



DHS Field Efficiencies

Implementation Plan

May 2, 2018

Fiscal Year 2017 Report to Congress



Homeland
Security

Under Secretary for Management

Message from the Deputy Under Secretary for Management

May 2, 2018

I am pleased to present the following “DHS Field Efficiencies Implementation Plan,” which has been prepared by the Office of the Chief Readiness Support Officer within the Management Directorate.

This document has been compiled pursuant to a requirement in House Report 114-668, which accompanies the Fiscal Year (FY) 2017 Department of Homeland Security (DHS) Appropriations Act (P.L. 115-31). This report describes the Department’s vision and implementation plan for improving the efficiency and value of mission support services throughout the DHS enterprise. This plan sets us on a course to eliminate unnecessary redundancies and maximize the value to our operations by FY 2025. Our commitment to this effort is demonstrated by the progress that we have made so far and the planned efforts that we have outlined here.



Pursuant to congressional requirements, this report is being provided to the following Members of Congress:

The Honorable John R. Carter
Chairman, House Appropriations Subcommittee on Homeland Security

The Honorable Lucille Roybal-Allard
Ranking Member, House Appropriations Subcommittee on Homeland Security

The Honorable Shelley Moore Capito
Chairman, Senate Appropriations Subcommittee on Homeland Security

The Honorable Jon Tester
Ranking Member, Senate Appropriations Subcommittee on Homeland Security

Inquiries relating to this report may be directed to me at (202) 447-3400 or to the Department’s Acting Chief Financial Officer, Stacy Marcott, at (202) 447-5751.

Sincerely,

A handwritten signature in black ink, appearing to read "Chip Fulghum". The signature is stylized with a large "C" and a long horizontal stroke at the end.

Chip Fulghum
Deputy Under Secretary for Management

Executive Summary

DHS launched the Field Efficiencies initiative to streamline internal operations and to function as a more collaborative Department. As a part of this initiative, the Department is exploring opportunities to streamline mission support functions, fulfill common administrative and logistical needs, and strengthen operational execution at lower costs.

This implementation plan has been developed in response to House Report 114-668, which accompanies the FY 2017 DHS Appropriations Act (P.L. 115-31). Currently, mission support services are delivered disparately across components and business functions, which causes unnecessary redundancy, hinders potential economies of scale, and limits cross-component collaboration. DHS is integrating planning across components to foster opportunities, share best practices, and overcome common mission support challenges. Considering how the Department's mission is affected by regional variables, integrated regional mission support planning is necessary to strengthen DHS readiness in ways that are unique to certain localities.

Included in this report is an overview of regional integrated planning that promotes total asset visibility, data-driven decision-making, common business practices, and shared services. Together, these benefits improve service delivery and achieve economies of scale. A governance structure, authorities/directives/legislative requirements, and the five-step Field Efficiencies Planning Process also are presented. Execution of the three-phased implementation plan commenced in FY 2016, and planned activities are scheduled to be complete in FY 2025.

In the end, regional integrated planning will enable components to collaborate in ways that will reduce unnecessary redundancies, leverage economies of scale, and reduce costs across common administrative activities including support services, financial and business services, operations and maintenance, and project management.



DHS Field Efficiencies Implementation Plan

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I. Legislative Language

This document has been compiled in response to language in House Report 114-668, which accompanies the Fiscal Year (FY) 2017 Department of Homeland Security (DHS) Appropriations Act (P.L. 115-31).

House Report 114-668 includes the following requirement.

From real estate to vehicle fleets, DHS field offices do not work together to determine whether co-locating could result in efficiencies, despite the findings of a pilot program that found savings could be achieved by consolidating DHS personnel. Not later than 90 days after the date of enactment of this Act, DHS shall provide a plan to the Committee requiring all component-level field offices to consolidate space, services, and assets. This plan shall include a description of the departmental mechanisms used to direct the field offices to conduct these reviews such as existing and desired legislative authorities, management directives, and regional working groups, and a description of the methods the Department plans to use to ensure compliance.

II. Background

DHS launched the Field Efficiencies initiative to streamline internal operations and to function as a more collaborative Department. As a part of this initiative, DHS is exploring opportunities to streamline mission support functions, fulfill common administrative and logistical needs, and strengthen operational execution at lower costs.

In 2015, then-Secretary Johnson pledged to lead the efficiency effort by improving utilization of office space, consolidating real estate, developing and streamlining shared services (e.g., mail, parking, facility management, etc.), and lowering costs.

Initially, a pilot study was launched in Boston, Massachusetts. Congress subsequently directed DHS to expand the study to 10 additional cities. In 2016, the Office of the Chief Readiness Support Officer (OCRSO) fielded teams to conduct site visits in 11 additional major metropolitan areas across the United States to identify challenges, identify efficiency opportunities, and document trends. The review of these cities culminated in field efficiency recommendations to address systemic organizational challenges and integrate component regional planning. In 2017, the Acting Under Secretary for Management approved the recommendations¹ and DHS actively is developing regional plans to implement field efficiencies, including real property consolidation and co-location.

Current State

In 2016, the U.S. Government Accountability Office (GAO) reported that in the 13 years since the Department's creation, DHS has implemented key homeland security operations, achieved important goals and milestones, and grown to more than 240,000 employees and approximately \$66 billion in budget authority. Since 2003, GAO has made approximately 2,400 recommendations to DHS to strengthen program management, performance measurement efforts, and management processes, among other things. DHS implemented more than 70 percent of these recommendations and has actions underway to address the remaining recommendations.

Although DHS has made considerable progress in transforming its original component agencies into a single cabinet-level department, challenges remain for DHS concerning the delivery of mission support services. As a result, GAO narrowed its focus to strengthening specific DHS management functions (acquisition, information technology, financial, and human capital) for the most efficient and effective use of the Department's resources. Additionally, gaps exist in Department-wide policies to standardize and share support services or assets where the mission and capacity allow.²

¹ Subsequent to the *Field Efficiencies Strategic Review and Recommendations Report*.

² GAO, *Department of Homeland Security: Progress Made, but Work Remains in Strengthening Acquisition and Other Management Functions*, GAO-16-507T (Washington, D.C.: Mar. 16, 2016).

Currently, mission support services are delivered disparately across components and business functions, which may be redundant, could hinder potential economies of scale, and limits cross-component collaboration. The 2016 House of Representatives Committee on Homeland Security Majority Staff Report³ noted that the Department's data concerning its real property portfolio is substandard and that components rarely coordinate regarding real property decisions. Additionally, the House report noted that DHS has missed opportunities to save tens of millions of dollars by failing to coordinate across components.

Given today's constrained fiscal environment, it is critical that resources are allocated efficiently and effectively to support operational priorities. By achieving mission support efficiencies, the Department can utilize its limited resources more effectively.

³ *Streamlining the Department of Homeland Security's Overhead will Make the Homeland Safer*. House Homeland Security Committee Majority Staff Report. August 2016. Accessed at <https://homeland.house.gov/wp-content/uploads/2016/08/Report-Streamlining-DHS-Overhead-Will-Make-the-Homeland-Safer.pdf>

III. Analysis/Discussion

The field efficiencies initiative is a long-term approach to planning regional mission support requirements and ensuring that assets and shared services are best positioned to support the DHS mission.

Desired Future State

DHS leaders envision a future state in which DHS components and stakeholders operate seamlessly to provide mission support capabilities in the right locations for the lowest cost during steady state and crisis incidents. To that end, a key part of OCRSO's vision is driving integration as a means to help the Department achieve field efficiencies through affordable readiness (i.e., the optimal balance between operational effectiveness and dollar efficiency at a level that meets mission requirements). The most significant anticipated outcome of integration will be a 20-percent reduction in administrative real property needs per person.

Regional Integrated Planning

To accomplish the future state described above, DHS is integrating mission support planning across components to foster opportunities, share best practices, and overcome common mission support challenges. Considering how the Department's mission is affected by regional variables, integrated regional planning is necessary to strengthen DHS readiness in ways that are unique to certain localities.

Future State

Network of Regional Mission Support Coordinators

Asset management plans in place for each real property asset in inventory

Strategic Planning for the real property portfolio in major markets/regions that provides the ability to prioritize real property requirements across the Department

Robust performance measures, accurate data, and strategic plans

Increased readiness and interoperability at lower costs

DHS regional mission support planning began on March 14, 2017, when the Acting Under Secretary for Management signed a charter to establish, within current resources, the Field Efficiencies Program Management Office in OCRSO. Attached as Appendix A to this plan, the charter establishes the roles and responsibilities for DHS headquarters and component activities.

The role of DHS headquarters in support of regional integrated planning for mission support is to facilitate cross-component communication and collaboration by identifying common challenges and requirements, encouraging strategic sourcing, and integrating regional planning across components. Supporting regional integration will enable DHS headquarters to support components better by developing an understanding of daily operational requirements and regional variations when providing direction and overseeing mission support activities.

IV. Implementation Plan

In order to implement field efficiency opportunities for consolidating space, services, and assets, the Department has a dedicated governance structure, administers existing authorities, and employs a consistent planning process.

Governance Structure

The establishment of the Field Efficiencies Program Management Office (PMO) represents a new approach to providing integrated mission support solutions within the Department. It also affects external stakeholders, including other agencies. By approaching needs as a unified department, DHS will reduce unnecessary redundancies in services provided and leverage its purchasing power to maximize value to the American taxpayer.

The PMO facilitates the identification, development, and implementation of mission support integration and Field Efficiency initiatives across DHS by leveraging existing mission support expertise and resources that reside in headquarters and across components.

As the executive sponsor for the PMO, OCRSO has identified focus areas that include real property, training, information systems, procurement, physical security, and asset management for identifying efficiency opportunities. The PMO harmonizes component requirements for each of these focus areas by defining common requirements, eliminating unsupportable variation, facilitating integration, and collaborating with operational component leadership in headquarters and directly with field operators.

