

# Department of Homeland Security

## *Analysis and Operations*

### Budget Overview



**Fiscal Year 2021**  
**Congressional Justification**

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**Analysis and Operations**

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**Appropriation Organization Structure**

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Organization Name	Level	Fund Type (* Includes Defense Funding)
Analysis and Operations	Component	
Operations and Support	Appropriation	Discretionary - Appropriation

## Analysis and Operations Strategic Context

### Component Overview

The strategic context presents the performance budget by tying together programs, or PPAs, and performance measures that gauge the delivery of results to our stakeholders. The Common Appropriation Structure (CAS) allows DHS to integrate the programmatic view and a significant portion of the Level 1 PPAs represent what DHS refers to as our mission programs. A mission program is a group of activities acting together to accomplish a specific high-level outcome external to DHS and includes operational processes, skills, technology, human capital, and other resources. Mission support programs are also an important subset of our Level 1 PPAs that provide products and/or services to mission programs. Mission support capabilities include research and development, intelligence, training, and information sharing. Mission support programs may be cross-cutting and support multiple mission programs. Mission support also includes enterprise leadership, management and/or business administration services and describes the capabilities and activities that support the day-to-day management and back office functions enabling the Department to operate efficiently and effectively. Performance measures associated with our programs are presented in two measure sets, strategic and management measures. Strategic measures communicate results delivered for our agency goals by programs and are considered our Government Performance and Results Act Modernization Act of 2010 (GPRAMA) measures. Additional management measures are displayed to provide a more thorough context of expected program performance for the Component related to its budgetary plans. The Analysis and Operations mission support programs having publicly reported measures are presented below. Measure tables that do not display previous year’s results are because the measure did not exist at that time.

**Analysis and Operations (A&O):** The A&O program analyzes and shares domestic threat and hazard information through the activities of the Office of Intelligence and Analysis and the Office of Operations Coordination. These two offices are different and distinct in their missions but work together to improve intelligence, information sharing, and coordination with stakeholders. These offices also develop protective measures and countermeasures to protect the homeland.

**Strategic Measures**

<b>Measure:</b> Number of intelligence reports shared with the intelligence community						
<b>Description:</b> This measure reflects the DHS contribution of raw, unevaluated intelligence, to the intelligence community and the Federal Government so as to share the unique information obtained from intelligence officers in the field. This intelligence is only that which has been aligned to relevant Homeland Security Intelligence Priorities driven by the Homeland Security Intelligence Council. The measure counts the number of unique intelligence reports that the DHS Office of Intelligence and Analysis has disseminated.						
<b>Fiscal Year:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Target:</b>	---	2,680	2,730	2,784	2,839	2,897
<b>Result:</b>	---	3,602	5,270	3,044	TBD	TBD

<b>Measure:</b> Percent of Intelligence and Analysis finished intelligence reports incorporating DHS and state/local originated data						
<b>Description:</b> This measure gauges the impact that DHS provides to the intelligence community by disseminating finished intelligence reports information harnessing DHS and state, local, tribal, and territorial (SLTT) data that is unique. The measure provides an indication of the value that DHS Intelligence is providing to the larger intelligence community through its ability to collect and leverage unique data to support analytical judgements and reduce potential overlap with analysis from other agencies. The measure reflects intelligence that may have been produced solely by DHS or in a partnership with other agencies.						
<b>Fiscal Year:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Target:</b>	---	80%	80%	60%	60%	60%
<b>Result:</b>	---	62%	60%	49%	TBD	TBD

<b>Measure:</b> Percent of intelligence reports rated "satisfactory" or higher in customer feedback that enable customers to manage risks to cyberspace						
<b>Description:</b> This measure gauges the extent to which the DHS Intelligence Enterprise (DHS IE) is satisfying their customers' needs related to managing risks to cyberspace. This measure encompasses reports produced by all DHS component intelligence programs and provided to federal, state, and local customers.						
<b>Fiscal Year:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Target:</b>	94%	95%	95%	95%	95%	95%
<b>Result:</b>	84%	90%	95%	98%	TBD	TBD

