel (SSV)   659

SSV (one East Coast and one West Coast) provides
various safety and administrative functions
supporting undersea training and certification
operations. Additionally, funds support training and
certification of SDV/DDS Platoons, and Host
submarine crews.
Increase is due to higher Military Sealift Command
(MSC) per diem rates and government furnished
equipment (GFE) costs. SSV contracts through MSC
which requires 365 days on a per diem rate, with no
additional reimbursement costs. This fully funds
the requirement for FY 2021. (FY 2020 Baseline:
$18,034 thousand)

23) SOF Language, Regional Expertise, and Culture   1,346
(LREC)

The SOF LREC program facilitates the validation of
TSOC LREC requirements and pursues policy, training,
personnel management, and other means to optimize
capabilities available to TSOCs. The funding
supports enterprise Language training contracts, on-
site Subject Matter Expert support, training support
software licensing, and travel expenses. The
increase supports a demand for additional language
requirements for support positions in operational
units and an increase in sustainment language

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

proficiency training while not deployed due to the
1:2 Deployment-to-Dwell ratio. Contracted Language
instructors are not considered permanent contractors
and are hired to teach only during weeks the courses
are scheduled. Component increase is AFSOC ($47
thousand), MARSOC ($58 thousand), NSWC ($15
thousand), USASOC ($642 thousand), and USSOCOM HQs
($584 thousand). (FY 2020 Baseline: $51,245
thousand)

24) Theater Special Operations Commands (TSOC)   4,634
+$2,486 thousand increase addresses TSOC assessments
of security vulnerabilities to maintain local and
in-theater network accreditation packages (authority
to connect) for the classified and unclassified
SOFNET systems at each Area of Responsibility (AOR).
+$2,148 thousand addresses an increase in
environmental analysis and the ability to conduct
site surveys for each AOR. Each TSOC relies on
direct, real time support that can only be achieved
by embedding environmental assessment analysts in
the strategic planning and coordination with US
country teams and interagency efforts. The TSOC
environmental analysts provide resident, timely
expertise that directly impacts the USSOF warfighter
survivability in the way of planning, scheduling,
logistics, strategy management, scenario
development, database guides, exercise and event
execution, doctrine development, assessment and
capability development. This organic, resident

III. Financial Summary ($ in thousands)

C. Reconciliation of Increases and Decreases	Amount	Totals
capability cannot be provided remotely or through other agencies. (FY 2020 Baseline: $116,399 thousand)		
25) U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) Increase supports USAJFKWCS manpower increase of +95 military and +25 civilian personnel for increased training and sustainment costs. (FY 2020 Baseline: $40,322 thousand)	549	
26) Warrior Rehabilitation Program - Realignment Program increase is a result of realigning funding for Warrior Rehabilitation Program from the Combat Development Activities SAG to the Theater Forces SAG. This realignment properly aligns and centralizes WRP funding into the SAG where it is more appropriately executed. (FY 2020 Baseline: $0 thousand)	900	
27) Wet Combat Submersible (WCS) WCS operations include the SEAL Delivery Vehicle (SDV), Dry Deck Shelter (DDS) and Shallow Water Combat Submersible (SWCS). WCS support costs for Pre-Deployments, training to attain C-1 Certification, and SDV/DDS/SWCS repair parts, consumables and maintenance. Increase is the result of deployment costs for Special Operations exercises, Interoperability Certifications, and airflow movement of personnel and equipment for an increased inventory of SDV MK11. Prorated per diem	791	

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
increase for leases and government furnished equipment. (FY 2020 Baseline: $22,768 thousand)		
9. Program Decreases		-329,433
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
1) Gender Advisors	-2,500	
Decrease associated with one-time congressional add for Gender Advisors in the FY 2020 Consolidated Appropriations Act (PL 116-93). (FY 2020 Baseline: $211,062 thousand)		
2) Military Service Dogs	-200	
Decrease associated with one-time congressional add for Military Service Dogs in the FY 2020 Consolidated Appropriations Act (PL 116-93). (FY 2020 Baseline: $211,062 thousand)		
c. Program Decreases in FY 2021		
1) Air Force Special Operations Command (AFSOC)	-604	
Funding decrease relates to the FY 2020 stand-up of AFSOC's A3 Directorate Information Operations office. In FY 2021, funding is only required for the continued sustainment of the Training Software of the Service contract. (FY 2020 Baseline: $44,209 thousand)		
2) Army Special Operations Aviation Command (ARSOAC) Unit Ops Support Realignment	-3,437	
Program decrease is due to realigning funding for ARSOAC Unit Ops Support sustainment from the Theater Forces SAG to the Operations Support SAG. This realignment properly aligns ARSOAC Unit Ops funding		

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

into the Operations Support SAG with the remainder
of ARSOAC operating funds. (FY 2020 Baseline: $3,437
thousand)

    3) Civilian Pay Adjustments   -30,919
    The total decrease for civilian pay is -$30,919
    thousand and -235 FTEs.

    -$15,750 thousand and -125 FTEs. USSOCOM conducted
    an iterative, deliberate analysis of organizational
    and personnel functions in order to determine which
    programs and projects should be appropriately funded
    within the Intelligence SAG. USSOCOM identified
    additional GG (excepted service) Intelligence
    positions that currently fall under Defense Civilian
    Intelligence Personnel System (DCIPS) for
    realignment into the Military Intelligence Program.
    This realigns -125 FTEs from the Theater Forces SAG
    to the Intelligence SAG.

    -$1,309 thousand decrease due to FY 2021 having one
    less compensable day (going from 262 days (2,096
    hours) in FY 2020 to 261 days (2,088 hours) in FY
    2021).

    -$13,482 thousand and -107 civilian FTEs decrease
    supports the Air National Guard and USSOCOM
    conversion of military technicians (civilian FTEs)
    at AFSOC to Active Guard Reserves (AGR) (military
    end strength). Conversion for the 193rd Air

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

National Guard mission ensures unit readiness and effectiveness.

-$126 thousand and -1 FTE decrease due to a USSOCOM technical correction to the Joint Table of Distribution (JTD) to properly align manpower resources to the appropriate Program Element Code (PEC). This action corrects misalignment of billets on the JTD.

-$252 thousand and -2 FTEs decrease due to realignment from the Theater Forces (SAG) to the Combat Development Activities (SAG) to correctly align positions under the appropriate Service Executive Agent. (FY 2020 Baseline: $343,039 thousand; -235 FTEs)

4) Contractor Logistics Support (CLS) and Sustainment Realignment   -180,801

Decrease is due to a realignment of funding to the Maintenance SAG from the Theater Forces SAG where USSOCOM aviation CLS and sustainment costs are more appropriately executed:

-$69,525 thousand decrease for CV-22B sustainment.

-$66,113 thousand decrease for Flight Operations sustainment and life cycle contractor support for MH-6, MH-47, and MH-60 aircraft. Encompasses logistics support, on-site repair, overhaul,

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

maintenance, engineering change proposals, training support, on-site technical support, and depot forward and rear capability.

-$16,683 thousand decrease for 160th Special Ops Aviation Regiment (SOAR) sustainment across all platforms.

-$10,153 thousand decrease for Army Special Operations Aviation Command (ARSOAC) Special Ops Training Battalion sustainment for aviation personnel, equipment, and supplies.

-$10,200 thousand decrease for C-27J sustainment.

-$6,074 thousand decrease for CASA-212 sustainment.

-$2,053 thousand decrease for AFSOC Digital Tech Data Device sustainment.

5) DWR - Headquarters and Program Capacity/Capability Reductions   -24,887

Defense Wide Review. FY 2021 changes reflect reduced investment or divestment in lower end capabilities, deferment of infrastructure improvements, and efforts to streamline processes across the USSOCOM enterprise in order to improve USSOCOM's efficiency and effectiveness and appropriately align with the Department's priorities as outlined in the National Defense Strategy:

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$10,416 thousand decrease to JCET events to 156 events for FY 2021. (FY 2020 Baseline: $58,643 thousand)

-$884 for Naval Small Craft Instruction and Technical Training School (NAVSCIATTS). Funds are decreased for command and staff travel in support of curriculum planning activities between Naval Small Craft Instruction and Technical Training School (NAVSCIATTS), the TSOCs, and the GCCs. The cost to conduct enduring activities requiring travel will be applied to FY 2021 course tuition rate which are billed to foreign partners enrolled in residential courses of instruction. (FY 2020 Baseline: $833 thousand)

-$4,421 thousand decrease eliminates MISO print capabilities. (FY 2020 Baseline: $4,170 thousand)

-$2,789 thousand decrease for supplies and equipment contract support for Civil Affairs units. (FY 2020 Baseline: $15,051)

-$1,609 thousand decrease to administrative support costs for USSOCOM HQ Training & Education Operations. (FY 2020 Baseline: $5,864 thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
-$1,600 thousand decrease to administrative support costs for the Joint Cyber Center. (FY 2020 Baseline: $3,467 thousand)		
-$968 thousand decrease for Voice MISO. (FY 2020 Baseline: $23,905 thousand)		
-$808 thousand decrease for Mine Resistant Ambush Protected Vehicle test support. (FY 2020 Baseline: $762 thousand)		
-$494 thousand decrease for USSOCOM HQ Training & Education Operations. (FY 2020 Baseline: $5,864 thousand)		
-$421 thousand decrease for Counter Weapons of Mass Destruction. (FY 2020 Baseline: $2,372 thousand)		
-$257 thousand decrease to administrative support costs for International Operations. (FY 2020 Baseline: $4,545 thousand)		
-$220 thousand decrease for International Operations. (FY 2020 Baseline: $4,545 thousand)		
6) DWR - Program Efficiencies and Infrastructure Deferments	-43,539	
Defense Wide Review. FY 2021 changes reflect reduced investment or divestment in lower end capabilities, deferment of infrastructure improvements, and		

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

efforts to streamline processes across the USSOCOM
enterprise in order to improve USSOCOM's efficiency
and effectiveness and appropriately align with the
Department's priorities as outlined in the National
Defense Strategy:

-$16,131 thousand decrease in the CV-22B hours by an
additional 647 hours which bring the total CV-22B
hours to an expected execution level of 11,314
hours. (FY 2020 Baseline: $581,040 thousand)

-$1,565 thousand decrease for U.S. Army Special
Operations Aviation Command (ARSOAC). (FY 2020
Baseline: $12,336 thousand)

-$692 thousand decrease for CV-22 Power By the Hour.
(FY 2020 Baseline: $63,132 thousand)

-$299 thousand decrease to AC-130 Mission Rehearsal
Training (MRT) hours. (FY 2020 Baseline: $778
thousand)

-$23 thousand decrease for CV-22 function check
mission flights and rehearsal training. (FY 2020
Baseline: $157 thousand)

-$51 thousand for the 492nd SOW. (FY 2020 Baseline:
$7,565 thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$44 thousand for the 24th SOW. (FY 2020 Baseline: $6,212 thousand)

-$829 thousand decrease for the Marine Special Operations School. Reduces funding to the MARSOF Technical Surveillance Course, the MARSOF Advanced Sniper Course, the MARSOF Master Assaulter Course, and the food services contracted at Fort A.P. Hill. (FY 2020 Baseline: $23,882 thousand)

-$1,375 thousand decrease for the Naval Warfare Center. Reduces (-2) Contractor FTE instructors and "level of effort" service contracts for the Parachute Course, Tactical Driving Course, and Advanced Technical Surveillance Training. (FY 2020 Baseline: $37,673 thousand)

-$3,083 thousand decrease for SOF Language sustainment and instructor contracts. (FY 2020 Baseline: $51,245 thousand)

-$4,697 thousand decrease to USAJFKSWCS for the Advanced Special Techniques (ASOT) course. Reduction decreases (-33) contractor FTEs for exercise role-players and dedicated opposition forces. (FY 2020 Baseline: $40,322 thousand)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-1,200 thousand decrease to JCS exercises from 25 to 23 exercises for FY 2021. (FY 2020 Baseline: $14,193 thousand)

-$9,876 thousand decrease to logistics and training contract support for USASOC units. (FY 2020 Baseline: $211,062 thousand)

-$1,337 thousand decrease for environmental analysis and assessments contract support at the TSOCs. (FY 2020 Baseline: $43,184 thousand)

-$1,076 thousand decrease for civil engineering support equipment maintenance at the NSWC. (FY 2020 Baseline: $6,016 thousand)

-$403 thousand decrease for Persistent Engagement. (FY 2020 Baseline: $49,285 thousand)

-$56 thousand decrease for AFSOC Special Tactics. (FY2020 Baseline: $38,044 thousand)

-$5 thousand decrease for Marine Raider Regiment. (FY 2020 Baseline: $31,596 thousand)

-$514 thousand for Wet Combat Submersible (WCS). Decrease for travel for training, readiness, and certifications. (FY 2020 Baseline: $22,768)

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$283 thousand for Dry Combat Submersible. Decrease
for travel for training, readiness, and
certifications. (FY 2020 Baseline: $3,174 thousand)

7) Identity Management Realignment   -1,089
Decrease is a result of realigning funding for open
source social media exploitation from the Theater
Forces SAG to the Operational Support SAG. This
realignment properly aligns the open source social
media exploitation funding into the SAG in which it
is more appropriately executed. This realignment
includes -5 Subject Matter Expert Contractor FTEs.
(FY 2020 Baseline: $31,557 thousand)

8) Naval Special Warfare Command (NSWC) - Civil   -3,130
Engineering Support Equipment (CESE)
NSWC decreased its civil engineering support
equipment maintenance as the responsibility
transfers to Navy service common beginning mid 2nd
quarter FY 2021. (FY 2020 Baseline: $6,016 thousand)

9) U.S. Army Special Operations Command (USASOC)   -4,451
Decrease attributed to reduced training expenditures
and contract support for resource management,
logistics, offsite training, studies, and the
readiness informed sustainable capabilities
dashboard. (FY 2020 Baseline: $52,572 thousand)

10) U.S. Army Special Operations Command (USASOC)   -26,928
Realignment
Program decrease is a result of realigning funding
for USASOC from the Theater Forces SAG to the
Operational Support SAG. This realignment properly

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

C. Reconciliation of Increases and Decreases	Amount	Totals
aligns USASOC's funding for logistics and communications support into the SAG where it is centrally managed. (FY 2020 Baseline: $303,145 thousand)		
11) USAJFKSWCS	-6,948	
Funding supports providing resources for personnel, equipment, supplies, contract services, operations, and travel for the USAJFKSWCS. The school serves as the Army SOF proponent for Special Forces, Civil Affairs, Psychological Operations assessment and selection, initial-entry qualification courses, professional development, and advanced skills training such as Military Free Fall, Medical, Combat Dive, and Advanced Special Operations Techniques. Decrease realigns funding from the Theater Forces SAG to the Operational Support SAG. This realignment properly aligns USAJFKSWCS funding for communications support into the SAG where it is more appropriately programmed and executed. (FY 2020 Baseline: $40,322 thousand)		
FY 2021 Budget Request		**2,598,385**

OP-5 Detail by Sub Activity Group

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

Table I - USSOCOM functional capability by Fiscal Years

Functional Capability	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Civilian Pay	$380,881	$343,039	$407,489
Specialized Skill Training	$249,510	$258,843	$278,417
Ship / Boat	$99,088	$98,911	$103,338
Other Operations	$908,454	$969,279	$951,972
Force Related Training	$59,414	$79,519	$72,811
Flight Operations	$972,676	$958,501	$784,358
Total Theater Forces	**$2,670,023**	**$2,708,092**	**$2,598,385**

Table II - USSOCOM Theater Special Operations Commands comparison by Fiscal Years

TSOC	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
SOCAFRICA	$25,315	$26,090	$28,618
SOCCENTRAL	$34,322	$42,783	$44,364
SOCEUROPE	$16,918	$15,922	$16,504
SOCKOREA	$7,033	$8,570	$8,666
SOCNORTH	$6,851	$4,779	$4,856
SOCPACIFIC	$31,429	$23,120	$24,392
SOCSOUTH	$26,752	$24,406	$25,910
Total TSOC	**$148,620**	**$145,670**	**$153,310**

OP-5 Detail by Sub Activity Group

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

Table III - USSOCOM Comparison of Flying Hour Changes between Fiscal Years

	FY21 Inventory	FY19 Actual Hours	FY20 Hrs	FY21 Hrs	Hrs Chng	% Hrs Chng	FY20 Rate	FY21 Rate	Rate Chng	FY20 $M	FY21 $M	Change $M	Price	Program
AC-130J	26	4,397	8,810	10,102	1,292	15%	$ 4,721	$ 4,945	$ 224	$ 41.6	$ 50.0	$ 8.4	$ 2.0	$ 6.3
AC-130U	-	3,979	1,007	-	(1,007)	-100%				$ 11.5	$ -	$ (11.5)	$ 0.6	$ (12.0)
AC-130W	6	4,240	3,342	1,750	(1,592)	-48%	$ 9,227	$ 6,757	$ (2,470)	$ 30.8	$ 11.8	$ (19.0)	$ 1.5	$ (20.5)
CV-22B	52	10,924	12,956	11,961	(995)	-8%	$ 19,412	$ 24,926	$ 5,514	$ 251.5	$ 298.1	$ 46.6	$ 12.2	$ 34.4
CV-22B (DWR)				(647)			$ 19,412	$ 24,926	$ 5,514		$ (16.1)			$ (16.1)
MC-130H	13	6,532	6,763	4,862	(1,901)	-28%	$ 12,432	$ 14,911	$ 2,479	$ 84.1	$ 72.5	$ (11.6)	$ 4.1	$ (15.7)
MC-130J	44	13,487	15,213	16,167	954	6%	$ 4,678	$ 4,809	$ 131	$ 71.2	$ 77.7	$ 6.6	$ 3.5	$ 3.1
EC-130J	7	1,978	2,591	2,337	(254)	-10%	$ 3,403	$ 3,794	$ 391	$ 8.8	$ 8.9	$ 0.1	$ 0.4	$ (0.4)
A/MH-6M	51	9,840	8,739	8,823	84	1%	$ 3,414	$ 3,664	$ 250	$ 29.8	$ 32.3	$ 2.5	$ 0.3	$ 2.2
MH-47G	67	16,728	13,853	13,995	142	1%	$ 8,452	$ 7,993	$ (459)	$ 117.1	$ 111.9	$ (5.2)	$ 1.3	$ (6.5)
MH-60L	2	578	500	500	-	0%	$ 2,558	$ 3,199	$ 641	$ 1.3	$ 1.6	$ 0.3	$ 0.0	$ 0.3
MH-60M	73	17,766	19,319	19,570	251	1%	$ 4,750	$ 4,978	$ 228	$ 91.8	$ 97.4	$ 5.7	$ 1.0	$ 4.7
UH-60L	2	334	540	540	-	0%	$ 2,342	$ 2,365	$ 23	$ 1.3	$ 1.3	$ -	$ 0.0	$ (0.0)
Total	343	90,783	93,633	89,960	(3,673)	-4%				$ 740.7	$ 747.4	$ 6.7	$ 26.9	$ (20.2)

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

Table IV - USSOCOM Component Comparison of Flying Hour Changes between Fiscal Years

FLYING HOUR PROGRAM ($K)					
Total Program		FY19 (Actuals)	20PB (Enacted)	21PB	20PB-21PB Delta
USASOC	DOLLARS	$246,331	$241,233	$244,485	$ 3,252
USASOC	HOURS	45,246	42,951	43,428	477
AFSOC	DOLLARS	$450,965	$499,465	$502,899	$ 3,434
AFSOC	HOURS	45,537	50,682	46,532	(4,150)
Total	DOLLARS	$697,296	$740,698	$747,384	$ 6,686
Total	HOURS	90,783	93,633	89,960	(3,673)

Flying Hours Discussion of Changes from FY 2020 to FY 2021:

The FY 2021 total funded flying hour program is $747,384 thousand; $592,594 thousand is requested in the base budget, and $154,790 thousand is requested in the OCO. The overall FY 2021 flying hour program net decrease of $20,180 thousand is due to the following factors:

+$6,340 thousand - The AC-130J is becoming the primary gunship platform as it replaces the divested AC-130U and the six remaining AC-130W gunships. Deliveries continue; bringing the total inventory from 19 aircraft at the beginning of FY 2020 to 26 aircraft at the end FY 2021. This results in an increase of 1,292 hours from 8,810 hours in FY 2020 to 10,102 hours in FY 2021. The cost per flying hour (CPFH) rate increases by $224 per hour from $4,721 per hour in FY 2020 to $4,945 per hour in FY 2021 due to adjustments in parts consumption associated with increasing flight hours of the new platform and the reallocation of common back-shop supply accounts from the

OP-5 Detail by Sub Activity Group

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

divesting AC-130W. As USSOCOM continues to break in the new aircraft, flight hours and rates will begin to normalize over time.