The success of the Field Efficiencies initiative is dependent upon support and commitment from all Department lines of business chief executives and operational components. The PMO leads and facilitates the Field Efficiencies governance structure that consists of an Executive Committee, a Management Review Committee, and

Field Efficiencies PMO Decision Process



integration teams composed of DHS headquarters and component stakeholders that will be led by Regional Mission Support Coordinators (see Appendix B for Regional Coordinator Playbook).

The Executive Committee consists of Chief Operating Officers or the equivalent level senior manager with authority covering the broad array of mission support functions addressed by Field Efficiencies from each operational component and chief executive officers (CXO) from each of the offices within the DHS Management Directorate. These representatives meet quarterly to adjudicate business cases, make recommendations to the Program Review Board, and offer strategic input to the PMO on recommendations provided for discussion. The Chair of this committee is the Deputy Under Secretary for Management.

The Management Review Committee consists of deputies from the lead mission support organizations or equivalent within each component and the deputy CXO from each of the offices within the DHS Management Directorate. These representatives meet monthly to evaluate alternatives, decide on priorities, identify resourcing strategies, ensure transparency, address tension points, and facilitate constructive progress forward. The PMO Director chairs this committee.

Authorities, Directives, and Legislative Requirements

Authority to establish policy and make decisions for matters pertaining to mission support areas, including asset management (for both real and personal property), is delegated by the Secretary to the Under Secretary for Management. Through Delegation Number 0500, the Under Secretary for Management delegated to the Chief Readiness Support Officer (equivalent to the DHS Chief Administrative Officer or CAO) the authority and responsibility for the following administrative services:⁴

1. Facilities, property, equipment, and other material resources. These tangible assets include real property (land, buildings, and structures that may be leased, purchased, or designed and constructed), as well as motor fleet, marine vessels, aircraft, and all other personal property, which are overseen through a lifecycle management of assets and other mission support functions. Lifecycle management may involve capital planning, requirements development, space acquisition, construction, development, operations and maintenance, supply chain functions, disposal of tangible assets, and other similar functions. For real property, the [OCRSO] establishes, implements, and approves real property warrants within the Department, is responsible for the implementation of Executive Order (E.O.) 13327, “Federal Real Property Asset Management,” and is delegated [the Under Secretary for Management’s] authority to accept or convey real property on behalf of the Department.
2. Logistics programs. The [OCRSO] provides guidance and facilitates integration of DHS internal logistics programs across Components. The [OCRSO] provides policy and guidance to drive efficiency and integrate operations across the Department when the

⁴ Section II. B. DHS Delegation Number 00500, Revision Number 00. Delegation for Administrative Services. Issued 5 June 2012.

Department procures, distributes, maintains, or replaces material for existing programs and new acquisitions. This includes integrating lifecycle planning, acquisition, deployment, and disposal; providing guidance on workforce requirements and allocation; and providing policy on maintenance, materiel readiness, and sustainment for facilities, property, equipment, and other material resources involved in logistics programs.

DHS Directive 252-04, Readiness Support Business Integration Management (issued February 6, 2014), is the “principal document for leading, governing, integrating and managing Readiness Support Services throughout the Department of Homeland Security (DHS).” In the context of this discussion, Appendix A establishes that, among other responsibilities, OCRSO “[e]stablishes and implements consistent Department-wide priorities, policies and guidance, business processes, standards, guidelines, and procedures for Readiness Support Services.” Appendix A also establishes that “Component heads, Component CAOs, and the DHS OCRSO all share accountability for successful planning and implementation of functional excellence within the Department.”

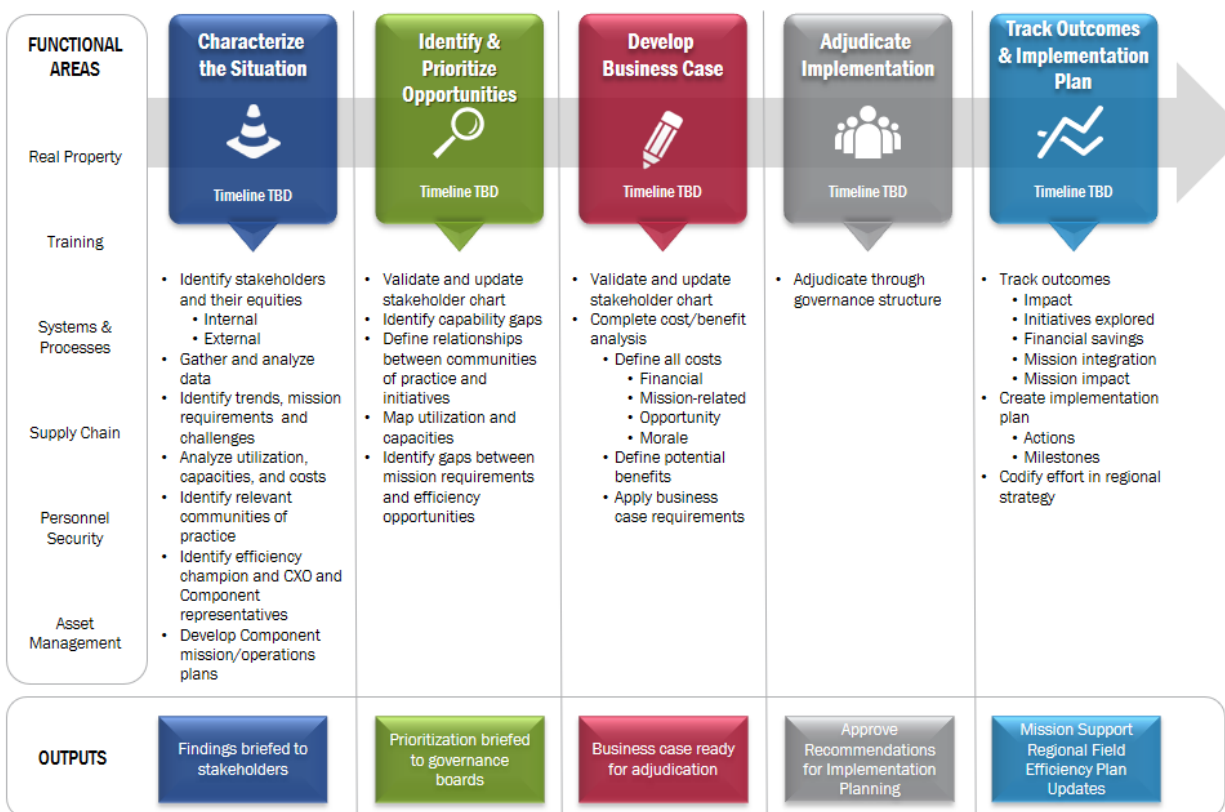
The authorities described above, coupled with the collaboration and transparency provided by the Field Efficiencies Executive Committee and Management Review Committee, provide the departmental mechanisms necessary to direct the field offices to conduct Field Efficiency reviews and implement regional integration plans.

Field Efficiencies Planning Process

Efficiency initiatives range in size and scale and may be characterized as strategic, operational, or tactical. Therefore, in order to ensure that reviews are thorough, transparent, and rooted in sound business cases, DHS has designed the following planning framework for implementing Field Efficiencies; it is intended to guide the Field Efficiencies reviews, recommendations, and decision-making process. Additionally, the Field Efficiency planning framework is designed to facilitate transparency and ensure that necessary resources are made available in support of achieving effective solutions.

Potential Field Efficiency initiatives follow a consistent path from idea to implementation. This process ensures the engagement of the proper stakeholders, aligns recommendations to mission requirements and priorities, and provides a higher likelihood of success. Milestones through the process include: Characterize the Situation; Identify and Prioritize Opportunities; Develop the Business Case; Adjudicate the Implementation; and Track Outcomes and Implement the Plan. The following chart describes the milestones and the outputs throughout the process (see Appendix B for additional information).

Field Efficiencies Planning Process



Implementation Framework

Through collaboration with public- and private-sector subject matter experts, such as Business Executives for National Security,⁵ the Department is implementing best practices and leveraging the Field Efficiency governance structure, existing authorities, and a consistent planning process to employ a results-oriented implementation framework, as illustrated in the following table.

Implementation Framework	Effect	Impact
Governance Structure	<ol style="list-style-type: none"> Leadership Strategic Approach Incentives 	<ul style="list-style-type: none"> Decisions by governance bodies align with current Planning, Programming, Budgeting, and Execution processes (see decision process in Section IV). Build and sustain commitment that field efficiencies is a cause worth pursuing. Establish a corporate strategy that reduces redundancies across regions, and reorganize into more contiguous and coherent footprints that support mission effectiveness. Shift objectives from “owning” capabilities to having “access” to capabilities for meeting requirements.

⁵ www.bens.org, *Report: Department of Homeland Security Real Property Management*, October 2016

		<ul style="list-style-type: none"> Shift focus from “budget execution to meet mission” to “cost consciousness to free up resources” for better mission execution.
Authorities, Directives, and Legislative Requirements	4. Manage Constraints 5. Legislative Authority	<ul style="list-style-type: none"> Scope and use authorities in place and partner with components. Identify methods to achieve flexibility for leases and workspaces to allow consolidation as operational requirements and situations dictate.
Field Efficiencies Planning Process	6. Planning 7. Execution 8. Operational Approach	<ul style="list-style-type: none"> Reduce the size of the real property portfolio by integrating DHS Operational Component regional plans and achieve DHS policy of 150 square feet per person. In alignment with Office of Management and Budget (OMB) Circular A-11 Part 7, work with DHS components and the U.S. General Services Administration (GSA) to develop a nationwide real property plan that includes consolidating, co-locating, and reducing leased and owned real property Within current resources, establish Regional Mission Support Coordinators to implement shared services and other intergovernmental solutions, identify opportunities for public-private partnerships, and emphasize customer service approaches. Shift objective from “owning” capability to having “access” to capability for meeting operational requirements most efficiently by considering “public-private” partnerships.

Implementation Plan

The following timeline outlines the planned Field Efficiencies activities through FY 2022, using a three-phased approach to achieve an integrated Mission Support services organization. For a more detailed list of activities and milestones, please see Appendix C – Detailed Implementation Plan. All dates are subject to the availability of resources.

