Department of Homeland Security
Management Directorate
Budget Overview

Fiscal Year 2021

Congressional Justification

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Organization Name	Level	Fund Type (* Includes Defense Funding)
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Management Directorate
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 Under Secretary for Management's mission support programs with associated management measures are presented below. Management measures are displayed to provide a more thorough context of expected mission support program performance for the Component related to its budgetary plans. Measure tables that do not display previous year's results are because the measure did not exist at that time.

Federal Protective Service: The Federal Protective Service protects federal facilities, their occupants, and visitors by providing law enforcement and protective security services. The program provides uniformed law enforcement and armed contract security guard presence, conducts facility security assessments, and designs countermeasures for tenant agencies in order to reduce risks to federal facilities and occupants.

Management Measures

Measure: Percent of required risk-based post visits completed for federal facilities					
Description: This measure will report the percent achievement by FPS in completing Protective Security Officer (PSO) post visits. The number of post visits conducted per year is set annually, per directives, guiding protective security force performance monitoring through visits. Unplanned post visits conducted in response to emergency/contingency operations will be excluded from this measure. FPS sets policy to ensure that countermeasures are effectively functioning as designed and that the contracted service is in compliance with contract requirements. FPS post visits review the operational readiness of a post including: identification of the individual on duty; post desk book; cleanliness and orderly operation of the post; PSO knowledge of the post orders; and PSO performance of duties in accordance with the post orders (to include professionalism, proper certifications and licenses). When technical countermeasures are deployed at a post, the effectiveness of that countermeasure is also assessed.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	100%	100%	95.0%	98.5%	99.0%	99.0%
Result:	100%	100%	100%	100.0%	TBD	TBD

Measure: Percent of Facility Security Committee Chairs (or designated officials) satisfied with the level of security provided at federal facilities					
Description: This measure assesses the effectiveness of protection and security services provided by the Federal Protective Service (FPS) to Facility Security Committee (FSC) Chairs, or their designated officials, through surveying their overall customer satisfaction. The FSC Chairperson is the representative of the primary tenant and is the primary customer of FPS Facility Security Assessments and countermeasure consultation. This will enable FPS to make better informed decisions to enhance the services it provides to its tenants. FPS conducts Facility Security Assessments (FSA) in compliance with ISC standards. FSC Chairs and DOs receive the FPS FSA and are consulted regarding countermeasures.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	78%	79%	80%	81%	82%
Result:	---	77%	80%	84%	TBD	TBD

Measure: Percent of high-risk facilities found to have no countermeasure-related deficiencies					
Description: This performance measure provides the percentage of high-risk facilities (Facility Security Levels 3-5) that are found to have no countermeasure-related deficiencies determined by contract security force evaluations and covert testing of security infrastructure. Countermeasure-related deficiencies are a weighted total of covert security testing (secret investigative operations used to identify deficiencies in security countermeasures, training, procedures, and use of technology) deficiencies and human countermeasure (guard force, screening procedures) deficiencies identified during contract security force evaluations. FSL Levels 3-5 are defined as high risk based on the Interagency Security Committee Standards as having over 450 federal employees; high volume of public contact; more than 150,000 square feet of space; tenant agencies that may include high-risk law enforcement and intelligence agencies, courts, judicial offices, and highly sensitive government records.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	---	---	70%	71%	72%
Result:	---	---	---	78%	TBD	TBD

Measure: Total number of deployment days by Federal Protective Service law enforcement personnel					
Description: The Federal Protective Service (FPS) measures the duration of deployments by the Rapid Protection Force (RPF) law enforcement officers (LEOs) and non-RPF LEOs. FPS uses deployment data that it collects during operational events (i.e., special events or surges) as inputs for the measure. FPS will track and report on the cumulative number of deployment days by FPS law enforcement personnel during operational events throughout the fiscal year on a quarterly basis.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	---	---	---	512	512
Result:	---	---	---	---	TBD	TBD

Measure: Percent of high-risk facilities that receive a facility security assessment in compliance with the Interagency Security Committee (ISC) schedule					
Description: This measure reports the percentage of high risk (Facility Security Level 3, 4 and 5) facilities that receive a facility security assessment (FSA) in compliance with the ISC schedule. An FSA is a standardized comprehensive risk assessment that examines credible threats to federal buildings and the vulnerabilities and consequences associated with those threats. Credible threats include crime activity or potential acts of terrorism. Each facility is assessed against a baseline level of protection and countermeasures are recommended to mitigate the gap identified to the baseline or other credible threats and vulnerabilities unique to a facility. Requirements for the frequency of federal building security assessments are driven by the ISC standards with high risk facility assessments occurring on a three year cycle.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	100%	100%	100%	100%	100%	100%
Result:	100%	96%	100%	100%	TBD	TBD

Office of Biometric Identity Management: The Office of Biometric Identity Management provides biometric identification services to help federal, state, and local government partners to identify people accurately whom they encounter to determine if they pose a risk to the United States. This program supplies the technology for collecting and storing biometric data. The program shares information, provides analyses, updates biometric and terrorist watch lists, and ensures the integrity of the data.

