

Fiscal Year 2023 Budget Estimates

Defense Acquisition University



April 2022

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

**Operation and Maintenance, Defense-Wide Summary (\$ in thousands)
Budget Activity (BA) 3: Training and Recruiting**

	<u>FY 2021 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2022 Enacted</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2023 Request</u>
DAU	161,040	4,030	6,537	171,607	5,922	-1,075	176,454

*The total amount of the FY 2023 request reflects \$0.0 thousand for Overseas Operations Costs

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). DAU's mission is to provide a global learning environment to develop qualified acquisition 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.

The DAU provides talent development and professional learning activities for approximately 185,000 Department of Defense (DoD) acquisition-coded employees; helping them achieve the proper acquisition outcomes now, and in the future. It is the one institution connecting all Defense Acquisition Workforce (DAW) professionals, at every stage of their career. DAU's products and services target workplace performance and professionalism, while promoting mission effectiveness. Beyond the standard acquisition functional areas, DAU supports a variety of cross-functional knowledge areas including international acquisition, requirements management, digital engineering, agile development methodologies, and data analytics, to name a few. In addition to its five, regional campuses DAU also has two colleges. **The College of Contract Management (CCM)** supports the training requirements for the Defense Contract Management Agency (DCMA), while **The Defense Systems Management College (DSMC)** provides executive-level, acquisition leadership courses.

DAU Transformation

In FY 2022, DAU continued to support the DoD priority to modernize the implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) of 1991, by taking a lead role in the deployment of the "Back-to-Basics" initiative and overhauling nearly its entire curriculum.

Championed by the USD(A&S) and developed in collaboration with the Military Departments, Components, and functional leaders, the "Back-to-Basics" initiative represents the first, major step in modernizing the training and talent development of the DAW since the passage of Defense Acquisition Workforce Improvement Act (DAWIA). This new philosophy to training moves the Department away from a one-size-fits-all model to one that fosters a culture of lifelong learning and empowers individuals, supervisors, and organizations to tailor their development. The new structure also streamlines the number of functional areas down to six, and reduces the number of required training hours to make room for elective learning that better meets specific individual and organizational needs.

Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates

I. Description of Operations Financed: (Cont.)

As “Back-to-Basics” becomes the standard, DAU will shift its focus to the expanding mission of elective learning—the heart of which will be the DAU Credential Program. Credentials are packages of learning that give workforce members the skills and knowledge needed, in an organized and trackable way. These curated bundles of formal and informal learning activities, build on the foundation of core certification and allow the DAW to obtain the knowledge and skills needed for current and future roles. As workforce members change careers and earn promotions, they will continue their development and refresh their skills by choosing the credential-based training they need for their particular roles. As organizations take on new missions, leaders will be able to use a portfolio of learning resources and credentials to prepare their personnel better.

Credentials will play an outsized, but not exclusive, role in DAU’s transformation. Elective learning opportunities with DAU are already expanding rapidly to include learning experiences, webinars, and on-the-job tools, for example:

- In the past two years, DAU launched its “Cyber Range” providing acquisition professionals simulated experiences with offensive cyber capabilities—building their understanding of what is required of these systems.
- In FY 2021, DAU saw exponential growth in its webinar program to the extent that participation almost mirror the levels in instructor-led courses.
- DAU tools and online resource provide real-time learning and knowledge to help the workforce on-the-job. In the second quarter of FY 2022, DAU’s “Adaptive Acquisition Framework” tool routinely sees 9,000 unique visitors a week.

To ensure the successful modernization of the DoD’s implementation of DAWIA, DAU is focusing its efforts on three strategic outcomes:

- 1) Frictionless Learning** that provides easy access to training and resources at the time of need.
 - When learning is user-driven and time is scarce, it has to be easy to discover the learning or tools that you need, and that learning has to be targeted and efficient. The new DAU platform would make learning available naturally, intuitively and precisely when it’s needed.
- 2) World-Class Content** that is high quality, current, and relevant.
 - In a world where learning is infinitely customizable, DAU is making its training consumable at the moment of need and personalized to an individual’s learning needs. DAU’s responsive learning program would need to produce more and smaller segmented courses — conducted both online and onsite — using advanced learning technologies. In our dynamic and flexible acquisition environment, DAU’s content must build critical-thinking skills and confidence in each learner’s ability to decide and act in order to drive performance excellence. By partnering acquisition subject matter experts with learning science specialists, DAU is developing quality experiences that are personalized, relevant and informed by the best minds in the field.
- 3) A Dynamic Network** that connects people who need the information to people who know.
 - DAU already has scale with its network — it is the only organization connecting all 185,000-plus members of the defense acquisition workforce. DAU is working to intentionally build connections between people who have the knowledge and those who need it for success. Focusing on these outcomes creates an environment that empowers the DAW to move faster, adjust as needed, and execute their mission of giving Warfighters the capabilities they need to face an ever-changing and uncertain adversary.

Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates

I. Description of Operations Financed: (Cont.)

The DAU is always striving to improve and push the boundaries of what is possible. As a world-class training organization, we are always looking for better and faster ways to develop and deliver learning assets to the DAW with more significant impact and value. Key elements of the transformation to this incredibly robust platform include:

- Modernizing training to distill courses down to critical elements;
- Increasing virtual offerings
- Offering more engaging and non-traditional learning opportunities, such as TEDxDAU conferences, webinars, and podcasts
- Bringing senior acquisition leaders, stakeholders, and industry professionals to classrooms and global virtual events as guest speakers
- Providing a credential program that ensures graduates have demonstrated mastery of topics while providing them pathways to own their careers
- Partnering with academia and non-industry research partners to improve and augment curriculum

One of the DAU's goals is to produce quality and breadth of learning assets to improve 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 2021:

- Provided over 4.4 million hours of foundational learning
- Increased Virtual Instructor Lead Training by over 50% between FY 2020 and FY 2021
- Graduated 33,401 Classroom & VILT graduates
- Offered 99 elective, online events drawing nearly 33,000 participants from around the globe
- Offered 435 online continuous learning modules, with approximately 712,310 student completions
- Provided approximately 125,232 hours of Performance Learning
- As of February 2022, DAU's 29 credentials drew over 16,000 enrollments

Mission Success

The DAU has repeatedly demonstrated and been recognized for its success in providing a global learning environment. The DAU earned reaffirmation of accreditation from the Council on Occupational Education (COE) and regularly received recognition as a sector leader in the corporate training industry.

- **Best Brand 2021 - Global Council of Corporate Universities.** In 2021, the DAU was recognized as one of the Best Corporate Universities in the world, the Silver Award for Branding and Durability. The 2021 Ceremony GlobalCCU (Global Council of Corporate Universities), rewarded 17 impressive Corporate Universities that have performed at the highest level of excellence and have created value for People, Business and Society. This prestigious Ceremony took place during the 2021 GlobalCCU e-Forum that gathered

Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates

I. Description of Operations Financed: (Cont.)

attendees from 21 countries over five continents. The GlobalCCU Awards recognize the very best Corporate Universities / Academies / Learning & Development structures at the global scale that create strategic value for People, Business and Society.

- **Best Strategy 2021 - Brandon Hall Excellence Program.** DAU was recognized for the 2021 Brandon Hall Excellence Award in the category of "Best Advance in Creating a Learning Strategy in the Learning and Development program" - a written description of a workplace learning strategy and governance model that supports a learning vision and positive organizational outcomes. The annual Brandon Hall Group Human Capital Excellence Conference honored winners of the 2021 Excellence Awards programs. Among hundreds of applicants from around the world, these organizations were judged the best of the best for developing and deploying programs, strategies, modalities, processes, systems, and tools that have achieved measurable and impactful business results.
- **Best Strategy 2021 - Chief Learning Officer Media.** The DAU was recognized for the Strategy Award - for executives who have demonstrated exceptional business acumen combined with forward-looking vision to develop and execute a comprehensive learning strategy that clearly aligns employee development with broader organizational strategy.
- **Accreditation 2021 - Council of Occupational Education Accreditation.** In addition to receiving an overall reaffirmation of six-year accreditation, DAU received three Commendable citations for its outstanding program standards in Program and Institutional Outcomes, Strategic Planning, and Learning Resources.

DAU Strategic Goals

Goal 1: Grow acquisition workforce talent by creating a culture of lifelong learning, and providing the innovative and responsive learning environment, learning materials, and network to support that culture.

- Support DoD Acquisition Talent Management reform through improved service delivery and user-centered DAU products and services.
- Enhance customer access and engagement by employing enterprise technologies to modernize the DAU platform.
- Increase customer value of DAU products through improved focus on learning asset development and delivery quality and speed to market.
- Improve customer satisfaction through balanced customer and stakeholder focus by gathering and sharing information on customer needs, enabling data-informed decisions.
- Based on customer needs and interests, leverage aspects of DAU's dynamic network as a service to foster customer interactions as well as peer-to-peer engagement.