Target Dates for FY 2018-FY 2021 Planning Engagements

Region/ City Area*	Secure Funding	Characterize the Situation	Identify & Prioritize Opportunities	Develop Business Case	Adjudicate Implementation	Begin Tracking Outcomes & Implementation Plan**
Seattle, WA	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2018 Q4	FY 2019 Q1 FY 2020 Q1
San Juan, PR	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q2	FY 2020 Q1 FY 2021 Q1
San Diego, CA	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2020 Q4	FY 2020 Q1 FY 2021 Q1
Miami, FL	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2020 Q4	FY 2020 Q1 FY 2021 Q1
Chicago, IL	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2020 Q4	FY 2020 Q1 FY 2021 Q1
New York, NY	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2020 Q4	FY 2021 Q1 FY 2022 Q1
Dallas, TX	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2020 Q4	FY 2021 Q1 FY 2022 Q1
Los Angeles, CA	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2020 Q4	FY 2021 Q1 FY 2022 Q1
Portland, OR	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2020 Q4	FY 2021 Q1 FY 2022 Q1
Boston, MA	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2021 Q4	FY 2022 Q1 FY 2023 Q1
Philadelphia, IL	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2021 Q4	FY 2022 Q1 FY 2023 Q1
Oakland & San Francisco, CA	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2021 Q4	FY 2022 Q1 FY 2023 Q1

Table Key

- Shaded cell denotes planning engagement funded with interagency transfer from Components; planning engagements are anticipated to be on budget beginning in FY 2020.
- **Bold font denotes funded planning effort.**
- Blue font denotes target date start date for within-budget activities.
- Red font denotes target date start date for activities that require additional funding.

*Selected cities subject to change and reprioritization by the Management Review Committee.

** Implementation plans will have interim milestones throughout the implementation period to facilitate reporting progress to DHS leadership, OMB, and Congress.

V. Next Steps

Establishment and institutionalization of the Field Efficiencies Implementation Plan is underway and close to completion. The PMO is currently in the process of selecting Regional Mission Support coordinators who will serve as DHS headquarters liaisons to regional activities. These coordinators will lead the implementation of regional mission support services in order to achieve affordable readiness by delivering mission support functions in ways that best meet specific geographic requirements. Successful outcomes of this effort include reduced overlap and inefficiency, streamlined coordination across components, a comprehensive understanding of the current and future regional operational environment, office space consolidation and co-location, and unified incident response operations.

Next, the Field Efficiencies Program will identify strategies to deliver mission support services optimally nationwide and regionally by employing lessons learned from these efforts. This will result in the consideration of alternative courses of action that could affect how mission support services are delivered in the future.

Throughout execution of this DHS Field Efficiencies Implementation Plan, OCRSO will work in support of the Under Secretary for Management and in collaboration with Management lines of business and components to achieve efficiencies optimally, strengthen operational readiness, and meet mission goals. This implementation plan establishes a path to Unity of Effort and enhances the Department's ability to be mission-focused and demonstrate stewardship of taxpayer funds.

VI. Appendices

Appendix A: Field Efficiencies Program Management Office Charter

Department of Homeland Security Field Efficiencies Program Management Office Charter

Purpose: This charter establishes the Department of Homeland Security Field Efficiencies Program Management Office (PMO) to identify, develop and facilitate implementation of integration and efficiency initiatives to better enable the operational readiness of the components across the Department of Homeland Security.

Background: The Department of Homeland Security is the nation's third largest federal department, consisting of 22 component organizations. Many of these organizations have different structures and ways of doing business, but there are also many similarities and the current costs of logistical support for the department are enormous. With continued resource constraints and increasing operational requirements, it is imperative to leverage opportunities for consolidation, cooperation, and collaboration with a focus on becoming more efficient and effective, particularly with respect to mission support services.

In 2014, Congress expressed their desire for streamlining the Department of Homeland Security, to reduce overlap, duplication and inefficiency, and simultaneously increase the unity of effort in protecting the homeland. In 2015, the Secretary of Homeland Security pledged to lead the efficiency effort by improving utilization of office space, consolidating real estate within the National Capital Region and establishing regional field offices aimed at leveraging existing resources, streamlining shared services and lowering costs. A pilot study was launched in Boston, Massachusetts and Congress directed the Department to expand the study to at least ten additional cities. In 2016, the Chief Readiness Support Officer fielded teams to conduct site visits to 12 major metropolitan areas, across the United States, to identify challenges, integrated solutions and trends. The Under Secretary for Management approved the creation of the Department of Homeland Security Field Efficiency Project Management Office and four Regional Coordinators to facilitate the implementation of integrated solutions in designated geographic areas where the Department of Homeland Security components operate in proximity to each other.

Priorities and Goals: The Field Efficiencies Program Management Office will facilitate the identification, development and implementation of mission support integration and efficiency initiatives across the Department of Homeland Security. The CRSO has prioritized focus areas of real property, training, information systems, procurement, physical security, and asset management for identifying efficiency opportunities. The Program Management Office will work to harmonize Component requirements for each of these focus areas by working towards the following goals.

1. **Organization:** Lead and staff a Field Efficiency Program Management Office, with direct and indirect support, including four regional coordinators dispersed

Appendix A - Field Efficiencies Program Management Office Charter

- throughout the United States, in support of integrated operations across the Department.
2. **DHS CXO Integration:** Collaborate with and leverage the expertise of the Department of Homeland Security Under Secretary for Management CXOs with matrixed support (of the Field Efficiency Office) from the Chief Procurement Officer, Chief Information Officer, Chief Human Capital Officer, Chief Security Officer, Chief Financial Officer, and Chief Readiness Support Officer.
 3. **DHS Operational Component Integration:** Collaborate and leverage the expertise of the Department of Homeland Security Operational Components (e.g. Coast Guard, Customs and Border Protection, Immigration and Customs Enforcement, Secret Service, etc.) within the Field Efficiency governance structure.
 4. **Governance Structure:** Lead and facilitate a Field Efficiency governance structure (to consist of an Executive Committee, a Management Review Committee and Integration Teams) to ensure communication, collaboration and to measure progress in implementing field efficiency initiatives.
 5. **Measure Progress:** Measure and track progress with regional field efficiency initiatives and a master integrated schedule of initiatives, with clearly assigned stakeholders and report progress through regular meetings of the governance structure. Metrics that reflect progress towards top level goals will be identified and proposed to the Management Review Committee.
 6. **Mission Support Integration:** Ensure that mission support activities are integrated, where the mission permits, to optimize operational capabilities, efficiently utilize resources and achieve unity of effort in accomplishing the homeland security mission.

To achieve these goals, the Field Efficiencies PMO will collaboratively work with all stakeholders to:

- Identify and document common mission support functions;
- Investigate opportunities and develop alternatives (proposal) to improve and/or integrate mission support services, including, but not limited to the following:
 - Real Property Management,
 - Asset Management (Personal Property & Equipment),
 - Human Capital (Training),
 - Information Technology,
 - Environmental Protection,
 - Procurement, and
 - Security;
- Develop regional field efficiency initiatives including integration opportunities in accordance with the Field Efficiencies Planning Process (Attachment 3);
- Conduct analysis of alternatives and develop business case analysis for recommendations to determine the mission and business impacts, risks, and sensitivities of alternatives, including sustainability and resilience;
- Determine proofs of concept for shared mission support services, assets, and implementation of innovative workplace solutions; and

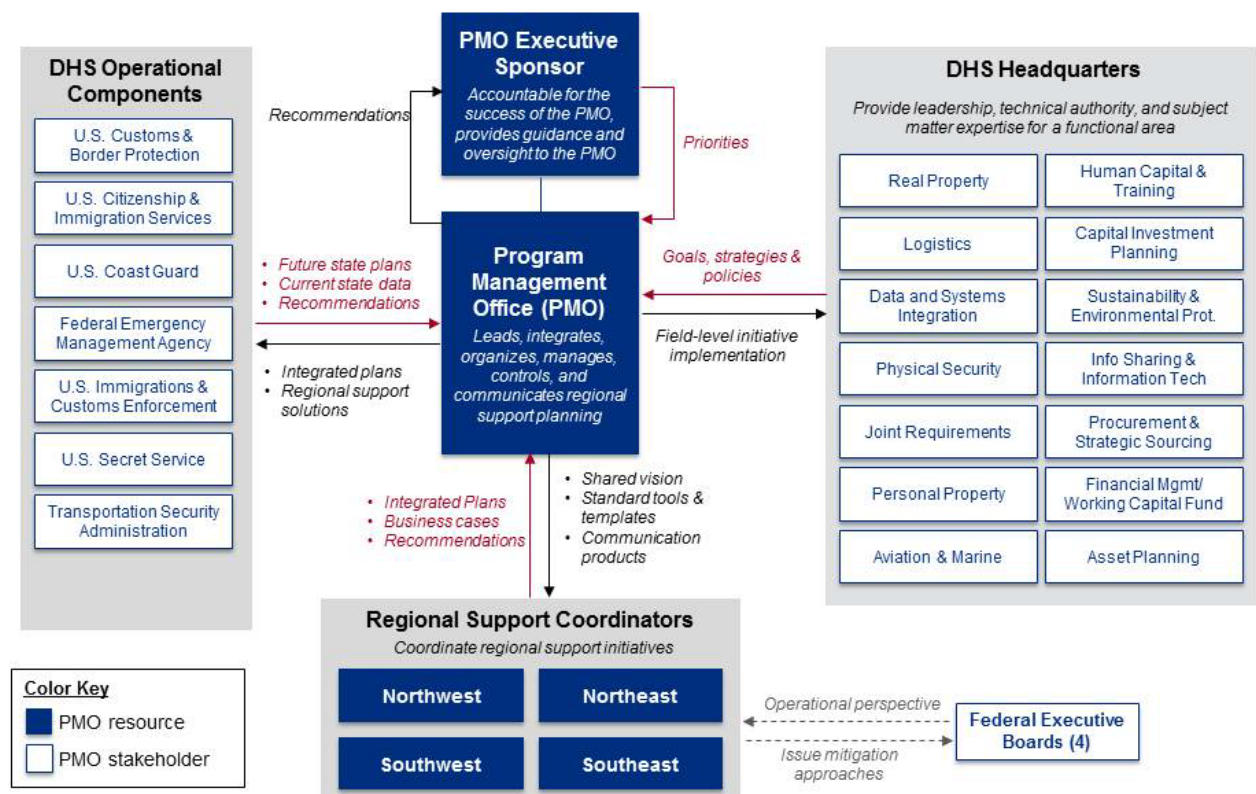
Appendix A - Field Efficiencies Program Management Office Charter

- Recommend implementation priorities to the governance structure and develop and execute field efficiency initiatives based upon sound business case analysis with actionable recommendations.

