

Fiscal Year 2022 President's Budget

Washington Headquarters Services



May 2021

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

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

	<u>FY 2020 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2021 Enacted</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2022 Request</u>
WHS	338,110	3,475	-11,462	330,123	8,374	31,201	369,698

*FY 2020 includes Division A, Title IX and X of the Consolidated Appropriations Act, 2020 (P.L. 116-93), Division F, Title IV and V from the Further Consolidated Appropriations Act, 2020 (P.L. 116-94) and the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136).

*FY 2021 includes Division C, Title IX and Division J, Title IV of the Consolidated Appropriations Act, 2021 (P.L. 116-260).

**I. Description of Operations Financed:
WASHINGTON HEADQUARTERS SERVICES:**

The Washington Headquarters Services (WHS) FY 2022 President's Budget Request is \$39,575 thousand above FY 2021 enacted levels and is comprised of \$8,374 thousand in pricing increases and \$31,201 thousand in programmatic changes. The FY 2022 request enables WHS to be the Department's enabler to support key administration initiatives and priorities in defense of the Nation.

As part of the overall increase, this budget requests 675 civilian Full Time Equivalents (FTE), which represents a 114 FTE increase over FY 2021 enacted levels. The FTEs, along with the mission resources requests, enhance the WHS' mission enabling capabilities by focusing on key Department priorities to take care of our people, cultivate talent, modernize, and increase innovation.

The WHS is the enterprise enabler for the Office of the Secretary of Defense (OSD), the Department of Defense (DoD), and other Federal Departments and Agencies. WHS provides customer support to deliver high quality performance at a lower cost, providing more than 80 essential services to customers across the DoD and U.S. Government agencies. Removing administrative burdens allows the OSD staff to focus on matters involving policy analysis, program oversight, and support to DoD entities to fulfill their missions more efficiently. Through divisional prioritization, WHS is able to demonstrate greater levels of expertise, innovation, and solutions to tackle complex issues.

As technologies evolved and organizations expanded over the years, so too have the mission and responsibilities of WHS. Services are organized into three main functional areas; People, Business, and Facilities, are supported by various operational areas throughout the organization, and are provided by employees who make a difference. WHS enables centralized operational support functions to maximize efficiency, emphasizing our commitment to providing leading edge services to our mission partners in support of their defense to the Nation in the following functions.

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

I. Description of Operations Financed: (Cont.)

WASHINGTON HEADQUARTERS SERVICES (WHS) IMMEDIATE OFFICE:

The WHS Immediate Office and Staff serves as the corporate integrator of WHS and establishes the framework for bridging functional gaps among WHS directorates to secure mission accomplishment and achieve strategic goals across the Office of the Director of Administration (DA). The WHS Immediate Office and Staff provides administrative, financial, and logistical support to DA assigned Boards, Commissions, and Task Forces. 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 through an Enterprise Performance Management Program, which provides corporate-level standard process and business tools to systematically measure and analyze performance. The program enables WHS to sustain and improve service level standards to ensure transparency, collaboration and cooperation improving efficiency and performance for such programs as the DoD issuance program, legal services, and employee focused enterprise activities such as the DoD Mass Transit Subsidy Program and Interactive Customer Evaluations.

WHS also provides acquisition planning, technical guidance, business strategy development and historical and library services for all programs. It provides executive level advice and assistance on procurement and contracting matters to OSD organizations, Pentagon Force Protection Agency (PFPA), and WHS to include the immediate staff of the Secretary of Defense (SECDEF) and Deputy Secretary of Defense (DEPSECDEF) in utilizing advanced state of the art business strategy and practices.

FINANCIAL MANAGEMENT DIRECTORATE:

The Financial Management Directorate (FMD) provides planning, programming, budgeting, execution (PPBE) and accounting services for WHS, OSD, and assigned DoD agencies and field activities, designated offices, programs, and task forces. FMD oversees approximately \$11 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 audit sustainment. FMD provides central fund management for the two revolving funds that provide for the operation and security of the Pentagon Reservation and the centralized management of DoD leases within the National Capital Region (NCR). The WHS leads the DA effort to achieve a clean audit in support of OSD.

