

Fiscal Year 2023 Budget Estimates

Washington Headquarters Services



April 2022

**Washington Headquarters Service
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2023 Budget Estimates**

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

	<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>
WHS	341,230	9,835	16,099	367,164	22,228	-19,449	369,943

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

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

I. Description of Operations Financed:
WASHINGTON HEADQUARTERS SERVICES:

The Washington Headquarters Services (WHS) FY 2023 President’s Budget Request is \$2,779 thousand above FY 2022 request levels and is comprised of \$22,228 thousand in pricing increases and \$19,449 thousand in decreased programmatic changes. The FY 2023 request empowers the WHS to continue to be the Department’s enabler supporting key administration initiatives and priorities in defense of the Nation.

As part of the overall increase, this budget requests 632 civilian Full Time Equivalents (FTE), which represents a 43 FTE decrease over the FY 2022 budget request. The FTEs, along with the mission resource requests, enhance the WHS’ mission 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 Agencies. The 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 other 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, the WHS is able to demonstrate greater levels of expertise, innovation, and solutions to tackle complex issues.

The WHS Continue to cultivate the future force to build enduring advantages by investing in National Defense Strategy resource drivers:

Defend the Homeland - WHS has invested in Cyber security to implement risk management process, conduct cyber monitoring, testing, vulnerability mitigation, and incident response and reporting, and manage cyber performance.

Build Enduring Advantages - The WHS is taking action to partner with the with agencies to build climate resilient within the National Capital Region by exploring climate adaptation strategies, to cope with or ameliorate current climate change impacts and plan for future changes. To adhere to the Executive Order 13987, Organizing and Mobilizing the United States Government to Provide a Unified and Effective Response to Combat

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COVID-19 and to Provide United States Leadership on Global Health and Security, WHS is taking measure to implement pandemic preparedness by providing guidance to ensure situational awareness about infectious-disease threats, for both early warning and real-time monitoring.

Taking Care of People - In support of the Taking Care of People initiative, the WHS has accounted for pay raises for civilians for the budget year and accounted for forecasted inflation for future years. As part of continued efforts to prevent and counter sexual assault, WHS provides and mandates continuous training.

Additionally, the WHS invest in its workforce by providing training opportunities, cross-function knowledge sharing, expanded and expansive telework and other quality of life programs, and continuously reviews its organizational structures in order to prepare the organization for the workforce of the future. As an example, amongst others, the WHS administers the McCain Fellows Program on behalf of the Department.

As technologies evolved and organizations expanded over the years, so too have the mission and responsibilities of the WHS. Services are organized into three main functional areas; People, Business, and Facilities, and are supported by various operational areas throughout the organization. The 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 SERVICES (WHS) IMMEDIATE OFFICE:

The WHS Immediate Office and Staff serves as the corporate integrator and establishes the framework for bridging functional gaps among WHS directorates to secure mission accomplishment and achieve strategic goals on behalf of the Director, Administration and Management (DA&M). 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.

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. On an annual basis, the FMD oversees approximately \$12 billion in general and revolving funds for WHS core programs 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, formulating the President's Budget; funds distribution and certification; direct treasury disbursement; financial reporting; civilian pay management; and audit sustainment. The 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 migrated its Enterprise Resource Planning (ERP) tool to the Defense Agencies Initiative (DAI) in FY 2018, a critical DoD effort to modernize Defense Agency financial management and reporting capabilities. DAI assisted WHS in achieving audit sustainment by facilitating an

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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 utilize 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, 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 over \$1.9 billion to vendors in FY 2022, while decreasing processing time and reducing interest penalties resulting from making late payments. Since 2017, annual interest penalties have decreased from \$100K to an anticipated \$5K or less this year. The Department of Defense (DoD) goal was to average \$90 or less in interest paid per million dollars disbursed. In FY 2021 the WHS FMD disbursing office on average paid \$2.95 in interest per million dollars disbursed (\$4,782 interest on \$1.8 billion disbursed) thereby exceeding the DoD goal by a factor of 30. Furthermore, discounts earned annually have increased from \$17 thousand in FY 2018 to over \$127 thousand in FY 2020, and \$109 thousand in FY 2021. The FY 2022 annual discount is again projected above the \$100 thousand. 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 \$167 thousand to WHS in FY 2021. By earning such rebates and discounts the WHS is able to reinvest funds into its core programs and workforce initiatives.