Management Measures

Measure: Average biometric watch list search times for queries from ports of entry (in seconds)					
Description: This measure reports the average response time of biometric watchlist queries processed through the Automated Biometric Identification System (IDENT) system in response to queries from ports of entry (POE) where fingerprints are captured. The target is less than 10 seconds to provide critical watchlist and identity screening information to inspectors in a timely manner to facilitate traveler processing.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	<10.00	<10.00	<10.00	<10.00	<10.00	<10.00
Result:	6.60	6.16	6.40	6.46	TBD	TBD

Measure: Average biometric watch list search times for queries from U.S. consulates (in minutes)						
Description: This measure is used to determine the average amount of time required to complete an automated search processed through the Office of Biometric Identity Management (OBIM) Automated Biometric Identification System (IDENT) system in response to queries from consular offices worldwide where fingerprints are captured as part of the BioVisa form process. The service level agreement with the Department of State is less than 15 minutes to provide critical identity and watch list information in a timely manner to not impede traveler processing. In light of past performance, the program has set a target of processing BioVisa searches within 5 minutes.						
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	<5.00	<5.00	<5.00	<5.00	<5.00	<5.00
Result:	1.09	3.34	0.56	1.26	TBD	TBD

Measure: Percent of daily travelers referred to additional screening due to false fingerprint matches						
Description: OBIM will measure the percent of travelers whose biometric information are queried through OBIM's biometric matching systems and are referred to secondary screening because of false matches. This will include travelers whose information was incorrectly matched to somebody on a watchlist ("watchlist false accepts") and travelers whose fingerprints were incorrectly matched to other peoples' fingerprints ("finger print 1-1 mismatches"). This information is collected daily by OBIM based on screenings conducted at ports of entry by Customs and Border Protection.						
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	<=0.20%	<=0.19%	<=0.18%	<=0.19%	<=0.18%	<=0.18%
Result:	0.11%	0.12%	0.16%	0.16%	TBD	TBD

Office of the Chief Financial Officer: The mission of the Office of the Chief Financial Officer (OCFO) is to ensure that the funds necessary to carry out the Department's mission are obtained, allocated, and spent in support of the Department's priorities and in accordance with law and policies. OCFO provides timely, accurate, and actionable financial information to decision makers and stakeholders; integrates performance and develops program plans and budgets that are well- justified and balanced to support DHS priorities; provides assurance that internal controls are effective; provides quality, cost-effective financial management services and operations; develops and maintains financial and resource management skillsets to ensure sustained achievement of the DHS OCFO mission; and strengthens financial assistance accountability.

Management Measures

Measure: Cost per vendor invoice						
Description: This measure is an indicator of how efficiently the Department pays invoices and is intended to help Chief Financial Officers determine the unit cost for processing invoices. Due to the high number of vendor invoices paid by the Department, small increases in efficiency can impact the results. The elements that are included in the calculation are the total direct cost of the accounts payable function, which is the total cost for providing services to pay vendor invoices, and the number of invoices paid to contractors and service providers.						
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	<=$62.00	<=$62.00	<=$61.00	<=$60.00	<=$59.00	<=$59.00
Result:	$52.95	$45.93	$46.24	$51.01	TBD	TBD

Measure: Interest penalties paid on all invoices (per $1 million in total payments)

Description: This measure reflects the amount of interest penalties incurred by the Department of Homeland Security for late payment of invoices submitted by vendors that provided goods and services to the Government. The Prompt Payment Act requires that Federal agencies pay all approved vendor invoices in a timely manner. The Act assesses late interest penalties against agencies that pay vendors after a payment due date. Reducing the amount of interest paid ensures that all Department of Homeland Security vendors are paid in a timely manner without additional cost to the Government.

Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target:	<=$50.00	<=$50.00	<=$50.00	<=$50.00	<=$50.00	<=$50.00
Result:	$52.81	$40.81	$42.36	$129.24	TBD	TBD

Measure: Total instances of material weakness conditions identified by the independent auditor in their report on the DHS financial statements

Description: The number reported is the total instances of material weakness conditions in both the DHS Office of Financial Management and DHS components identified in the integrated financial statement audit by the independent public auditor. A material weakness is a deficiency significant enough to be reported outside the agency.

Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target:	<2	<2	<2	<2	<2	<2
Result:	3	2	2	2	TBD	TBD

Office of the Chief Human Capital Officer: The Office of the Chief Human Capital Officer (OCHCO) provides overall management and administration for the Department's human capital policies, programs, and practices for attracting, retaining, and developing the skilled workforce needed to protect and secure our Nation. The work of OCHCO is critical to supporting and enabling the Secretary's workforce strategy, which centers around four key goals: building an effective, mission- focused, diverse, and inspiring cadre of leaders; recruiting a highly qualified and diverse workforce; retaining an engaged workforce; and solidifying a unified DHS culture of mission performance, adaptability, accountability, and results.

Management Measures

Measure: Percent of medical contract providers providing medical services that meet credential requirements						
Description: This measure communicates the results of reviews to ensure contract personnel who are providing medical services to detainees have current credentials and no disqualifying information that would make them unsuitable for the job. Medical contract providers provide support to operators in the field, such as Border Patrol Agents. These reviews are conducted by the OHCO Medical Quality Risk Reduction (MQRR) Branch. Credential verifications and reviews against the National Practitioner Database are conducted to ensure that workers' credentials have not been invalidated through expired licenses, malpractice or other disqualifying activity. This provides confidence that only qualified personnel are providing medical services in support of the homeland security mission.						
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	100.0%	100.0%	100.0%	100.0%	100.0%
Result:	---	100.0%	100.0%	100.0%	TBD	TBD

Measure: Percent of planned cybersecurity-focused employees in the DHS workforce						
Description: This measure gauges DHS's ability to hire and retain an adequate number of employees focused on cybersecurity-related work, as defined by the National Initiative for Cybersecurity Education (NICE) Workforce Framework. DHS employees focused on cybersecurity work span multiple Components and more than 40 different federal occupational series. There is a global shortage of cybersecurity experts, and DHS must compete with the private sector and other government agencies for the individuals needed to execute the Department's cybersecurity responsibilities. The fill rate measure is intended to gauge the Department's ability to hire and retain cybersecurity employees, and quantify progress made over time. These employees are critical to securing the Department's information and systems, as well as ensuring a secure and resilient cyberspace for the Nation.						
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	---	---	---	90%	92%
Result:	---	---	---	---	TBD	TBD

Measure: Percent of planned Priority Mission Critical employees in the DHS workforce						
Description: This measure gauges the percent of positions filled for twelve Priority Mission Critical Occupations (PCMO), which includes 60% of occupations available to meet mission and operational requirements. The data for the 12 PCMOs includes fill rates, attrition rates, onboard counts, time to hire, retirements, hires and separations. This measure fulfills a Congressional reporting requirement mandated by the Joint Explanatory Statement and Sensate Report 113 198 accompanying the FY 2015 DHS Appropriations Act (P.L. 114 4) and House Report 114-215. The fill rate measure is intended to gauge the Department's ability to hire and retain mission critical employees and quantify progress made over time.						
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	---	---	---	95%	95%
Result:	---	---	---	---	TBD	TBD

Measure: Percent of positive responses by DHS employees on the Employee Engagement Index of the annual Federal Employee Viewpoint Survey

Description: This measure reports the percent of DHS employees who have responded "satisfied" or "very satisfied" on the questions that comprise the Employee Engagement Index of the annual Federal Employee Viewpoint Survey administered by the Office of Personnel Management. The Employee Engagement Index (EEI) is comprised of three sub-indices that include three questions each – Leaders Lead, Supervisors, and Intrinsic Work Experiences. The Employee Engagement Index reflects an employee's sense of purpose as evidenced by their display of dedication, persistence and effort in their work through their survey responses. There has been heightened emphasis for agency leadership to focus on and improve the EEI scores across the federal government.

Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target:	56%	57%	58%	59%	60%	61%
Result:	56%	60%	60%	62%	TBD	TBD

Measure: Percent of veteran hires among total DHS hires in each fiscal year

Description: This measure reflects the percentage of new Veteran hires for each fiscal year based on the total number of DHS new hires. As part of the President's Executive Order 13518 (November 9, 2009), on the Employment of Veterans in the Federal Government, the Council on Veterans Employment is required to establish performance goals to assess the effectiveness of the government-wide Veterans Employment Initiative.

Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target:	25.0%	25.0%	25.0%	25.0%	25.0%	25.0%
Result:	24.1%	19.5%	18.0%	19.1%	TBD	TBD

Office of the Chief Information Officer: The Department of Homeland Security (DHS) Office of the Chief Information Officer (OCIO), in collaboration with the DHS Chief Information Officer Council, is responsible for implementing programs necessary to align DHS's information technology personnel, resources, and assets, including all systems and infrastructure, to support Department-wide missions and activities. OCIO's mission is to provide DHS and its partners with information technology services required to lead a unified national effort to prevent and deter terrorist attacks as well as to protect against and respond to threats and hazards.