+$34,392 thousand - The CV-22B hours decrease by 995 hours from 12,956 hours in FY 2020 to 11,961 hours in FY 2021 to more accurately reflect aircrew training requirements. The platform will have a $5,514 CPFH rate increase from $19,412 per hour in FY 2020 to $24,926 per hour in FY 2021 due primarily to an increase in working capital fund rates associated with depot level reparable parts. The rotor system blade consumption coupled with a twenty-eight percent working capital fund rate is the main cost driver. Operating environment conditions remain the primary driver for rotor blade consumption. The desert environment operating conditions at Kirtland and Cannon Air Force Bases and the deployed locations result in increased rotor blade consumption. Additionally, rotor blade moisture intrusion causes anti-icing issues at RAF Mildenhall and Kadena Air Bases which leads to rotor blade replacement. Air Force Special Operations Command (AFSOC) continues to address the rotor blade parts consumption and availability with the Navy's V-22 program management office. The CV-22B total inventory increases by 1 aircraft from 51 aircraft in FY 2020 to 52 aircraft in FY 2021.

-$16,131 thousand – DWR – Defense Wide Review – As part of the analysis for the DWR, CV-22B hours decrease by an additional 647 hours from FY 2020 to FY 2021 which brings CV-22B hours down to 11,314 hours for FY 2021. This was a deliberate decision in to further decrease hours to a more realistic execution level.

+$3,120 thousand - The MC-130J hours increase by 954 hours from 15,213 hours in FY 2020 to 16,167 hours in FY 2021 as AFSOC begins transitioning to the pure fleet of MC-130J aircraft. Deliveries of the MC-130J continue, bringing the total inventory from 41 aircraft in FY 2020 to 44 aircraft in FY 2021. The CPFH rate increases by $131 per hour from $4,678 per hour in FY 2020 to $4,809

OP-5 Detail by Sub Activity Group

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

per hour in FY 2021 as utilization of this platform increases and the common back-shop supply accounts from the divesting AC-130W are applied to this aircraft.

+$2,174 thousand - The A/MH-6M hours increase by 84 hours from 8,739 hours in FY 2020 to 8,823 hours in FY 2021 due to minor changes in aircrew training requirements. The CPFH rate is experiencing an increase of $250 per hour from $3,414 per hour in FY 2020 to $3,664 per hour in FY 2021 due to a capability increase primarily associated with the high performance rotor blade upgrade. The older blade had an established repair capability that has not yet been developed for the new composite blade, which is driving additional parts costs.

+$307 thousand - The MH-60L annual hours requirement remains constant at 500 hours in FY 2021 based on the operational assessment requirements. The CPFH rate increases by $641 per hour from $2,558 per hour in FY 2020 to $3,199 per hour in FY 2021. Due to the small fleet size any part consumption affects the CPFH rate significantly because it is applied to a fleet of two aircraft.

+$4,674 thousand - The MH-60M annual hours increase by 251 hours from 19,319 hours in FY 2020 to 19,570 hours in FY 2021 due to modifications of aircrew training requirements. The CPFH rate increases by $228 per hour from $4,750 per hour in FY 2020 to $4,978 per hour in FY 2021. These rates are expected to increase as aircraft hit 1,500/3,000/5,000 hour time on airframe maintenance cycles.

-$12,021 thousand - The AC-130U will be completely divested by the end of FY 2020.

-$20,512 thousand - The AC-130W hours decrease by 1,592 hours from 3,342 hours in FY 2020 to 1,750 hours in FY 2021 as aircrew transition to the AC-130J. The CPFH rate decreases by $2,470 per hour from $9,227 per hour in FY 2020 to $6,757 per hour in FY 2021 because the flying hours are reducing by 48 percent and the total aircraft decrease from ten aircraft in FY 2020 to six

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

aircraft in FY 2021. Additionally, all common back-shop supply accounts are being applied to the MC-130J and AC-130J aircraft.

-$379 thousand - The EC-130J hours decrease by 254 hours from 2,591 hours in FY 2020 to 2,337 hours in FY 2021. The CPFH rate increases by $391 per hour from $3,403 per hour in FY 2020 to $3,794 per hour in FY 2021 due to the Large Aircraft Infrared Counter Measures system being installed on all EC-130J aircraft in FY 2021 and included in the sustainment costs.

-$15,669 thousand - The MC-130H hours reduce by 1,901 hours from 6,763 hours in FY 2020 to 4,862 hours in FY 2021 as crews transition to the MC-130J aircraft. The CPFH rate increases by $2,479 per hour from $12,432 per hour in FY 2020 to $14,911 per hour in FY 2021 because the common bench stock and avionics back shop support that were previously shared with the divested AC-130U is now applied entirely to the MC-130H platform.

-$6,474 thousand - The MH-47G hours increase by 142 hours from 13,853 hours in FY 2020 to 13,995 hours in FY 2021 due to minor changes in aircrew training requirements. The CPFH rate decreases by $459 per hour from $8,452 per hour in FY 2020 to $7,993 per hour in FY 2021 due to reduction in parts requiring repair, specifically turbine engines and transmissions.

-$1 thousand - The UH-60L hours remain at 540 hours in FY 2021. These two aircraft are U.S. Army common aircraft and utilize the US Army common published CPFH rate which increases by $23 per hour from $2,342 per hour in FY 2020 to $2,365 per hour in FY 2021.

OP-5 Detail by Sub Activity Group

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

Table V - Aircraft Inventory

Type Aircraft/TMS	FY 2019 Actuals		FY 2020 Enacted		FY 2021 Estimate	
	Qty	GUARD	Qty	GUARD	Qty	GUARD
A/MH-6M	51	–	51	–	51	–
AC-130J	15	–	23	–	26	–
AC-130U	7	–	0	–	0	–
AC-130W	10	–	10	–	6	–
C-12C	1	–	1	–	1	–
C-145A	5	–	5	–	5	–
C-146A	20	–	20	–	20	–
C-27J	7	–	7	–	7	–
C-32B	–	2	–	2	–	2
CASA-212	5	–	5	–	5	–
CV-22B	50	–	51	–	52	–
EC-130J	–	7	–	7	–	7
MC-12W (ANG)	–	13	–	13	–	13
JAVAMAN	22	–	22	–	22	–
MC-130H	16	–	13	–	13	–
MC-130J	40	–	41	–	44	–
MH-47G	66	–	67	–	67	–
MH-60L	4	–	2	–	2	–
MH-60M	72	–	73	–	73	–
MQ-1C	24	–	24	–	24	–
MQ-9A	50	–	50	–	50	–
PC-12	5	–	5	–	5	–
U-28A	31	–	30	–	30	–
UH-60L	2	–	2	–	2	–
Total Aircraft	**503**	**22**	**502**	**22**	**505**	**22**

*TMS = Type Model Series

OP-5 Detail by Sub Activity Group

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

Table VI – Student Workload

	FY 2019 Actuals			FY 2020 Estimate			FY 2021 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Initial Skills									
USASOC	10,628	7,917	4,049	12,648	9,347	4,392	11,511	8,480	4,075
AFSOC	755	714	1,794	924	924	2,102	858	858	2,080
MARSOC	926	533	308	992	645	334	992	645	334
NAVSPECWARCOM	2,867	1,960	2,569	3,827	3,827	3,964	3,827	3,827	3,964
Total	15,176	11,124	8,720	18,391	14,743	10,792	17,188	13,810	10,453
Skill Progression									
USASOC	2,332	2,265	1,141	2,524	2,425	1,097	2,239	2,173	931
AFSOC	104	103	91	149	149	30	127	127	17
MARSOC	501	474	211	557	539	234	555	539	233
NAVSPECWARCOM	941	942	1,464	1,532	1,532	2,288	1,532	1,532	2,288
Total	3,878	3,784	2,907	4,762	4,645	3,649	4,453	4,371	3,469
Functional									
USASOC	6,652	6,005	5304	7,449	6,826	5,841	6,982	6,402	5,287
AFSOC	890	883	466	1,228	1,228	594	1,400	1,400	619
MARSOC	639	547	221	636	568	250	636	568	250
NAVSPECWARCOM	4,100	4,011	1458	5,168	5,168	1,638	5,168	5,168	250
SOF Language	2,714	2,634	74309	2,747	2,637	75,371	2,654	2,555	75,069
Total	14,995	14,080	81758	17,228	16,427	83,694	16,840	16,093	81,475

OP-5 Detail by Sub Activity Group

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

	FY 2019 Actuals			FY 2020 Estimate			FY 2021 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Component Total									
USASOC	19,612	16,187	10,494	22,621	18,598	11,330	20,732	17,055	10,293
AFSOC	1,749	1,700	2,351	2,301	2,301	2,726	2,385	2,385	2,716
MARSOC	2,066	1,554	740	2,185	1,752	818	2,183	1,752	817
NAVSPECWARCOM	7,908	6,913	5,491	10,527	10,527	7,890	10,527	10,527	6,502
SOF Language	2,714	2,634	74,309	2,747	2,637	75,371	2,654	2,555	75,069
Component Total	34,049	28,988	93,385	40,381	35,815	98,135	38,481	34,274	95,397

* FY 2021 student numbers are estimated based on 2nd quarter 2019 Institutional Training Readiness Report data. More accurate data will be available in the 2nd quarter of Calendar Year 2020.

Definitions:

Input = number of students entering a given fiscal year

Output = number of students graduating during a given fiscal year

Workload (student-year equivalent) = {(entrants + graduates)/2} x (course length in days)/days per year) [Institutional Training Readiness Report workload formula]

Narratives:

Specialized Skill Training provides military members with initial job qualification skills or new or higher levels of skill in their current military specialty or functional area. The focus is on "occupational" training that relates to skills that individual military members require in order to perform "wartime missions." This training data is reported in the following sub-categories.

- <u>Initial Skills</u>. Represents the training pipeline for producing new SOF operators. Initial SOF Skills Training is comprised of numerous requirements designed to become a SOF operator (initial qualification as a NAVSPECWARCOM Sea, Air, Land (SEAL) or Special Warfare Combatant-craft Crewman (SWCC), USASOC Special

OP-5 Detail by Sub Activity Group

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

Forces, MARSOC Critical Skills Operator, or AFSOC Air Commando). The funding required to operate and sustain these classes include costs for civilian and contract instructors, curriculum development, training supplies and equipment, uniform items, medical equipment and services, weapons and ordinance sustainment, diving systems, maritime craft, communication devices, and range support.

- <u>Skill Progression</u>. Provides advanced training focused on the unique skills and strategic tactics required to progress in SOF operations. Skill progression courses are supportive of the operator's primary specialty skill set, typically have smaller class size, and are designed for mature SOF personnel including individual refresher training courses designed to maintain qualifications and/or proficiency. In addition, these advanced courses are in constant demand and are heavily reliant on specialized equipment and technology that require continuous maintenance and upgrades.

- <u>Functional</u>. Available to personnel in various SOF occupational specialties who require specific, additional skills or qualifications without changing their primary specialty or skill level. These additional skills include language proficiency, Survival Evasion Resistance and Escape training, mission specific training, and specialty skills (e.g., medical, computer networks, Small Unmanned Aircraft System operations, Jumpmaster).

OP-5 Detail by Sub Activity Group

1PLR - Theater Forces
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V. Personnel Summary	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	54,615	55,140	55,392	525	252
Officer	9,852	9,923	9,929	71	6
Enlisted	44,763	45,217	45,463	454	246
Reservists on Full Time Active Duty (E/S)	2,649	3,125	3,123	476	-2
Officer	698	1,035	1,033	337	-2
Enlisted	1,951	2,090	2,090	139	0
Civilian End Strength (Total)	3,360	3,187	3,157	-173	-30
U.S. Direct Hire	3,360	3,187	3,157	-173	-30
Total Direct Hire	3,360	3,187	3,157	-173	-30
Active Military Average Strength (A/S) (Total)	54,615	55,140	55,392	525	252
Officer	9,852	9,923	9,929	71	6
Enlisted	44,763	45,217	45,463	454	246
Reservists on Full Time Active Duty (A/S) (Total)	2,649	3,125	3,123	476	-2
Officer	698	1,035	1,033	337	-2
Enlisted	1,951	2,090	2,090	139	0
Civilian FTEs (Total)	3,360	3,187	3,157	-173	-30
U.S. Direct Hire	3,360	3,187	3,157	-173	-30
Total Direct Hire	3,360	3,187	3,157	-173	-30
Average Annual Civilian Salary ($ in thousands)	114.4	107.6	129.1	-6.8	21.5
Contractor FTEs (Total)	2,126	2,219	2,256	93	37

OP-5 Detail by Sub Activity Group

Personnel Summary Explanations:

*USSOCOM military personnel are reported in Military Service Estimates. Active Military End Strength and Active Military Average Strength includes both Active Duty and Guard personnel.

*Military End Strength net increase of +250 personnel (+4 Officers and +246 Enlisted) due to:

+4 Officers and +156 Enlisted associated with Combat Support/Combat Service Support (CS/CSS).

+6 Officers and +21 Enlisted associated with Command and Control (C2) support.

+3 Officers and +17 Enlisted associated with special tactics support.

+1 Officer associated with CWMD support.

+15 Officers and +80 Enlisted supports the Special Operations Center of Excellence.

+5 Officers and +88 Enlisted force structure growth to support AVFID.

-18 Officers, -105 Enlisted, and -1 Officer Reservist on Full-Time Active Duty realigned from the Theater Forces SAG to the Combat Development Activities SAG to reconcile NSWC Activity Manpower Documents.

-10 Officers and -11 Enlisted realigned to the Combat Development Activities SAG to align manpower resources to the appropriate Program Element Codes (PECs).

-1 Officer Reservist on Full-Time Active Duty realigned from the Theater Forces SAG to the Professional Development SAG to properly align PECs.

*Civilian FTE net decrease of -30 due to:

+1 FTE transfer from U.S. Air Force Space Command to the USSOCOM.

+29 FTEs increase supports the continued growth of FTEs at the Special Operations Center of Excellence.

+113 FTEs for planned FY 2021 execution based on FY 2019 and expected FY 2020 actual execution.

+5 FTEs support the continued growth of FTEs at the US Army Special Operations Aviation Command (USASOAC).

 OP-5 Detail by Sub Activity Group

+45 FTEs supports the continued growth of FTEs for USSOCOM's planned force structure growth.

+10 FTEs supports the continued growth of FTEs for Cyber Support.

+2 FTEs realigned from the Intelligence SAG to properly align manpower resources to the appropriate Program Element Code (PEC).

-125 FTEs realigned to the Intelligence SAG for additional GG (excepted service) Intelligence positions that currently fall under DCIPS for realignment into the MIP.

-107 FTEs decrease supports the Air National Guard and USSOCOM civilian to military conversion military technicians.

-1 FTE due to a USSOCOM technical correction to the Joint Table of Distribution (JTD) to properly align manpower resources to the appropriate Program Element Code (PEC).

-2 FTEs supports realignment of two USSOCOM Air Force civilians from the Theater Forces SAG to two USSOCOM Army civilians in the CDA SAG.

Contractors net change of +37 FTEs due to:

+14 FTEs supports aircrew training instructors.

+11 FTEs supports Behavior Health Professionals for the POTFF-Behavioral Health program.

+10 FTEs supports the POTFF-Human Performance program.

+42 FTEs supports the Joint Military Information Support Operations WebOps Center (JMWC).

-33 FTEs for Advanced Special Operations Techniques (ASOT) exercise role players (Defense Wide Review).

-5 IdM FTEs realigned to the Operational Support SAG.

-2 FTE reduction of instructors for NSWC (Defense Wide Review).

OP-5 Detail by Sub Activity Group

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	381,587	10,608	-51,549	340,646	5,246	59,034	404,926
103 Wage Board	2,720	75	-402	2,393	37	133	2,563
104 FN Direct Hire (FNDH)	81	2	-83	0	0	0	0
199 TOTAL CIV COMPENSATION	**384,388**	**10,685**	**-52,034**	**343,039**	**5,283**	**59,167**	**407,489**
308 Travel of Persons	425,329	8,507	-117,512	316,324	6,326	-17,952	304,698
399 TOTAL TRAVEL	**425,329**	**8,507**	**-117,512**	**316,324**	**6,326**	**-17,952**	**304,698**
401 DLA Energy (Fuel Products)	142,769	-956	-21,276	120,537	-6,109	27,999	142,427
402 Service Fund Fuel	578	-4	-512	62	-3	-59	0
411 Army Supply	2,552	-2	23,685	26,235	1,076	1,503	28,814
412 Navy Managed Supply, Matl	1,146	24	3,881	5,051	203	0	5,254
413 Marine Corps Supply	0	0	76	76	1	-11	66
414 Air Force Consol Sust AG (Supply)	353,009	28,418	-151,184	230,243	22,311	-241,978	10,576
416 GSA Supplies & Materials	13,403	268	4,256	17,927	359	416	18,702
417 Local Purch Supplies & Mat	16,674	333	783	17,790	356	-500	17,646
418 Air Force Retail Supply (Gen Support Div)	15,142	435	56,913	72,490	1,863	-74,329	24
421 DLA Mat Supply Chain (Cloth & Textiles)	45	0	0	45	0	0	45
422 DLA Mat Supply Chain (Medical)	10	0	0	10	0	0	10
423 DLA Mat Supply Chain (Subsistence)	72	0	0	72	0	0	72
424 DLA Mat Supply Chain (Weapon Sys)	3,293	9	27,959	31,261	-44	699	31,916
425 Flying Hour Air Force Consolidated Sustainment (Supply)	0	0	0	0	0	215,442	215,442
426 Flying Hour AF Retail Supply Chain (General Support Division)	0	0	0	0	0	92,948	92,948
499 TOTAL SUPPLIES & MATERIALS	**548,693**	**28,525**	**-55,419**	**521,799**	**20,013**	**22,130**	**563,942**
502 Army Fund Equipment	2,405	-2	-1,026	1,377	56	325	1,758
503 Navy Fund Equipment	310	6	2,663	2,979	120	0	3,099