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 632 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. The WHS staff continues to provide premier customer service at required levels, innovate via robotics processing automation, reinforce its financial management mission, and enhance its facilities management mission throughout the NCR.

FACILITIES SERVICES DIRECTORATE:

The 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 14 million square feet of facilities across the NCR in approximately 119 owned and leased buildings (including the Pentagon Reservation, Raven Rock Mountain Complex (RRMC), and reimbursable facilities management support for approximately 95 other federal and commercial buildings outside the NCR. 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

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support to 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 the WHS. Additionally, the 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.

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,

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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 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

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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.

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

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

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in Thousands):

	FY 2022							FY 2023 Request
	FY 2021 Actuals	Budget Request	Congressional Action		Appropriated	Current Enacted		
			Amount	Percent				
A. BA Subactivities								
Compensation and Benefits	\$95,326	\$119,847	\$0	0.00%	\$119,847	\$119,847		\$113,265
Acquisition Management	\$3,270	\$499	\$0	0.00%	\$499	\$499		\$16
Executive Services Management	\$17,852	\$12,342	\$0	0.00%	\$12,342	\$12,342		\$13,261
Facilities/Installation Management	\$162,388	\$181,308	\$0	0.00%	\$181,308	\$181,308		\$193,494
Financial Management	\$6,506	\$8,006	\$-1,125	-14.05%	\$6,881	\$6,881		\$9,775
Human Resources	\$11,169	\$9,525	\$0	0.00%	\$9,525	\$9,525		\$12,139
WHS Operations	\$44,719	\$38,171	\$-1,409	-3.69%	\$36,762	\$36,762		\$27,993
Total	\$341,230	\$369,698	\$-2,534	-0.69%	\$367,164	\$367,164		\$369,943

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

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

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<u>B. Reconciliation Summary</u>	<u>Change</u>	<u>Change</u>
<u>BASELINE FUNDING</u>	<u>FY 2022/FY 2022</u>	<u>FY 2022/FY 2023</u>
	\$369,698	\$367,164
Congressional Adjustments (Distributed)	-2,500	
Congressional Adjustments (Undistributed)	0	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	-34	
SUBTOTAL APPROPRIATED AMOUNT	367,164	
Fact-of-Life Changes (2022 to 2022 Only)	0	
SUBTOTAL BASELINE FUNDING	367,164	
Supplemental	0	
Reprogrammings	0	
Price Changes		22,228
Functional Transfers		-13,926
Program Changes		-5,523
CURRENT ESTIMATE	367,164	369,943
Less: Supplemental	0	
NORMALIZED CURRENT ESTIMATE	\$367,164	\$369,943

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

FY 2022 President's Budget Request (Amended, if applicable)	\$369,698
1. Congressional Adjustments	\$-2,534
a) Distributed Adjustments.....	\$-2,500
1) Unjustified Growth	\$-2,500
b) Undistributed Adjustments	\$0
c) Adjustments to Meet Congressional Intent.....	\$0
d) General Provisions	\$-34
1) Reduction to Federally Funded Research and Development Centers (FFRDC) Funding, Section 8207.....	\$-34
FY 2022 Appropriated Amount	\$367,164
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	\$367,164

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4. Reprogrammings (Requiring 1415 Actions).....	\$0
a) Increases	\$0
b) Decreases	\$0
Revised FY 2022 Estimate.....	\$367,164
5. Less: Item 2, Supplemental Appropriation and Item 4, Reprogrammings	\$0
a) Less: Supplemental Funding.....	\$0
FY 2022 Normalized Current Estimate	\$367,164
6. Price Change	\$22,228
7. Functional Transfers	\$-13,926
a) Transfers In	\$0
b) Transfers Out.....	\$-13,926
1) Compensation and Benefits - Transfer of the Defense Digital Services to CDAO	\$-11,157
Effective February 1, 2022 the Department of the Defense established the position of the Chief Digital and Artificial Intelligence Officer and the Office of the Chief Digital and Artificial Intelligence Officer (OCDAO), tasked with serving as the Department’s senior official, and a Principal Staff Assistant, responsible for strengthening and integrating data, artificial intelligence, and digital solutions. The transfer out supports the consolidation of the Department’s existing functional efforts in order to align manpower and funding resources under the OCDAO. (FY 2022 Baseline: \$119,847 thousand; 675 FTEs; -45 FTEs)	
2) Mission Support - Transfer of the Defense Digital Services to CDAO	\$-2,769
Effective February 1, 2022 the Department of Defense established the position of the Chief Digital and Artificial Intelligence Officer and the Office of the Chief Digital and Artificial Intelligence Officer (OCDAO),	