The WHS migrated its Enterprise Resource Planning (ERP) tool to the Defense Agencies Initiative (DAI) in FY2018, a critical DoD effort to modernize Defense Agency financial management and reporting capabilities. DAI assisted WHS in achieving audit sustainment by facilitating an auditable Universe of Transactions (UoT). WHS works closely with the DAI PMO office to identify, develop and test additional enterprise wide improvements to DAI.

The FMD's Robotic Process Automation (RPA) Team uses automation to reduce manual work, and increase accuracy and timeliness to generate savings in time and money that can be realigned to higher DoD priorities. RPA software mimics front-end user interactions to perform manual,

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

I. Description of Operations Financed: (Cont.)

repetitive or error prone tasks. Automation ensures that tasks are executed according to documented processes increasing auditability, simplifying process review, and providing temporary solutions to issues with system interfaces.

FMD's direct treasury disbursement initiative is on track to disburse \$1.8 billion to vendors in FY 2021 while decreasing processing time and reducing interest penalties for making late payments. Since 2017, annual interest penalties have decreased from \$100K to an anticipated <\$10K this year. Annual discounts earned have increased by over \$127K since 2017. Additionally, the bank providing WHS Government Purchase Card services has enrolled WHS cardholders in a rebate program which, as a result of timely payment on cards, has returned an additional \$30K to WHS.

The FMD has migrated from accepting checks to using Pay.Gov when receiving funds from outside the federal government (e.g., for vendor reimbursements), increasing processing speed, accounting accuracy, auditability, and ensuring refunds go back to the original fund holder and not to a miscellaneous receipts account.

COMPENSATION AND BENEFITS:

The WHS centrally manages its civilian compensation and benefits program, which includes 675 direct funded FTEs. The WHS has made key investments to transform itself into an organization of the future by focusing and upgrading its core enabling functions. Increases in FTEs would position the WHS to continue to provide its customer service at required levels, innovate via robotics processing automation and the Defense Digital Service, reinforce its financial management mission, and enhance its facilities management mission throughout the NCR.

FACILITIES SERVICES DIRECTORATE:

Facilities Services Directorate (FSD) provides comprehensive lifecycle facility management supporting the day-to-day working environment of nearly 64,000 DoD civilian and military personnel in approximately 15 million square feet of facilities across the NCR in approximately 116 owned and leased buildings (including the Pentagon Reservation, Raven Rock Mountain Complex (RRMC)) and approximately 82 other federal and commercial buildings. The Facilities Services Directorate customer base includes the OSD, Joint Chiefs of Staff, Defense Agencies, and the military departments in the NCR. The FSD provides administrative and operational support to specified Department of Defense (DoD) activities; including space management, maintenance, repair and alteration of assigned buildings, parking, custodial services, transportation, landscape maintenance, trash and debris removal, building operations, construction management, property management, and other support services. Within this Directorate are a host of programs designed to support all who work in the managed and leased buildings overseen by Washington Headquarters Services. In addition, WHS FSD manages the DoD Headquarters Military Construction program and the Capital Improvement program for the Pentagon Reservation.

The RRMC 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 operations, maintenance, repair and alteration, construction, custodial, physical security, property management, safety, health, environmental management, fire protection and other support services.

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

I. Description of Operations Financed: (Cont.)

The WHS has initiated a space reduction initiative with the goal of maximizing efficiencies and reducing the leased space portfolio cost to the DoD. WHS has consolidated and released leased locations and optimized the occupancy and efficiency of government-owned facilities such as the Mark Center. This includes space modification and consolidation for customers previously utilizing leased space facilities.

HUMAN RESOURCES DIRECTORATE:

The Human Resources Directorate (HRD) provides comprehensive human resources and personnel security services to the OSD, DoD agencies and field activities, and select government organizations. HRD also provides a full suite of services for its primary beneficiary base of more than 6,100 civilian employees and select services for nearly 3,000 uniformed military members. It also provides the processing, management and due process of security clearances for nearly 13,000 people across DoD, the Legislative Branch (e.g., U.S. Senate, U.S. House of Representatives, U.S. Capitol Police, and the Congressional Budget Office), the Executive Branch (e.g., National Security Council); state, local and academic institutions; and other governmental bodies.