OP-5 Detail by Sub Activity Group

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
505 Air Force Fund Equip	0	0	1,203	1,203	0	24	1,227
506 DLA Mat Supply Chain (Const & Equip)	11,549	-55	-1,111	10,383	-9	1,997	12,371
507 GSA Managed Equipment	1,124	22	876	2,022	40	0	2,062
599 TOTAL EQUIPMENT PURCHASES	**15,388**	**-29**	**2,605**	**17,964**	**207**	**2,346**	**20,517**
603 DLA Distribution	930	0	-257	673	0	0	673
610 Navy Air Warfare Center	3,317	74	503	3,894	192	0	4,086
611 Navy Surface Warfare Ctr	734	12	-144	602	49	0	651
612 Navy Undersea Warfare Ctr	0	0	43	43	4	0	47
631 Navy Base Support (NFESC)	588	72	270	930	16	0	946
633 DLA Document Services	33	0	218	251	2	-1	252
634 NAVFEC (Utilities and Sanitation)	86	0	-16	70	1	0	71
661 Air Force Consolidated Sust AG (Maint)	381	14	-395	0	0	0	0
671 DISA DISN Subscription Services (DSS)	0	0	199	199	10	0	209
677 DISA Telecomm Svcs - Reimbursable	4,201	84	-596	3,689	0	0	3,689
680 Building Maint Fund Purch	218	5	0	223	0	0	223
699 TOTAL DWCF PURCHASES	**10,488**	**261**	**-175**	**10,574**	**274**	**-1**	**10,847**
702 AMC SAAM (fund)	227,066	38,601	-231,782	33,885	-1,762	1	32,124
705 AMC Channel Cargo	5,126	102	-5,172	56	1	1	58
706 AMC Channel Passenger	17	0	0	17	0	0	17
708 MSC Chartered Cargo	1,300	-138	-1,162	0	0	0	0
710 MSC Surge Sealift (Full Operating Status)	0	0	25,353	25,353	0	1,220	26,573
719 SDDC Cargo Ops-Port hndlg	4	2	-6	0	0	0	0
723 MSC Afloat Prepositioning Air Force	42	8	-50	0	0	0	0
771 Commercial Transport	29,700	594	-10,681	19,613	392	-1,500	18,505
799 TOTAL TRANSPORTATION	**263,255**	**39,169**	**-223,500**	**78,924**	**-1,369**	**-278**	**77,277**
912 Rental Payments to GSA (SLUC)	4,121	83	-3,671	533	11	0	544

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1PLR - Theater Forces
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Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
913 Purchased Utilities (Non-Fund)	139	3	272	414	8	1	423
914 Purchased Communications (Non-Fund)	66,344	1,327	-5,358	62,313	1,246	-201	63,358
915 Rents (Non-GSA)	22,635	452	-5,841	17,246	345	-501	17,090
917 Postal Services (U.S.P.S)	142	3	-144	1	0	0	1
920 Supplies & Materials (Non-Fund)	368,765	7,375	-114,936	261,204	5,224	-139,019	127,409
921 Printing & Reproduction	1,376	28	-124	1,280	26	66	1,372
922 Equipment Maintenance By Contract	210,711	4,214	-56,707	158,218	3,164	3,172	164,554
924 Pharmaceutical Drugs	6,525	254	-3,972	2,807	56	0	2,863
925 Equipment Purchases (Non-Fund)	135,737	2,714	-43,222	95,229	1,905	-22,658	74,476
926 Other Overseas Purchases	2,245	45	73	2,363	47	0	2,410
929 Aircraft Reworks by Contract	57,311	1,147	-24,980	33,478	670	-34,148	0
930 Other Depot Maintenance (Non-Fund)	49,596	992	17,429	68,017	1,360	-29,090	40,287
932 Mgt Prof Support Svcs	126,545	2,531	-26,910	102,166	2,043	-5,500	98,709
933 Studies, Analysis & Eval	28,267	566	-6,460	22,373	447	-1,100	21,720
934 Engineering & Tech Svcs	7,662	153	-1,318	6,497	130	1	6,628
935 Training and Leadership Development	111,774	2,236	-11,092	102,918	2,058	6,372	111,348
936 Training and Leadership Development (Other Contracts)	143,275	2,865	-55,661	90,479	1,810	-881	91,408
937 Locally Purchased Fuel (Non-Fund)	12,087	-81	-1,279	10,727	215	-71	10,871
955 Other Costs (Medical Care)	49,838	1,943	8,159	59,940	2,338	-1,197	61,081
957 Other Costs (Land and Structures)	7,020	140	-205	6,955	139	-500	6,594
964 Other Costs (Subsistence and Support of Persons)	222	5	-57	170	3	0	173
984 Equipment Contracts	2,920	58	1,061	4,039	81	0	4,120
986 Medical Care Contracts	706	27	-510	223	9	0	232
987 Other Intra-Govt Purch	126,913	2,538	-39,918	89,533	1,791	-3,553	87,771

OP-5 Detail by Sub Activity Group

1PLR - Theater Forces
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020		FY 2020 Enacted	Change FY 2020/FY 2021		FY 2021 Estimate
		Price	Program		Price	Program	
989 Other Services	236,762	4,736	-65,642	175,856	3,517	-6,079	173,294
990 IT Contract Support Services	54,672	1,093	-11,276	44,489	890	-500	44,879
998 Other Costs (SOCOM Only)	650	0	-650	0	0	0	0
999 TOTAL OTHER PURCHASES	**1,834,960**	**37,447**	**-452,939**	**1,419,468**	**29,533**	**-235,386**	**1,213,615**
Total	3,482,501	124,565	-898,974	2,708,092	60,267	-169,974	2,598,385

* The FY 2019 Actual column includes $812,479.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $807,793.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $757,744.0 thousand of FY 2021 OCO Appropriations Funding.

OP-5 Detail by Sub Activity Group

Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Professional Development Education

February 2020

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3EV8 - Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide Summary ($ in thousands)
     Budget Activity (BA) 3: Training and Recruiting/Professional Development

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
Professional Development Education	31,528	701	1,573	33,802	629	-1,130	33,301

I.   Description of Operations Financed: Professional Development Education - Includes the Joint Special Operations University (JSOU) at MacDill Air Force Base, Florida, the U.S. Air Force Special Operations School (USAFSOS) at Hurlburt Field, Florida, and the Naval Special Warfare Center for Sea, Air, Land and Special Warfare Combatant-Craft Crewman (CENSEALSWCC) at San Diego, California. The JSOU is an institution of higher learning consisting of teaching and research facilities focused on producing Joint Special Operations strategic and operational analysis and education. As a Joint Special Operations Center of Excellence, JSOU is dedicated to building and maintaining a consortium of Joint Special Operations specialized learning activities focused on professional development of Special Operations Forces (SOF) leaders as well as non-SOF decision makers at the intermediate and senior levels. The USAFSOS offers education in irregular warfare, regional studies and cultural awareness, SOF professional development to educate Air Commandos, the special operations community, services and other U.S. government agencies. The CENSEALSWCC provides SOF education and leadership growth for platoon leaders, lead petty officers, career counselors, and command leaders.

Defense Wide Review (DWR). There are a number of increases and decreases throughout the OP-5 narratives that are for the same program and appear to either reverse specific programmatic decisions or are additional reductions to the program. Any DWR change has

OP-5 Detail by Sub Activity Group

I.   Description of Operations Financed (cont.)

been highlighted as a separate decrease narrative so that specific decisions are included and not just the net change to a program.

II. Force Structure Summary:

USSOCOM military personnel are reported in Military Service Estimates. The following personnel information is provided as a memo entry.

Civilian FTEs	FY 2019	FY 2020	FY 2021
Air Force	73	83	83
Army	0	0	0
Marine Corps	0	0	0
Navy	0	0	0
Total	**73**	**83**	**83**

Military End Strength	FY 2019	FY 2020	FY 2021
Air Force	32	32	33
Army	12	37	39
Marine Corps	2	2	2
Navy	4	4	5
Total	**50**	**75**	**79**

OP-5 Detail by Sub Activity Group

II. Force Structure Summary (cont.)

Contractor FTEs	FY 2019	FY 2020	FY 2021
Total	59	65	57

OP-5 Detail by Sub Activity Group

3EV8 - Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	FY 2020 Congressional Action Percent	FY 2020 Congressional Action Appropriated	Current Enacted	FY 2021 Estimate
Professional Development	31,528	33,967	-165	-0.5	33,802	33,802	33,301
Total	**31,528**	**33,967**	**-165**	**-0.5**	**33,802**	**33,802**	**33,301**

OP-5 Detail by Sub Activity Group

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

B. **Reconciliation Summary**	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	33,967	33,802
Congressional Adjustments (Distributed)		
Congressional Adjustments (Undistributed)	-165	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	33,802	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	33,802	
Supplemental		
Reprogrammings		
Price Changes		629
Functional Transfers		
Program Changes		-1,130
Current Estimate	33,802	33,301
Less: Wartime Supplemental		
Normalized Current Estimate	33,802	0

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		33,967
1. Congressional Adjustments		-165
a. Distributed Adjustments		
b. Undistributed Adjustments		
1) Budget Justification Inconsistencies	-39	
2) Unjustified Growth	-126	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		33,802
2. War-Related and Disaster Supplemental Appropriations		
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		33,802
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		33,802
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		
FY 2020 Normalized Current Estimate		33,802
6. Price Change		629
7. Functional Transfers		
8. Program Increases		458
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Civilian Pay Adjustments	458	

       The total increase for civilian pay is $458 thousand
       and +0 FTEs.

       +$395 thousand increase fully funds the FTEs in this
       SAG based upon FY 2019 and FY 2020 year to date

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

actual civilian pay costs; actual pay of onboard personnel has been higher than planned pay rates.

+$46 thousand increase fully funds USSOCOM civilian personnel costs for the 2020 enacted pay raise of 3.1 percent and applicable locality area adjustments.

+$6 thousand increase for lump-sum leave payments, recruitment/retention/relocation bonuses, PCS costs and severance/separation pay. USSOCOM had previously not included these costs that are incurred during the year of execution in President's Budgets for USSOCOM civilian personnel; USSOCOM is now appropriately including these civilian personnel costs beginning in FY 2021.

+$11 thousand increase supports the Office of Management and Budget (OMB) directed increase in U.S. civilian direct hire awards spending from FY 2020 to FY 2021 of no less than 1 percentage point of FY 2021 non-Senior Executive Service (SES), Senior Level (SL), and Scientific and Professional (ST) salary spending. (FY 2020 Baseline: $9,966 thousand)

9. Program Decreases   -1,588
   a. Annualization of FY 2020 Program Decreases
   b. One-Time FY 2020 Increases
   c. Program Decreases in FY 2021

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) Civilian Pay Adjustments	-38	

The total decrease for civilian pay is -$38 thousand
and -0 FTEs.

-$38 thousand decrease due to FY 2021 having one
less compensable day (going from 262 days (2,096
hours) in FY 2020 to 261 days (2,088 hours) in FY
2021). (FY 2020 Baseline: $9,966 thousand)

	Amount	Totals
2) DWR - Headquarters and Program Capacity/Capability Reductions	-1,469	

Defense-Wide Review. FY 2021 changes reflect reduced
investment or divestment in lower end capabilities,
deferment of infrastructure improvements, and
efforts to streamline processes across the USSOCOM
enterprise in order to improve USSOCOM's efficiency
and effectiveness and appropriately align with the
Department's priorities as outlined in the National
Defense Strategy.

-$466 thousand reduction for (-4) Contractor FTE
instructors for JSOU courses.

-$420 thousand reduction for (-4) Contractor FTE
instructors for the Enlisted Academy Career
Education Program.

-$345 thousand for travel efficiencies.

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals

-$238 thousand reduces JSOU's library research databases from ten in FY 2020 to five in FY 2021 to eliminate redundancies. (FY 2020 Baseline: $18,122 thousand)

3) DWR - Program Efficiencies and Infrastructure   -28
Deferments

Defense-Wide Review. FY 2021 changes reflect reduced investment or divestment in lower end capabilities, deferment of infrastructure improvements, and efforts to streamline processes across the USSOCOM enterprise in order to improve USSOCOM's efficiency and effectiveness and appropriately align with the Department's priorities as outlined in the National Defense Strategy.

-$13 thousand for Center for Sea, Air, Land (SEAL) and Special Warfare Combatant-Craft Crewman (SWCC). Funding supports providing a career-long continuum of Naval Special Warfare leadership courses to develop SEALs and SWCCs to be the best SOF leaders in the DoD through professional growth, advanced education, and career path management. (FY 2020 Baseline: $2,056 thousand)

-$15 thousand for 492nd Special Operations Wing (SOW). Funding supports the U.S. Air Force Special Operations School (AFSOS), which provides reasoned, responsive, and relevant air-centric operational military education to develop quality Air Commandos

OP-5 Detail by Sub Activity Group

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

C. Reconciliation of Increases and Decreases	Amount	Totals
who excel in Special Operations across the spectrum of conflict. (FY 2020 Baseline: $2,292 thousand)		
4) Joint Special Operations University (JSOU)	-53	
The decrease is a reduction in student travel as students increase enrollment in online JSOU courses. (FY 2020 Baseline: $18,122 thousand)		
FY 2021 Budget Request		**33,301**

OP-5 Detail by Sub Activity Group

IV. Performance Criteria and Evaluation Summary:

	FY2019 Actuals			FY2020 Enacted			FY2021 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Professional Military Education (PME)									
Joint Special Operations University (JSOU)	3010	3010	113	3520	3520	140	3680	3680	145
Air Force Special Operations School (AFSOS)	4723	4723	563	8514	8514	998	8514	8514	998
Center for Sea, Air, Land (SEAL) and Special Warfare Combatant-Craft Crewman (SWCC)	630	672	55	691	691	59	680	680	59
Total Professional Military Education	8363	8405	731	12725	12725	1197	12874	12874	1202

	FY2019 Actuals			FY2020 Enacted			FY2021 Estimate		
	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Professional Continuing Education (PCE)									
Joint Special Operations University (JSOU)	10409	9336	1109	10414	9552	1096	10800	9759	1104
Total Professional Continuing Education	10409	9336	1109	10414	9552	1096	10800	9759	1104

	Input	Output	Workload	Input	Output	Workload	Input	Output	Workload
Sub-activity Group Total	18772	17741	1840	23139	22277	2293	23674	22633	2306

Definitions:

Input = number of students entering a given fiscal year

Output = number of students graduating during a given fiscal year

Workload (student-year equivalent) = {(entrants + graduates)/2} x {(course length in days)/days per year)}

PME - Includes the broad body of knowledge that develops the habits of mind essential to the military professional's expertise in the art and science of war. SOF specific education complements and supplements existing Joint, Component, Service and Joint PME programs to ensure and enhance SOF operational readiness and strategic thinking.

PCE - SOF-specific learning activity that expands professional knowledge and provides up-to-date information on new developments. The outcome generally leads to the issuance of a certificate or continuing education units for the purpose of documenting attendance at a designated seminar or course of instruction.

Explanation of Changes:

1) Factors influencing workload include course iterations, course length, inputs and outputs.

2) FY 2019 to FY 2020: Input numbers reflect student capacity.

 - JSOU increase in inputs is based on an increase in student throughput as more students enroll in online courses that have continuous enrollment opportunities with unlimited course iterations.

 - AFSOS increased the number of courses offered based on student demand for PME courses.

 - CENSEALSWCC increase relates to an increase in student demand for PME courses.

3) FY 2020 to FY 2021: Input numbers reflect student capacity.

 - JSOU increase is related to a greater demand for online PCE.

 - AFSOS has no change between FY2020-2021.

 - CENSEALSWCC decrease relates to lower student capacity for Critical Skills Courses.

OP-5 Detail by Sub Activity Group

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

3EV8 - Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

V. __Personnel Summary__	__FY 2019__	__FY 2020__	__FY 2021__	**Change** FY 2019/ FY 2020	**Change** FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	50	50	53	0	3
Officer	27	26	28	-1	2
Enlisted	23	24	25	1	1
Reservists on Full Time Active Duty (E/S)	0	25	26	25	1
Officer	0	17	18	17	1
Enlisted	0	8	8	8	0
Civilian End Strength (Total)	73	83	83	10	0
U.S. Direct Hire	73	83	83	10	0
Total Direct Hire	73	83	83	10	0
Active Military Average Strength (A/S) (Total)	50	50	53	0	3
Officer	27	26	28	-1	2
Enlisted	23	24	25	1	1
Reservists on Full Time Active Duty (A/S) (Total)	0	25	26	25	1
Officer	0	17	18	17	1
Enlisted	0	8	8	8	0
Civilian FTEs (Total)	73	83	83	10	0
U.S. Direct Hire	73	83	83	10	0
Total Direct Hire	73	83	83	10	0
Average Annual Civilian Salary ($ in thousands)	128.0	120.1	127.0	-7.9	6.9
Contractor FTEs (Total)	59	65	57	6	-8

OP-5 Detail by Sub Activity Group

3EV8 - Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

Personnel Summary Explanations:

* USSOCOM military personnel are reported in Military Service Estimates.

Military end strength net increase of +4 (+2 Officers, +1 Enlisted, and +1 Reservist on Full-Time Active Duty) due to:

+2 Officers, +1 Enlisted USSOCOM technical correction to the Joint Table of Distribution (JTD) to properly align Program Element Codes (PECs).

+1 Reservist on Full Time Active Duty realigned from the Theater Forces SAG to correct the JTD to properly align PECs.

*Contractor net decrease of -8 FTEs due to:
-4 FTEs decreased for instructors supporting JSOU courses.
-4 FTEs decreased for instructors supporting the Enlisted Academy Career Education Program.

OP-5 Detail by Sub Activity Group

3EV8 - Professional Development Education
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	9,342	260	364	9,966	153	420	10,539
199 TOTAL CIV COMPENSATION	**9,342**	**260**	**364**	**9,966**	**153**	**420**	**10,539**
308 Travel of Persons	3,921	78	513	4,512	90	-426	4,176
399 TOTAL TRAVEL	**3,921**	**78**	**513**	**4,512**	**90**	**-426**	**4,176**
401 DLA Energy (Fuel Products)	108	-1	-107	0	0	0	0
416 GSA Supplies & Materials	34	1	-35	0	0	0	0
499 TOTAL SUPPLIES & MATERIALS	**142**	**0**	**-142**	**0**	**0**	**0**	**0**
914 Purchased Communications (Non-Fund)	18	0	-8	10	0	0	10
920 Supplies & Materials (Non-Fund)	1,275	26	48	1,349	27	-55	1,321
921 Printing & Reproduction	61	1	5	67	1	0	68
922 Equipment Maintenance By Contract	1,903	38	-1,557	384	8	-168	224
925 Equipment Purchases (Non-Fund)	888	18	-236	670	13	-35	648
933 Studies, Analysis & Eval	0	0	1,663	1,663	33	0	1,696
935 Training and Leadership Development	12,866	257	-35	13,088	262	-478	12,872
936 Training and Leadership Development (Other Contracts)	885	18	104	1,007	20	-56	971
987 Other Intra-Govt Purch	227	5	854	1,086	22	-332	776
999 TOTAL OTHER PURCHASES	**18,123**	**363**	**838**	**19,324**	**386**	**-1,124**	**18,586**
Total	**31,528**	**701**	**1,573**	**33,802**	**629**	**-1,130**	**33,301**

OP-5 Detail by Sub Activity Group

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
The Joint Staff

February 2020

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The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
TJS	1,114,541	36,847	-59,358	1,092,030	-12,943	16,164	1,095,251

* The FY 2019 Actual column includes $28,671.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $28,500.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $10,433.0 thousand of FY 2021 OCO Appropriations Funding.

I.   Description of Operations Financed: The Chairman of the Joint Chiefs of Staff (CJCS) is the principal military adviser to the President, National Security Council, and Secretary of Defense. The Chairman presides over and serves as a member of the Joint Chiefs of Staff. CJCS relies upon the Joint Staff (TJS) to craft and distribute guidance for combatant forces' unified strategic direction, operations under unified commands, and integration into effective combat forces. On behalf of the Chairman, TJS provides Combatant Commands (CCMDs), the Services, and U.S. war fighters with joint policy, strategy, and doctrine necessary to employ effective joint combat forces in contingencies worldwide.