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tasked with serving as the Department’s senior official, and a Principal Staff Assistant, responsible for strengthening and integrating data, artificial intelligence, and digital solutions. The transfer out supports the consolidation of the Department’s existing functional efforts in order to align manpower and funding resources under the OCDAO.

(FY 2022 Baseline: \$369,698 thousand; 675 FTEs; +0 FTEs)

8. Program Increases.....	\$13,308
a) Annualization of New FY 2022 Program	\$0
b) One-Time FY 2023 Increases	\$0
c) Program Growth in FY 2023.....	\$13,308
1) Compensation and Benefits - Enterprise Performance and Information Technology.....	\$1,086
Increase of +6 Full Time Equivalent (FTEs) and associated resources addresses the Department’s mandate to regulate DoD components Information Technology (IT) system management and cyber security, which has been delegated to the Enterprise Performance and IT Management Directorate (EPITMD) under the Facilities Services Directorate (FSD).	
(FY 2022 Baseline: \$119,847 thousand; 675 FTEs; +6 FTEs)	
2) Mission Support - Climate - Telework/Building Maintenance Fund	\$2,344
Increase supports the Departments priority to protect our workforce while performing our national security mission. Funding supports space reconfiguration for tenant consolidation within spaces leased by WHS on behalf of other DoD agencies. Increase also supports the management services, preventive maintenance, operation and repair of building mechanical, landscaping, administrative support and metering utilities in leased facilities.	
(FY 2022 Baseline: \$369,698 thousand; 0 FTEs; +0 FTEs)	
3) Mission Support - Facility and Management Professional Services	\$5,808
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	

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to the Counter Unmanned Aerial Systems portfolio and projects to defeat near-peer adversaries threatening the Department’s technologies.

(FY 2022 Baseline: \$369,698 thousand; 0 FTEs; +0 FTEs)

4) Mission Support - Security-Related Upgrades \$4,070

Increase supports security-related upgrades to the Pentagon building exterior security and exterior perimeter security for the second phase of Pentagon Sentry program, to comply with DoD Directive 5110.4, which directs the WHS to provide a broad range of administrative, management, and common support service. Furthermore ensures the WHS operates and maintains the Pentagon Reservation and designated facilities in the National Capital Region (NCR). Pentagon exterior security upgrades support the required ballistic, blast specifications, cyber shielding and provision of all necessary modifications to steel connections and plates. Exterior perimeter security upgrades support the control measures to protect pedestrians from vehicle and replace old guard booths.

(FY 2022 Baseline: \$369,698 thousand; 0 FTEs; +0 FTEs)

9. Program Decreases\$-18,831

a) Annualization of FY 2022 Program Decreases\$0

b) One-Time FY 2022 Increases\$0

c) Program Decreases in FY 2023 \$-18,831

1) Compensation and Benefits - Civilian Average Annual Compensation \$-308

Each year, civilian compensation rates are developed based on detailed execution and cost factor analysis. These rates are created and implemented with the paramount purpose of accurately forecasting cost estimates for the civilian workforce. The average annual rate (AAR) change is the result of these rate changes combined with the fluctuations in composition of civilian pay types.

(FY 2022 Baseline: \$119,847 thousand; 675 FTEs)

2) Compensation and Benefits - Execution alignment for the Executive Services Directorate (ESD) \$-694

Realignment of -4 FTEs and associated resources to the Pentagon Reservation Maintenance Revolving Fund (PRMRF) reflects the WHS’ ongoing efforts to align personnel costs to their functional duties and responsibilities. This change reflects the identification of 4 personnel whose functional responsibilities are mostly impacted by the PRMRF account.