The HRD delivers a full range of advisory and transactional services for employee benefits (e.g., health, insurance, retirement) and injury compensation. HRD manages the Employee Assistance Program, telework and wellness programs, and giving campaigns (e.g., Combined Federal Campaign). Additionally, HRD provides Workforce Shaping program management, including voluntary Early Retirement Eligibility/Voluntary Separation Incentive Payment, Furlough, and Reduction in Force.

The HRD programs help DoD components serviced by WHS recruit a diverse workforce, including hiring people with disabilities, veterans and students. Employees with disabilities reach their potential through an American Sign Language interpreter program, Reasonable Accommodation Program, WHS Pentagon Scooter Program, and other programs and services. HRD serves as a senior technical adviser on a range of HR issues critical to the achievement of human capital goals, including Special Employment.

Additionally, 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 and manages the executive resources, staffing, and performance management for the Senior Executive Service, Scientific and Professional, Senior Level, and Intelligence Executive Positions within the 4th Estate. The Military Personnel Division provides military personnel support services to OSD, WHS, Military Departments (MILDEPs), the White House, and select Defense Agencies and Field Activities.

ACQUISITIONS DIRECTORATE:

The Acquisitions Directorate (AD) is the Single Enterprise Contracting Office providing acquisition services to all OSD components and significantly reducing annual OSD contracting costs. In partnership with OSD components and Director of Administration (DA), AD plans, coordinates, and manages the procurement programs essential to the mission of the OSD and the DA which includes WHS, the Pentagon Force

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

I. Description of Operations Financed: (Cont.)

Protection Agency (PFPA), the Defense Security Cooperative Activity (DSCA) and the Armed Forces Retirement Home. AD procures a wide-range of supplies and services, valued at over \$2 billion annually, in support of customer missions.

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.

EXECUTIVE SERVICES DIRECTORATE:

The Executive Services Directorate (ESD) provides comprehensive knowledge management, information security, and visual information services across OSD and the Fourth Estate, and provides customer shared services to the DoD tenant population of the NCR, including the Mark Center and Pentagon. ESD oversees legally mandated programs as well as providing executive services to the SECDEF, DEPSECDEF, OSD components, the Joint Staff and the Fourth Estate. Supported organizations include: 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.

Mandated Programs include: The Freedom of Information Act, the Privacy Act of 1974, the Federal Records Act, the Paperwork Reduction Act, Executive Order 13526, and programs relating to classification and declassification reviews. Executive Services include:

managing the DoD issuances program, managing correspondence for the SECDEF and DEPSECDEF through the Correspondence & Task Management System (CATMS), managing Government Accountability Office (GAO) audit and follow-up activities, and responses to DoD Inspector General audit recommendations. Pentagon Services accomplish the shared mission of supporting the DoD by providing a wide range of program initiatives, business services, and quality of work-life programs to WHS-supported customers at the Pentagon, Mark Center, Suffolk Building and other facilities across the NCR.

HISTORY AND LIBRARY DIRECTORATE:

The History and Library (HLD) provides a wide range of history and library services to the OSD, DoD components, other federal entities, and the public. The OSD Historical Office and the Pentagon Library have distinct but synergetic missions. The Historical Office collects, preserves, and presents the history of the OSD, in order to support DoD leadership and inform the American public. The Pentagon Library connects WHS customers with information resources and subject matter expertise to meet a broad spectrum of needs in support of the DoD mission. Through the Historical Office and the Pentagon Library, HLD provides customized research services, acquires and provides training on licensed electronic content for the OSD and DoD components, maintains collections of DoD specific materials in a variety of formats, and coordinates and collaborates with other federal and military libraries.

The HLD is charged with preserving the institutional memory of the largest federal agency in the U.S. Government, was founded in the 1940s, and is one of the longest-serving, continually operating offices in OSD. A small cadre of professional historians routinely provide the Secretary of Defense and his key personnel with essential historical background information.

WHS

Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget

I. Description of Operations Financed: (Cont.)

The FY 2022 request shifts funds from the Direct War and Enduring program costs into the baseline.