Goldwater-Nichols legislation (P.L. 99-433) strengthened joint military participation in the management of Department of Defense resources by providing the CJCS, CCMDs, and the Joint Staff a greater voice in the planning, programming, budgeting, and execution process. While resource management is an internal matter of each Military Department by statute, the Chairman retains responsibility to review major personnel, materiel, and logistics requirements of the Armed Services in relation to strategic and operational plans. Ultimately, the CJCS is the one person tasked with providing the President and Secretary of Defense strategic planning, direction, and advice on requirements, programs, and budget priorities identified by the CCMDs and Services.

Thirteen major program areas make up the Joint Staff's Operation and Maintenance funding for FY 2021. Nine programs enable the Joint Staff and CCMD staffs to provide advice and recommendations to the CJCS through information sharing, joint doctrine and education development, exercises, and detailed studies and analyses. The major programs are: (1) Planning and Decision Aid System (PDAS); (2) Analytical Support to Force Planning; (3) Combatant Commanders Exercise Engagement and Training Transformation (CE2T2) Program, including direct support to CE2T2 Facility Operations and direct support to CE2T2 Joint Staff Activities

I.   Description of Operations Financed (cont.)

Program; (4) Joint Staff Analytical Support (JSAS); (5) Support to Information Operations Capabilities; (6) Combatant Commander Initiative Fund (CCIF); (7) Non-conventional Assisted Recovery (NAR) and (8)Joint Force Development and Design. Four programs support day-to-day operations :(9) Management Headquarters, (10) the Pentagon Reservation Maintenance Revolving Fund (PRMRF), (11) Facilities Sustainment, Restoration & Modernization, and (12) Facility Operations. Finally, (13) National Defense University is the premier center for joint professional military education.

In FY 2017, the National Defense University (NDU) realigned under the Joint Staff as a Chairman of the Joint Chiefs of Staff (CJCS) Controlled Activity. As such, CJCS has been delegated the authority from the Secretary of Defense for direct management control and responsibility over the programming and execution of NDU's resources. NDU's description of operations financed is provided following the Joint Staff's operations description.

In FY 2018, the Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Program realigned funding under the Joint Staff as a Chairman of the Joint Chiefs of Staff (CJCS) Program. As such, CJCS has been delegated the authority from the Secretary of Defense for direct management control and responsibility over the programming and execution of CE2T2 resources. CE2T2's description of operations financed is included in the Joint Staff's operations description.

1. Planning and Decision Aid System (PDAS) ($36,611K): Command and control system that enables the planning and execution of Integrated Joint Special Technical Operations. PDAS is a classified, protected program providing deliberate and crisis action planning support to the CCMDs, Services and Department of Defense Agencies.

2. Analytical Support to Force Planning ($7,511K): Joint Staff and OSD co-sponsored program that enables strategic analysis for the entire DoD and is underpinned by the Joint Data Support (JDS) program. The JDS program supports OSD and Joint Staff management and execution of DoD's Support for Strategic Analysis (SSA) initiative. This initiative includes DoD-level study teams developing Defense Planning Scenarios (DPS), Multi-Service Forces Data (MSFD), and current and future-year baselines. JDS is the single authoritative source of SSA products from which the Joint Staff, OSD, Services, Agencies, and Combatant Commanders use as starting points for analysis of planning, programming, and acquisition efforts.

I.   Description of Operations Financed (cont.)

3. Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Program Summary ($564,095K):
Funds exercise and training capabilities for Combatant Command staff supporting operational plans, theater security cooperation, and Unified Command Plan objectives. CE2T2 also resources the Chairman's global integration exercise program to advance global integration operations training to address the Nation's priority strategic challenges. For Service joint training, the CE2T2 program supports the participation of multiple Service units/capabilities in Service training venues. CE2T2 also provides training enablers for realistic and robust combat training with interagency participation in Service events, realistic opposing forces, feedback and lessons learned, and development of a more adaptive joint force.

3.1 CE2T2 Direct – MHA ($3,436K): Funding to support Joint Staff operations at the Department of Defense Complex located in Suffolk, VA, considered Major Headquarters Activities (MHA) in nature, but aligned to the CE2T2 program. Elements of this program include facility maintenance, security, information technology and communication services, and personnel, administrative, and logistical support. This program also includes funding to support development of Joint doctrine.

3.2 Combatant Commander Exercise Engagement and Training Transformation (CE2T2) Program Summary (Non-MHA) ($535,728K):   CE2T2 enables joint force readiness, future force development and design, strategic messaging and posture (deterrence and assurance), inter-agency integration, multi-national interoperability and strengthening of relationships with our allies and partners. CE2T2 funding is the key resource used for the joint training requirements of the Department of Defense to include exercises for ten Combatant Commands as well as training that prepare the Services to operate as part of a joint force. These training events and exercises are key to improving mission essential task-based readiness levels as well as supporting the threat based global campaign plans. The priority use of these funds is for the readiness of U.S. forces and the Combatant Command Staffs to execute missions assigned to them by national command authorities.

Aside from Overseas Contingency Operations and Title 22 Security Assistance programs, CE2T2 provides the lion's share of Combatant Commanders' funds for military-to-military engagement. Because of their international political impact, Combatant Commanders' exercises are tools of national power, and the exercises directly advance the U.S. National Security Strategy. In addition to their primary purpose of training U.S. forces, the Combatant Commanders' exercises have corollary effects which assist in

I.   Description of Operations Financed (cont.)

strengthening alliances, shaping the geopolitical environment, as well as providing a realistic environment for the validation of joint concepts and capabilities to enable rapid innovation of joint force development and design.

For Service joint training, the CE2T2 program supports the participation of multiple Service units/capabilities in Service training venues; for example, Air Force participation in Army's pre-deployment exercises at the National Training Center. CE2T2 also provides training enablers for realistic and robust combat training with interagency participation in Service events, realistic opposing forces, feedback and lessons learned, and development of a more adaptive joint force. CE2T2 non-MHA funding is further subdivided into ten major sub-programs as follows:

3.2.1 Joint Exercise Transportation Program (JETP): Funds transportation of personnel and equipment to worldwide joint exercises. This strategic lift capability enables Combatant Commanders' to train battle staffs and participating forces in joint and combined operations, evaluate contingency and operations plans, and execute theater engagement. The program also provides an opportunity to stress strategic transportation systems as well as command and control and intelligence, surveillance, reconnaissance systems to evaluate their readiness across the range of military operations.

3.2.2 Service Incremental Funding (SIF): These are funds provided for Service participation in Combatant Commander exercise and engagement events. Through a collaborative planning process, CCMDs identify forces required for an exercise. SIF is then provided to pay for the additional costs that would otherwise be absorbed by the Services. This allows CCMDs to achieve Theater Campaign Plan objectives without having a detrimental impact on Service training budgets. SIF is essential to the realistic conduct of field training exercises – exercises which include forces on the ground, in the air, or at sea, rather than exercises merely for headquarters.

3.2.3 Joint Staff Support to Combatant Command Exercises: Each year, Combatant Commanders conduct exercise and engagement events; this includes multi-command events, with Joint Staff, OSD, other DOD agencies and interagency participation in a global integration exercise program to advance global integration operations training to address the Nation's priority strategic challenges. To maximize effectiveness of these events,

I.   Description of Operations Financed (cont.)

the Joint Staff prioritizes support to the combatant commands in accordance with the National Defense Strategy, National Military Strategy, and Global Campaign Plans. This support includes scenario development; observer/trainers; exercise management; and, subject matter expertise in Interagency, Information Operations, Cyber Operations, Intelligence, Communications Synchronization, Public Affairs and other warfighting functional areas. The Joint Staff also provides this support to United States Forces Korea (USFK) and to select Executive Branch organizations during one annual National Level Exercise.

3.2.4 Combatant Command Training and Exercises: This provides the Combatant Commands with funding resources to facilitate their participation in over 170 annual training, exercises, and engagement events to ensure overall CCMD readiness to conduct assigned missions; this includes small scale events through major command and national-level or globally integrated exercises. Additionally, the program supports the development, evaluation, and integration of a single, high quality training environment. In addition to serving as the operating budget for CCMDs, this program ensures readiness of CCMD and component staffs to execute key operational plans in support of U.S. national strategy.

3.2.5 Joint National Training Capability (JNTC): A mix of live, virtual, and constructive (LVC) training creates the synthetic environment resulting in the most realistic and operationally relevant joint mission experience possible. The LVC synthetic training environment links and combines existing exercises with live forces, augmented by appropriate modeling and simulation capabilities, to create a more realistic training experience for the joint force. Through the maintenance and operation of a centralized data center and 40 persistent networked training sites, JNTC enables Joint, Interagency, Intergovernmental, and Multinational (JIIM) context to the entire training enterprise. This capability provided at the enterprise level realizes a cost savings to the Department of Defense by reducing redundant systems and maximizing integrated training across the Services and Combatant Commands. This capability directly supports the CE2T2 program's published goals and objectives (Goal 5), to improve the joint training infrastructure and management to enhance the training environment. Through a network of subject matter experts, JNTC provides a vital link between joint training activities and ongoing operations. This linkage is crucial to institutionalizing lessons learned and lessons anticipated based on decades of conflict data. JNTC also funds improvements to training realism, including advanced range instrumentation (threat replication) and opposition forces. Additionally, in support of CE2T2, JNTC conducts technology modernization efforts to mitigate joint training gaps, to include leveraging cloud environment and virtualizing training facilities to deliver the

I.   Description of Operations Financed (cont.)

directed training enhancements. Overall, JNTC increases training effectiveness while mitigating gaps and seams between Service-centric training programs.

3.2.6 Joint Training Coordination Program (JTCP): Enables the Services and U.S. Special Operations Command to participate in the exercises of the other Services. Through such participation, U.S. forces develop the skills and cross-Service familiarity that is necessary to operate in a joint environment. JTCP facilitates the integration of special operations and conventional forces and provides cross-Service participation in pre-deployment exercises at Army's Combat Training Centers, USAF's Green and Red Flag at Nellis AFB, the Marine Air Ground Task Force Training Command at Twenty-Nine Palms, and the Navy's Fleet Training Program at multiple locations, improving pre-deployment training for warfighters who will be on the front lines.

3.2.7 Joint Knowledge Online (JKO): Adaptable 24/7 distributed learning training platform on both classified and unclassified networks, scalable to meet current and emerging individual and staff training needs of Combatant Command (CCMD), Combat Support Agency (CSA), Service, multinational, coalition, and Interagency organizations. JKO advances cost-effective training enablers to support the shift from large-scale events to more frequent, small-facilitated events with training tools that support responsive, just-in-time staff training opportunities and enable perpetual refresh training. The JKO integrated Small Group Scenario Trainer (SGST) web-based, distributed staff training tool enables trans-regional, all-domain and multi-functional training. Leveraged for blended learning training support, JKO and SGST integrate across the learning continuum of individual, staff, and collective training. To meet the need for an enhanced distributed learning capability, JKO has introduced a collaborative virtual classroom-learning environment called VClass. VClass is a customizable platform within JKO's architecture that provides the tools to meet the unique needs of the DoD training and education audience by providing online/blended course support with syllabus, messaging, gradebook, resources, announcements and synchronous instructional forums. JKO training content, videos, courses, virtual classroom and scenario simulations address fundamental training requirements of the Joint Staff, Joint Task Forces, CCMDs, CSAs, and supporting organizations across the DoD.

3.2.8 Joint Training Information Management System (JTIMS): A system-of-record software application that facilitates management and execution of joint training programs in accordance with the CJCS Joint Training System (JTS). JTIMS supports CJCS Title 10 responsibilities/requirements, Combatant Commands, Services,

I.   Description of Operations Financed (cont.)

Combat Support Agencies, National Guard and OSD joint training responsibilities by providing a set of integrated information management capabilities necessary to identify, collect, analyze, develop, store, and disseminate the data required to implement the four phases of the JTS. JTIMS integrates with readiness, force sourcing, planning, training, and assessment systems including Defense Readiness Reporting Systems – Strategic, Joint Capabilities Requirements Manager, Universal Joint Task List Development Tool, and Joint Lessons Learned Information System.

3.2.9 Joint Interoperability Division: Provides tactical data link (TDL) training and operational support for Joint and Coalition forces through courses offered on-line, in-residence, and via mobile training teams. As the Department of Defense's sole source of qualified Joint Interface Control Officers (JICOs), the Division ensures the timeliness and accuracy of information used by operational commanders at all levels to make warfighting decisions. This directly reduces the risk of fratricide and improves operational effects. In 1999, the Office of the Secretary of Defense outlined the requirements for a single joint officer (the JICO) and a cell of tactical data link experts to plan, execute and manage the multi-TDL architecture for the Joint Task Force or Combatant Command. In 2001, OSD and Joint Requirements Oversight Council determined that no single service can mitigate interoperability gaps alone and directed the JID to be the sole DoD provider of joint interoperability training and JICO production.

3.2.10 Joint Targeting School: Provides formal operational-level joint targeting instruction to personnel assigned targeting, fires and planning duties at Combatant Commands (CCMDs), the Joint Staff, Services, inter-agencies and partner countries. JTS delivers instruction to over 1,500 students through six distinct courses intended for mid-career intelligence and operational officers and Non-Commissioned Officers. Specifically, JTS provides instruction in Joint Targeting Staff, Battle Damage Assessment, Weaponeering Applications, Joint Intermediate Target Development and Collateral Damage Estimation (CDE) Methodology as prescribed in the Chairman of the Joint Chiefs of Staff Instruction 3160.01B, "No-Strike and the Collateral Damage Estimation".

3.2.11 Joint Deployment Training Center: Provides functional training to all Combatant Commands, Services, and other Department of Defense Agencies for approved Global Command and Control Systems-Joint applications, including Joint Operation Planning and Execution System (JOPES), Common Operational Picture, and Integrated Imagery and Intelligence. Through the JDTC, the Joint Staff provides training on a variety

I.   Description of Operations Financed (cont.)

of Global Force Management (GFM) related tools including JOPES, Joint Capabilities Requirements Manager, Preferred Force Generation, Logbook, and GFM Toolset. The JDTC also assists in mission analysis and readiness reporting by providing Subject Matter Experts to facilitate analysis, help build situational awareness, and address Joint Task Force Headquarters related sourcing requirements.

3.3. Direct Support to CE2T2 Facility Operations ($2,423K): Funding to support Joint Staff operations at the Department of Defense Complex located in Suffolk, VA. Elements of support include facility leases and utilities.

3.4. Direct Support to CE2T2 Joint Staff Activities Program ($22,508K): Civilian pay funding for civilian full time equivalents (FTEs) executing the Combatant Command Exercise Engagement and Training Transformation (CE2T2) program on the Joint Staff.

4. Joint Staff Analytical Support (JSAS) Program ($35,849K): Defense analytical support capabilities for the CJCS and CCMDs. JSAS encompasses the developmental tools and infrastructure required to conduct analyses and formulate the results to best assist the CJCS in fulfilling his statutory responsibilities. Key deliverables provided by JSAS include wide-ranging force structure assessments, course of action development for the joint force environment, analysis and studies to aid in decision-making and other analysis efforts to implement timely, low-cost initiatives and Global Force Management (GFM) focused tools delivering a global visibility of the disposition of DoD forces. Summary-level descriptions of the five JSAS sub-categories include:

4.1 Joint Collaborative Analysis (JCA): Analytical capabilities needed to support CJCS decision making associated with force structure assessment and GFM focused capabilities, readiness, availability, and employment data, joint course of action development, and joint and coalition analysis that directly contribute to the accomplishment of CCMD and Joint Staff missions. This includes low-cost analytical capabilities intrinsic to meet the Chairman's requirements in support of the National Military Strategy, Global Common Operational Picture, and Set the Globe initiatives.

4.2 Functional Capabilities Boards (FCBs): Analytic support for the Joint Requirements Oversight Council (JROC). FCBs support the JROC by integrating stakeholder views (OSD, CCMDs, Services, Defense Agencies, Joint Staff, and other federal agencies) in concept development, capabilities planning, and

I.   Description of Operations Financed (cont.)

force development to ensure the U.S. military can execute assigned missions. FCBs provide assessments and recommendations that enhance capabilities integration, examine joint priorities among existing and future programs, assess program alternatives (including unclassified, collateral, compartmented, and special access programs), minimize duplication of effort throughout the Services, and provide oversight in the management of materiel and non-materiel changes that support the national defense and military strategies to achieve optimum effectiveness and efficiency of the Armed Forces.

4.3 Joint Logistics: Strategic guidance with a global perspective to the joint logistics enterprise to advocate for CCMDs requirements while accounting for Services' responsibilities enabling timely, effective, and efficient initiatives to improve logistics processes, practices, capabilities, and advanced technologies for the Joint Force. Joint Logistics provides the best possible focused logistics advice to the CJCS through developed detailed readiness assessments, concept development and analyses, multi-national and interagency partnerships, joint doctrine and education development, and a comprehensive understanding of resources, supply, maintenance, distribution, operational contract support and services, health services support, preferred munitions and engineering and cross-servicing arrangements.

4.4 Adaptive Planning: Analytic baseline for developing scenarios, contingency operations, forces, and equipment required for operational planning. The capability provides visibility to warfighter identified preferred munitions within a weapon system linked to employable force structure. This enables senior leaders and warfighters to make timely force management decisions. The Adaptive Planning framework also provides the starting point for strategic analysis in support of the Planning, Programming, Budgeting, and Execution process. Joint Data Support (JDS) is the single authoritative source of Support for Strategic Analysis (SSA) products from which the Joint Staff, OSD, Services, Agencies, and CCMDs use as starting points for analysis supporting their planning, programming, and acquisition efforts.

4.5 Joint Training System (JTS) Manages training throughout the DoD. JTS provides an integrated, capability and requirements-based method for aligning individual, staff, and collective training programs with assigned missions consistent with command priorities, required capabilities, and available resources. The JTS supports DoD's implementation of the Joint Learning Continuum by

I.   Description of Operations Financed (cont.)

providing the construct to plan and implement a comprehensive organizational program that may include elements of training, education, self-development, and experience to achieve mission capability.

4.6 Chairman's Exercise Program (CEP): Improves the readiness of U.S. forces to conduct joint operations through the conduct of regularly scheduled strategic, national level, and globally integrated exercises that examine plans, policies, and procedures under a variety of simulated crises addressing the Nation's priority strategic challenges. Additionally, the CEP improves overall U.S. Government readiness by maximizing the benefits of multi-agency collaboration and participation in the National Exercise Program (NEP); Global Integrated Exercises (GIE); and Joint and Service training, exercises, and experiments to enhance unity of purpose and effort.

5. Support to Information Operations Capabilities Program ($14,546K): Funds the Joint Information Operations Range (JIOR), a closed-loop network that forms a live-fire information operations range complex, accredited by the Defense Intelligence Agency (DIA) for activities at all classification levels, Unclassified (UNCLAS) through Top Secret-Sensitive Compartmented Information (TS-SCI). JIOR is unique within the Department and accredited by DIA for operations in a Multiple Independent Levels of Security (MILS) environment, UNCLAS through TS-SCI. The JIOR is approved for use by Special Access Programs (SAP), Special Access Required Programs (SAR), and for Special Technical Operations (STO). JIOR utilizes encrypted tunneling over existing networks, to conduct mission rehearsal, training, testing, and experimentation in support of Information Operations (IO), Electronic Warfare (EW), Computer Network Attack (CNA)/Computer Network Defense (CND), Spectrum Warfare, Space Operations, Special Operations Forces (SOF) and Cyberspace mission areas in a threat representative environment. JIOR provides the capability to train and certify Cyber Mission Forces on the full spectrum of cyber weapons/capabilities without risk of observation or fratricide. JIOR provides Combatant Commands, Services and Agencies (C/S/A's) and key allied partners the ability to test deployment and collaboratively gain insights into advanced cyberspace and Electronic Warfare (EW) capabilities under current and future operational environments. JIOR integrates available cyberspace ranges with the training/test communities providing access to low density/high demand test and training resources including critical infrastructure, cyber targets, Internet traffic, and opposing forces. JIOR supports Presidential policy and CJCS mandates for training, certification, and recertification of 6000+ cyber mission forces and DoD/Interagency cyber vulnerability assessments. C/S/A's conduct hundreds of mission rehearsal, training, testing, and experimentation events on the JIOR annually.