<b>Measure:</b> Percent of intelligence reports rated "satisfactory" or higher in customer feedback that enable customers to understand the threat						
<b>Description:</b> This measure gauges the extent to which the DHS Intelligence Enterprise (DHS IE) is satisfying their customers' needs related to anticipating emerging threats. This measure encompasses reports produced by all DHS component intelligence programs and provided to federal, state, and local customers.						
<b>Fiscal Year:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Target:</b>	94%	95%	95%	95%	95%	95%
<b>Result:</b>	95%	94%	99%	96%	TBD	TBD

<b>Measure:</b> Percent of National Operations Center Incident Reports and Situational Awareness Products produced and disseminated to the homeland security enterprise within targeted timeframes						
<b>Description:</b> This measure evaluates percent of Situational Awareness (SA) Products disseminated within targeted timeframes. These products serve as the basis for senior leader decision-making and SA across the Homeland Security Enterprise. To augment SA, facilitate coordination, and provide decision support, the National Operations Center (NOC) utilizes a web-based DHS Common Operating Picture (COP). The COP can be accessed through various Briefing Display Systems within the NOC, or through any computer using the Homeland Security Information Network (HSIN). HSIN allows only authorized users to manipulate information on the COP. The NOC Watch Team creates a geographically located icon on the COP and an overall written situation summary to provide SA on the event to decision makers and the Homeland Security Enterprise. The targeted timeframe to create and display information on the COP is within 30 minutes of the Senior Watch Officer determining that an incident requires posting to the COP.						
<b>Fiscal Year:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Target:</b>	---	90%	90%	90%	90%	90%
<b>Result:</b>	---	98%	99%	100%	TBD	TBD

<b>Measure:</b> Percent of risk assessments for federal security support of large public/community special events completed within the targeted time frame						
<b>Description:</b> This measure indicates the percent of Special Event Assessment Ratings (SEAR) completed within the targeted timeframe. State and local authorities voluntarily submit events taking place within their jurisdictions to the National Special Events Data Call. These events are assessed using the SEAR methodology, resulting in the National Special Events List, providing a SEAR that defines 5 levels of risk, with SEAR 1 being the highest. SEAR levels are used by federal agencies as criteria to determine their level of support to state and local events. The list is the primary federal awareness mechanism for special events occurring across the Nation.						
<b>Fiscal Year:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Target:</b>	---	98.0%	98.0%	98.0%	99.0%	99.0%
<b>Result:</b>	---	99.4%	100.0%	99.5%	TBD	TBD

*Management Measure*

<b>Measure:</b> Percent of Department of Homeland Security Component Emergency Response Group personnel ready to initiate continuity of essential functions and services in the event of a catastrophic disaster						
<b>Description:</b> This measure assesses the percent of DHS Component Emergency Response Group (ERG) personnel ready to respond immediately to a continuity event. This measure encompasses select DHS Component ERG personnel that respond to the Department’s weekly ERG notification tests and real-world incidents within four hours. This measure directly supports the Department’s ability to continue performing DHS Primary Mission Essential Functions (PMEFs). Failure of the select personnel to respond within the 4-hour timeframe would adversely impact the Department’s ability to implement continuity operations and continue performing its PMEFs during and after a continuity event. PMEFs are defined by Presidential Policy Directive 40 and Federal Continuity Directive 1 as functions that must be continuously performed to support or implement the uninterrupted performance of the National Essential Functions.						
<b>Fiscal Year:</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Target:</b>	---	85.0%	85.0%	86.0%	88.0%	89.0%
<b>Result:</b>	---	90.2%	89.6%	90.9%	TBD	TBD