There are no FY 2022 Direct War and Enduring Costs accounted for in the base budget.

II. Force Structure Summary:

Not Applicable.

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands):

	FY 2021						
	FY 2020	Budget	Congressional Action		Appropriated	Current	FY 2022
			Actuals	Request			
<u>A. BA Subactivities</u>							
Compensation and Benefits	\$96,782	\$94,558	\$0	0.00%	\$94,558	\$94,558	\$119,847
Acquisition Management	\$1,194	\$1,280	\$-66	-5.16%	\$1,214	\$1,214	\$499
Executive Services Management	\$11,412	\$10,000	\$-512	-5.12%	\$9,488	\$9,488	\$12,342
Facilities/Installation Management	\$176,087	\$184,395	\$-1,681	-0.91%	\$182,714	\$182,714	\$181,308
Financial Management	\$7,849	\$9,785	\$-404	-4.13%	\$9,381	\$9,381	\$8,006
Human Resources	\$9,161	\$6,684	\$-342	-5.12%	\$6,342	\$6,342	\$9,525
WHS Operations	<u>\$35,625</u>	<u>\$35,586</u>	<u>\$-9,160</u>	<u>-25.74%</u>	<u>\$26,426</u>	<u>\$26,426</u>	<u>\$38,171</u>
Total	\$338,110	\$342,288	\$-12,165	-3.55%	\$330,123	\$330,123	\$369,698

*FY 2020 includes Division A, Title IX and X of the Consolidated Appropriations Act, 2020 (P.L. 116-93), Division F, Title IV and V from the Further Consolidated Appropriations Act, 2020 (P.L. 116-94) and the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136).

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**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands): (Cont.)

<u>B. Reconciliation Summary</u>	<u>Change FY 2021/FY 2021</u>	<u>Change FY 2021/FY 2022</u>
BASELINE FUNDING	\$342,288	\$330,123
Congressional Adjustments (Distributed)	-10,000	
Congressional Adjustments (Undistributed)	-2,165	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	0	
SUBTOTAL APPROPRIATED AMOUNT	330,123	
Fact-of-Life Changes (2021 to 2021 Only)	0	
SUBTOTAL BASELINE FUNDING	330,123	
Supplemental	0	
Reprogrammings	0	
Price Changes		8,374
Functional Transfers		0
Program Changes		31,201
CURRENT ESTIMATE	330,123	369,698
Less: Wartime Supplemental	0	
NORMALIZED CURRENT ESTIMATE	\$330,123	\$369,698

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands): (Cont.)

FY 2021 President's Budget Request (Amended, if applicable)	\$342,288
1. Congressional Adjustments	\$-12,165
a) Distributed Adjustments.....	\$-10,000
1) Insufficient Justification	\$-10,000
b) Undistributed Adjustments	\$-2,165
1) Excess to Need - Non MIP	\$-2,165
c) Adjustments to Meet Congressional Intent.....	\$0
d) General Provisions	\$0
FY 2021 Appropriated Amount	\$330,123
2. War-Related and Disaster Supplemental Appropriations	\$0
a) OCO Supplemental Funding	\$0
3. Fact-of-Life Changes.....	\$0
a) Functional Transfers.....	\$0
b) Technical Adjustments	\$0
c) Emergent Requirements.....	\$0
FY 2021 Baseline Funding	\$330,123

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands): (Cont.)

4. Reprogrammings (Requiring 1415 Actions).....	\$0
a) Increases	\$0
b) Decreases	\$0
Revised FY 2021 Estimate.....	\$330,123
5. Less: Item 2, War-Related and Disaster Supplemental Appropriation and Item 4, Reprogrammings	\$0
a) Less: OCO Supplemental Funding.....	\$0
FY 2021 Normalized Current Estimate	\$330,123
6. Price Change	\$8,374
7. Functional Transfers	\$0
a) Transfers In	\$0
b) Transfers Out.....	\$0
8. Program Increases.....	\$39,536
a) Annualization of New FY 2021 Program	\$0
b) One-Time FY 2022 Increases	\$0
c) Program Growth in FY 2022.....	\$39,536
1) Compensation and Benefits - Acquisition Directorate (AD)	\$1,249
The increase of 9 FTE and associated resources supports the establishment of an internal Acquisition Intern Program which allows the AD to organically grow and groom employees in order optimize the future	