I.   Description of Operations Financed (cont.)

6. Combatant Commander Initiative Fund (CCIF) ($3,000K): Enables the CJCS to act quickly to support the Combatant Commanders when they lack the authority, flexibility, or resources to solve emergent challenges and unforeseen contingency requirements critical to joint war fighting readiness and national security interests. The strongest candidates for approval are initiatives that support CCMD activities and functions, enhance interoperability, and yield high benefits at low cost. Initiatives support authorized activities such as force training, joint exercises, contingencies, command and control, military education and training of foreign personnel, defense personnel expenses for bilateral or regional cooperation programs, urgent and unanticipated humanitarian relief and reconstruction assistance, force protection, and joint war fighting capabilities.

7. Non-conventional Assisted Recovery ($4,384K): Reduces risk to U.S. Forces and government personnel of isolation, capture, and exploitation. This personnel recovery program authorizes the use of irregular groups or individuals, including indigenous personnel, tasked with establishing infrastructures and capabilities that would be used to facilitate the recovery of isolated personnel conducting activities in support of U.S. military operations in the various geographical combatant command areas of responsibility. Support to surrogate forces may include the provision of limited amounts of equipment, supplies, training, transportation, other logistical support, or funding.

8. Joint Force Development Design (JFDD) ($49,924K): Enterprise approach to enhance Department of Defense decision making by aligning force development and design to mitigate future joint force deficiencies. This synergized and synchronized way forward accelerates the integration of new concepts through experimentation, PME, concept development and IT integration in order to gain and maintain the competitive advantages necessary to deter and defeat adversaries.

9. Core Management Headquarters ($194,770K): Provides general support of the Joint Staff in six key areas.

   9.1 Office of the Joint Staff Comptroller: Operates and maintains auditable systems for Joint Staff specific program development, budget formulation for Congressional justification books, recording of financial transactions, accounting, financial reporting, acquisition package development, audit sustainment, and management of official representation funds.

I.   Description of Operations Financed (cont.)

9.2 Joint Staff CIO (J-6) Directorate: Assists the CJCS in providing military advice while advancing cyber defense, Joint and Coalition interoperability, and C2 systems capabilities required by the Joint Force to preserve the nation's security. The J6 also provides Joint Staff CIO management and oversight roles, responsibilities and processes that support and enable Joint Staff mission networks.

9.3 Joint Staff Security Office (JSSO): Develops and implements security policies and procedures, issues security badges, processes security clearances, and maintains network access security.

9.4 Office of the Secretary, Joint Staff (SJS): Provides the nation's top military leadership with precise and timely action processing and information management operations that enable the CJCS and other Joint Staff leaders to effectively communicate decisions and strategic information.

9.5 Joint Staff Force Development Directorate (J-7): Funding supports Joint Staff operations at the Department of Defense Complex located in Suffolk, VA. This includes facility maintenance, security, personnel, administrative, logistical support, development of Joint doctrine, and information technology and communication services. J-7 is responsible for maintaining 384,000 square feet of technical spaces with 36 test bays, 1,000 workstations, 1,000 routers, and several hundred switches. Computer hardware and software, system storage devices, and network resources are required to support Joint Training labs, exercise and training spaces, Video Teleconferencing spaces, and the Joint Information Environment (JIE) Data Center in Suffolk, VA supporting Joint Force Development and training mission events.

9.6 Joint Staff Support Service Office (JSSSO): provides maintenance support for facilities and new construction and renovation of existing spaces.

10. Pentagon Reservation Maintenance Revolving Fund (PRMRF) ($73,352K): TJS's share of the maintenance, sustainment, protection, repair, and renovation of the Pentagon Reservation. The PRMRF budget request includes TJS rent, force protection provided by the Pentagon Force Protection Agency, and real property operations to include standard maintenance, repair, and utilities. TJS's annual PRMRF funding requirements also include the costs of real property operations and security of Raven Rock Mountain Complex. The Washington Headquarters Service (WHS) is the executive agent for Raven Rock Mountain Complex, and tenants

I.   Description of Operations Financed (cont.)

share financing of operations via the PRMRF Defense Working Capital Fund. The Joint Staff's share of construction and maintenance of the Unified Command Center, which includes the National Military Command Center, Resource Situational Awareness Center, and National Joint Operations and Intelligence Center, is also included in the PRMRF line.

11. Facilities Restoration & Modernization and Sustainment ($732K): Facility and life cycle maintenance support functions including maintenance and repair projects and minor construction accomplished by the Pentagon's in-house and contracted workforce. The program executes work orders for facility related repairs/upgrades, and plans and executes minor construction and renovation projects supporting the annual improvement program and various Joint Staff directorates.

12. Facility Operations ($13,793K): Facility leases and utilities that are not considered Major Headquarters Activities in nature but support the remainder of the Joint Staff not associated with the CE2T2 program.

13. The National Defense University (NDU) ($95,684K): The premier center for joint professional military education. The University's main campus is on Fort McNair in Washington, D.C. The Joint Forces Staff College is located in Norfolk, VA. The Middle States Commission on Higher Education accredits the National Defense University. NDU conducts world class Joint Professional Military Education (JPME), seminars, symposia and professional development and conferencing for DOD and Congressional representatives.

NDU is composed of the following nine colleges, institutions, and activities located at Ft. McNair, Washington, DC, and Norfolk, VA:

- CAPSTONE / PINNACLE / KEYSTONE
- College of International Security Affairs (CISA)
- Dwight D. Eisenhower School of National Security and Resource Strategy
- College of Information Cyberspace (CIC) (formerly Information Resources Management College (*i*College))
- Institute for National Strategic Studies (INSS)
- Joint Forces Staff College (JFSC)

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

- National War College (NWC)
- NDU Operations
- NDU - MHA

13.1. CAPSTONE / PINNACLE / KEYSTONE ($2,986K):

CAPSTONE: Congressionally mandated course that is required for all newly promoted active duty one star generals/admirals. By Department of Defense policy, attendance is required within the first two years of Congressional confirmation to the one star rank. CAPSTONE, offered four times a year, is a five-week course consisting of seminars, case studies, informal discussions, visits to key U.S. military commands within the continental United States, and overseas field studies to areas with high U.S. interests. Overseas field studies involve interactions with the Combatant Commanders, American Ambassadors, embassy staffs, and senior political and military leaders of foreign governments. The University hosts two additional general officer/senior enlisted leadership programs, twice annually:

PINNACLE: Prepares selected three-star commanders to lead joint and combined forces, building upon CAPSTONE and the Joint Flag Officer Warfighting Course.

KEYSTONE: Prepares Command Senior Enlisted Leaders (CSELs) in a general / flag officer level joint or Service headquarters.

13.2. College of International Security Affairs (CISA) ($3,617K): The Department of Defense strategic level capacity in combating terrorism and irregular warfare. The Combating Terrorism and Irregular Warfare Fellowship (CTIWF) program at Fort McNair is composed of a joint, interagency, intergovernmental, and multinational students. The Joint Special Operations Masters of Arts (JSOMA) program at Fort Bragg, North Carolina serves students from across the Joint Special Operations enterprise, the interagency, and partner nations emphasizing the challenges of irregular warfare within the context of an international security studies curriculum. The South and Central Asia Program (SCAP) serves a joint student body providing focused international security studies content on the major strategic challenges in the South and Central Asia region. The four-month Homeland Defense Fellowship certificate program is composed of International, joint

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I.   Description of Operations Financed (cont.)

and Interagency students. Fellows analyze emerging threats to their respective homelands and share best practices for the purpose of organizing effective law enforcement responses and protecting critical infrastructure. The two-week Reserve Component National Security Course (RCNSC) is executed three times each year. This course offers joint credit to senior officers and noncommissioned officers [E-8, E-9] of the U.S. reserve components, allied officers, and select civilians working to address contemporary national security challenges.

13.3. Dwight D. Eisenhower School of National Security and Resource Strategy (formerly Industrial College of the Armed Forces) ($7,307K): Prepares graduates to lead the strategic institutions and activities associated with the integrated development and resource execution of national security and national defense strategies.

13.4. College of Information Cyberspace (CIC) ($6,520K): Prepares military and civilian leaders to attain and retain national strategic cyberspace advantage by providing a dynamic forum in which senior defense professionals and the broader military and federal civilian communities gain knowledge, skills, and competencies for information resources management and government information leadership.

13.5. Institute for National Strategic Studies (INSS) ($6,040K): Research in support of the NDU education mission and to enhance and enrich leader development within NDU academic programs. The institute conducts strategic studies and synthesizes the resultant research and analysis into policy recommendations, publications, and activities in support of the research requirements of the Secretary of Defense, Chairman of the Joint Chiefs of Staff, and the Combatant Commanders; and, engages with other U.S. Government Agencies and the national security community. The four INSS components are the Center for Strategic Research (CSR), Center for the Study of Chinese Military Affairs (CSCMA), Center for Complex Operations (CCO), and NDU Press. The CSCMA and CCO were authorized by legislation.

13.6. Joint Forces Staff College (JFSC) ($7,933K): Intermediate and senior-level joint college that educates national security leaders to plan and execute operational-level joint, multinational, and interagency operations. The College is congressionally mandated to educate joint leaders. The Officer Professional Military Education Policy establishes three Joint Professional Military Education programs:

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TJS-1069

I.   Description of Operations Financed (cont.)

Joint Advanced Warfighting School (JAWS), Joint and Combined Warfighting School (JCWS), and the Joint and Combined Warfighting School-Hybrid (JCWS-H) to meet that mandate.

13.7. National War College (NWC) ($5,219K): Senior-level course of study in national security strategy to prepare selected military officers, federal officials, and international officers for high-level policy, command, and staff responsibilities. The college emphasizes the joint (multi-service), interagency, and international perspectives and awards the Master of Science in National Security Strategy.

13.8. NDU Operations ($50,776K): Supports Information Technology Directorate (ITD), Facilities, Events, Human Resources, Resource Management, Library, Security, and Health Fitness Directorates which provide general support to the Joint Staff and NDU components enabling the University to optimize its joint professional educational, research, and outreach mission.

13.9. NDU-MHA ($5,286K): Supports the seamless execution of university management functions primarily performed by the Chief Operating Officer (COO), Chief Information Officer (CIO) and Chief Financial Officer (CFO) to include travel, staff community forums and student town halls.

II. Force Structure Summary:

N/A

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

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
1. **Operating Forces**	**1,020,210**	**1,013,319**	**-21,090**	**-2.1**	**992,229**	**992,229**	**999,567**
Analytical Support to Force Planning	8,420	6,993	-512	-7.3	6,481	6,481	7,511
CCMD Exercise Engagement & Training Transformation (CE2T2) MHA	3,066	5,053	0	0.0	5,053	5,053	3,436
CE2T2 Exercises (Non MHA)	566,502	579,179	-1,051	-0.2	578,128	578,128	535,728
CE2T2 Facility Operations Direct Support	2,451	2,432	0	0.0	2,432	2,432	2,423
CE2T2 Staffing Direct Support	18,087	22,180	0	0.0	22,180	22,180	22,508
CJCS Joint Exercise Program (JEP)	17,900	0	0	n/a	0	0	0
Combatant Commanders Initiatives Fund (CCIF)	6,270	6,859	-3,108	-45.3	3,751	3,751	3,000
Command and Control of the Info Environment (C2IE)	0	21,000	-3,040	-14.5	17,960	17,960	0
Facilities Restoration & Modernization	325	260	0	0.0	260	260	345
Facilities Sustainment	940	387	0	0.0	387	387	387
Facility Ops	11,213	15,265	-1,032	-6.8	14,233	14,233	13,793

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

			FY 2020				
			Congressional Action				
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Joint Force Development and Design (JFDD)	0	0	0	n/a	0	0	45,924
Joint Staff Analytical Support (JSAS)	37,609	36,315	-1,666	-4.6	34,649	34,649	35,849
Management HQ OCJCS	208,403	179,930	-10,583	-5.9	169,347	169,347	189,588
Management HQ OCJCS-Cyber	0	10,498	0	0.0	10,498	10,498	10,182
Non-conventional Assisted Recovery (NAR)	7,688	1,435	-8	-0.6	1,427	1,427	4,384
Pentagon Reservation (PRMRF)	77,242	75,158	0	0.0	75,158	75,158	73,352
Planning and Decision Aid System (PDAS)	40,117	36,275	-65	-0.2	36,210	36,210	36,611
Support to Information Operations Capabilities- Cyber	13,977	14,100	-25	-0.2	14,075	14,075	14,546
3. Training	**94,331**	**100,610**	**-809**	**-0.8**	**99,801**	**99,801**	**95,684**
Capstone	2,820	2,917	-24	-0.8	2,893	2,893	2,986
College of Information Cyberspace (CIC) - formerly Information Resources Management College	6,370	6,370	-53	-0.8	6,317	6,317	6,520

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III. Financial Summary ($ in thousands)

A. BA Subactivities	FY 2019 Actuals	Budget Request	FY 2020 Congressional Action Amount	FY 2020 Congressional Action Percent	FY 2020 Congressional Action Appropriated	Current Enacted	FY 2021 Estimate
College of International Security Affairs	5,156	3,533	-29	-0.8	3,504	3,504	3,617
Eisenhower School	6,655	7,138	-59	-0.8	7,079	7,079	7,307
Institute for National Strategic Studies	6,108	5,900	-49	-0.8	5,851	5,851	6,040
Joint Forces Staff College	13,495	7,749	-64	-0.8	7,685	7,685	7,933
National Defense University - MHA	24,440	5,760	-23	-0.4	5,737	5,737	5,286
National Defense University Operations	24,430	56,145	-466	-0.8	55,679	55,679	50,776
National War College	4,857	5,098	-42	-0.8	5,056	5,056	5,219
Total	**1,114,541**	**1,113,929**	**-21,899**	**-2.0**	**1,092,030**	**1,092,030**	**1,095,251**

* The FY 2019 Actual column includes $28,671.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $28,500.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $10,433.0 thousand of FY 2021 OCO Appropriations Funding.

III. Financial Summary ($ in thousands)

B. Reconciliation Summary	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	**1,113,929**	**1,092,030**
Congressional Adjustments (Distributed)	-16,500	
Congressional Adjustments (Undistributed)	-5,399	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	**1,092,030**	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	**1,092,030**	
Supplemental	28,500	
Reprogrammings		
Price Changes		-12,943
Functional Transfers		-6,000
Program Changes		22,164
Current Estimate	**1,120,530**	**1,095,251**
Less: Wartime Supplemental	-28,500	
Normalized Current Estimate	**1,092,030**	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		1,113,929
1. Congressional Adjustments		-21,899
a. Distributed Adjustments		
1) Gender Advisor	500	
2) FY 2020 Program Increase Unaccounted For	-12,000	
3) FY 2020 Remove One-time Fiscal Year 2019 Costs	-5,000	
b. Undistributed Adjustments		
1) FY 2020 Across-the-Board Reduction: Unjustified Growth	-4,114	
2) FY 2020 Across-the-Board Recuction: Budget Justification Inconsistencies	-1,285	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		1,092,030
2. War-Related and Disaster Supplemental Appropriations		28,500
a. OCO Supplemental Funding		
1) FY 2020 Overseas Contingency Operations (OCO)	28,500	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		1,120,530
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		1,120,530
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-28,500
FY 2020 Normalized Current Estimate		1,092,030
6. Price Change		-12,943
7. Functional Transfers		-6,000
a. Transfers In		
b. Transfers Out		

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

C. Reconciliation of Increases and Decreases	Amount	Totals
1) National Defense University (NDU) transfer from O&M to Proc	-6,000	

       This is a net-zero realignment from O&M to PROC. The O&M account was reduced by the same amount that the PROC account was increased.

       Transfer is associated with National Defense University's Information Technology (IT) program requirements to modernize essential IT infrastructure. The modernization plan is required to maintain academic accreditation as an institute of higher learning and meet the National Defense Strategy guidance to develop Joint Force leaders. (FY 2020 Baseline: $94,746 thousand)

8. Program Increases		97,765
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
1) Civilian Workforce Pay	4,211	

       Initial Civilian pay review at the beginning of the budget cycle indicated a baseline shortfall of $1,511. Funds were realigned to fully fund the civilian pay requirement. During the budget cycle, pay raise assumptions were revised with a 3.1% raise in FY 2020 and a 1.0% raise in FY 2021. The cost of these changes was $1,373K in FY 2021. In addition, the FY 2021 non-SES award amount (expressed as a percentage of salary) was increased to 1.0% above the FY 2020 amount. The cost of this change was $1,327K in FY 2021. The net increase to the FY 2021

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

C. Reconciliation of Increases and Decreases	Amount	Totals

civilian pay program is $4,211K. (FY 2020 Baseline:
$188,632 thousand; Baseline FTEs: 1,297; -13 FTEs)
   c. Program Growth in FY 2021
   1) Joint Force Design and Development (JFDD)   45,924
   This synergized and synchronized way forward
   accelerates the integration of new concepts and
   capabilities into the Joint Force by developing a
   continuously adapting Joint Force Development and
   Design (JFDD) enterprise that can inform Service
   force development and design efforts. To facilitate
   this initiative requires several lines of effort
   (LOE):

   1) Developing and executing Globally Integrated
   Exercises (GIE);

   2) Developing and executing a new series of Globally
   Integrated Wargames (GIWGs) and the associated
   development of concepts;

   3) Developing and deploying the IT architecture to
   collect and share data and information (i.e.
   exercises, experimentation, wargaming, analysis)
   that supports JFDD including GIE, GIWG, and Joint
   Warfighting Concepts;

   4) Conducting JFDD Enterprise Integration and
   Testing to inform key decisions and evaluate GIWGs
   and other JFDD activities including in the near-term

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

C. Reconciliation of Increases and Decreases	Amount	Totals

JADC2, Contested Logistics, Global Fires, and
Information Advantage; and

5) Employing red teaming at all levels, implementing
reforms to Professional Military Education (PME) for
JFDD and incorporating emerging concepts into Joint
Doctrine. (FY 2020 Baseline: $0 thousand; Baseline
FTEs: 0; +0 FTEs)

2) Combatant Commanders Exercise Engagement and   24,311
   Training Transformation (CE2T2) apparent growth due to
   negative inflation
   The CE2T2 program enables joint force readiness
   through the resourcing of joint exercises, training
   and education conducted across all Combatant
   Commands and Services with allies and partners.
   $187,128 in CE2T2 program resources are aligned
   against transportation OP-32 categories. Codes 708
   (MSC Chartered Cargo) and 719 (SDDC Cargo Ops) show
   negative inflation factors (-73% for 708 and -27%
   for 719). The effect of this negative inflation is
   apparent program growth of $24,311. (see OP-32A) (FY
   2020 Baseline: $607,793 thousand; Baseline FTEs: 0;
   +0 FTEs)

3) Planning and Decision Aid System (PDAS)   5,886
   Funding increase supports PDAS sustainment. The
   system supports capability and capacity to perform
   integrated mission planning of Special Access
   Program (SAP) by Combatant Commanders, their
   components, and coalition partners including