**Analysis and Operations  
Budget Comparison and Adjustments**

**Appropriation and PPA Summary**

<b>Organization</b> <i>(Dollars in Thousands)</i>	<b>FY 2019 Enacted</b>	<b>FY 2020 Enacted</b>	<b>FY 2021 President's Budget</b>
<b>Operations and Support</b>	\$253,253	\$284,141	\$312,638
<b>Total</b>	<b>\$253,253</b>	<b>\$284,141</b>	<b>\$312,638</b>

## Analysis and Operations Comparison of Budget Authority and Request

Organization <i>(Dollars in Thousands)</i>	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	878	841	\$253,253	897	852	\$284,141	897	853	\$312,638	-	1	\$28,497
<b>Total</b>	<b>878</b>	<b>841</b>	<b>\$253,253</b>	<b>897</b>	<b>852</b>	<b>\$284,141</b>	<b>897</b>	<b>853</b>	<b>\$312,638</b>	<b>-</b>	<b>1</b>	<b>\$28,497</b>
Subtotal Discretionary - Appropriation	878	841	\$253,253	897	852	\$284,141	897	853	\$312,638	-	1	\$28,497

### Component Budget Overview

The FY 2021 President’s Budget for Analysis and Operations (O&S) provides \$312.6M. This represents an increase of \$28.5M over the FY 2020 Enacted Budget.

Analysis and Operations (A&O) provides resources supporting the Office of Intelligence and Analysis and the Office of Operations Coordination. Even though these two offices are distinct in their missions, they work together and with other DHS Components to support the Department’s mission of protecting the Homeland. The mission of the Office of Intelligence and Analysis is to equip the Homeland Security Enterprise (HSE)<sup>1</sup> with the intelligence and information it needs to keep the Homeland safe, secure, and resilient; in support of the Secretary, other government officials, and State, local, and private sector partners. The mission of the Office of Operations Coordination is to provide steady state and crisis action information sharing, situational awareness, and operations coordination to assist the Secretary across the enterprise and during continuity operations; in order to prevent, protect, respond to, and recover from terrorist threats/attacks or threats from other man-made or natural disasters.

<sup>1</sup>The DHS Homeland Security Enterprise is defined in the Quadrennial Homeland Security Review Report as “the federal, state, local, tribal, nongovernmental, and private-sector entities, as well as individuals, families, and communities who share a common national interest in the safety and security of America and the American population.”

## Analysis and Operations Budget Authority and Obligations

<b>Budget Authority</b> <i>(Dollars in Thousands)</i>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Enacted/Request</b>	<b>\$253,253</b>	<b>\$284,141</b>	<b>\$312,638</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$5,834	\$2,401	\$2,637
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$259,087</b>	<b>\$286,542</b>	<b>\$315,275</b>
Collections – Reimbursable Resources	\$39,800	\$41,000	\$16,583
<b>Total Budget Resources</b>	<b>\$298,887</b>	<b>\$327,542</b>	<b>\$331,858</b>
Obligations (Actual/Estimates/Projections)	\$296,986	\$325,705	\$328,846
<b>Personnel: Positions and FTE</b>			
Enacted/Request Positions	878	897	897
Enacted/Request FTE	841	852	853
<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	865	918	918
FTE (Actual/Estimates/Projections)	841	871	872

## Analysis and Operations Collections - Reimbursable Resources

Collections <i>(Dollars in Thousands)</i>		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Change		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Analysis and Operations	Source	21	19	\$39,800	21	19	\$41,000	21	19	\$16,583	-	-	(\$24,417)
Operations and Support	Location	21	19	\$39,800	21	19	\$41,000	21	19	\$16,583	-	-	(\$24,417)
<b>Total Collections</b>		<b>21</b>	<b>19</b>	<b>\$39,800</b>	<b>21</b>	<b>19</b>	<b>\$41,000</b>	<b>21</b>	<b>19</b>	<b>\$16,583</b>	<b>-</b>	<b>-</b>	<b>(\$24,417)</b>