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands): (Cont.)

workforce. Additionally, as the WHS managed customer base expands, the increase also supports continued hiring in order to keep pace with the Department's demands on WHS' contracting services. (FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +9 FTEs)

2) Compensation and Benefits - Customer Experience Team (CX) \$1,532

The increase of 8 FTE and associated resources supports the continued establishment of the CX team. The team will interface between customers and WHS functional services, addressing service quality and delivery issues while facilitating innovative ideas and solutions to improve the end-to-end customer experience, which is a key factor in delivering positive outcomes to the WHS service population.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +8 FTEs)

3) Compensation and Benefits - Defense Digital Service (DDS) \$5,412

The increase of 24 FTE and associated resources supports critical efforts, including projects related to the Counter Unmanned Aerial Systems portfolio, the on-going management of crowdsourcing hack-a-thon opportunities, and other classified projects that address near-peer adversaries threatening the Department's technologies.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +24 FTEs)

4) Compensation and Benefits - Executive Services Directorate (ESD)..... \$835

The increase of 5 FTE and associated resources supports a wide range of program initiatives, business services, and quality of work-life programs to enable WHS-supported customers at WHS managed facilities across the NCR. As the WHS managed customer base grows, there is a demand for additional services for a wide range of mission enabling functions.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +5 FTEs)

5) Compensation and Benefits - Facilities Services Directorate (FSD)..... \$875

The increase of 5 FTE and associated resources supports additional administrative and operational support to WHS managed facilities; including space management, maintenance, repair and alteration of assigned buildings, parking, custodial services, transportation, landscape maintenance, trash and debris removal, building operations, construction management, property management, and other support services. As the Department better aligns functions to its organizations, the demand for WHS facility related services has grown, particularly as pertains to future space optimization studies.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +5 FTEs)

6) Compensation and Benefits - Federal Employee Retirement System (FERS) Agency Contribution Rate Assumption \$813

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands): (Cont.)

The increase reflects an adjustment to the regular employee rate from 17.3 percent in FY 2021 to 18.4 percent. The basis for the adjustment is due to provisional rate calculation changes as directed by the Office of Management and Budget.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs)

7) Compensation and Benefits - Financial Management Directorate (FMD) \$2,850

The increase of 19 FTE and associated resources funds requirements for audit support, accounting, systems, execution, and resource management personnel as the WHS, and specifically the FMD, continues to expand its financial management scope throughout the Department. As part of the increase, the FMD is leading the Department in its formulation of a Robotics Process Automation team which, will utilize automation (BOTS) to reduce manual work and increase accuracy and timeliness, generating efficiencies in time and money. The FMD has taken key workforce restructuring measures, significantly reducing grade structure while increasing mission effectiveness and scope.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +19 FTEs)

8) Compensation and Benefits - Human Resources Directorate (HRD) \$1,008

The increase of 6 FTE and associated resources supports the HRD mission to provide comprehensive human resources and personnel security to its expanding customer base. Further, as the HRD aims to decrease time-to-hire, additional human resources capability is required in order to achieve optimum hiring rates and training requirements.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +6 FTEs)

9) Compensation and Benefits - Overseas Contingency Operations (OCO) Enduring Requirements \$5,193

The transfer of 32 FTE and associated resources supports the Department's continued initiative and strategic goal to shift enduring OCO costs into the baseline. These FTE and associated resources support the Office of Special Security (OSS) within the Office of Military Commissions (OMC) (+20 FTE/\$3,196 thousand) and ensures that security inquiries and actions on OMC organizations are done independently to safeguard the legal processes and ethical obligations that protect client rights. Additionally the realignment supports other WHS functions for facilities, human resources, financial management and other WHS priorities (+12 FTE/\$1,997 thousand).