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

C. Reconciliation of Increases and Decreases	Amount	Totals

coordination with the Intelligence Community. (FY 2020 Baseline: $36,275 thousand; Baseline FTEs: 0)

4) ORION   4,250

Funding provides sustainment for low-cost analytical capabilities required to meet the Chairman's role of Global Integrator. The system provides a global common operational picture with associated force structure resources and readiness information that informs strategic and operational force employment decisions. (FY 2020 Baseline: $36,315 thousand; Baseline FTEs: 0)

5) Non-conventional Assisted Recovery (NAR)   2,949

This program uses indigenous/surrogate personnel trained, supported and led by Special Operations Force to conduct recovery of isolated personnel. Increasing threat environment requires additional resources. (FY 2020 Baseline: $1,427 thousand; Baseline FTEs: 0; +0 FTEs)

6) Physical Security   2,837

Funds increased physical security requirements associated with leased buildings in the Hampton Roads Virginia area. Joint Staff is split between the Pentagon and Hampton Roads with approximately 40% of the staff located in JS-South facilities. (FY 2020 Baseline: $1,112 thousand; Baseline FTEs: 0)

7) National Defense University   2,490

Eisenhower Hall requires extensive renovations and emergency repair of the HVAC system and mold remediation. While the building renovation is

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

C. Reconciliation of Increases and Decreases	Amount	Totals
underway, students and faculty will relocate to other building on the National Defense university campus. Funds are required for moving furniture, equipment storage and subsequent relocation following the completion of mold remediation activities. (FY 2020 Baseline: $7,079 thousand; Baseline FTEs: 0)		
8) Pentagon HVAC Programmatic increase for Pentagon Facility heating, ventilation, and air-conditioning (HVAC) upgrades. (FY 2020 Baseline: $75,158 thousand)	2,267	
9) Joint Information Operations Range (JIOR) Funds support the Joint Information Operations Range (JIOR), a closed-loop network that forms a live-fire information operations range complex, accredited by the Defense Intelligence Agency (DIA) for activities at all classification levels, Unclassified through Top Secret Sensitive Compartmented Information (TS-SCI). (FY 2020 Baseline: $14,100 thousand; Baseline FTEs: 6)	1,610	
10) Analytic Support to Force Planning This program resources the Joint Data System which generates authoritative force planning and capability data. The data becomes the authenticated basis for all DoD strategic models and requirements analyses including the Chairman's net assessments and strategic portfolio reviews. The program requires a modest increase of $518K to fund additional staff due to increased demand on the	1,030	

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

C. **Reconciliation of Increases and Decreases**	Amount	Totals

system and its products. (FY 2020 Baseline: $6,993 thousand; Baseline FTEs: 0; +0 FTEs)

9. Program Decreases   **-75,601**

   a. Annualization of FY 2020 Program Decreases

   b. One-Time FY 2020 Increases

      1) Command and Control of the Information Environment (C2IE)   **-17,960**

         C2IE enables Combatant Commands, Services, Agencies, and DoD leadership to detect, monitor, understand, and jointly act in a timely manner in the information environment. Common visualization along with a collaborative capability to plan and execute responses support campaign decision making in a proactive rather than reactive manner. The capability was developed by the Office of Secretary of Defense Special Capability Office and transitioned to the Joint Staff with funding only for FY 2020.

         Although the program has operational merit, it was evaluated as unaffordable and will not be resourced by the Joint Staff in FY 2021. (FY 2020 Baseline: $17,960 thousand; Baseline FTEs: 0)

   c. Program Decreases in FY 2021

      1) Defense-Wide Review (DWR): Joint Staff Reductions   **-28,824**
Defense Wide Review(DWR). The FY 2021 funding request was reduced during the Defense-Wide Review initiative to include:

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

C. Reconciliation of Increases and Decreases	Amount	Totals
Combatant Command Exercise Engagement and Training Transformation (CE2T2), -$19,561K; Management Headquarters, -$4,872K; Combatant Command Initiative Fund (CCIF), -$1,640K; Joint Staff Analytic Support (JSAS), -$1,500K; National Defense University (NDU), -$675K; and The Office of Irregular Warfare (OIW), -$576K. (FY 2020 Baseline: $695,140 thousand; Baseline FTEs: 0; -7 FTEs)		
2) CE2T2 realignment	-22,839	
CE2T2 resources are realigned to the Joint Force Development and Design program (see program growth item 1). (FY 2020 Baseline: $607,793 thousand; Baseline FTEs: 0)		
3) DWR: Compensation from External Agencies	-4,000	
4) One Less Compensable Day	-728	
5) DWR: Facility Operations Savings	-712	
6) DWR: Reduce Support for PFPA Activities	-538	
FY 2021 Budget Request		**1,095,251**

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

The Combatant Commanders Exercise Engagement Training Transformation (CE2T2) program supports the Combatant Commander's training and theater engagement requirements, increases joint readiness, improves joint context in Service training, and provides enabling capabilities that enrich the joint training environment for the Services and Combatant Commands. This is a keystone program addressing the Chairman of the Joint Chiefs three focus areas: (1) restoring joint readiness, (2) improving joint warfighting capability, and (3) developing leaders for Joint Forces Next. The CE2T2 program goals and objectives are guided by a senior stakeholder leadership team and informed by the Office of the Under Secretary of Defense for Personnel and Readiness. The overall CE2T2 program is composed of the key programs listed below.

1. Joint Exercise Transportation Program (JETP). The Joint Staff measures program effectiveness against OSD financial benchmarks and collects common JETP performance measures quarterly from all ten Combatant Commands (CCMD). FY 2020 and FY 2021 measures reported below are approximate based on CCMD-submitted budget requirements.

	FY 2019	FY 2020	FY 2021
Number of Joint Exercises supported with JETP funding	130	143	143
Total number of personnel moved with JETP	82,000	84,500	84,500
Total Tons of equipment moved with JETP	105,500	108,000	108,000
Total US personnel receiving joint training	198,800	204,000	204,000

2. Service Incremental Funds (SIF). SIF allows Service Component Commands to support the Combatant Commands' campaign objectives by providing trained and ready forces to over 70 joint exercises each year. The Joint Staff measures program effectiveness against OSD financial benchmarks and collects common SIF performance measures quarterly from all ten CCMDs. FY 2020 and FY 2021 measures reported below are based on CCMD-submitted budget requirements.

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

	FY 2019	FY 2020	FY 2021
Number of US personnel participating in joint exercises through SIF	67,600	68,280	68,280
Number of personnel attending exercise planning events	23,050	23,280	23,280

3. Joint Staff Support to Combatant Command Exercises. The Joint Staff provides tailored joint training, exercise design, planning, subject matter experts, education, and insights to Joint force commanders across the entire spectrum of operations. The Joint Staff measures program effectiveness based on customer feedback regarding joint training environment fidelity, technical support and capturing best practices and insights. FY 2020 and FY 2021 support is projected based on Combatant Command support requests.

	FY 2019	FY 2020	FY 2021
Number of CCMD training events supported	25	26	26

4. Combatant Command Training and Exercises. This program develops increased readiness and agility for U.S. forces and battle staffs through realistic and challenging joint/combined training at the strategic, operational and tactical levels. Training and exercise funding enables CCMDs to conduct exercises within complex, multinational operational environments. CCMDs measure the effectiveness of their joint training programs by assessing their staff's readiness to execute assigned missions and achieve Global Campaign Plan objectives.

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

Combatant Command	FY 2019 Exercises	FY 2020 Exercises	FY 2021 Exercises
AFRICOM	15	14	14
CENTCOM	19	22	22
CYBERCOM	3	3	3
EUCOM	11	20	20
INDOPACOM	23	25	25
NORTHCOM	16	15	15
SOCOM	14	17	17
SOUTHCOM	11	11	11
STRATCOM	4	4	4
TRANSCOM	14	12	12
Total	**130**	**143**	**143**

5. Joint National Training Capability (JNTC). The JNTC program provides joint capabilities that support the Services and USSOCOM in their requirement to provide trained and ready forces in support of CCMD operational requirements. This program focuses efforts on improving, rather than consuming, readiness and creates a ready surge force consistent with the Chairman's guidance. To do this, the program provides accreditation and/or certification for Service and U.S. Special Operations Command training programs and/or sites. These sites and programs enhance elements of joint context across the JNTC resulting in improved joint training for the warfighter. The decrease in accreditation/certification events is due to a rebalance of workload due to manpower constraints.

IV. Performance Criteria and Evaluation Summary:

	FY 2019	FY 2020	FY 2021
Accreditation and/or certification events	20	9	9
Number of accredited programs supported	37	37	37
Number of certified sites supported	36	37	37

6. Joint Training Coordination Program (JTCP). This program is the most critical element under the JNTC and incentivizes Service participation in other Service Title 10 JNTC accredited training programs by funding the movement of personnel and materiel to and from training sites during both planning and execution phases. JTCP enables the support of realistic joint training focusing on the precepts of the latest DoD strategic guidance in order to fully support the Combatant Commanders and execute missions across the full range of military operations. Historically, not all JNTC accredited training events receive JTCP funding because the demand exceeds available funding. Funding is allocated based on the priorities of the hosting Service and availability of supporting forces. Program effectiveness is measured through quarterly tracking of event/units funded and percentage of Service training events supported.

	FY 2019	FY 2020	FY 2021
Number of training events executed with JTCP	132	139	127
Number of units participating with JTCP	321	375	393

7. Joint Knowledge Online (JKO). The JKO online learning platform provides 24/7 global web-based access for online education and training courses. The capability provides required, theater-entry, and self-paced training to prepare individuals for joint operations and training exercises. Program effectiveness is measured through quarterly tracking of online course completions and number of Combatant Command joint exercises and Service training events supported with Blended Learning Training Packages (BLTPs) and tailored individual training courses.

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

	FY 2019	FY 2020	FY 2021
Number of course completions	9,300,000	9,394,000	9,394,000
Number of exercises/events supported with blended learning and tailored training	19	19	19

8. Joint Training Information Management System (JTIMS). JTIMS is the Chairman's authoritative web-based system of record designed to support execution of the Joint Training System (JTS). Funding enables a set of integrated information management capabilities to identify, collect, analyze, store, and disseminate information required to execute the four phases of the JTS for 600+ training events annually. The JTIMS semi-annual system lifecycle includes software maintenance updates for bug fixes, user requested enhancements, and cybersecurity patches. Program effectiveness is measured through the collection of user feedback after training events (using a Likert-type 1-5 scale) and system availability.

	FY 2019	FY 2020	FY 2021
Customer Feedback Index for training events	4.0	4.0	4.0
Number of unplanned service interruptions	0	0	0

9. Joint Interoperability Division (JID). This funding supports the delivery of Tactical Data Link (TDL) and Joint Interface Control Officer (JICO) training to improve Joint force integration, readiness, and support Combatant Commands' operational needs. Program effectiveness is measured through quarterly collection of number of students trained, number of joint training courses delivered and number of mobile training teams delivered.

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

	FY 2019	FY 2020	FY 2021
Number of students trained in classroom settings	890	890	890
Number of online graduates	41,000	41,000	41,000
Number of joint training courses delivered	34	34	34
Mobile Training Teams delivered	17	17	17

10. Joint Targeting School (JTS). JTS provides doctrinally based joint targeting education and training in order to prepare Combatant Command, Service, interagency, and allied personnel for operational-level targeting duties. Demand for joint targeting training by the Combatant Commands is greater than current JTS capacity. Program effectiveness is measured through quarterly collection of number of students trained and number of mobile training teams delivered. JTS plans for a baseline of 2 MTTs per Combatant Command per year, but provides additional teams if host organizations provide funding.

	FY 2019	FY 2020	FY 2021
Number of in-resident students	875	880	880
Mobile Training Teams (MTTs) delivered	21	21	21

11. Joint Deployment Training Center (JDTC). JDTC provides functional training to CCMDs, Services, and Combat Support Agencies on Department of Defense joint command and control systems of record. This training results in warfighters able to plan, deploy/redeploy, manage, and maintain situational awareness of global forces, equipment, and supplies. Program effectiveness is measured through quarterly collection of number of students trained and number of exercises/contingency events supported.

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

	FY 2019	FY 2020	FY 2021
Number of students trained	1,400	1,450	1,450
CCMD exercise and contingency events supported	8	8	8

Programmed changes between FY 2020 and FY 2021: CE2T2 received enhancement to the overall topline of CE2T2 O&M, enabling CCMDs to increase the impact of joint exercises and improving CCMD and Service joint readiness by funding additional transportation requirements, Service costs and joint training enablers above the original baseline. Beginning in FY 2019, OSD (Personnel and Readiness), in coordination with Joint Staff J-7 and the CCMDs, has developed a framework for assessing the value of CCMD exercises based on SECDEF's three lines of effort – Strengthening Alliances and Attract New Partners, Pursue Business Reform, and Restore Readiness and Build Lethality. This assessment framework will enable improved allocation of resources towards achieving the objectives of the National Defense Strategy.

National Defense University is the premier center for joint professional military education. NDU's primary mission is to prepare and support national security leaders through teaching, research, and applied learning. Success of the University's programs is measured in the quantity and quality of graduates who are skilled in national and international security, joint professional military education, and strategic leadership and decision-making. The University also measures success by the caliber of its faculty, the quality and rigor of its academic programs, and the level and pace in which research products enter the national security arena.
All joint academic programs at NDU have been reviewed and approved by the Program for Accreditation of Joint Education, a rigorous evaluation of the curriculum and student outcomes assessment. In addition, the Middle States Commission on Higher Education regionally accredits the University.

NDU Faculty and staff are nationally and internationally recognized for their expertise and contributions to research in their respective fields. Topics include ethical leadership, logistics management, the role of military forces in various countries, joint operations, and other related security issues. Due to the sensitive nature and complex topics addressed, many products of NDU faculty and staff cannot be attributed or publicly disclosed. NDU publishes The Chairman of the Joint Chiefs of Staff national security journal, *Joint Force Quarterly*, which is a major contribution to

IV. Performance Criteria and Evaluation Summary:

the research and curriculum quality. NDU also publishes a journal of complex operations entitled
Prism, which is published quarterly.

National War College	FY 2019	FY 2020	FY 2021
Army graduates	43	43	43
Navy graduates	21	21	21
Air Force graduates	41	41	41
Marine Corps graduates	14	14	14
Coast Guard graduates	2	2	2
Interagency civilians	55	55	55
International students	32	32	32

Programmed changes between FY 2020 and FY 2021: There are no planned changes in student body enrollment
from FY 2020 to FY 2021.

Dwight D. Eisenhower School of National Security and Resource Strategy (formerly Industrial College of the Armed Forces)	FY 2019	FY 2020	FY 2021
Army graduates	61	61	61
Navy graduates	22	29	29
Air Force graduates	57	57	57
Marine Corps graduates	16	17	17
Coast Guard graduates	2	2	2
Interagency civilians	105	121	121
International students	38	39	39

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

Programmed changes between FY 2020 and FY 2021: There are no planned changes in student body enrollment from FY 2020 to FY 2021.

CAPSTONE / PINNACLE / KEYSTONE	FY 2019	FY 2020	FY 2021
CAPSTONE (one star flag officers)	204	204	204
PINNACLE (three star commanders)	30	30	30
KEYSTONE (command senior enlisted leaders)	80	80	80

Programmed changes between FY 2020 and FY 2021: There are no planned changes in student body enrollment from FY 2020 to FY 2021.

College of International Security Affairs (CISA)	FY 2019	FY 2020	FY 2021
Combating Terrorism and Irregular Warfare Fellowship Program (JPME II)			
U.S. military officers	14	15	15
Interagency civilians	12	20	20
International students	38	34	34
Joint Special Operations Master of Arts (JSOMA)			
U.S. military officers	38	37	37
Interagency civilians	2	2	2
International students	4	2	2

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

South Central Asia Security Studies Program (SCAP)			
U.S. military officers	19	37	37
Interagency civilians	3	4	4
Homeland Defense Fellows and Nuclear Energy Security Program			
U.S. military officers	1	1	1
Interagency civilians	1	5	5
International students	10	10	10
Reserve Component National Security Course	371	350	350

Programmed changes between FY 2020 and FY 2021: There are no planned changes in student body enrollment from FY 2020 to FY 2021.

College of Information Cyberspace (CIC)	FY 2019	FY 2020	FY 2021
Information Resource Management College	420	420	420
CFO Academy	178	178	178

Programmed changes between FY 2020 and FY 2021: There are no planned changes in student body enrollment from FY 2020 to FY 2021.

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

Institute for National Strategic Studies (INSS)	FY 2019	FY 2020	FY 2021
Center for Study of Weapons of Mass Destruction Program for Emerging Leaders)	75	75	75

Programmed changes between FY 2020 and FY 2021: There are no planned changes in student body enrollment from FY 2020 to FY 2021.

Joint Forces Staff College (JFSC)	FY 2019	FY 2020	FY 2021
Active duty	712	742	742
Reserve component	217	216	216
Interagency civilians	10	26	26
International students	77	86	86
Total Students	**1,016**	**1,070**	**1,070**
Joint Advanced Warfighting School (JAWS)	36	45	45
Joint and Combined Warfighting School (JCWS)	799	800	800
JCWS-Hybrid	217	225	225
Total Students	**1,052**	**1,070**	**1,070**

Programmed changes between FY 2020 and FY 2021: There are no planned changes in student body enrollment from FY 2020 to FY 2021.

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	**Change** FY 2019/ FY 2020	**Change** FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	1,375	1,368	1,366	-7	-2
Officer	1,163	1,132	1,130	-31	-2
Enlisted	212	236	236	24	0
Reserve Drill Strength (E/S) (Total)	462	456	343	-6	-113
Officer	307	303	291	-4	-12
Enlisted	155	153	52	-2	-101
Reservists on Full Time Active Duty (E/S)	47	42	51	-5	9
Officer	41	37	46	-4	9
Enlisted	6	5	5	-1	0
Civilian End Strength (Total)	1,316	1,384	1,371	68	-13
U.S. Direct Hire	1,229	1,297	1,284	68	-13
Total Direct Hire	1,229	1,297	1,284	68	-13
Reimbursable Civilians	87	87	87	0	0
Active Military Average Strength (A/S) (Total)	1,375	1,368	1,366	-7	-2
Officer	1,163	1,132	1,130	-31	-2
Enlisted	212	236	236	24	0
Reserve Drill Strength (A/S) (Total)	462	456	343	-6	-113
Officer	307	303	291	-4	-12
Enlisted	155	153	52	-2	-101
Reservists on Full Time Active Duty (A/S) (Total)	47	42	51	-5	9
Officer	41	37	46	-4	9
Enlisted	6	5	5	-1	0

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Civilian FTEs (Total)	1,315	1,384	1,371	69	-13
U.S. Direct Hire	1,229	1,297	1,284	68	-13
Total Direct Hire	1,229	1,297	1,284	68	-13
Reimbursable Civilians	86	87	87	1	0
Average Annual Civilian Salary ($ in thousands)	155.1	144.8	150.0	-10.3	5.2
Contractor FTEs (Total)	1,679	1,710	1,675	31	-35

Various updates to military end strength are minor technical corrections. Reduction of 101 enlisted reserve drill end strength is a correction to program element codes and allocation of military resources to properly show resources assigned to NATO Supreme Allied Command. These resources are already assigned to NATO, but accounting codes were not properly updated.

Seven of the FY 2020 to FY 2021 reductions are a result of the Defense-Wide Review (DWR).

The average annual civilian salary increase is based on two factors:
(1) change in pay raise assumptions for FY 2020 (3.1%) and FY 2021 (1.0%) which results in a net increase over previous assumptions, and
(2) increased FY 2021 non-SES civilian award level (as a percent of non-SES salary) that is 1.0% higher than the FY 2020 award level.