Resources: The success of the Field Efficiency Program is dependent on support and commitment from all Department of Homeland Security CXO's and operational components in the field.

Field efficiencies will be supported by a business case analysis that demonstrates the initiative's value. Each initiative will be evaluated on a case-by-case basis to determine the appropriate resourcing and/or investment strategy.

Integration: The diagram below shows how the PMO will work collaboratively with stakeholders from DHS operational components and DHS Headquarters. Each of the entities in the diagram is described in the "Roles and Responsibilities" section and their responsibilities are further defined in the PMO Responsibility Assignment Matrix in Attachment 1.



Governance: The PMO governance structure will consist of an Executive Committee, a Management Review Committee and Integrated Teams. The responsibilities of and membership each of these groups is described below.

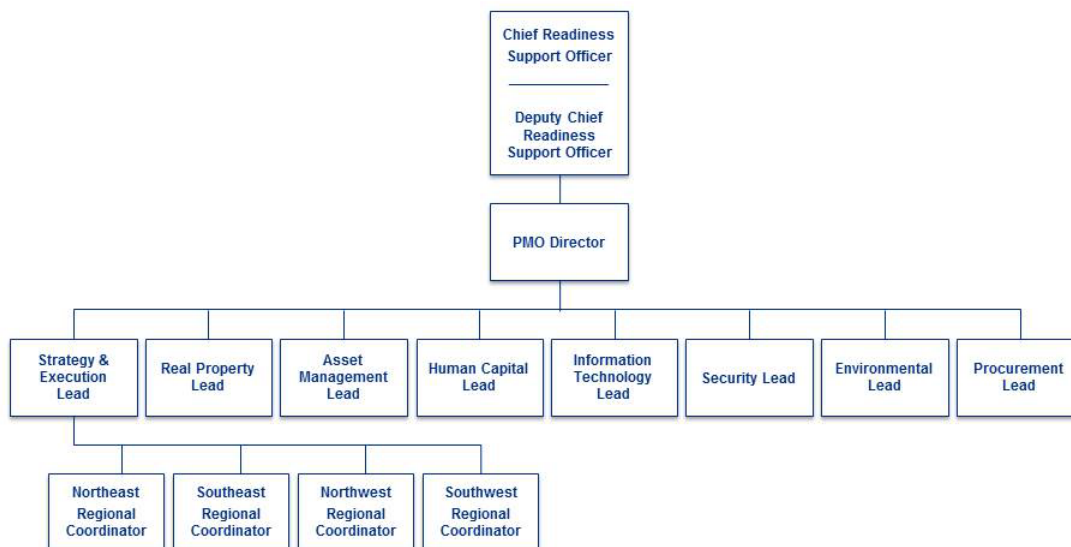
- **Executive Committee:** This committee will consist of Chief Operating Officers, or equivalent, from each of the Operational Components and Chiefs from each of the Offices in the DHS Management Directorate. The Executive Committee will

Appendix A - Field Efficiencies Program Management Office Charter

meet quarterly to adjudicate implementation of the efficiency initiatives. The DHS Deputy Under Secretary for Management (DUSM) will serve as the chair.

- **Management Review Committee:** This committee will consist of Deputies from the lead mission support organization within each Component and Deputy Chiefs from each of the Offices in the DHS Management Directorate. The Management Review Committee will meet monthly to ensure transparency, address friction points, and facilitate positive progress. The PMO Director will serve as the chair.
- **Integrated Teams (I-teams):** These groups will consist of subject matter experts from DHS Headquarters, DHS Operational Components, and external stakeholders, such as other government agencies or private industry. Each integrated team will have an Operational Component champion and a DHS Headquarters champion to co-lead the initiative planning process. The integrated team will also be supported by the appropriate Regional Mission Support Coordinator. They will focus on developing and implementing efficiency initiatives across the mission support spectrum (e.g. real property, asset management, human capital, information technology, procurement, and security). The Integrated Teams will meet regularly to characterize the situation, identify and prioritize opportunities, and develop the business case. Weekly meetings are recommended in order to meet the field efficiency planning process timelines (see Attachment 3). They will be led by a “champion” with equities related to the efficiency effort and supported by the Regional Mission Support Coordinator and a corresponding functional lead (e.g. the Procurement Lead for procurement working groups).

Roles and Responsibilities: The diagram below shows the organization structure of the PMO, including specific PMO roles and the chain of command.



The roles and responsibilities of the Field Efficiency Program Management Office and its stakeholders are defined in the table below.

Appendix A - Field Efficiencies Program Management Office Charter

Role	Responsibility
PMO Executive Sponsor <ul style="list-style-type: none"> • Chief Readiness Support Officer (CRSO) 	<i>Accountable for the success of the PMO:</i> <ul style="list-style-type: none"> • Establishes and communicates Field Efficiency vision with CXO counterparts and with Component leadership • Engages with oversight entities (OMB, Congress, etc.) • Champions PMO efforts across the Department
<ul style="list-style-type: none"> • Deputy CRSO 	<i>Provides guidance and oversight to the PMO:</i> <ul style="list-style-type: none"> • Establishes intent and priorities for the PMO • Evaluates regional field efficiency initiatives and makes recommendations to Components and CXO leadership • Coordinates with Component and CXO leadership as required to ensure engagement and support of overall strategy to optimize mission support services
PMO <ul style="list-style-type: none"> • PMO Director and Staff <ul style="list-style-type: none"> ○ Operations Lead ○ Strategy & Execution Lead ○ Real Property Lead ○ Asset Management Lead ○ Human Capital Lead ○ Information Technology Lead ○ Procurement Lead ○ Security Lead ○ Environmental Lead 	<i>Provides leadership and develops, integrates, organizes, manages, implements, controls and communicates field efficiency initiatives:</i> <ul style="list-style-type: none"> • Establishes vision, strategy and priorities for overall and regional planning efforts • Participates in regional planning processes and provides expertise in development of efficiency and integration initiatives in support of Operational Components and functional communities • Ensures consistency across regional planning efforts • Establishes a capital investment approach and submission for the DHS Future Years Homeland Security Program (FYHSP) consistent with budget formulation • Provides guidance and support to the Regional Mission Support Coordinators • Allocates resources for regional mission support • Coordinates procurement/contractor support for regional mission support • Ensures compliance with internal controls and policies • Champions the Field Efficiency efforts with stakeholders and chairs the Management Review Committee
Regional Mission Support Coordinators	<i>Lead support initiatives within a region:</i> <ul style="list-style-type: none"> • Lead regional mission support planning of efficiency and integration initiatives • Manage regional programs consistent with PMO guidance • Develop and report on field efficiency initiatives, business cases, and recommendations to the PMO and the Management Review Committee, as appropriate • Facilitate communication among Components in a region • Coordinates cross-Component mission support activities where necessary • Provide stakeholders with timely and relevant DHS-wide data and total asset visibility • Serve as a liaison between DHS Headquarters and Component mission support functions

Appendix A - Field Efficiencies Program Management Office Charter

Role	Responsibility
	<ul style="list-style-type: none"> Champions the Field Efficiency efforts with stakeholders and chairs Working Group meetings with relevant stakeholders to ensure transparency, address friction points and ensure positive progress
DHS Headquarters (including Management Directorate lines of business)	<p><i>Provide leadership, technical authority, and subject matter expertise for mission support functional areas:</i></p> <ul style="list-style-type: none"> Establish delegations, instructions and guidelines for a mission support functional area Communicate goals, strategies and policies for a mission support functional area Provide representatives to the Executive Committee, Management Review Committee, and Integrated Teams
Readiness Support Council and Mission Support Functional Oversight Committees (i.e. the Real Property Committee)	<p><i>Consult with the PMO and Regional Mission Support Coordinators on their functional areas of expertise:</i></p> <ul style="list-style-type: none"> Provide input and directly influence PMO vision, strategies, and objectives, and regional mission support planning
Federal Executive Boards (FEBs)	<p><i>Provide operational perspective to regional mission support planning</i></p> <ul style="list-style-type: none"> Support cross-agency networking to improve communication and collaboration Strengthen cross-agency integration through meeting facilitation
Operational Components	<p><i>Support the identification and definition of requirements and recommendations:</i></p> <ul style="list-style-type: none"> Actively participate in DHS field efficiency governance structure to represent Operational Component interests Provide champions to co-lead field efficiency initiatives with DHS Headquarters counterparts and take ownership of the field efficiency planning process Participate in integration teams and collaborate in the development of regional plans Support ideation, innovation, development, and prioritization of field efficiency initiatives Provide representatives to the Executive Committee, Management Review Committee, and Integration Teams Continue participation in functional area councils

Actions/Milestones: The PMO shall:

1. Develop and implement a standard program structure and approach, to include:
 - a. Plans for:
 - i. Project management
 - ii. Communications and outreach
 - iii. Performance measurement
 - iv. Change management

Appendix A - Field Efficiencies Program Management Office Charter

- v. Resource allocation
 - vi. Procurement
 - vii. Environmental planning and historic preservation
 - viii. Environmental compliance
 - b. Standard processes for:
 - i. Program governance
 - ii. Development of field efficiency initiatives (by functional area)
 - iii. Regional capital investment plans
 - iv. Knowledge management and continuity
 - v. Risk management
 - c. Training as needed to implement field efficiency initiatives and objectives
2. Conduct regional mission support planning, to include:
- a. Coordinating development of a regional mission support strategy for each region with Operational Components and other stakeholders.
 - b. Alternatives and recommendations to contribute to achieving affordable readiness.