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +32 FTEs)

10) Compensation and Benefits - Performance Awards Increase \$573

The increase reflects an adjustment for performance awards spending, which was revised from 1.5 percent to 2.5 percent. This increase is in accordance with guidance issued in the OMB Circular No. A-11, Section 32.1 on Personnel, Compensation, Benefits and Related Costs.

(FY 2021 Baseline: \$340,291 thousand; 561 FTEs)

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands): (Cont.)

- 11) Compensation and Benefits - White House Support Group (WHSG)..... \$760
 The increase of 5 FTE and associated resources supports the White House Military Office, White House Operations Office, White House Military Office Policy, Plans and Requirements and the White House Photo Office, all of which provide military support for White House functions. Support provided includes food service, Presidential transportation, medical support and emergency medical services, and hospitality services.
 (FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +5 FTEs)
- 12) Fire and Emergency Services for the Pentagon Helipad \$1,685
 The increase reflects the reimbursement of salaries, costs for personal protective equipment, uniform and accessories, and training to the Army for seven firefighters providing fire and emergency services and aircraft rescue at the Pentagon helipad.
 (FY 2021 Baseline: \$340,291 thousand; 0 FTEs; +0 FTEs)
- 13) Personnel Security Investigations \$2,300
 The increase restores funding to historical levels to fund Personnel Security Investigations for the Congressional staff and other supported agencies.
 (FY 2021 Baseline: \$340,291 thousand; 0 FTEs; +0 FTEs)
- 14) Compensation and Benefits - DCMA Facilities Management (FSD) \$2,043
 The increase of 13 FTE and associated resources supports the transfer of facilities management functions from the Defense Contract Management Agency (DCMA) to WHS which better aligns to the core missions of both DCMA and WHS.
 (FY 2021 Baseline: \$340,291 thousand; 561 FTEs; +13 FTEs)
- 15) Facility and Management Professional Service \$12,408
 Increased resources support services that provide heating and refrigeration plant, preventive maintenance to maintain the Pentagon facility at levels adequate to support the assigned mission and prevent deterioration and damage to the Pentagon reservation buildings, support systems, and operating equipment, and payment for leased facilities already under contract. Additionally, increased resources support priority services for the management of information within WHS by controlling the creation, distribution, use, maintenance and disposition of recorded information throughout its life cycle. Resources also support critical projects related to the Counter Unmanned Aerial Systems portfolio and projects that support near-peer adversaries threatening the Department's technologies; DoD effort to modernize Defense Agency Financial Management capabilities and assist with achieving audit sustainment; Federal Executive Boards who provide highly valuable functions to include the Combined Federal Campaign; and emergency operations for natural and man-made disasters.

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

III. Financial Summary (\$ in Thousands): (Cont.)

(FY 2021 Baseline: \$340,291 thousand; 0 FTEs; +0 FTEs)

9. Program Decreases	\$-8,335
a) Annualization of FY 2021 Program Decreases	\$0
b) One-Time FY 2021 Increases	\$0
c) Program Decreases in FY 2022	\$-8,335
1) Contract Service	\$-5,889
Decrease reflects the WHS' continuous evaluation of opportunities for greater value and affordability by reducing contract costs where possible. (FY 2021 Baseline: \$340,921 thousand; 0 FTEs; +0 FTEs)	
2) Direct War and Enduring Program	\$-2,042
Direct War costs are those combat or direct combat support costs that will not continue to be expended once combat operations end at major contingency locations. Enduring Requirements are enduring in theater and in CONUS costs that will likely remain after combat operations cease, and have previously been funded in OCO. Detailed justifications for Direct War and Enduring program changes are provided in the Operation and Maintenance, Defense-wide, Volume I Part 2 Book. (FY 2021 Baseline: \$1,997 thousand; 12 FTEs; -12 FTEs)	
3) Travel Reduction	\$-404
Reduce cost associated with the travel of persons. Advancements in virtual connectivity allows alternate means of conducting the mission. (FY 2021 Baseline: \$340,921 thousand; 0 FTEs; +0 FTEs)	
FY 2022 Budget Request	\$369,698

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

IV. Performance Criteria and Evaluation Summary:

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:

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!

MISSION: 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.

PRIORITIES: 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.