Goal 2: Build and sustain acquisition workforce strategic talent readiness

- Cultivate Defense Acquisition Workforce (AWF) talent through supporting major Department and USD(A&S) workforce initiatives and supplementing a 21st-century workforce with appropriate legislation, policies, procedures, and guidance.
- Achieve the objectives and priorities of the USD(A&S) and support DAWIA initiatives (e.g., Private Public Partnership Exchange, Awards Program, Outreach Programs, etc.).
- Execute Acquisition Demonstration Project (AcqDemo).

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

I. Description of Operations Financed: (Cont.)

- Execute Defense Acquisition Workforce Development Account (DAWDA).
- Develop and deploy workforce monitoring tool to better understand the Acquisition Workforce readiness.
- Continuously monitor the health and capability to ensure a balanced AWF.
- Support professional development of 4th Estate customers to achieve current and future acquisition requirements.

Goal 3: Cultivate an expert DAU workforce that supports the user-driven experience

- Scope the future DAU workforce using the appropriate mix of buy, borrow, build, balance, and bounce required to support a transformed learning delivery environment.
- Support hiring and workforce development by defining the “Future of Work” competencies needed for each workforce segment, shaping how we attract, develop, and retain them.
- Build a holistic internal digital platform and processes to support the recruitment, onboarding, performance, and succession planning for the DAU workforce.

Goal 4: Create leading-edge IT infrastructure, facilities, and business operations that support the user-driven experience

- Provide effective and efficient facilities and equipment that support the future of work and learning.
- Enhance enterprise-wide internal support services to improve the speed and agility of faculty and staff in responding to customer needs.
- Provide enterprise-wide business systems and management processes to support data driven operational decisions.
- Demonstrate the credibility and value of DAU training and learning assets through external assessment.
- Strategically communicate USD(A&S) acquisition initiatives and DAU products and services to the DAW.

Fiscal Year (FY) 2023 Overseas Operations Costs funding accounted for in the Base budget include:

- Operation INHERENT RESOLVE (OIR) [\$0 thousand].
- European Deterrence Initiative (EDI) [\$0 thousand].
- Other theater requirements and related missions [\$0 thousand].

II. Force Structure Summary:

The DAU main campus is located at Fort Belvoir, Virginia. 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 with a high concentration of DoD acquisition workforce members. The five regional campuses are as follows:

- **Capital and Northeast** – Fort Belvoir, Virginia (serves workforce of 44,500)
- **Mid-Atlantic** – California, Maryland (serves workforce of 33,300)

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

II. Force Structure Summary: (Cont.)

- **Midwest** – Kettering, Ohio (serves workforce of 26,900)
- **South** – Huntsville, Alabama (serves workforce of 42,300)
- **West** – San Diego, California (serves workforce of 38,000)

Further, DAU has two colleges:

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

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

III. Financial Summary (\$ in Thousands):

	FY 2022							FY 2023 Request
	FY 2021 Actuals	Budget Request	Congressional Action			Current Enacted		
			Amount	Percent	Appropriated			
<u>A. BA Subactivities</u>								
1. Teaching	\$85,224	\$87,417	\$0	0.00%	\$87,417	\$87,417	\$89,886	
2. Curriculum Development	\$28,487	\$31,404	\$0	0.00%	\$31,404	\$31,404	\$32,291	
3. Performance Learning	\$30,024	\$33,978	\$0	0.00%	\$33,978	\$33,978	\$34,938	
4. Workflow Learning	\$14,443	\$15,702	\$0	0.00%	\$15,702	\$15,702	\$16,145	
5. Research	\$1,141	\$1,253	\$0	0.00%	\$1,253	\$1,253	\$1,288	
6. Human Capital	<u>\$1,721</u>	<u>\$1,853</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$1,853</u>	<u>\$1,853</u>	<u>\$1,906</u>	
Total	\$161,040	\$171,607	\$0	0.00%	\$171,607	\$171,607	\$176,454	

*Overseas Operations costs accounted for in the base budget: \$0.0 thousand.

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

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

<u>B. Reconciliation Summary</u>	<u>Change</u>	<u>Change</u>
	<u>FY 2022/FY 2022</u>	<u>FY 2022/FY 2023</u>
BASELINE FUNDING	\$171,607	\$171,607
Congressional Adjustments (Distributed)	0	
Congressional Adjustments (Undistributed)	0	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	0	
SUBTOTAL APPROPRIATED AMOUNT	171,607	
Fact-of-Life Changes (2022 to 2022 Only)	0	
SUBTOTAL BASELINE FUNDING	171,607	
Supplemental	0	
Reprogrammings	0	
Price Changes		5,922
Functional Transfers		0
Program Changes		-1,075
CURRENT ESTIMATE	171,607	176,454
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	\$171,607	\$176,454