Membership: The table below identifies the PMO Executive Sponsor and Advisor and the different members and roles of the PMO.

Member	Organization	Role
Orner, Jeff	OCRSO	CRSO (Executive Sponsor)
Chaleki, Tom	OCRSO	Deputy CRSO (Executive Sponsor)
TBD	PMO	Field Efficiency PMO Director
White, Steve	PMO	Field Efficiency PMO Operations Lead
D'Elia, Margaret	PMO	Strategy and Execution Lead
Karau, Michael	PMO	Real Property Lead
Ward, Marcus	PMO	Asset Management Lead
TBD	PMO	Human Capital Lead
TBD	PMO	Information Technology Lead
TBD	PMO	Procurement Lead
TBD	PMO	Security Lead
TBD	PMO	Environmental Lead
Cannon, Bob	PMO	Northeast Regional Mission Support Coordinator
TBD	PMO	Northwest Regional Mission Support Coordinator
TBD	PMO	Southeast Regional Mission Support Coordinator
TBD	PMO	Southwest Regional Mission Support Coordinator

Administration: All project milestones, meetings, and relevant documents will be managed, scheduled, and stored using the CRSO electronic program management system.

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Approval:



Chip Fulghum

Acting Under Secretary for Management

Date: 3/14/17

Attachments: (1) PMO RASCI Matrix
(2) Proposed Committee Membership
(3) Field Efficiencies Planning Process

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Attachment (1) PMO RASCI Matrix

Responsibility Assignment Matrix for the Field Efficiencies PMO

The following matrix provides more detail about the assignment of responsibilities to different PMO resources and stakeholders. The matrix categorizes a role's level of responsibility in five categories:

- **Responsible:** Owner of the function, responsible for action and implementation. Responsibility can be shared; when shared, the degree of responsibility is determined by the “Accountable” individual.
- **Accountable:** Individual or entity to whom “Responsible” individual is accountable. Serves as the authoritative arbitrator and/or decision-maker. Only one person can be “Accountable” for a function.
- **Supporting:** Provider of resources, information, or expertise necessary to complete the task; assists the “Responsible” individual with completing the task.
- **Consulted:** Provides input, registers objections, and directly influences the decision prior to final decision or action.
- **Informed:** Individual or entity that needs to be informed after a decision or action is taken; they may be required to take action as a result of the outcome.

<i>Function</i>	<i>Activity</i>	<i>Responsible</i>	<i>Accountable</i>	<i>Supporting</i>	<i>Consulted</i>	<i>Informed</i>
<i>Conduct regional planning</i>	Establish vision, strategies, and objectives for regional planning efforts	<ul style="list-style-type: none"> • PMO 	<ul style="list-style-type: none"> • Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> • DHS HQs • Operational Component HQs • FEBs 	<ul style="list-style-type: none"> • RSC and mission support functional oversight committees 	
	Lead regional mission support planning	<ul style="list-style-type: none"> • Regional Mission Support Coordinators 	<ul style="list-style-type: none"> • PMO 	<ul style="list-style-type: none"> • DHS HQs • Operational Component HQs • Operational Component – Field • FEBs 	<ul style="list-style-type: none"> • PMO Executive Sponsor • RSC and mission support functional oversight committees 	
	Develop a standard process for regional planning	<ul style="list-style-type: none"> • PMO 	<ul style="list-style-type: none"> • Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> • Regional Mission Support Coordinators 	<ul style="list-style-type: none"> • Operational Component – HQs 	

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<i>Function</i>	<i>Activity</i>	<i>Responsible</i>	<i>Accountable</i>	<i>Supporting</i>	<i>Consulted</i>	<i>Informed</i>
	Evaluate regional field efficiency initiatives and make recommendations to the CRSO	<ul style="list-style-type: none"> Deputy CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> PMO Regional Mission Support Coordinators Operational Component – HQs 	<ul style="list-style-type: none"> USM RSC and mission support functional oversight committees 	<ul style="list-style-type: none"> Congress and OMB
	Integrate regional field efficiency initiatives and organizational development	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> DHS HQs Regional Mission Support Coordinators Operational Component – HQs 		
	Develop a joint DHS/GSA Real Property Strategic Plan for the region as a primary input to the regional mission support strategy	<ul style="list-style-type: none"> Regional Mission Support Coordinators 	<ul style="list-style-type: none"> OCRSO - F&OS 	<ul style="list-style-type: none"> GSA Operational Component – Field Operational Component – HQs 	<ul style="list-style-type: none"> GSA Real Property Committee 	<ul style="list-style-type: none"> Operational Component - HQs
<i>Manage regional mission support integration efforts</i>	Establish capital investment approach and submission for the DHS FYHSP consistent with budget formulation	<ul style="list-style-type: none"> PMO Operational Component – HQs 	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> Regional Mission Support Coordinators 		
	Allocate resources for regional mission support	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> Regional Mission Support Coordinators Operational Component – HQs 	<ul style="list-style-type: none"> USM 	<ul style="list-style-type: none"> Congress and OMB DHS HQs
	Coordinate procurement/contractor support for regional mission support	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> Regional Mission Support Coordinators 		<ul style="list-style-type: none"> DHS HQs

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<i>Function</i>	<i>Activity</i>	<i>Responsible</i>	<i>Accountable</i>	<i>Supporting</i>	<i>Consulted</i>	<i>Informed</i>
	Ensure compliance with internal controls and policies set by DHS HQs	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> Regional Mission Support Coordinators Operational Component – HQs 	<ul style="list-style-type: none"> DHS HQs 	
	Manage regional programs consistent with PMO guidance	<ul style="list-style-type: none"> Regional Mission Support Coordinators 	<ul style="list-style-type: none"> PMO 			<ul style="list-style-type: none"> DHS HQs
	Provide guidance and direction to the Regional Mission Support Coordinators	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> DHS HQs 		<ul style="list-style-type: none"> Operational Component – HQs
	Establish intent of and priorities for the PMO	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> PMO DHS HQs 	<ul style="list-style-type: none"> USM Operational Component – HQs 	<ul style="list-style-type: none"> Regional Mission Support Coordinators
<i>Engage with stakeholders and customers</i>	Establish a decision deliberation process	<ul style="list-style-type: none"> Deputy CRSO PMO Executive Sponsor 	<ul style="list-style-type: none"> CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> PMO DHS HQs 	<ul style="list-style-type: none"> USM Operational Component – HQs 	<ul style="list-style-type: none"> Regional Mission Support Coordinators
	Communicate regional field efficiency initiatives, business cases, and recommendations to the PMO	<ul style="list-style-type: none"> Regional Mission Support Coordinators 	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Operational Component – HQs 		
	Communicate with and connect Component mission support entities within a region	<ul style="list-style-type: none"> Regional Mission Support Coordinators 	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Operational Component – HQs 		
	Provide DHS operators with timely and relevant DHS-wide data and total asset visibility	<ul style="list-style-type: none"> Regional Mission Support Coordinators 	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Operational Component – HQs 		
	Serve as a liaison between DHS Headquarters and the field	<ul style="list-style-type: none"> Regional Mission Support Coordinators 	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> USM 		<ul style="list-style-type: none"> DHS HQs

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<i>Function</i>	<i>Activity</i>	<i>Responsible</i>	<i>Accountable</i>	<i>Supporting</i>	<i>Consulted</i>	<i>Informed</i>
	Communicate long-term regional plans with Component HQ counterparts	<ul style="list-style-type: none"> DHS HQs 	<ul style="list-style-type: none"> CRSO 	<ul style="list-style-type: none"> Operational Component – HQs CXOs 		
	Communicate across DHS HQs, delegated authorities and subject matter experts	<ul style="list-style-type: none"> PMO 	<ul style="list-style-type: none"> Deputy CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> DHS HQs 		
	Engage with oversight entities (OMB, Congress, etc.)	<ul style="list-style-type: none"> CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> USM 	<ul style="list-style-type: none"> PMO USM DHS HQs 	<ul style="list-style-type: none"> Operational Component – HQs 	
	Lead coordination with Component leadership for PMO efforts	<ul style="list-style-type: none"> Deputy CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> CRSO, PMO Executive Sponsor 	<ul style="list-style-type: none"> PMO 		
	Champion PMO efforts across the Department	<ul style="list-style-type: none"> CRSO, Executive Sponsor 	<ul style="list-style-type: none"> USM 	<ul style="list-style-type: none"> Deputy CRSO, Executive Sponsor PMO Operational Component – HQs 		<ul style="list-style-type: none"> DHS HQs
<i>Serve as the delegated authority for a designated mission support functional area</i>	Communicate goals, strategies and policies for a mission support functional area	<ul style="list-style-type: none"> DHS HQs 	<ul style="list-style-type: none"> CRSO 	<ul style="list-style-type: none"> Operational Component – HQs CXOs 		<ul style="list-style-type: none"> Congress and OMB PMO Regional Mission Support Coordinators
	Provide leadership and subject matter expertise for a mission support functional area	<ul style="list-style-type: none"> DHS HQs 	<ul style="list-style-type: none"> CXOs 		<ul style="list-style-type: none"> USM Operational Component – HQs 	<ul style="list-style-type: none"> PMO Regional Mission Support Coordinators
	Establish delegations, instructions and guidelines for a mission support functional area	<ul style="list-style-type: none"> DHS HQs 	<ul style="list-style-type: none"> CXOs 		<ul style="list-style-type: none"> Operational Component – HQs 	<ul style="list-style-type: none"> PMO Regional Mission Support Coordinators