The Joint Staff
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2021 Budget Estimates

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	189,514	5,268	-7,719	187,063	2,881	1,838	191,782
103 Wage Board	1,128	31	-371	788	12	4	804
199 Total Civ Compensation	**190,642**	**5,299**	**-8,090**	**187,851**	**2,893**	**1,842**	**192,586**
308 Travel of Persons	139,924	2,799	17,232	159,955	3,199	-23,942	139,212
399 Total Travel	**139,924**	**2,799**	**17,232**	**159,955**	**3,199**	**-23,942**	**139,212**
416 GSA Supplies & Materials	472	9	-411	70	1	199	270
499 Total Supplies & Materials	**472**	**9**	**-411**	**70**	**1**	**199**	**270**
672 PRMRF Purchases	77,242	483	-2,567	75,158	0	-1,806	73,352
699 Total DWCF Purchases	**77,242**	**483**	**-2,567**	**75,158**	**0**	**-1,806**	**73,352**
703 JCS Exercises	103,601	17,612	-11,038	110,175	-5,729	-14,981	89,465
708 MSC Chartered Cargo	30,863	-3,271	2,459	30,051	-21,937	22,434	30,548
719 SDDC Cargo Ops-Port hndlg	6,888	2,617	-2,798	6,707	-1,811	1,877	6,773
771 Commercial Transport	41,281	826	-1,912	40,195	804	-156	40,843
799 Total Transportation	**182,633**	**17,784**	**-13,289**	**187,128**	**-28,673**	**9,174**	**167,629**
912 Rental Payments to GSA (SLUC)	11,507	230	253	11,990	240	-941	11,289
913 Purchased Utilities (Non-Fund)	5,668	113	-3,225	2,556	51	1,317	3,924
914 Purchased Communications (Non-Fund)	10,971	219	-3,046	8,144	163	1,959	10,266
915 Rents (Non-GSA)	582	12	1,233	1,827	37	-8	1,856
917 Postal Services (U.S.P.S)	349	7	343	699	14	-6	707
920 Supplies & Materials (Non-Fund)	15,118	302	-9,554	5,866	117	268	6,251
921 Printing & Reproduction	1,072	21	3,871	4,964	99	442	5,505
922 Equipment Maintenance By Contract	47,343	947	-8,874	39,416	788	3,806	44,010
923 Facilities Sust, Rest, & Mod by Contract	6,934	139	-3,263	3,810	76	568	4,454
925 Equipment Purchases (Non-Fund)	13,045	261	-3,571	9,735	195	1,886	11,816
932 Mgt Prof Support Svcs	107,471	2,150	36,779	146,400	2,928	-7,446	141,882
933 Studies, Analysis & Eval	26,325	527	-2,445	24,407	488	2,325	27,220
934 Engineering & Tech Svcs	13,816	276	17,724	31,816	636	-766	31,686
960 Other Costs (Interest and Dividends)	0	0	331	331	7	-5	333
987 Other Intra-Govt Purch	74,652	1,493	-33,070	43,075	862	36,644	80,581

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Fiscal Year (FY) 2021 Budget Estimates

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
989 Other Services	144,675	2,894	-66,806	80,763	1,615	20,433	102,811
990 IT Contract Support Services	44,100	882	21,087	66,069	1,321	-29,779	37,611
999 Total Other Purchases	**523,628**	**10,473**	**-52,233**	**481,868**	**9,637**	**30,697**	**522,202**
Total	**1,114,541**	**36,847**	**-59,358**	**1,092,030**	**-12,943**	**16,164**	**1,095,251**

* The FY 2019 Actual column includes $28,671.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $28,500.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $10,433.0 thousand of FY 2021 OCO Appropriations Funding.

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Fiscal Year (FY) 2021 Budget Estimates

Operation and Maintenance, Defense-Wide
Washington Headquarters Services

February 2020

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Operation and Maintenance, Defense-Wide Summary ($ in thousands)
    Budget Activity (BA) 4: Administrative and Service-Wide Activities

	FY 2019 Actuals	Price Change	Program Change	FY 2020 Enacted	Price Change	Program Change	FY 2021 Estimate
WHS	437,744	7,580	-132,893	312,431	3,678	24,182	340,291

* The FY 2019 Actual column <u>includes</u> $6,466.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $6,331.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $1,997.0 thousand of FY 2021 OCO Appropriations Funding.

I.   <u>**Description of Operations Financed**</u>**:** The Washington Headquarters Services (WHS) is the enterprise shared service provider for the Office of the Secretary of Defense (OSD) and the Department of Defense (DoD). The WHS delivers exceptional customer service with greater performance at lower cost, providing more than 80 essential services across the DoD and U.S. Government, enabling each entity to fulfill their missions more effectively. The WHS services are organized into three main functional areas: People, Business Services, and Facilities, which are supported by various operational areas throughout the organization. The WHS enables centralized operational support functions to maximize efficiency, while adopting a business model based on the following programs:

<u>**Human Resources**</u>:   The WHS provides human resource services for executive, political, military and civilian personnel. These services and functions include: employee benefits; administration of the Drug-Free Workforce Program; advisory services on staffing activities; classification and management advice on compensation; external recruitment efforts; workforce development; awards and incentive programs; and labor and management employee relations services. The Human Resource Directorate (HRD) enables WHS to provide the necessary level of executive and political personnel support for its client base which includes: the OSD; the Military Departments; the Defense Agencies and

I.   Description of Operations Financed (cont.)

Field Activities; the National Security Council; the White House Support Group; state, local and academic institutions; and other executive agencies and legislative bodies. These programs also enable WHS to serve its OSD and Fourth Estate customers with high demand services such as the hiring of consultants and highly qualified experts (HQE), and Intergovernmental Personnel Act (IPA) assignments. The HRD provides HR policy guidance and voices HR concerns for all the Defense Agencies and DoD Field Activities as a voting member of the DoD Civilian Personnel Policy Council. These representative and liaison duties provide a venue through which the CMO communicates and translates the Secretary's agenda into policy. The Senior Executive Management Office (SEMO) manages all political appointments for the DoD. Additionally, the SEMO manages the executive resources, staffing, and performance management for the Senior Executive Service, Scientific and Professional, Senior Level, and Intelligence Executive Positions within the Fourth Estate. The Military Personnel Division provides military personnel support services to OSD, WHS, Military Departments, White House, and select Defense Agencies and Field Activities.

Financial Management: The WHS provides planning, programming, budgeting, execution (PPBE) and accounting services for WHS, OSD, and assigned DoD agencies, designated offices, programs, and task forces. The Financial Management Directorate (FMD) oversees approximately $10 billion in general and revolving funds annually for WHS and its customers and ensures financial transparency and consistency in identifying, analyzing, and developing funding solutions. Additionally, the FMD manages key functions to include developing the Program Objective Memorandum (POM), Budget Estimates Submission (BES), and President's Budget (PB); funds distribution and certification; direct treasury disbursement; financial reporting; civilian pay management; and leading the transition

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

from audit readiness to audit sustainment. The WHS is leading the Chief Management
Office (CMO) efforts to achieve full audit readiness in support of OSD. In FY 2018, WHS
migrated its Enterprise Resource Planning (ERP) tool to the Defense Agencies Initiative
(DAI). The DAI is a critical DoD effort to modernize Defense Agency financial management
capabilities and is intended to transform the budget, finance, and accounting operations
and achieve accurate and reliable financial accountability and statements. The DAI
solution will assist WHS in achieving audit sustainment by facilitating an auditable
Universe of Transactions (UoT).

<u>Facilities and Installation Management</u>: The WHS provides facilities support in the
National Capital Region (NCR) for a customer base of approximately 64,000 civilian and
military personnel, including OSD, the Joint Staff, the Military Departments, Defense
Agencies, and Field Activities. Customers occupy approximately 14.6 million square feet
of office space in approximately 116 buildings, including the Pentagon Reservation, the
Mark Center campus, the Raven Rock Mountain Complex (RRMC), and approximately 82 other
federal and commercial buildings.

The Raven Rock Mountain Complex provides support to enable the execution of DoD mission
essential functions in accordance with continuity of operations plans. Facility and
installation services include space management, facility operation, maintenance, repair
and alteration, construction, custodial, physical security, property management, safety,
health, environmental management, fire protection and other support services. The WHS
has undertaken a space reduction initiative with the goal of maximizing efficiencies and
reducing the leased space portfolio cost. The WHS has consolidated and released leased
locations and optimized the occupancy and efficiency of government-owned facilities such

I.   Description of Operations Financed (cont.)

as the Mark Center. This includes space modification and consolidation for customers previously utilizing leased space facilities. In addition, WHS Services manages the DoD Headquarters Military Construction (MILCON) and the Capital Improvement (CIP) Program for the Pentagon Reservation.

Washington Headquarter Services (WHS) Operations: The WHS provides program management, administrative, and operational services to sustain and meet new administration and regulatory requirements; supports administration transitions; and provides executive support services to the OSD and its principal staff; provides administrative and logistical support for Presidential, Congressional, and DoD chartered Boards, Commissions, and Task Forces (BCTF). In addition, WHS Maintains an Enterprise Performance Management Program, which provides corporate-level standard processes and business tools to systematically measure and analyze performance across the WHS enterprise. The program enables WHS to sustain and improve service level standards to ensure transparency, collaboration and cooperation, improving efficiency and performance. It provides the CMO and WHS strategic communications support to include events management and WHS website development and maintenance. It also provides the WHS mission assurance activities, the DoD issuance program, security/auto/mandatory declassification reviews of documents, legal services, and employee focused enterprise activities such as the DoD Mass Transit Subsidy Program and Interactive Customer Evaluations. Recurring resources are provided for the Department's reimbursement for the administrative and personnel cost of the regional Federal Executive Boards.

WHS Operations also provides acquisition planning, technical guidance, business strategy development and historical and library services for all programs. It provides executive

I.   Description of Operations Financed (cont.)

level advice and assistance on procurement and contracting matters to OSD, the Pentagon Force Protection Agency (PFPA), and WHS to include the immediate staff of the Secretary of Defense and Deputy Secretary of Defense in meeting long-range goals and objectives utilizing advanced state of the art business strategy and practices. The WHS Acquisition Directorate (AD) is the Single Enterprise Contracting Office (SECO), providing acquisition services to all OSD components, significantly reducing annual OSD contracting costs. The Acquisition Directorate plans, coordinates, and manages procurement programs essential to the mission of the Chief Management Officer (CMO), which includes WHS and PFPA. The AD procures a wide range of supplies and services, valued at over $1.46 billion annually, in support of its customers' mission and encompassing major construction projects; information technology; commodities; grants, professional and other services. The WHS also provides direct historical support to OSD to include, but not limited to, the Secretary of Defense and Deputy Secretary of Defense, by publishing the history of OSD in books and monographs, and coordinating with the history programs of the Joint Staff and the Services. It provides professional library research expertise and manages defense-related information resources critical to the activities of the OSD staff and the DoD community.

The Defense Digital Service (DDS) was established to apply best-in-class private sector practices, skills, and technology to transform the way software products are developed and delivered for the DoD. Currently, DDS is tasked with examining the way the Department works with a variety of digital services and to think more deliberately and innovatively about how the department advances information technology and implementation practices and policies. The DDS performs its mission by working closely with DoD stakeholders and other government entities, focusing on targeted projects that advance

I.   Description of Operations Financed (cont.)

critical DoD initiatives that support the wellbeing of Service members, civilian
employees, and the core mission of the Department.

Compensation and Benefits: The WHS centrally manages its civilian compensation and
benefits program that includes 583 direct funded civilian full-time equivalents (FTE).

Narrative Explanation of Changes from FY 2020 to FY 2021: Within the WHS, the DWR
initiative identified savings that were made available for increased lethality across the
Department. Additionally, the WHS took key steps in identifying areas where
organizational realignment and streamlining could be optimized.

While the DWR was the primary initiative, it was complemented by the ongoing Major DoD
Headquarters Activities (MHA) reviews as well as a continued focus on reforming the
Department's business practices. The MHA review yielded $2.5 million in savings and
continues to have a net positive impact on the overall effectiveness of the OSD
enterprise.

Furthermore, the request supports the Chief Management Officer's (CMO) FY 2018 – FY 2022
National Defense Business Operations Plan to improve and strengthen business operations
by moving to DoD-enterprise or shared services; reducing the administrative and
regulatory burden; optimizing organizational structures; maintaining audit sustainment;
and improving the quality of budgetary and financial information available, all of which
are essential tools required by Department leadership to manage the DoD and make prudent
financial decisions regarding mission requirements. The WHS and PFPA are working in

I. Description of Operations Financed (cont.)

concert with CMO guidance to validate and optimize current and future service acquisition requirements.

Overall, the FY 2021 President's budget request reflects a net increase of $27.9 million, which consists of a price adjustment of $3.7 million and a program increase of $24.2 million. The details of these changes are included in Part III's programmatic increase and decrease statements.

II. Force Structure Summary:

N/A

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

			FY 2020					
			Congressional Action					
A. BA Subactivities	FY 2019 Actuals	Budget Request	Amount	Percent	Appropriated	Current Enacted	FY 2021 Estimate
Compensation and Benefits	184,407	89,805	0	0.0	89,805	89,805	92,561
Defense Digital Service	4,113	4,549	0	0.0	4,549	4,549	4,344
Defense Innovation Unit Experimental	9,026	0	0	n/a	0	0	0
Facilities/Installation Management	181,078	174,869	-3,165	-1.8	171,704	171,704	184,395
Financial Management	12,234	8,960	-749	-8.4	8,211	8,211	9,785
Human Resources	10,893	8,126	0	0.0	8,126	8,126	6,684
WHS Operations	35,993	37,692	-7,656	-20.3	30,036	30,036	42,522
Total	**437,744**	**324,001**	**-11,570**	**-3.6**	**312,431**	**312,431**	**340,291**

* The FY 2019 Actual column <u>includes</u> $6,466.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column <u>excludes</u> $6,331.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column <u>excludes</u> $1,997.0 thousand of FY 2021 OCO Appropriations Funding.

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

B. <u>Reconciliation Summary</u>	Change FY 2020/FY 2020	Change FY 2020/FY 2021
Baseline Funding	324,001	312,431
Congressional Adjustments (Distributed)	-10,000	
Congressional Adjustments (Undistributed)	-1,570	
Adjustments to Meet Congressional Intent		
Congressional Adjustments (General Provisions)		
Subtotal Appropriated Amount	312,431	
Fact-of-Life Changes (2020 to 2020 Only)		
Subtotal Baseline Funding	312,431	
Supplemental	6,331	
Reprogrammings		
Price Changes		3,678
Functional Transfers		-561
Program Changes		24,743
Current Estimate	318,762	340,291
Less: Wartime Supplemental	-6,331	
Normalized Current Estimate	312,431	

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

C. Reconciliation of Increases and Decreases	Amount	Totals
FY 2020 President's Budget Request (Amended, if applicable)		**324,001**
1. Congressional Adjustments		-11,570
a. Distributed Adjustments		
1) Program Decrease - Insufficient Justification	-10,000	
b. Undistributed Adjustments		
1) Unjustified Growth (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account	-1,197	
2) Budget Justification Inconsistency (Across-The-Board Reduction to the Operation and Maintenance, Defense-Wide, Account)	-373	
c. Adjustments to Meet Congressional Intent		
d. General Provisions		
FY 2020 Appropriated Amount		**312,431**
2. War-Related and Disaster Supplemental Appropriations		6,331
a. OCO Supplemental Funding		
1) OCO	6,331	
3. Fact-of-Life Changes		
FY 2020 Baseline Funding		**318,762**
4. Reprogrammings (Requiring 1415 Actions)		
Revised FY 2020 Estimate		**318,762**
5. Less: Item 2, War-Related and Disaster Supplemental Appropriations and Item 4, Reprogrammings		-6,331
FY 2020 Normalized Current Estimate		**312,431**
6. Price Change		3,678
7. Functional Transfers		-561
a. Transfers In		
b. Transfers Out		
1) Compensation and Benefits - Transfer Fourth Estate Management Office (FEMO) from Washington Headquarters	-561	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

Services (WHS) to the Office of the Secretary of Defense/Chief Management Officer (OCMO)

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 alignment of the OCMO as the total force manpower manager of the Defense Agencies and Field Activities.

(FY 2020 Baseline: $89,805 thousand; Baseline FTEs: 583; -3 FTEs)

	Amount	Totals
8. Program Increases		36,983
a. Annualization of New FY 2020 Program		
b. One-Time FY 2021 Increases		
c. Program Growth in FY 2021		
1) Projected program growth to DoD planned levels, which were subsequently removed in the Defense Wide Review.	11,338	
2) Raven Rock Mountain Complex	7,490	

Increase reflects additional funds for IT modernization and upgrades at the Raven Rock Mountain Complex (RRMC). Additional details can be provided at the classified level.

(FY 2020 Baseline: $0 thousand; Baseline FTEs: 0; +0 FTEs)

	Amount	Totals
3) Facility-Related Control Systems (FRCS) Project	5,503	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

The increase funds a FRCS project to upgrade and replace the Pentagon Building Automated Control System for heating, ventilation, and air conditioning (HVAC). The system is approaching the end of its service life, and upgrades are necessary to ensure cybersecurity and operability. (+0 FTEs)

4) Compensation and Benefits - Repricing   4,678
   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. (FY 2020 Baseline: $89,805 thousand; Baseline FTEs: 583)

5) Pentagon Rent   4,544
   The increase reflects additional funds for Pentagon Reservation Maintenance Revolving Fund Operations and WHS Enterprise Performance Management.

6) DWR: Transfer the DPMO, LDTA, and miscellaneous   1,554
   payments to Services and other DFAS efficiencies.

7) Front-End Acquisition System   969
   The increase funds the development and sustainment of a frontline acquisition system that offers a collaborative space to assist in the streamlined development of acquisition packages. The system will improve the speed, accuracy, and tracking of the acquisition process by streamlining the front-

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

C. Reconciliation of Increases and Decreases	Amount	Totals
end package generation process. (FY 2020 Baseline: $0 thousand; Baseline FTEs: 0; +0 FTEs)		
8) Compensation and Benefits - Performance Awards In accordance with OMB Circular No. A-11, Section 32.1 on Personnel, Compensation, Benefits and Related Costs, this increase for civilian pay awards spending reflects an increase of 1 percentage point of the non-SES/SL/ST salary spending from FY 2020 to FY 2021. (FY 2020 Baseline: $89,805 thousand; Baseline FTEs: 583; +0 FTEs)	689	
9) Executive Service Directorate The increase reflects funds allotted for updating the compliance system and DoD-Internal Information Collections Information System which will allow Directives Division (DD) to facilitate, track, maintain, capture, report, and reduce duplication on DoD internal collections.	218	
9. Program Decreases		-12,240
a. Annualization of FY 2020 Program Decreases		
b. One-Time FY 2020 Increases		
c. Program Decreases in FY 2021		
1) DWR - Reduces Support to Commissions Decrease reflects a reduction in services provided by WHS for Boards Commission and Task Forces, 4 FTEs and associated funding reflects the elimination of support to commissions. (FY 2020 Baseline: $8,905 thousand; Baseline FTEs: 583; -4 FTEs)	-3,000	
2) Compensation and Benefits - Major DoD Headquarters Activities (MHA)	-2,475	

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

C. Reconciliation of Increases and Decreases	Amount	Totals

      WHS 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 Headquarters Activities reductions, WHS
has reduced 15 FTEs and associated funding. (FY 2020
Baseline: $89,805 thousand; -15 FTEs)

   3) DWR - Compensation from External Agencies   -2,300
      The decrease reflects the elimination of WHS support
to external agencies for Personnel Security
Investigations for Congressional staff and all other
external agencies. This funding represents WHS's
reimbursement to DCSA for the performance of these
investigations. WHS will continue to support
Congressional staff and external agencies on a
reimbursable basis.