**Analysis and Operations  
Personnel Compensation and Benefits**

**Pay Summary**

Organization <i>(Dollars in Thousands)</i>	FY 2019 Enacted				FY 2020 Enacted				FY 2021 President's Budget				FY 2020 to FY 2021 Total			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	878	841	\$129,144	\$148.67	897	852	\$137,362	\$156.64	897	853	\$147,024	\$167.79	-	1	\$9,662	\$11.15
<b>Total</b>	<b>878</b>	<b>841</b>	<b>\$129,144</b>	<b>\$148.67</b>	<b>897</b>	<b>852</b>	<b>\$137,362</b>	<b>\$156.64</b>	<b>897</b>	<b>853</b>	<b>\$147,024</b>	<b>\$167.79</b>	<b>-</b>	<b>1</b>	<b>\$9,662</b>	<b>\$11.15</b>
Discretionary - Appropriation	878	841	\$129,144	\$148.67	897	852	\$137,362	\$156.64	897	853	\$147,024	\$167.79	-	1	\$9,662	\$11.15

**Pay by Object Class**

Pay Object Classes <i>(Dollars in Thousands)</i>	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	\$92,558	\$100,337	\$107,558	\$7,221
11.3 Other than Full-Time Permanent	\$322	\$272	\$272	-
11.5 Other Personnel Compensation	\$3,680	\$2,120	\$2,120	-
11.8 Special Personal Services Payments	\$4,114	\$3,902	\$3,902	-
12.1 Civilian Personnel Benefits	\$28,470	\$30,731	\$33,172	\$2,441
<b>Total - Personnel Compensation and Benefits</b>	<b>\$129,144</b>	<b>\$137,362</b>	<b>\$147,024</b>	<b>\$9,662</b>
<b>Positions and FTE</b>				
Positions - Civilian	878	897	897	-
FTE - Civilian	841	852	853	1

**Analysis and Operations  
Non Pay Budget Exhibits**

**Non Pay Summary**

<b>Organization</b> <i>(Dollars in Thousands)</i>	<b>FY 2019 Enacted</b>	<b>FY 2020 Enacted</b>	<b>FY 2021 President's Budget</b>	<b>FY 2020 to FY 2021 Total Changes</b>
Operations and Support	\$124,109	\$146,779	\$165,614	\$18,835
<b>Total</b>	<b>\$124,109</b>	<b>\$146,779</b>	<b>\$165,614</b>	<b>\$18,835</b>
Discretionary - Appropriation	\$124,109	\$146,779	\$165,614	\$18,835

**Non Pay by Object Class**

<b>Non-Pay Object Classes</b> <i>(Dollars in Thousands)</i>	<b>FY 2019 Enacted</b>	<b>FY 2020 Enacted</b>	<b>FY 2021 President's Budget</b>	<b>FY 2020 to FY 2021 Change</b>
21.0 Travel and Transportation of Persons	\$2,948	\$3,742	\$3,592	(\$150)
22.0 Transportation of Things	\$501	\$519	\$519	-
23.1 Rental Payments to GSA	\$8,979	\$8,669	\$420	(\$8,249)
23.2 Rental Payments to Others	\$527	\$300	\$300	-
24.0 Printing and Reproduction	\$300	\$300	\$300	-
25.1 Advisory and Assistance Services	\$67,017	\$86,091	\$112,612	\$26,521
25.2 Other Services from Non-Federal Sources	\$23	-	-	-
25.3 Other Goods and Services from Federal Sources	\$36,299	\$34,166	\$17,293	(\$16,873)
25.4 Operation and Maintenance of Facilities	\$335	\$15	\$15	-
25.7 Operation and Maintenance of Equipment	\$1,010	\$4,429	\$22,015	\$17,586
26.0 Supplies and Materials	\$412	\$579	\$579	-
31.0 Equipment	\$5,458	\$7,669	\$7,669	-
32.0 Land and Structures	\$300	\$300	\$300	-
<b>Total - Non Pay Object Classes</b>	<b>\$124,109</b>	<b>\$146,779</b>	<b>\$165,614</b>	<b>\$18,835</b>