**Defense Acquisition University
 Operation and Maintenance, Defense-Wide
 Fiscal Year (FY) 2023 Budget Estimates**

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

FY 2022 President's Budget Request (Amended, if applicable)	\$171,607
1. Congressional Adjustments	\$0
a) Distributed Adjustments.....	\$0
b) Undistributed Adjustments	\$0
c) Adjustments to Meet Congressional Intent.....	\$0
d) General Provisions	\$0
FY 2022 Appropriated Amount	\$171,607
2. Supplemental Appropriations	\$0
a) Supplemental Funding.....	\$0
3. Fact-of-Life Changes.....	\$0
a) Functional Transfers.....	\$0
b) Technical Adjustments	\$0
c) Emergent Requirements.....	\$0
FY 2022 Baseline Funding	\$171,607
4. Reprogrammings (Requiring 1415 Actions).....	\$0
a) Increases	\$0

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

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

b) Decreases	\$0
Revised FY 2022 Estimate.....	\$171,607
5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings	\$0
a) Less: Supplemental Funding.....	\$0
FY 2022 Normalized Current Estimate	\$171,607
6. Price Change	\$5,922
7. Functional Transfers	\$0
a) Transfers In	\$0
b) Transfers Out.....	\$0
8. Program Increases.....	\$440
a) Annualization of New FY 2022 Program	\$0
b) One-Time FY 2023 Increases	\$0
c) Program Growth in FY 2023	\$440
1) Transformation Civilian FTEs Skills Set Upgrade	\$440
+2 Civilian FTEs requirement for Transformation skills set upgrade for delivering world-class learning content and supporting customer's organization needs with hyper-relevant content. (Teaching: +\$27K; Curriculum Development: +\$147K; Performance Learning: +\$164K; Workflow Learning: +\$85K; Research: +\$8K; Human Capital: +\$9K). (FY 2022 Baseline: \$113,860 thousand; 568 FTEs; +2 FTEs)	

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

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

9. Program Decreases	\$-1,515
a) Annualization of FY 2022 Program Decreases	\$0
b) One-Time FY 2022 Increases	\$0
c) Program Decreases in FY 2023	\$-1,515
1) Management and Professional Support Services Savings	\$-440
-2 Contractor-FTEs adjustment reflect expected program. Costs allocated to sub-activities (Teaching: -\$27K; Curriculum Development: -\$147K; Performance Support: -\$164K; Workflow Learning: -\$85K; Research: -\$8K; Human Capital: -\$9K) (FY 2022 Baseline: \$16,396 thousand)	
2) Rental Payments to GSA savings	\$-635
Savings due to reduction on leases from commercial facilities to bases. (Teaching: -\$40K; Curriculum Development: -\$214K; Performance Learning: -\$238K; Workflow Learning: -\$124K; Research: -\$11K; Human Capital: -\$13K) (FY 2022 Baseline: \$ 4,838 thousand)	
3) Total Civilian Personnel Compensation: One less paid day in FY 2023	\$-440
One payday less in 2023. Costs allocated to sub-activities (Teaching: -\$27K; Curriculum Development: -\$147K; Performance Support: -\$164K; Workflow Learning: -\$85K; Research: -\$8K; Human Capital: -\$9K) (FY 2022 Baseline: \$113,860 thousand; 568 FTEs)	
FY 2023 Budget Request	\$176,454

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

IV. Performance Criteria and Evaluation Summary:

Number of Students Trained	Workload	Workload	Workload
	Actuals	Estimate	Estimate
	FY 2021	FY 2022	FY 2023
Instructor Led (Classroom & VILT)	33,401	34,500	36,000
On-Line Training (OLT)	<u>712,310</u>	<u>725,500</u>	<u>764,000</u>
Total	745,711	760,000	800,000
	FY 2021	FY 2022	FY 2023
	Actuals	Estimate	Estimate
Army	247,120	220,806	240,890
Navy	149,109	154,900	168,989
Air Force	195,981	180,514	196,933
DoD	81,968	91,492	99,814
Others	<u>71,533</u>	<u>85,588</u>	<u>93,374</u>
Total	745,711	760,000	800,000

An efficient and effective measure of DAU's mission performance is the amount of training seats delivered to the 185,000 member DAW annually. Students who successfully complete specified DAWIA course requirements are the key output measure. The ultimate goal is to have a highly qualified and certified DAWIA workforce to meet the emerging acquisition/procurement challenges and mandates of Congressional legislation. The majority of DAU's training delivery content is via on-line web based and virtual instructor led delivery to facilitate maximum learning flexibility.