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

IV. Performance Criteria and Evaluation Summary:

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 contracts should be awarded to minorities. This metric showcases the volume of contracts awarded to small businesses.

Executive Services Directorate (ESD): 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.

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.

DoD Mass Transit Benefits Program (Military Departments and 32 DoD Components to include Defense Agencies and DoD Field Activities)			
Number of applications	35,316	44,872	45,617
Application reviews completed within 7 days (Goal: 90%)	99%	99%	99%

WHS

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

IV. Performance Criteria and Evaluation Summary:

Facilities Services Directorate (FSD): 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.

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 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, PFFA, 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.

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

IV. Performance Criteria and Evaluation Summary:

	<u>FY 2020 Actuals</u>	<u>FY 2021 Enacted</u>	<u>FY 2022 Estimate</u>
<i>Budget Execution Obligation Requests</i>			
Number of obligations processed	8,986	8,900	8,900
Obligations processed within 3 business days (Goal: 90%)	85%	91%	90%
<i>Treasury Direct Disbursement (TDD)</i>			
Number of disbursements processed	7,782	7,800	7,800
Disbursements processed within 6 days of scheduled payment date (Goal: 75%)	85%	90%	90%
<i>Civilian Payroll</i>			
Number of active employees in payroll (per pay period)	5,111	4,461	4,461
Payroll certified before due date (Goal: 90%)	99%	99%	99%
<i>Training Request</i>			
Number of training requests (SF-182)	601	601	601
Training requests (SF-182) processed within 7 days (Goal: 90%)	99%	98%	98%

Human Resources Directorate (HRD): 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:

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

IV. Performance Criteria and Evaluation Summary:

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.

WHS Immediate Office and Staff (IO & Staff): 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, 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.

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

V. Personnel Summary:

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change FY 2020/ FY 2021</u>	<u>Change FY 2021/ FY 2022</u>
Active Military End Strength (E/S) (Total)	147	159	159	12	0
Officer	40	49	49	9	0
Enlisted	107	110	110	3	0
Reserve Drill Strength (E/S) (Total)	1	1	1	0	0
Enlisted	1	1	1	0	0
Civilian End Strength (Total)	629	651	866	22	215
U.S. Direct Hire	629	561	675	-68	114
Total Direct Hire	629	561	675	-68	114
Reimbursable Civilians	0	90	191	90	101
Active Military Average Strength (A/S) (Total)	147	159	159	12	0
Officer	40	49	49	9	0
Enlisted	107	110	110	3	0
Reserve Drill Strength (A/S) (Total)	1	1	1	0	0
Enlisted	1	1	1	0	0
Civilian FTEs (Total)	825	651	866	-174	215
U.S. Direct Hire	629	561	675	-68	114
Total Direct Hire	629	561	675	-68	114
Reimbursable Civilians	196	90	191	-106	101
Average Annual Civilian Salary (\$ in thousands)	153.9	168.6	177.6	14.7	9.0
Contractor FTEs (Total)	230	199	182	-31	-17

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

V. Personnel Summary: (Cont.)

Personnel Summary Explanations:

Changes of -56 total Full-Time Equivalent (FTE) between FY2020 and FY2021:

- 3 Financial Management Directorate - Transfer of the Fourth Estate Manpower Management Team
- 4 Immediate Office - Eliminate Support Commissions
- 30 Human Resources Directorate transfer from O&M to PRMRF
- 4 Right-size WHS Civilian Expeditionary Workforce Program
- 2 Human Resources Directorate - MHA Reduction
- 13 OMC Reduction

Changes of +114 total FTEs from FY 2021 to FY 2022:

- +13 Transfer from DCMA to FSD
- +9 Acquisition Directorate
- +8 CX Team
- +24 Defense Digital Service
- +5 Executive Services Directorate
- +5 Facilities Services Directorate
- +19 Financial Management Directorate
- +6 Human Resources Directorate
- +32 Office of Special Security - OMC Transfer Direct War/Enduring to Base
- +5 White House Support Group
- 12 Elimination of OMC OCO