**Analysis and Operations  
Supplemental Budget Justification Exhibits**

**Working Capital Fund**

Appropriation and PPA <i>(Dollars in Thousands)</i>	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Operations and Support	\$30,033	\$59,920	-
<b>Total Working Capital Fund</b>	<b>\$30,033</b>	<b>\$59,920</b>	<b>-</b>

**Analysis and Operations**  
**Status of Congressionally Requested Studies, Reports and Evaluations**

<b>Fiscal Year</b>	<b>Due Date</b>	<b>Reference/Citation</b>	<b>Requirement</b>	<b>Status</b>
2019	01/30/2020	Senate Report 115-283	Intelligence Expenditure Plan Briefing	Pending

**Analysis and Operations  
Authorized/Unauthorized Appropriations**

Budget Activity <i>Dollars in Thousands</i>	Last year of Authorization	Authorized Level	Appropriation in Last Year of Authorization	FY 2020 President's Budget
	Fiscal Year	Amount	Amount	Amount
Operations and Support	N/A	N/A	N/A	\$312,638
<b>Total Direct Authorization/Appropriation</b>	N/A	N/A	N/A	\$312,638

## Analysis and Operations Proposed Legislative Language

For necessary expenses of the Office of Intelligence and Analysis and the Office of Operations Coordination for operations and support, [\$284,141,000] *\$312,638,000*, of which [\$68,579,000] *\$82,620,000* shall remain available until September 30, [2021] *2022*: Provided, That not to exceed \$3,825 shall be for official reception and representation expenses and not to exceed \$2,000,000 is available for facility needs associated with secure space at fusion centers, including improvements to buildings.

Language Provision	Explanation
[\$284,141,000] <i>\$312,638,000</i>	Dollar change only. No substantial change proposed.
[\$68,579,000] <i>\$82,620,000</i>	Dollar change only. No substantial change proposed.
...[2021] <i>2022</i>	Fiscal year change only. No substantial change proposed.

# Department of Homeland Security

*Analysis and Operations*  
*Operations and Support*



**Fiscal Year 2021**  
**Congressional Justification**

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## Operations and Support

### Budget Comparison and Adjustments

#### Comparison of Budget Authority and Request

Organization <i>(Dollars in Thousands)</i>	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
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<b>Total</b>	<b>878</b>	<b>841</b>	<b>\$253,253</b>	<b>897</b>	<b>852</b>	<b>\$284,141</b>	<b>897</b>	<b>853</b>	<b>\$312,638</b>	<b>-</b>	<b>1</b>	<b>\$28,497</b>
Subtotal Discretionary - Appropriation	878	841	\$253,253	897	852	\$284,141	897	853	\$312,638	-	1	\$28,497

Analysis and Operations provides resources supporting the Office of Intelligence and Analysis and the Office of Operations Coordination. Even though these two offices are distinct in their missions, they work together and with other Department of Homeland Security (DHS) Components to support the Department's mission of protecting the Homeland. The mission of the Office of Intelligence and Analysis is to equip the Homeland Security Enterprise (HSE)<sup>1</sup> with the intelligence and information it needs to keep the Homeland safe, secure, and resilient; in support of the Secretary, other government officials, and State, local, and private sector partners. The mission of the Office of Operations Coordination is to provide steady state and crisis action information sharing, situational awareness, and operations coordination to assist the Secretary across the enterprise and during continuity operations; in order to prevent, protect, respond to, and recover from terrorist threats/attacks or threats from other man-made or natural disasters.

<sup>1</sup>The DHS Homeland Security Enterprise is defined in the Quadrennial Homeland Security Review Report as "the federal, state, local, tribal, nongovernmental, and private-sector entities, as well as individuals, families, and communities who share a common national interest in the safety and security of America and the American population."