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Cost per Grad	\$216	\$226	\$221
\$ Chg YoY	\$6	\$10	-\$5
% Chg YoY	2.9%	4.6%	-2.2%

The DAU's operating budget is quantified in terms of performance measurement and results achieved using total students trained as described above. The DAU's history, charter, and mission all emanate from the impetus of DAWIA mandates to standardize and improve DoD's acquisition posture. Average cost per student uses the population of students graduated in proportion to the dollars obligated. DAU investments in curriculum, infrastructure and information technology can have an impact on the variability for the average cost per student.

**Defense Acquisition University
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

V. Personnel Summary:

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Change FY 2021/ FY 2022</u>	<u>Change FY 2022/ FY 2023</u>
Active Military End Strength (E/S) (Total)	36	43	43	7	0
Officer	33	40	40	7	0
Enlisted	3	3	3	0	0
Civilian End Strength (Total)	621	632	632	11	0
U.S. Direct Hire	621	632	632	11	0
Total Direct Hire	621	632	632	11	0
Active Military Average Strength (A/S) (Total)	36	43	43	7	0
Officer	33	40	40	7	0
Enlisted	3	3	3	0	0
Civilian FTEs (Total)	565	568	570	3	2
U.S. Direct Hire	565	568	570	3	2
Total Direct Hire	565	568	570	3	2
Average Annual Civilian Salary (\$ in thousands)	193.7	200.5	208.0	6.7	7.5
Contractor FTEs (Total)	140	150	148	10	-2

Personnel Summary Explanations:

Two Contractor FTEs will be reduced in FY 2023 due to continuously maintaining efficiency of our dollars and contracts. +2 Civilians FTEs requirement for Transformation skills set upgrade in delivering world-class learning content and supporting customer's organization needs with hyper-relevant content.

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

	FY 2021 Program	Change from FY 2021 to FY 2022		FY 2022 Program	Change from FY 2022 to FY 2023		FY 2023 Program
		Price Growth	Program Growth		Price Growth	Program Growth	
101 EXEC. GEN'L & SPEC SCHEDS	109,433	2,484	1,943	113,860	4,697	0	118,557
107 VOLUNTARY SEP INCENTIVES	15	0	-15	0	0	0	0
0199 TOTAL CIVILIAN PERSONNEL COMPENSATION	109,448	2,484	1,928	113,860	4,697	0	118,557
308 TRAVEL OF PERSONS	48	1	1,531	1,580	33		1,613
0399 TOTAL TRAVEL	48	1	1,531	1,580	33	0	1,613
633 DLA DOCUMENT SERVICES	169	3	0	172	16	0	188
0699 TOTAL OTHER FUND PURCHASES	169	3	0	172	16	0	188
771 COMMERCIAL TRANSPORT	15	0		15	0		15
0799 TOTAL TRANSPORTATION	15	0	0	15	0	0	15
912 RENTAL PAYMENTS TO GSA (SLUC)	5,119	154	-435	4,838	102	-635	4,305
913 PURCHASED UTILITIES (NON-FUND)	1,924	58	28	2,010	42		2,052
914 PURCHASED COMMUNICATIONS (NON-FUND)	853	26	0	879	18		897
915 RENTS (NON-GSA)	20	1	54	75	2	0	77
917 POSTAL SERVICES (U.S.P.S)	20	1	0	21	0		21
920 SUPPLIES & MATERIALS (NON-FUND)	671	20	63	754	16	0	770
921 PRINTING & REPRODUCTION	1,393	42	65	1,500	32	-1	1,531
922 EQUIPMENT MAINTENANCE BY CONTRACT	80	2	1,019	1,101	23		1,124
923 FACILITIES SUST, REST, & MOD BY CONTRACT	1,277	38	87	1,402	29		1,431
925 EQUIPMENT PURCHASES (NON-FUND)	2,567	77	203	2,847	60	0	2,907
932 MGT PROF SUPPORT SVCS	15,918	478	0	16,396	344	-440	16,300
957 OTHER COSTS (LAND AND STRUCTURES)	18	1	257	276	6	0	282
987 OTHER INTRA-GOVT PURCH	3,680	110	484	4,274	90	0	4,364
989 OTHER SERVICES	2,809	84	372	3,265	69	0	3,334
990 IT CONTRACT SUPPORT SERVICES	15,011	450	881	16,342	343	0	16,685
0999 TOTAL OTHER PURCHASES	51,360	1,542	3,078	55,980	1,176	-1,075	56,081
9999 GRAND TOTAL	161,040	4,030	6,537	171,607	5,922	-1,075	176,454