Proposed Committee Membership

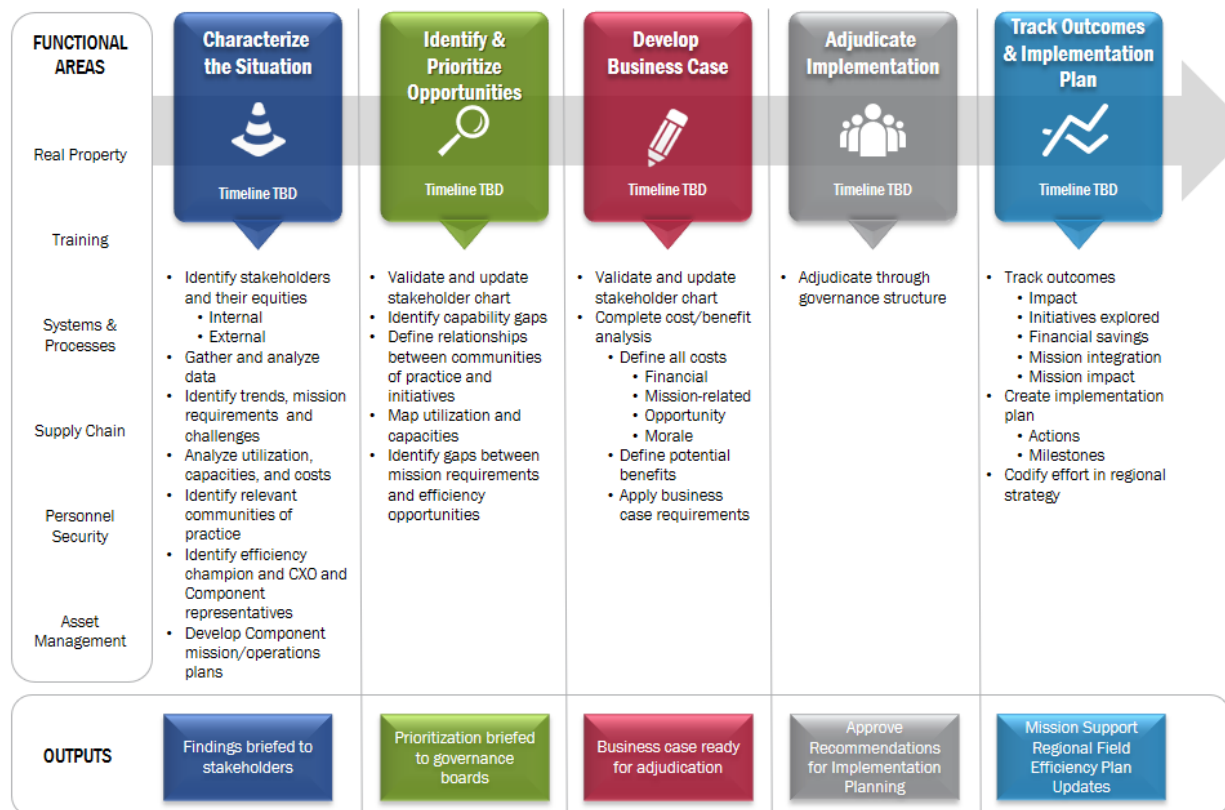
Executive Committee

<i>Organization</i>	<i>Representative</i>	<i>Role</i>
DHS USM	Deputy Under Secretary for Management	Chair
CBP	EAC for Enterprise Services	Member
FEMA	Associate Administrator, Mission Support	Member
ICE	EAD, Management & Administration	Member
TSA	Chief Operating Officer	Member
USCG	Deputy Commandant, Mission Support	Member
USCIS	Associate Director, Management Directorate	Member
USSS	Chief Operating Officer	Member
DHS OCFO	Chief Financial Officer	Member
DHS OCHCO	Chief Human Capital Officer	Member
DHS OCIO	Chief Information Officer	Member
DHS OCPO	Chief Procurement Officer	Member
DHS OCRSO	Chief Readiness Support Officer	Member
DHS OCSO	Chief Security Officer	Member
DHS PARM	Executive Director	Member

Management Review Committee

<i>Organization</i>	<i>Representative</i>	<i>Role</i>
Field Efficiencies PMO	PMO Director	Chair
CBP	Assistant Commissioner, Office of Facilities and Asset Management, or other Assistant Commissioners as required	Member
FEMA	Deputy Associate Administrator Mission Support	Member
ICE	Deputy EAD, Management and Administration	Member
TSA	Deputy Chief Operating Officer	Member
USCG	Deputy Commandant, Mission Support Deputy	Member
USCIS	Deputy Associate Director, Management Directorate	Member
USSS	Deputy Chief Operating Officer	Member
DHS OCHCO	Deputy Chief Human Capital Officer	Member
DHS OCIO	Deputy Chief Information Officer	Member
DHS OCPO	Deputy Chief Procurement Officer	Member
DHS OCRSO	Deputy Chief Readiness Support Officer	Member
DHS OCSO	Deputy Chief Security Officer	Member
DHS PARM	Deputy Executive Director, Program Accountability and Risk Management	Member

Field Efficiencies Planning Process



Appendix B: Regional Coordinator Playbook

Introduction

This playbook provides guidance to help Regional Mission Support Coordinators to perform their duties effectively. It should be used to learn how to introduce the Regional Mission Support Coordinator role in an assigned region, conduct studies on efficiency opportunities, and implement processes that improve cross-component collaboration, enhance and sustain mission capability, achieve cost efficiencies, and promote unity of effort. In addition, the practices outlined in this document should be followed to build relationships with key regional Department of Homeland Security (DHS) internal and external stakeholders, draft integrated DHS regional plans, and implement planning activities.

Background

In 2014, DHS launched the Unity of Effort Initiative to streamline internal operations and to function as a more collaborative Department. As a part of this initiative, the Department is exploring opportunities to streamline mission support functions, fulfill common administrative and logistical needs, and strengthen operational execution at lower costs.

Traditionally, DHS components have delivered mission support services (including logistics, training, real property, and other administrative functions) in an independent, legacy manner at locations scattered across the country. The proximity of these components within a metropolitan area often provides potential opportunities to share space, consolidate functions, and operate effectively at lower costs.

Field Efficiency Vision

A long-term unified approach to planning mission support requirements focused on communities of practice to ensure that assets and mission support services are positioned and accessible to support the DHS mission.

Guiding Principles

Several principles guide the work of Regional Mission Support Coordinators. Listed in no particular order, the following principles reflect Field Efficiency priorities and represent the desired outcomes of Field Efficiency efforts. The combined achievement of these principles will ensure the achievement of the Field Efficiency vision.

- Improve nationwide emergency response capabilities.
- Create a customer-centric organization where personnel feel accountable for the success of those whom they support.
- Advocate for component-driven recommendations based on field requirements.
- Align DHS strategies, goals, and priorities across components through planning and operational integration.

Appendix B - Regional Coordinator Playbook

- Advance strategy, policy, resource allocation, and technical authority with headquarters and components.
- Align with the affordable readiness pillars of shared services, common business practices, data-driven decision-making, and total asset visibility.
- Drive DHS Unity of Effort through co-location, collaboration, and improved communication.

Assumptions

The practices presented in this playbook were developed with the following assumptions.

- Mission support services enable emergency response.
- DHS should reduce operational and functional redundancies.
- Consolidation of support services is critical to operational success.
- Components will participate in centralized mission support services (when feasible).
- Having access to (not ownership of) effective and efficient mission support services is essential for mission execution.

Roles and Responsibilities

The responsibilities of Regional Mission Support Coordinators are as follows:

- Lead regional planning efforts to promote cross-component collaboration and coordination, and identify potential efficiencies through a unified approach to planning real property and delivering mission support requirements.
- Work with regional leadership and field operators to document mission requirements and any operational nuances, constraints, or caveats specific to a given region.
- Advocate on behalf of regional operators with DHS and component headquarters and deliver field recommendations to the appropriate department decision-makers.
- Serve as DHS headquarters single point of customer service for components and serve as a program manager to implement approved recommendations in the region.
- Serve as the principle DHS interface with the U.S. General Services Administration (GSA) to coordinate across components with potential impact on their real property portfolio and service contracts.

Regional Mission Support Coordinators must engage with a number of stakeholders who vary in expertise, interest, and influence. Each of the following stakeholders is essential to their success.

Chief Readiness Support Officer (CRSO) and Deputy Chief Readiness Support Officer

- As the designated Senior Real Property Officer, the CRSO has the responsibility for providing oversight and guidance in the management of DHS real property.
- Lead mission support integration and collaboration across DHS Components to achieve affordable readiness, i.e., achieving the optimal balance between operational effectiveness and dollar efficiency at a level that meets mission requirements.

DHS Components

- Collaborate with CRSO to establish a unified approach to planning by community of practice.
- Provide subject matter experts (SME) and representatives to participate in regional integration teams; evaluate potential and related costs; identify co-location and consolidation opportunities; and budget, fund, and implement recommendations approved by leadership.

GSA

- Partner with DHS to develop long-range real property plans to support regional planning.
- Identify alternatives that consider opportunity, costs, timing, advantages including leased and owned facilities, and potential “anchor” locations within regions under study.
- Work with DHS to establish business case to support decisions.
- Ensure operations and maintenance contract oversight, and monitor performance parameters.
- Design workspaces that most effectively and efficiently meet DHS community-of-practice requirements in compliance with DHS work space policy and guidance.

Federal Executive Board (FEB)

- Facilitate cross-agency information sharing, coordination, and meetings.