## Operations and Support Budget Authority and Obligations

<b>Budget Authority</b> <i>(Dollars in Thousands)</i>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Enacted/Request</b>	<b>\$253,253</b>	<b>\$284,141</b>	<b>\$312,638</b>
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$5,834	\$2,401	\$2,637
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Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
<b>Total Budget Authority</b>	<b>\$259,087</b>	<b>\$286,542</b>	<b>\$315,275</b>
Collections – Reimbursable Resources	\$39,800	\$41,000	\$16,583
<b>Total Budget Resources</b>	<b>\$298,887</b>	<b>\$327,542</b>	<b>\$331,858</b>
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Enacted/Request Positions	878	897	897
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<b>Onboard and Actual FTE; Includes Collections - Reimbursable Resources</b>			
Onboard (Actual/Estimates/Projections)	865	918	918
FTE (Actual/Estimates/Projections)	841	871	872

## Operations and Support Summary of Budget Changes

Budget Formulation Activity <i>(Dollars in Thousands)</i>	Positions	FTE	Amount
<b>FY 2019 Enacted</b>	<b>878</b>	<b>841</b>	<b>\$253,253</b>
<b>FY 2020 Enacted</b>	<b>897</b>	<b>852</b>	<b>\$284,141</b>
<b>FY 2021 Base Budget</b>	<b>897</b>	<b>852</b>	<b>\$284,141</b>
Transfer for WCF Offset for OGC Staffing from A&O/O&S to OSEM/O&S/M&O	-	-	(\$113)
Transfer for WCF Removals from A&O/O&S to MGMT/OCFO	-	-	(\$5)
Transfer for WCF Removals from A&O/O&S to MGMT/OCHCO	-	-	(\$96)
Transfer for WCF Removals from A&O/O&S to MGMT/OCIO	-	-	(\$13,678)
Transfer for WCF Removals from A&O/O&S to MGMT/OCRSO	-	-	(\$9,985)
Transfer for WCF Removals from A&O/O&S to MGMT/OCSO	-	-	(\$1,553)
Transfer to A&O/O&S from Components for C-LAN Activity Services	-	-	\$17,586
<b>Total Transfers</b>	<b>-</b>	<b>-</b>	<b>(\$7,844)</b>
2020 Pay Raise	-	-	\$4,154
2021 Pay Raise	-	-	\$1,031
FERS Agency Contribution	-	-	\$1,306
FPS Fee Adjustment	-	-	\$22
GSA Rent Enhancement	-	-	\$13
National Capital Region Infrastructure Operations (NCRIO) Sustainment	-	-	\$34
Various Pricing Increases (See classified annex)	-	8	\$1,602
<b>Total, Pricing Increases</b>	<b>-</b>	<b>8</b>	<b>\$8,162</b>
Various Pricing Reductions (see Classified Annex)	(34)	(26)	(\$4,392)
<b>Total, Pricing Decreases</b>	<b>(34)</b>	<b>(26)</b>	<b>(\$4,392)</b>
<b>Total Adjustments-to-Base</b>	<b>(34)</b>	<b>(18)</b>	<b>(\$4,074)</b>
<b>FY 2021 Current Services</b>	<b>863</b>	<b>834</b>	<b>\$280,067</b>
Awards Spending Increase	-	-	\$1,375
Joint Incident Advisory Group	-	-	\$1,000
Various Program Increases (see Classified Annex)	21	12	\$37,983
<b>Total, Program Increases</b>	<b>21</b>	<b>12</b>	<b>\$40,358</b>
Various Program Decreases (see Classified Annex)	13	7	(\$7,787)
<b>Total, Program Decreases</b>	<b>13</b>	<b>7</b>	<b>(\$7,787)</b>
<b>FY 2021 Request</b>	<b>897</b>	<b>853</b>	<b>\$312,638</b>

**Analysis and Operations****Operations and Support**

<b>Budget Formulation Activity</b> <i>(Dollars in Thousands)</i>	<b>Positions</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2020 To FY 2021 Change</b>	-	1	\$28,497