   4) DWR - Facility Operations Savings   -1,689
      Decrease reflects the elimination of the Pentagon
Library facility, reduction in janitorial and
landscaping services, and reduced utility usage at
the Pentagon Reservation. This reduction reflects
estimated savings for both OSD and WHS, as WHS pays
the bill for both components. (FY 2020 Baseline: $0
thousand; Baseline FTEs: 0; +0 FTEs)

   5) DWR - Reduce Support to PFPA Acitvities   -1,330
      Decrease reflects reduced cost share for PFPA
activities at the Pentagon Reservation. This
reduction reflects savings for both OSD and WHS, as
WHS pays the bill on behalf of both components.

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

C. Reconciliation of Increases and Decreases	Amount	Totals
6) DWR: Transition Enterprise Resource Planning Systems Investments to the Services	-1,091	
7) Compensation and Benefits - One Less Compensable Day 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: $89,805 thousand; Baseline FTEs: 583; +0 FTEs)	-355	
FY 2021 Budget Request		**340,291**

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

The WHS is the designated shared service provider for the OSD, DoD components, and specified offices in the NCR. The WHS delivers full-spectrum services and facilitates our Mission Partners' success, serving as a force multiplier to enable business practices for greater performance and affordability. The following identifies some of the more significant indicators for WHS Operation and Maintenance activities:

<u>**Facilities Services Directorate (FSD):**</u> Provides comprehensive lifecycle facility stewardship for ~56,000 tenants in 15 million square feet (SF) of space in the NCR and manages DoD-occupied General Services Administration (GSA) - controlled space in common support facilities throughout the NCR. Supports the OSD, Fourth Estate, and Military Departments. Key performance indicators FSD uses to evaluate, adjust, and improve business processes include: Leased Space Portfolio and Transit Program

The DoD Leased Space Portfolio reflects the amount of leased space utilized by the DoD customers in the NCR. FSD manages ~66 leased buildings that support ~22,500 tenants. Reducing the leased space is a government-wide priority. The leased square footage and the number of buildings leased indicates the progress made towards reducing space leased in the DoD portfolio. We'll continue to explore additional opportunities for efficiencies within NCR leased and owned space and optimize occupancy of all WHS facilities.

The FSD manages applications for mass transit subsidies within the NCR for the Military Departments and many department-wide agencies, managing over ~40 thousand applications annually. Timely processing of applications is important to ensuring that DoD employees in the NCR have access to mass transit to move throughout the NCR.

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

	<u>FY 2019</u> <u>Actuals</u>	<u>FY 2020</u> <u>Enacted</u>	<u>FY 2021</u> <u>Estimate</u>
OSD and WHS occupied SF - Rent requirement (Pentagon, Mark Center, and leased space)	2,103,511	2,072,608	*2,005,867
DoD Leased Space Portfolio within the NCR			
*Projected Number of buildings managed	73	*66	*68
SF within the leased space portfolio	5,074,725	5,002,724	5,350,758

Note: The FY 2019 increase is due a temporary space requirement for the USD(I) and WHMO. The change in FY 2020 is due to leased space reduction.

DoD Mass Transit Benefits Program (Military Departments and 32 DoD Components to include Defense Agencies and DoD Field Activities)			
Number of applications	44,443	44,658	44,872
Application reviews completed within 7 days (Goal: 90%)	99%	99%	99%

<u>**Human Resources Directorate (HRD):**</u> Provides comprehensive human resource and personnel security services to OSD and specified Defense Agencies, DoD Field Activities, the White House, the National Security Council, and Congress. Key performance indicators HRD uses to evaluate, adjust, and improve business process include:

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

Approved FY21 DoD Annual Performance Plan - WHS Performance Measures
- Average Time to Hire General Schedule (GS) 15 and below or equivalent employees
- Average Time to Hire Senior Executive Services (SES) employees
- Percentage of personnel actions processed before respective payroll cut-off date

The HRD took control of processing HR transactions from our former business partner in FY 2018. The metrics show that HRD continues to meet OPM mandated Senior Executive Service (SES) hiring package submission standards and continues to make progress at reducing the time it takes to hire General Service (GS) staff. Reducing the number of days it takes to onboard SES and GS members is a DoD priority, specifically for the CMO. In FY 2019, HRD exceeded the OPM time-to-hire standard for GS-15 and below or equivalent by 3 days.

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

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Time-to-Hire			
*Number of closed hiring actions for SES	18	60	100
Average number of days to close SES hiring actions	78	125	120
Number of closed hiring actions for GS-15 and below or equivalent	977	906	920
Average days to close GS-15 below hiring actions - excluding hiring freeze (OPM Goal: 80 days)	77	70	65
Notice of Actions (NOAs)			
**Number of closed personnel actions for GS-15 and below or equivalent	18,400	17,000	17,500
Percentage of personnel actions processed before respective payroll cut-off date	12 days	95%	97%

Financial Management Directorate (FMD): Provides planning, programming, budgeting, execution, and accounting services for WHS, OSD and assigned DoD agencies, designated offices, program and task forces; overseeing approximately $10 billion in general and

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

revolving funds annually. The FMD ensures financial transparency and consistency in identifying, analyzing, and developing funding solutions; manages key functions to include developing POM, BES, and PB; funds distribution and certification; direct treasury disbursement, financial reporting; civilian pay management; and leading the transition from audit readiness to audit sustainment; and maintains quality, efficiency, and effectiveness of financial operations through the delivery of timely, accurate, and reliable products and services. Key performance indicators FMD uses to evaluate, adjust, and improve business processes include:

Budget Execution Obligation Requests (BEOR) - with a goal of processing 90 percent of all obligations within 3 business days, FMD is making progress in this requirement. The BEOR goal assures obligations are processed in a timely manner and assists WHS in reaching the 80/20 rule: a statutory limitation concerning year end obligation.

Treasury Direct Disbursements (TDD) – FMD has reached the goal of processing 75 percent of disbursements within 6 days of scheduled payment date. The TDD goal assures all payments are made in a timely manner, thus reducing late payments and their associated interest payments. Additionally, efficient processing assists WHS in obtaining discounts when permitted within contracts; saving funds for organizational priorities.

Civilian Payroll (CP) – FMD certifies timecard for OSD, WHS, PFPA, U.S. Court of Appeals for the Armed Forces, Defense Legal Services Agency, and Defense Test Resource Management Center. The FMD has achieved its goal of certifying 90 percent of all Civilian timecards before the specified due date for each payroll period; thus assuring all civilian employees are paid correctly in a timely manner.

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

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Budget Execution Obligation Requests			
Number of obligations processed	9,761	8,986	8,900
Obligations processed within 3 business days (Goal: 90%)	83%	85%	91%
Treasury Direct Disbursement (TDD)			
Number of disbursements processed	8,453	7,782	7,800
Disbursements processed within 6 days of scheduled payment date (Goal: 75%)	83%	85%	90%
Civilian Payroll			
Number of active employees in payroll (per pay period)	5,151	5,111	4641
Payroll certified before due date (Goal: 90%)	99%	99%	99%
Training Request			
Number of training requests (SF-182)	606	601	601
Training requests (SF-182) processed within 7 days (Goal: 90%)	98%	99%	98%

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

<u>**Executive Services Directorate (ESD):**</u> Provides comprehensive knowledge management, information security, and visual information services to the OSD. Executes FOIA, Privacy, Records Management, and DoD Issuance programs on behalf of the Department. Manages Government Accountability Office (GAO) engagements and the Department's responses to DoD Inspector General recommendations. Supports the OSD, Fourth Estate, Military Departments, Department of State, Central Intelligence Agency, Department of Homeland Security, Department of Energy, Department of Justice, Federal Bureau of Investigation, National Archives and Records Administration, and the White House. Key performance indicators ESD uses to evaluate, adjust, and improve business processes includes the following:

The ESD is required by an Executive Order 13526 (Section 3.5) to provide the public access to classified records cleared for public release, if requested by the public. The goal is designed to provide timely access to previously classified records to the public, specifically from the OSD and Joint Staff.

The ESD is assigned to review OSD issuances to ensure that they are necessary and applicable to the current requirements. The goal is to streamline Department requirements to reduce the implementation burden on the DoD community, and to put policy and guidance into effect rapidly and efficiently.

The DoD is required to respond to GAO reports submitted to Congress within the required suspense date in the GAO report. The ESD goal is intended to ensure that the Department effectively responds to these reports efficiently.

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

Documents designated for release by the Department are reviewed to ensure that the information released does not contain classified or sensitive data prior to release to the public. The goal ensures that the review is completed and documents are released securely and within a designated suspense.

	<u>FY 2019</u> <u>Actuals</u>	<u>FY 2020</u> <u>Enacted</u>	<u>FY 2021</u> <u>Estimate</u>
Mandatory Declassification			
Number of cases closed	2,000	2,000	2,000
Cases closed within executive order requirements (Goal: 90%)			
	99%	100%	99%
DoD Issuances/Directives			
Number of completed compliance reviews	850	950	1,100
Directives Division compliance reviews completed within 20% of suspense in workdays (Goal: 90%)	87%	92%	95%

NOTE: In FY 2019, an effort began to provide a sustained review of issuances to improve their accuracy. Every issuance will be reviewed at least once every 5 years.

IV. Performance Criteria and Evaluation Summary:

U.S. Government Accountability Office (GAO) Audit	**FY 2019 Actuals**	**FY 2020 Enacted**	**FY 2021 Estimate**
Number of DoD comments to GAO final reports submitted to Congress	60	60	60
DoD comments to GAO final reports submitted to Congress within suspense (Goal: 90%)	94%	97%	98%
Prepublication/Security Review of DoD Documents for Public Release			
Number of cases received	4,100	4,100	3,350
Cases closed before statutory/issuance suspense (Goal: 90%)	97%	99%	92%

Acquisition Directorate (AD):

VISION: We help our customers achieve mission results, while empowering our people to reach their fullest potential. 100% Customer Focused.

Mission First,
People Always,
Results Driven!

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

<u>**MISSION**</u>: To be an essential mission partner and trusted advisor, providing innovative and agile contracting solutions throughout the acquisition life cycle as the Single Enterprise Contracting Office (SECO), serving a wide range of DoD customers.

<u>**PRIORITIES**</u>: Enable Customer Mission – Establish shared acquisition goals with customers.

Maintain a Quality Workforce – Recruit, train, and retain high quality professionals.

Foster Continuous Process Improvements – adopt innovative acquisition tools.

Cultivate a diverse DoD Vendor Base – non-traditional and small business.

The Acquisition Directorate (AD) plans, coordinates, and manages a wide range of supplies and services procurement programs, valued at over $2 billion annually. AD is the single enterprise contracting office supporting acquisition services to all OSD components, WHS, the Pentagon Force Protection Agency, the Defense Security Cooperative Activity (DSCA) and the Armed Forces Retirement Home and more. Knowledge-based services, electronic communication services, and equipment account for more than 80 percent of AD's total obligations, providing a consistent capability to connect people and process information.

The metric tracks contract actions awarded measuring and providing insight into the types of contracts being awarded. AD also tracks and monitors the number of minority contract actions awarded to small businesses, and has determined that, at minimum, 37% of

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

contracts should be awarded to minorities. This metric showcases the volume of contracts awarded to small businesses.

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Number of Contract Actions (Awards, Modifications, and Options Exercised)	3,500	3,421	3,455
Number of Grants Awarded	31	29	29
Number of Leases Awarded	50	48	49
Number of Cooperative Agreements Awarded	33	31	31
Small Business Contract Actions (Certified HUB Zone, Serviced-Disabled Veteran-Owned, Small Disadvantage Business, Woman-Owned)			
Number of Contract Actions	1,503	1,483	1,498
Total Contracts Obligated (Goal: 37% of Total Contracts Obligated)	37%	37%	37%

<u>WHS Immediate Office and Staff (IO & Staff)</u>: The IO & Staff coordinates, integrates, and synchronizes WHS activities, enhances process improvement focus on areas of importance to WHS leadership, and improves existing WHS provided shared services. The IO & Staff provides an enterprise-level of resources for WHS policy, analysis, communications, manpower, security services, enterprise performance management, operational services,

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

events management on behalf of the Secretary of Defense and the Chief Management Officer of the Department of Defense, as well as support to congressionally mandated Boards, Commissions, and Task Forces, all aimed to ensure program level activities remain focused on the WHS shared service mission. The IO & Staff also manages mandated programs to include Office of Equal Employment Opportunity Programs and Office of Small Business Programs.

Additionally, the IO & Staff is tasked with a number of security services to ensure the security of the customers it services to include briefings for individuals traveling overseas, classified indoctrinations, and secured facilities. The IO & Staff has set a goal that measures the number of security actions completed within assigned suspense's.

	FY 2019 Actuals	FY 2020 Enacted	FY 2021 Estimate
Security Services (to include Foreign Travel Briefings, Classified Indoctrinations, Sensitive Compartmented Information Facilities, Security Incident Investigations)			
- Number of security transactions completed	11,321	13,698	16,574
- Security transactions completed within suspense (Goal: 90%)	97%	95%	95%

V. **Personnel Summary**	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Active Military End Strength (E/S) (Total)	147	154	159	7	5
Officer	45	44	49	-1	5
Enlisted	102	110	110	8	0
Reserve Drill Strength (E/S) (Total)	43	1	1	-42	0
Officer	38	0	0	-38	0
Enlisted	5	1	1	-4	0
Reservists on Full Time Active Duty (E/S)	12	0	0	-12	0
Officer	11	0	0	-11	0
Enlisted	1	0	0	-1	0
Civilian End Strength (Total)	1,399	669	651	-730	-18
U.S. Direct Hire	1,323	583	561	-740	-22
Total Direct Hire	1,323	583	561	-740	-22
Reimbursable Civilians	76	86	90	10	4
Active Military Average Strength (A/S) (Total)	147	154	159	7	5
Officer	45	44	49	-1	5
Enlisted	102	110	110	8	0
Reserve Drill Strength (A/S) (Total)	43	1	1	-42	0
Officer	38	0	0	-38	0
Enlisted	5	1	1	-4	0
Reservists on Full Time Active Duty (A/S) (Total)	12	0	0	-12	0
Officer	11	0	0	-11	0
Enlisted	1	0	0	-1	0

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V. __Personnel Summary__	FY 2019	FY 2020	FY 2021	Change FY 2019/ FY 2020	Change FY 2020/ FY 2021
Civilian FTEs (Total)	1,303	669	651	-634	-18
U.S. Direct Hire	1,227	583	561	-644	-22
Total Direct Hire	1,227	583	561	-644	-22
Reimbursable Civilians	76	86	90	10	4
Average Annual Civilian Salary ($ in thousands)	150.3	154.0	165.0	3.7	11.0
Contractor FTEs (Total)	302	183	183	-119	0

__Changes from FY 2020 - FY 2021:__

-15 FTE - Washington Headquarters Services (WHS) 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 Headquarters Activities reductions, WHS has reduced 15 FTEs and associated funding.

-4 FTE - As part of the DWR the decrease of 4 FTEs and associated funding reflects the elimination of support to commissions.

-3 FTE - Transfer of 3 FTE and associated resources from the Washington Headquarters Services (WHS) to the Office of the Chief Management Officer (OCMO). The Fourth Estate Management will establish the OCMO as the single oversight authority for governance of the Fourth Estate manpower resources. This authority is in accordance with Deputy Secretary of Defense's memorandum dated June 06, 2017, "Total Force Manpower Governance for the Office of the Secretary of Defense, Defense Agencies, and Defense Field Activities.

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

OP 32 Line	FY 2019 Actuals	Change FY 2019/FY 2020 Price	Change FY 2019/FY 2020 Program	FY 2020 Enacted	Change FY 2020/FY 2021 Price	Change FY 2020/FY 2021 Program	FY 2021 Estimate
101 Exec, Gen'l & Spec Scheds	184,165	4,947	-99,497	89,615	1,380	1,166	92,161
103 Wage Board	5	0	-5	0	0	0	0
107 Voluntary Sep Incentives	234	7	-51	190	3	207	400
121 PCS Benefits	6	0	-6	0	0	0	0
199 Total Civ Compensation	**184,410**	**4,954**	**-99,559**	**89,805**	**1,383**	**1,373**	**92,561**
308 Travel of Persons	2,926	57	-1,806	1,177	24	-102	1,099
399 Total Travel	**2,926**	**57**	**-1,806**	**1,177**	**24**	**-102**	**1,099**
671 DISA DISN Subscription Services (DSS)	3,178	-274	-2,904	0	0	0	0
672 PRMRF Purchases	144,654	904	4,138	149,696	0	12,393	162,089
680 Building Maint Fund Purch	0	0	16,891	16,891	0	1,425	18,316
696 DFAS Financial Operation (Other Defense Agencies)	5,542	12	-830	4,724	1,267	-528	5,463
699 Total DWCF Purchases	**153,374**	**642**	**17,295**	**171,311**	**1,267**	**13,290**	**185,868**
912 Rental Payments to GSA (SLUC)	13,786	276	-13,812	250	5	-5	250
913 Purchased Utilities (Non-Fund)	662	13	-575	100	2	3	105
914 Purchased Communications (Non-Fund)	527	11	-538	0	0	0	0
915 Rents (Non-GSA)	1,774	35	-1,478	331	7	0	338
920 Supplies & Materials (Non-Fund)	4,113	82	1,419	5,614	112	1,001	6,727
921 Printing & Reproduction	1,200	24	-1,224	0	0	0	0
922 Equipment Maintenance By Contract	553	11	-564	0	0	0	0
923 Facilities Sust, Rest, & Mod by Contract	12,956	259	-6,419	6,796	136	3,231	10,163
925 Equipment Purchases (Non-Fund)	3,316	66	-789	2,593	52	-947	1,698
932 Mgt Prof Support Svcs	40,962	819	-24,454	17,327	347	4,857	22,531
933 Studies, Analysis & Eval	1,637	33	-1,334	336	7	-5	338
934 Engineering & Tech Svcs	4,191	84	-4,275	0	0	0	0

	FY 2019	Change FY 2019/FY 2020		FY 2020	Change FY 2020/FY 2021		FY 2021
OP 32 Line	Actuals	Price	Program	Enacted	Price	Program	Estimate
936 Training and Leadership Development (Other Contracts)	0	0	143	143	3	1	147
937 Locally Purchased Fuel (Non-Fund)	125	-1	-124	0	0	0	0
951 Other Costs (Special Personal Svc Pay)	412	0	-412	0	0	0	0
959 Other Costs (Insurance Claims/Indmnties)	5	0	-5	0	0	0	0
960 Other Costs (Interest and Dividends)	180	4	-184	0	0	0	0
987 Other Intra-Govt Purch	2,701	54	4,985	7,740	155	-807	7,088
989 Other Services	6,506	128	-1,069	5,565	111	-1,073	4,603
990 IT Contract Support Services	1,428	29	1,886	3,343	67	3,365	6,775
999 Total Other Purchases	**97,034**	**1,927**	**-48,823**	**50,138**	**1,004**	**9,621**	**60,763**
Total	437,744	7,580	-132,893	312,431	3,678	24,182	340,291

* The FY 2019 Actual column includes $6,466.0 thousand of FY 2019 OCO Appropriations Funding (P.L. 115-245).
* The FY 2020 Enacted column excludes $6,331.0 thousand of FY 2020 OCO Appropriations Funding (P.L. 116-93).
* The FY 2021 Estimate column excludes $1,997.0 thousand of FY 2021 OCO Appropriations Funding.

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