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

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

	FY 2020 Program	Change from FY 2020 to FY 2021		FY 2021 Program	Change from FY 2021 to FY 2022		FY 2022 Program
		Price Growth	Program Growth		Price Growth	Program Growth	
101 EXEC, GEN'L & SPEC SCHEDULES	96,682	1,489	-4,013	94,158	2,137	23,152	119,447
107 VOLUNTARY SEP INCENTIVES	100	2	298	400	9	-9	400
0199 TOTAL CIVILIAN PERSONNEL COMPENSATION	96,782	1,491	-3,715	94,558	2,146	23,143	119,847
308 TRAVEL OF PERSONS	716	14	369	1,099	21	-404	716
0399 TOTAL TRAVEL	716	14	369	1,099	21	-404	716
671 DISA DISN SUBSCRIPTION SERVICES (DSS)	2,222	107	-2,329	0	0	0	0
672 PRMRF PURCHASES	147,737	0	5,503	153,240	4,367	9,067	166,674
677 DISA TELECOMM SVCS - REIMBURSABLE	1	0	-1	0	0	0	0
680 BUILDING MAINT FUND PURCH DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	0	0	18,316	18,316	183	205	18,704
696	209	56	5,198	5,463	567	3,517	9,547
0699 TOTAL OTHER FUND PURCHASES	150,169	163	26,687	177,019	5,117	12,789	194,925
771 COMMERCIAL TRANSPORT	100	2	-102	0	0	0	0
0799 TOTAL TRANSPORTATION	100	2	-102	0	0	0	0
912 RENTAL PAYMENTS TO GSA (SLUC)	4,519	90	-6,040	-1,431	-27	1,672	214
913 PURCHASED UTILITIES (NON-FUND)	11	0	94	105	2	-13	94
914 PURCHASED COMMUNICATIONS (NON-FUND)	36	1	-37	0	0	0	0
915 RENTS (NON-GSA)	8,653	173	-8,488	338	6	-51	293
920 SUPPLIES & MATERIALS (NON-FUND)	15,715	314	-9,302	6,727	128	-3,084	3,771
921 PRINTING & REPRODUCTION	1,150	23	-1,173	0	0	0	0
922 EQUIPMENT MAINTENANCE BY CONTRACT	11	0	-11	0	0	0	0
923 FACILITIES SUST, REST, & MOD BY CONTRACT	10,149	203	-189	10,163	193	-6,158	4,198
924 PHARMACEUTICAL DRUGS	3	0	-3	0	0	0	0
925 EQUIPMENT PURCHASES (NON-FUND)	2,463	49	-814	1,698	32	-952	778
932 MGT PROF SUPPORT SVCS	26,755	535	-5,741	21,549	409	5,692	27,650
933 STUDIES, ANALYSIS & EVAL	467	9	-187	289	5	46	340

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

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

	FY 2020 Program	Change from FY 2020 to FY 2021		FY 2021 Program	Change from FY 2021 to FY 2022		FY 2022 Program
		Price Growth	Program Growth		Price Growth	Program Growth	
934 ENGINEERING & TECH SVCS TRAINING AND LEADERSHIP DEVELOPMENT (OTHER CONTRACTS)	1,793	36	-1,829	0	0	539	539
936	0	0	147	147	3	-23	127
937	304	6	-310	0	0	0	0
951	9	0	-9	0	0	0	0
959	5	0	-5	0	0	0	0
960	13	0	-13	0	0	0	0
987	9,076	182	-2,393	6,865	130	1,818	8,813
989	2,863	57	1,302	4,222	80	-370	3,932
990	6,348	127	300	6,775	129	-3,443	3,461
0999 TOTAL OTHER PURCHASES	90,343	1,805	-34,701	57,447	1,090	-4,327	54,210
9999 GRAND TOTAL	338,110	3,475	-11,462	330,123	8,374	31,201	369,698

*FY 2020 includes Division A, Title IX and X of the Consolidated Appropriations Act, 2020 (P.L. 116-93), Division F, Title IV and V from the Further Consolidated Appropriations Act, 2020 (P.L. 116-94) and the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136).

*FY 2021 includes Division C, Title IX and Division J, Title IV of the Consolidated Appropriations Act, 2021 (P.L. 116-260).