## Operations and Support Justification of Transfers

Transfers <i>(Dollars in Thousands)</i>	FY 2021 President's Budget		
	Positions	FTE	Amount
Transfer 1 - Transfer for WCF Offset for OGC Staffing from A&O/O&S to OSEM/O&S/M&O	-	-	(\$113)
Transfer 2 - Transfer for WCF Removals from A&O/O&S to MGMT/OCFO	-	-	(\$5)
Transfer 3 - Transfer for WCF Removals from A&O/O&S to MGMT/OCHCO	-	-	(\$96)
Transfer 4 - Transfer for WCF Removals from A&O/O&S to MGMT/OCIO	-	-	(\$13,678)
Transfer 5 - Transfer for WCF Removals from A&O/O&S to MGMT/OCRSO	-	-	(\$9,985)
Transfer 6 - Transfer for WCF Removals from A&O/O&S to MGMT/OCFO	-	-	(\$1,553)
Transfer 7 - Transfer to A&O/O&S from Components for C-LAN Activity Services	-	-	\$17,586
<b>Total Transfers</b>	-	-	<b>(\$7,844)</b>

**Transfers 1-6 - Transfer for WCF Removals:** This transfer represents costs associated with the removal of the following activities from the Working Capital Fund: Office of General Council, Interagency Council Funding, Human Capital Business System, e-Training, USAJOBS, Enterprise HR Integration, Human Resources Line of Business, Research Library & Information Services, e-Rulemaking, e-gov Benefits, Financial Management Line of Business, Geospatial Line of Business, Budget Formulation and Execution Line of Business, Mail Services, HSPD-12, and Background Investigations. This transfer will not result in a loss of services for these activities.

**Transfer 7 – Transfer for C-LAN Activity Services:** This transfer represents cost associated with the removal of Classified Network Operation Services from the Working Capital Fund (WCF). This transfer will not result in loss of service for this activity, as A&O will assume responsibility for providing this service DHS-wide.

**Operations and Support  
Justification of Pricing Changes**

Pricing Changes <i>(Dollars in Thousands)</i>	FY 2021 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - 2020 Pay Raise	-	-	\$4,154
Pricing Change 2 - 2021 Pay Raise	-	-	\$1,031
Pricing Change 3 - FERS Agency Contribution	-	-	\$1,306
Pricing Change 4 - FPS Fee Adjustment	-	-	\$22
Pricing Change 5 - GSA Rent Enhancement	-	-	\$13
Pricing Change 6 - National Capital Region Infrastructure Operations (NCRIO) Sustainment	-	-	\$34
Pricing Change 7 - Various Pricing Increases (See classified annex)	-	8	\$1,602
Pricing Change 8 - Various Pricing Reductions (see Classified Annex)	(34)	(26)	(\$4,392)
<b>Total Pricing Changes</b>	<b>(34)</b>	<b>(18)</b>	<b>\$3,770</b>

Please reference classified annex.

**Operations and Support  
Personnel Compensation and Benefits**

**Pay Summary**

Organization <i>(Dollars in Thousands)</i>	FY 2019 Enacted				FY 2020 Enacted				FY 2021 President's Budget				FY 2020 to FY 2021 Total			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	878	841	\$129,144	\$148.67	897	852	\$137,362	\$156.64	897	853	\$147,024	\$167.79	-	1	\$9,662	\$11.15
<b>Total</b>	<b>878</b>	<b>841</b>	<b>\$129,144</b>	<b>\$148.67</b>	<b>897</b>	<b>852</b>	<b>\$137,362</b>	<b>\$156.64</b>	<b>897</b>	<b>853</b>	<b>\$147,024</b>	<b>\$167.79</b>	<b>-</b>	<b>1</b>	<b>\$9,662</b>	<b>\$11.15</b>
Discretionary - Appropriation	878	841	\$129,144	\$148.67	897	852	\$137,362	\$156.64	897	853	\$147,024	\$167.79	-	1	\$9,662	\$11.15

\* The FTE Rate calculation does not include Object Class 11.8-Special Personal Services Payments or 13.0-Benefits for Former Personnel.