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(FY 2022 Baseline: \$119,847 thousand; 675 FTEs; -4 FTEs)

3) Compensation and Benefits - One less compensable day in FY 2023..... \$-459

The number of compensable days for FY 2022 is 261 days (2,088 hours), and for FY 2023 is 260 days (2,080 hours).

(FY 2022 Baseline: \$119,847 thousand; 675 FTEs)

4) Mission Support - PRMRF Projects..... \$-17,370

Decrease reflects delays of and the need to defer PRMRF projects, such as for facility restoration, sustainment, modernization, building operations, and repairs, as the WHS continues to assess and prioritize projects while continuing to charge the lowest possible rates to Pentagon Reservation tenants.

(FY 2022 Baseline: \$364,849 thousand; 0 FTEs; +0 FTEs)

FY 2023 Budget Request..... \$369,943

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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 \$2.8 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 Defense POW/MIA Accounting Agency (DPAA) and more. Knowledge-based services, research and development, and facility support account for more than 80 percent of AD's total obligations, providing a consistent capability to connect people and process information.

This metric showcases performance, contract volume and commitment to the small businesses community.

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IV. Performance Criteria and Evaluation Summary:

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 public release by the Department are reviewed to preclude publication of classified or sensitive data. The goal ensures timely review within a designated suspense.

The ESD 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 DoD employees in the NCR have access to mass transit to move throughout the NCR.

DoD Mass Transit Benefits Program (Military Departments and 32 DoD Components to include Defense Agencies and DoD Field Activities)			
Number of applications	31,100	45,617	45,617
Application reviews completed within 7 days (Goal: 90%)	99%	99%	99%

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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

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.

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.

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IV. Performance Criteria and Evaluation Summary:

	<u>FY 2021 Actuals</u>	<u>FY 2022 Enacted</u>	<u>FY 2023 Estimate</u>
<i>Budget Execution Obligation Requests</i>			
Number of obligations processed	8,900	8,900	9,100
Obligations processed within 3 business days (Goal: 90%)	90%	90%	90%
<i>Treasury Direct Disbursement (TDD)</i>			
Number of disbursements processed	7,800	7,800	7,900
Disbursements processed within 6 days of scheduled payment date (Goal: 75%)	90%	90%	90%
<i>Civilian Payroll</i>			
Number of active employees in payroll (per pay period)	4,461	4,461	4,500
Payroll certified before due date (Goal: 90%)	99%	99%	99%
<i>Training Request</i>			
Number of training requests (SF-182)	601	601	615
Training requests (SF-182) processed within 7 days (Goal: 90%)	98%	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:

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

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IV. Performance Criteria and Evaluation Summary:

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 and the Human Resources Directorate continues to look for opportunities to streamline the hiring process to improve average time to hire

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 enterprise-level resources in support of the WHS portfolio: Customer Experience; policy; analysis; communications; manpower; enterprise performance management; operational services; events management on behalf of the Secretary of Defense and the Director, Administration and Management; and, support to congressionally mandated Boards, Commissions, and Task Forces. Allocated resources ensure program level activities remain focused on the WHS shared services mission.

Through its Security Office, the IO & Staff provides a number of security services to ensure the security of the WHS serviced community to include briefings for individuals traveling overseas, classified indoctrinations, and secured facilities. The IO & Staff also manages mandated programs to include Office of Equal Employment Opportunity Programs, Office of Small Business Programs and Department of Defense Inspector General Hotline Program.

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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)	149	159	159	10	0
Officer	40	49	49	9	0
Enlisted	109	110	110	1	0
Reserve Drill Strength (E/S) (Total)	13	16	16	3	0
Officer	12	15	15	3	0
Enlisted	1	1	1	0	0
Civilian End Strength (Total)	683	866	903	183	37
U.S. Direct Hire	593	675	632	82	-43
Total Direct Hire	593	675	632	82	-43
Reimbursable Civilians	90	191	271	101	80
Active Military Average Strength (A/S) (Total)	149	159	159	10	0
Officer	40	49	49	9	0
Enlisted	109	110	110	1	0
Reserve Drill Strength (A/S) (Total)	13	16	16	3	0
Officer	12	15	15	3	0
Enlisted	1	1	1	0	0
Civilian FTEs (Total)	683	866	903	183	37
U.S. Direct Hire	593	675	632	82	-43
Total Direct Hire	593	675	632	82	-43
Reimbursable Civilians	90	191	271	101	80
Average Annual Civilian Salary (\$ in thousands)	160.5	177.6	179.2	17.0	1.7

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V. Personnel Summary: (Cont.)