Services Provided

Regional Mission Support Coordinators offer a comprehensive range of services with the primary goal of ensuring that assets and mission support services are positioned and accessible to the DHS mission. This includes performing the following crucial services for their regions:

- Foster collaboration across components and with other governmental agencies
- Lead integrated regional planning for real and personal property
- Enable integrated logistics support
- Coordinate procurement of mission support services

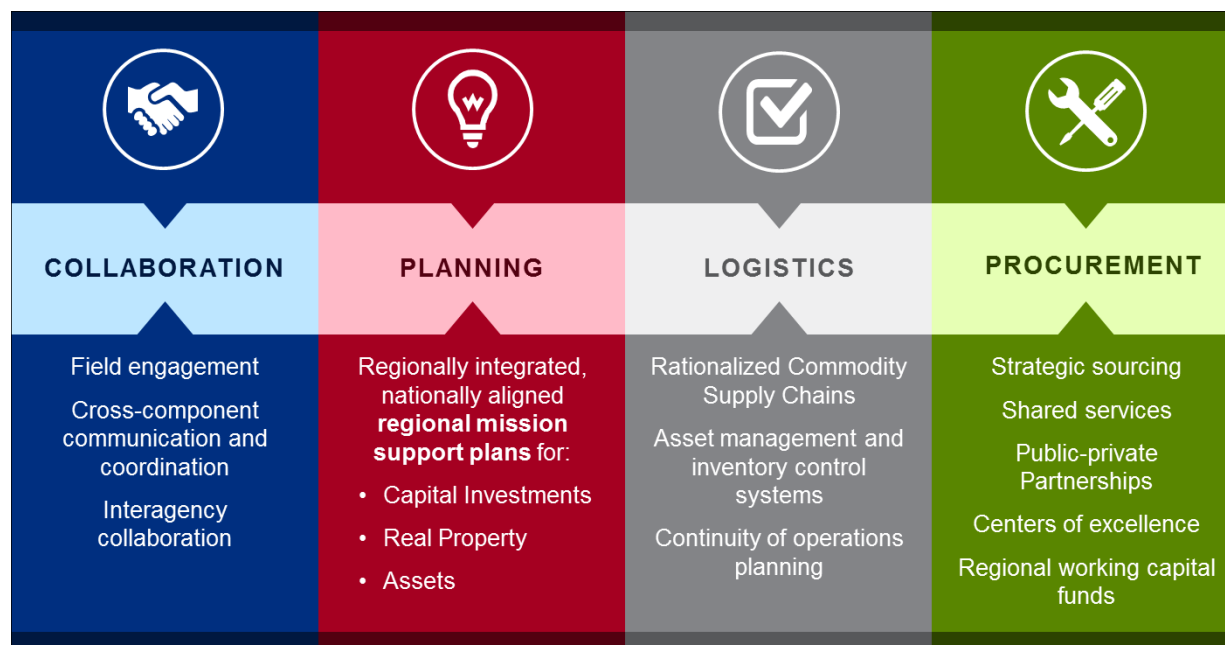


Figure 1. Regional Mission Support Coordinator Services

A. Foster *COLLABORATION* across components and with the other governmental agencies.

Mission support is delivered individually by components to frontline operators. Despite having similar functions and responsibilities, those responsible for providing mission support within a region often never have met or worked together. Additionally, without a DHS headquarters point of contact in the region, most component mission support providers do not have a conduit for communication and collaboration across organizational boundaries. This lack of connectivity between component mission support staff hinders cross-component coordination.

To overcome these challenges, regional coordinator activities will include, but are not limited to, the following:

- Serve as a DHS headquarters ambassador in the field supporting Unity of Effort by connecting the Management Directorate and other headquarters-level program offices with field operators and advocating priorities on behalf of DHS senior leadership.
- Participate in FEB meetings to build understanding of DHS operations and offer to facilitate integration teams to overcome common regional challenges.
- Compile and share information and data across components to facilitate situational awareness and decision-making.

To implement these activities, the following are steps that the regional coordinator may take:

1. Partner with FEB leadership in the region and request an invitation to cross-agency meetings facilitated by FEB.

Appendix B - Regional Coordinator Playbook

2. Participate in FEB meetings and proactively offer to assist components with challenges where DHS headquarters may be in a position to assist or facilitate integration teams.
3. Invite mission support SMEs across components to participate in standing councils for training and logistics. Leverage council meetings to share information across components and to identify common challenges and opportunities, and develop solutions.
4. Bridge across components to provide contacts and identify resources that might be leveraged, build community-of-practice networks, and encourage component employees to contact the regional coordinator for help in identifying a point of contact from another component.

B. Lead integrated regional PLANNING for real and personal property

Components individually develop real property and capital investment plans, often resulting in underutilized assets, unnecessary administrative costs, and/or capability gaps stemming from a lack of available resources.

To overcome these challenges, regional coordinator activities will include, but are not limited to, the following:

- Facilitate cross-component collaboration by leading regional planning for mission support in areas that include real property, personal property, and sustainability in accordance with the Field Efficiency Regional Planning Process illustrated below.
- Collect component requirements and identify common needs and challenges.
- Identify short-term and long-term solutions to support frontline operator priorities and requirements most efficiently.
- Collaborate and negotiate with GSA regional representatives.

To implement these activities, the following are steps that the regional coordinator may take:

1. Establish a regional workplace transformation team by requesting component headquarters to provide real property representatives. This group will serve as the core membership of the regional planning integration team.
2. Attend an FEB meeting to introduce the regional planning goals and process to component regional leadership and to request frontline operator participation on the regional planning integration team.
3. Coordinate with GSA regional leadership to establish consistent regional planning goals and processes and request participation in the regional planning integration team.
4. Facilitate regional planning integration team meetings in accordance with the Field Efficiencies Regional Planning Process.

Present business cases and recommendations to the Program Management Office (PMO) in order to initiate the adjudication and decision-making processes.

Appendix D, Real Property Planning & Estimating, provides more information about the transition from regional field efficiencies planning to capital investment planning and the factors that will be considered to inform adjudication and decision-making.

The graphic below provides a high-level overview of the regional planning process. For more information, please refer to the Regional Planning Playbook.



Figure 2. Regional Planning Process Overview

C. Enable Integrated LOGISTICS Support

Cross-component coordination and collaboration is limited by not having a DHS logistician available within regions to communicate and connect common mission support capabilities and share common resources.

To overcome these challenges, regional coordinator activities will include, but are not limited to, the following:

- Overseeing implementation of approved Field Efficiencies recommendations.
- Ensuring that DHS is aware of the unique and specialized facilities and resources that might be available for use or sharing by other components
- Rationalizing supply chains for commodities through strategic sourcing and warehouse consolidation.
- Developing strategies for streamlining asset management and inventory control systems of assets that are common across components, including storage, testing, operations and maintenance, and disposal.
- Coordinating continuity of operations planning across components to ensure that all components have an offsite location suitable for achieving essential functions. In the event of an emergency, supporting components by sharing information and data from the CRSO Asset Portfolio and Sustainability Information System's data warehouse, serving as a liaison with DHS headquarters, or serving as needed to support component response and reconstitution.

To implement these activities, the following are steps that the regional coordinator may take:

1. Review Management Cube procurement data for what commodities are purchased most commonly across components in the area.
2. Identify warehouses located in the area and visit to learn what the warehouses store, which management systems are used to manage inventory, and the capacity of each warehouse.
3. Determine how fuel for vehicles and other key supplies are purchased in the area and learn what supply contingency plans exist in the case of emergency or fuel shortage.

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4. Identify component mission support SMEs in the region and conduct integration meetings to learn what common challenges exist and collectively brainstorm potential short-term and long-term solutions to support components.
5. Draft Field Efficiency recommendations and consider them in accordance with the Field Efficiencies Regional Planning Process (see responsibility number 4).
6. Serve as a project manager for the implementation of approved Field Efficiency recommendations.

D. Coordinate PROCUREMENT of Mission Support Services

DHS operators across components often lack local support from DHS headquarters for reducing costs through economies of scale for the procurement of common goods and services. Components most often procure services independently for field operations, although there are authorities that DHS headquarters officials have within the Management Directorate that can facilitate volume purchasing or the sharing of resources.

To overcome these challenges, regional coordinator activities will include, but are not limited to, the following:

- Partner with the Office of the Chief Procurement Officer to communicate new and existing strategic sourcing vehicles and procurement best practices.
- Facilitate the creation of regional working capital funds for shared services and lead as a shared service activity manager in the event that other component operators fail to volunteer.
- Create integrated regional logistics supply plans for key commodities that are common across components and/or that may be affected by emergency events.

To implement these activities, the following are steps that the regional coordinator may take:

1. Identify key DHS communities of practice to identify requirements (and corresponding goods and services to support the requirements) that may be common across components.
2. Communicate the availability of existing strategic sourcing vehicles and train field mission support staff on the process for procuring from the vehicles.
3. Conduct integration meetings with mission support representatives from across the components to identify opportunities to leverage strategic sourcing vehicles collectively and to increase purchasing power. For key supplies, draft an integrated regional supply plan that includes contingency planning measures (this will keep components from competing with each other for the procurement of key supplies during emergency events).
4. Identify commonly procured services that may be delivered more efficiently as a shared service (including the consolidation of contracts for similar services under a single Contract Officer Representative that services multiple agencies). Invite mission support representatives from each of the components to discuss the pros and cons of developing a shared service to reduce administrative costs, avoid collateral duties, and implement best practices.

5. After identifying a shared service opportunity, communicate with the PMO and request an Office of the Chief Financial Officer Working Capital Fund representative to identify the shared service Activity Manager and the best structure and process for cost sharing.

Documents and Deliverables

1. **Regional portfolio plan**, recommended portfolio of assets for region, and documented desired future state.
2. **Real property asset and portfolio plans** developed as a result of unified regional planning initiatives, including:
 - Joint development of regional requirements by communities of practice approved by component representatives
 - Regional long-term plans supporting DHS national strategy including: timeline, budget projections and requirements, long-term mission occupancy requirements, and current state to proposed end state
 - Regional real property strategic portfolio for current and proposed assets
3. **Asset management plans** (i.e., integrated logistics support plans) for key assets that are common within region.
4. **Capital investment plans** documenting investments necessary to close gaps and accomplish regional real property plans, include all costs and investments (DHS and GSA).
5. **Business case and alternative scenarios** for regional long-term plans.
6. **Communication plans** outlining stakeholders, key messages, and communication tactics for Field Efficiency initiatives in the region.