**Pay by Object Class**

Pay Object Classes <i>(Dollars in Thousands)</i>	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	\$92,558	\$100,337	\$107,558	\$7,221
11.3 Other than Full-Time Permanent	\$322	\$272	\$272	-
11.5 Other Personnel Compensation	\$3,680	\$2,120	\$2,120	-
11.8 Special Personal Services Payments	\$4,114	\$3,902	\$3,902	-
12.1 Civilian Personnel Benefits	\$28,470	\$30,731	\$33,172	\$2,441
<b>Total - Personnel Compensation and Benefits</b>	<b>\$129,144</b>	<b>\$137,362</b>	<b>\$147,024</b>	<b>\$9,662</b>
<b>Positions and FTE</b>				
Positions - Civilian	878	897	897	-
FTE - Civilian	841	852	853	1

Please reference classified annex.

## Operations and Support Permanent Positions by Grade Appropriation

Grades and Salary Range <i>(Dollars in Thousands)</i>	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
Total, SES	29	28	29	1
GS-15	122	122	117	-5
GS-14	190	193	188	-5
GS-13	224	228	226	-2
GS-12	149	157	158	1
GS-11	53	58	55	-3
GS-9	56	56	63	7
GS-7	50	50	56	6
GS-5	2	2	2	-
GS-4	3	3	3	-
<b>Total Permanent Positions</b>	<b>878</b>	<b>897</b>	<b>897</b>	<b>-</b>
Unfilled Positions EOY	878	897	897	-
<b>Position Locations</b>				
Headquarters	778	797	784	-13
U.S. Field	100	100	113	13
<b>Averages</b>				
Average Personnel Costs, ES Positions	431	431	200	-231
Average Personnel Costs, GS Positions	226	292	135	-157
Average Grade, GS Positions	26	26	13	-13

<sup>1</sup>New hires personnel costs assume only 1/2 pay for the year, which reduces the average personnel costs for the year.

**Operations and Support  
Non Pay Budget Exhibits**

**Non Pay Summary**

Organization <i>(Dollars in Thousands)</i>	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Operations and Support	\$124,109	\$146,779	\$165,614	\$18,835
<b>Total</b>	<b>\$124,109</b>	<b>\$146,779</b>	<b>\$165,614</b>	<b>\$18,835</b>
Discretionary - Appropriation	\$124,109	\$146,779	\$165,614	\$18,835

**Non Pay by Object Class**

Non-Pay Object Classes <i>(Dollars in Thousands)</i>	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	\$2,948	\$3,742	\$3,592	(\$150)
22.0 Transportation of Things	\$501	\$519	\$519	-
23.1 Rental Payments to GSA	\$8,979	\$8,669	\$420	(\$8,249)
23.2 Rental Payments to Others	\$527	\$300	\$300	-
24.0 Printing and Reproduction	\$300	\$300	\$300	-
25.1 Advisory and Assistance Services	\$67,017	\$86,091	\$112,612	\$26,521
25.2 Other Services from Non-Federal Sources	\$23	-	-	-
25.3 Other Goods and Services from Federal Sources	\$36,299	\$34,166	\$17,293	(\$16,873)
25.4 Operation and Maintenance of Facilities	\$335	\$15	\$15	-
25.7 Operation and Maintenance of Equipment	\$1,010	\$4,429	\$22,015	\$17,586
26.0 Supplies and Materials	\$412	\$579	\$579	-
31.0 Equipment	\$5,458	\$7,669	\$7,669	-
32.0 Land and Structures	\$300	\$300	\$300	-
<b>Total - Non Pay Object Classes</b>	<b>\$124,109</b>	<b>\$146,779</b>	<b>\$165,614</b>	<b>\$18,835</b>

Please reference classified annex.