	<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>
Contractor FTEs (Total)	200	179	191	-21	12

Personnel Summary Explanations:

Changes of -43 total FTEs from FY 2022 to FY 2023:

- +6 FTEs Facilities Services Directorate
- 4 FTEs Executive Services Directorate
- 45 FTEs Transfer of Defense Digital Services to CDAO

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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 SCHEDULES	95,157	2,160	22,130	119,447	4,927	-11,509	112,865
107 VOLUNTARY SEP INCENTIVES	43	1	356	400	17	-17	400
0199 TOTAL CIVILIAN PERSONNEL COMPENSATION	95,200	2,161	22,486	119,847	4,944	-11,526	113,265
308 TRAVEL OF PERSONS	475	14	227	716	15	-25	706
0399 TOTAL TRAVEL	475	14	227	716	15	-25	706
671 DISA DISN SUBSCRIPTION SERVICES (DSS)	4,848	370	-5,218	0	0	0	0
672 PRMRF PURCHASES	156,881	4,471	8,450	169,802	15,576	-17,371	168,007
677 DISA TELECOMM SVCS - REIMBURSABLE	17	0	-17	0	0	0	0
680 BUILDING MAINT FUND PURCH DFAS FINANCIAL OPERATION (OTHER DEFENSE AGENCIES)	0	0	18,704	18,704	258	2,344	21,306
696	4,111	427	1,881	6,419	351	41	6,811
0699 TOTAL OTHER FUND PURCHASES	165,857	5,268	23,800	194,925	16,185	-14,986	196,124
771 COMMERCIAL TRANSPORT	122	4	-126	0	0	0	0
0799 TOTAL TRANSPORTATION	122	4	-126	0	0	0	0
912 RENTAL PAYMENTS TO GSA (SLUC)	13,954	419	-14,159	214	4	-218	0
913 PURCHASED UTILITIES (NON-FUND)	0	0	94	94	2	23	119
915 RENTS (NON-GSA)	1,552	47	-1,306	293	6	55	354
917 POSTAL SERVICES (U.S.P.S)	1	0	-1	0	0	0	0
920 SUPPLIES & MATERIALS (NON-FUND)	4,874	146	-1,249	3,771	79	-669	3,181
921 PRINTING & REPRODUCTION	975	29	-1,004	0	0	0	0
922 EQUIPMENT MAINTENANCE BY CONTRACT	1,154	35	-1,189	0	0	0	0
923 FACILITIES SUST, REST, & MOD BY CONTRACT	4,907	147	-856	4,198	88	960	5,246
925 EQUIPMENT PURCHASES (NON-FUND)	3,123	94	-2,439	778	16	-72	722
932 MGT PROF SUPPORT SVCS	26,042	781	-1,707	25,116	527	3,515	29,158
933 STUDIES, ANALYSIS & EVAL	720	22	-402	340	7	55	402
934 ENGINEERING & TECH SVCS	2,100	63	-1,624	539	11	107	657

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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	
936 TRAINING AND LEADERSHIP DEVELOPMENT (OTHER CONTRACTS)	0	0	127	127	3	24	154
937 LOCALLY PURCHASED FUEL (NON-FUND)	128	4	-132	0	0	0	0
951 OTHER COSTS (SPECIAL PERSONAL SVC PAY)	5	0	-5	0	0	0	0
959 OTHER COSTS (INSURANCE CLAIMS/INDMNTIES)	4	0	-4	0	0	0	0
960 OTHER COSTS (INTEREST AND DIVIDENDS)	1	0	-1	0	0	0	0
987 OTHER INTRA-GOVT PURCH	7,442	223	1,148	8,813	185	1,200	10,198
989 OTHER SERVICES	4,828	145	-1,041	3,932	83	327	4,342
990 IT CONTRACT SUPPORT SERVICES	7,766	233	-4,538	3,461	73	1,781	5,315
0999 TOTAL OTHER PURCHASES	79,576	2,388	-30,288	51,676	1,084	7,088	59,848
9999 GRAND TOTAL	341,230	9,835	16,099	367,164	22,228	-19,449	369,943

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