Appendix C: Detailed Implementation Plan

WBS	Task Name	Finish	Notes
1	Field Efficiency Review & Recommendations	12/30/2016	
1.1	Conduct study in 10 cities	5/13/2016	
1.2	Complete Recommendations Report	6/30/2016	
1.3	Identify approaches to meet firing range requirements	12/30/2016	
1.4	Conduct warehouse consolidation study	12/30/2016	
2	Program Management		
2.1	Knowledge Management	5/15/2017	
2.1.1	Develop Strategic Planning Framework	4/27/2017	
2.1.2	Develop Field Efficiencies Team Site	1/16/2017	
2.1.3	Develop Regional Coordinator Playbook	5/15/2017	
2.2	Communication	1/2/2017	
2.2.1	Develop Strategic Communication Plan	1/2/2017	
2.3	Governance	8/31/2017	
2.3.1	Finalize Program Management Office Charter	3/15/2017	
2.3.2	Incorporate field efficiencies metrics into the Under Secretary for Management's (USM) health metrics program	3/30/2017	
2.3.3	Identify and Onboard Regional Mission Support Coordinators	4/27/2018	
3	Regional Planning and Coordination		
3.1	Partner with GSA to secure Architecture & Engineering contractor	8/31/2017	
3.2	Develop Regional Planning Template	6/30/2018	
3.3	Develop community of practice profiles	8/30/2018	
3.4	Incorporate MRC decisions into the FYHSP Cycle	7/31/2021	
3.4.1	Incorporate FY18 decisions into the FY20-24 FYHSP	7/31/2018	
3.4.2	Incorporate FY19 decisions into the FY21-25 FYHSP	7/31/2018	

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3.4.3	Incorporate FY20 decisions into the FY22-26 FYHSP	7/31/2020	
3.4.4	Incorporate FY21 decisions into the FY23-25 FYHSP	7/31/2021	
4	Field Locations		
4.1	Northwest		
4.1.1	Seattle Strategic Plan	1/29/2021	
4.1.1.1	Secure funding	8/31/2017	
4.1.1.2	Collect requirements and identify co-location opportunities	4/13/2018	
4.1.1.3	Develop the business case	6/29/2018	
4.1.1.4	Present the business case to the MRC for adjudication	7/6/2018	
4.1.1.5	Begin implementing MRC decisions that can be resourced within current budget	10/1/2018	Dependent on Component decision making and prioritization
4.1.1.6	Begin implementing MRC decisions funded by Congress	10/1/2020	Decisions requiring additional funding will be incorporated into the FY 2020-FY 2024 FYHSP cycle.
4.1.1	Portland Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.1.1.1	Secure funding		
4.1.1.2	Collect requirements and identify co-location opportunities		
4.1.1.3	Develop the business case		
4.1.1.4	Present the business case to the MRC for adjudication		
4.1.1.5	Begin implementing MRC decisions that can be resourced within current budget		
4.1.1.6	Begin implementing MRC decisions funded by Congress		
4.2	Northeast & Caribbean		
4.2.1	San Juan Strategic Plan	10/1/2021	Dates assume ability to secure funding from Components.
4.2.1.1	Secure funding	4/30/2018	
4.2.1.2	Collect requirements and identify co-location opportunities	9/30/2018	
4.2.1.3	Develop the business case	2/28/2019	
4.2.1.4	Present the business case to the MRC for adjudication	3/31/2019	

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4.2.1.5	Begin implementing MRC decisions that can be resourced within current budget	10/1/2019	
4.2.1.6	Begin implementing MRC decisions funded by Congress	10/1/2021	Decisions requiring additional funding will be incorporated into the FY 2021-FY 2025 FYHSP cycle.
4.2.2	New York Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.2.2.1	Secure Funding		
4.2.2.2	Collect requirements and identify co-location opportunities		
4.2.2.3	Develop the business case		
4.2.2.4	Present the business case to the MRC for adjudication		
4.2.2.5	Begin implementing MRC decisions that can be resourced within current budget		
4.2.2.6	Begin implementing MRC decisions funded by Congress		
4.2.3	Boston Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.2.3.1	Secure Funding		
4.2.3.2	Collect requirements and identify co-location opportunities		
4.2.3.3	Develop the business case		
4.2.3.4	Present the business case to the MRC for adjudication		
4.2.3.5	Begin implementing MRC decisions that can be resourced within current budget		
4.2.3.6	Begin implementing MRC decisions funded by Congress		
4.3	Southwest		
4.3.1	San Diego Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.3.1.1	Secure funding		
4.3.1.2	Collect requirements and identify co-location opportunities		
4.3.1.3	Develop the business case		
4.3.1.4	Present the business case to the MRC for adjudication		
4.3.1.5	Begin implementing MRC decisions that can be resourced within current budget		
4.3.1.6	Begin implementing MRC decisions funded by Congress		

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4.3.2	Los Angeles Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.3.2.1	Secure funding		
4.3.2.2	Collect requirements and identify co-location opportunities		
4.3.2.3	Develop the business case		
4.3.2.4	Present the business case to the MRC for adjudication		
4.3.2.5	Begin implementing MRC decisions that can be resourced within current budget		
4.3.2.6	Begin implementing MRC decisions funded by Congress		
4.3.3	San Francisco & Oakland Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.3.3.1	Secure funding		
4.3.3.2	Collect requirements and identify co-location opportunities		
4.3.3.3	Develop the business case		
4.3.3.4	Present the business case to the MRC for adjudication		
4.3.3.5	Begin implementing MRC decisions that can be resourced within current budget		
4.3.3.6	Begin implementing MRC decisions funded by Congress		
4.4	Southeast		
4.4.1	Miami Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.4.1.1	Secure funding		
4.4.1.2	Collect requirements and identify co-location opportunities		
4.4.1.3	Develop the business case		
4.4.1.4	Present the business case to the MRC for adjudication		
4.4.1.5	Begin implementing MRC decisions that can be resourced within current budget		
4.4.1.6	Begin implementing MRC decisions funded by Congress		
4.5	Mid-Atlantic		
4.5.1	Philadelphia Strategic Plan	TBD	Dates will be populated when planning kicks off.
4.5.1.1	Secure funding		

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4.5.1.2	Collect requirements and identify co-location opportunities		
4.5.1.3	Develop the business case		
4.5.1.4	Present the business case to the MRC for adjudication		
4.5.1.5	Begin implementing MRC decisions that can be resourced within current budget		
4.5.1.6	Begin implementing MRC decisions funded by Congress		
4.5.2	Chicago Strategic Plan		
4.5.2.1	Secure funding		
4.5.2.2	Collect requirements and identify co-location opportunities		
4.5.2.3	Develop the business case		
4.5.2.4	Present the business case to the MRC for adjudication		
4.5.2.5	Begin implementing MRC decisions that can be resourced within current budget		
4.5.2.6	Begin implementing MRC decisions funded by Congress		
4.5	South Central	TBD	Dates will be populated when planning kicks off.
4.5.1	Dallas Strategic Plan		
4.5.1.1	Secure funding		
4.5.1.2	Collect requirements and identify co-location opportunities		
4.5.1.3	Develop the business case		
4.5.1.4	Present the business case to the MRC for adjudication		
4.5.1.5	Begin implementing MRC decisions that can be resourced within current budget		
4.5.1.6	Begin implementing MRC decisions funded by Congress		

Appendix D: Real Property Planning & Estimating

DHS identifies mission objectives and real property housing alternatives in their regional portfolio plans.

The capital investment plan is the next step, including estimating costs along with the analysis methods used, e.g., net-present value comparison, cost-effectiveness analysis, and results. The financial analysis considers total lifecycle costs, to include initial expenses, annual operations and maintenance costs, relevant real estate taxes and related escalation provisions, and costs of restoration and/or disposal and disposition.

The financial analysis for real property comprises estimated costs for the total project including, when relevant, phasing, swing space/relocation, site prep, design, construction/refurbishment, shell improvements, tenant improvements, installation of fixtures, project management and relocation costs (estimates for transporting furniture and equipment to the new location and new furnishings and equipment), and physical security in sufficient detail to meet GSA cost-estimating requirements.

Analyses also consider alternative means of obtaining the necessary capability by examining different distribution modeling, considering the status quo, direct purchase, upgrading, renovating, sharing, or converting existing government-owned facilities, and commercial leasing or leveraging other federal, state, and local capability/facilities; all of these factors are assessed based on their 30-year net present value. For prospectus-level projects, GSA, in close coordination with DHS, then conducts a financial analysis through its Automated Prospectus System in support of a proposed prospectus.

The following factors will be analyzed for different alternative types.

1. **Status Quo**

- a. Rent
- b. Minor Reconfiguration
 - i. Furniture
 - ii. Information Technology (IT)
 - iii. Minor Alterations - Carpet and Paint
- c. Parking

2. **Alternatives - Expenses**

a. Federal Construction

- i. Project Management
- ii. Environmental Due Diligence
- iii. Site Acquisition
- iv. Design
- v. Construction
 - 1. Site Preparation
 - 2. Improvements
- vi. Tenant Alterations

Appendix D - Real Property Planning Factors

- 1. IT
 - vii. Relocation
 - viii. Operations and Maintenance/Rent
 - b. Commercial Lease**
 - i. Project Management
 - ii. Environmental Due Diligence
 - iii. Site Acquisition
 - iv. Design
 - v. Construction
 - vi. Shell Improvements
 - vii. Tenant Improvements
 - 1. IT
 - viii. Physical Security
 - ix. Relocation
 - x. Rent
 - c. Reconfiguration**
 - i. Swing Space, if necessary
 - ii. Temporary Furniture
 - iii. Relocation (2x+)
 - iv. Phasing Premium
 - v. Project Management
 - vi. Site Acquisition
 - vii. Design
 - viii. Construction
 - ix. Shell Improvements
 - x. Tenant Improvements
 - 1. IT
 - xi. Operations and Maintenance/Rent
- 3. Benefit Analysis***
 - i. Rent
 - ii. Parking Costs
 - iii. Mission Effectiveness
 - iv. Collocation and Consolidation
 - v. Shared Capability and Resources
 - vi. Travel Time
 - vii. Physical Security
 - viii. Efficiency - Integration/Coordination
 - ix. Communication
 - x. Culture
 - xi. Working Environment
 - xii. Recruitment and Retention
 - xiii. Flexibility
 - xiv. Shared Mission Support Services

Appendix D - Real Property Planning Factors

*Benefit analysis factors may be adjusted based on lessons learned from regional planning efforts or anomalies given geographic factors (e.g., seismic).