Management Measures

Measure: Cost per help desk ticket

Description: This measure identifies the relative efficiency of help desk support and evaluate decisions on alternate service providers in support of cost savings and efficiency. In this measure, the total spend for help desk operations is divided by the total count of help desk tickets opened for the period being measured. The result is the average cost per ticket to deliver help desk services to end users, and is the DHS aggregate from all the Components.

Fiscal Year:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target:	<=$24.00	<=$22.00	<=$22.00	<=$20.00	<=$20.00	<=$20.00
Result:	$22.59	$31.25	$17.37	$17.82	TBD	TBD

Measure: DHS enterprise architecture maturity score					
Description: Based on GAO standards, this measure reflects the overall capability of DHS to mature its Enterprise Architecture (EA). The development of the EA's maturity is based on a scale of 1 to 6 representing the stages of maturity in GAO's Framework for Assessing and Improving Enterprise Architecture Management (GAO-10-846G), with 5 being the end target for "fully capable to mature" where the enterprise is expanding and evolving the EA and its use for institutional transformation. Enterprise architecture defines the relationship between an agency's mission, business processes, information, and supporting technologies. It illustrates how the business processes and technology support the mission. Having a clearly documented, mature EA is critical to the organization's success because it describes the technology and information needed to perform the mission, and includes descriptions of how the architecture of the organization should be changed in order to respond to changes in the mission.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	4.70	4.80	4.90	5.00	5.00	5.00
Result:	4.70	4.80	4.90	4.90	TBD	TBD

Measure: Percent of DHS endpoints identified with high and critical vulnerabilities relating to hardware and software that are patched within 30 days					
Description: This measure assesses how effectively the Information Technology (IT) operations teams within DHS can remediate high and critical risk vulnerabilities identified through the Continuous Monitoring (CM) program on the DHS network. The vulnerabilities identified in this measure relate to "What is on the network" in terms of hardware and software. The CM tool set provides Security IT vulnerability details to DHS officials monthly. By addressing these vulnerabilities, the DHS Chief Information Officer (CIO) will close security gaps to provide greater protection of the DHS critical IT infrastructure. Through FY19, DHS will continue to mitigate high and critical vulnerabilities and will be able to track the speed in which vulnerabilities are patched utilizing CM in FY19.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	---	---	90%	90%	90%
Result:	---	---	---	79%	TBD	TBD

Measure: Percent of DHS users that are required to use PIV cards for network access					
Description: This measure tracks the percent of DHS employees and contractors that are required to use their Personal Identity Verification (PIV) card to access the DHS network.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	100%	100%	100%	100%	100%	100%
Result:	98%	99%	99%	99%	TBD	TBD

Measure: Percent of help desk tickets resolved at first contact					
Description: This measure gauges the percent of requests for IT assistance from DHS users that are resolved on this first contact with the IT support staff. Typically this assistance is provided by remotely-placed agents functioning as the single point of contact for all incidents. The first call resolution that is reflected in this measure indicates the percent of help desk tickets resolved during their first contact and communication with the user. This measure reflects the effectiveness of IT service delivery work efforts which is an initiative being tracked government-wide.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	---	---	---	86%	86%	86%
Result:	---	---	---	97%	TBD	TBD

Office of the Chief Procurement Officer: The Office of the Chief Procurement Officer (OCPO) is responsible for the overall management, administration, and oversight of Department-wide acquisition, financial assistance, strategic sourcing, and competitive sourcing programs, including direct management and oversight of the Office of Procurement Operations. OCPO activities include oversight and strategic support; policy and acquisition workforce issues; procurement ombudsman and industry liaison; and, small and disadvantaged business utilization. The DHS procurement mission is to deliver mission capability effectively through the contracting of critical supplies and services.

Management Measures

Measure: Average rating from Small Business Administration (SBA) Small Business Procurement Scorecard					
Description: This measure reflects an overall performance assessment rating for the DHS Socio-Economic Contracting Program from SBA on an annual basis. The letter rating is an aggregate assessment for DHS across three program areas: prime contracting achievement, subcontracting achievement, and progress plan towards meeting specific prime and subcontracting goals. The measure is derived from applying a weighted assessment across all three areas, with six potential grade ranges and is converted to a numerical score to the purposes of reporting internally. (A+=5, A=4, B=3, C=2, D=1, F=0).					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	4	4	4	4	4	4
Result:	4	4	4	4	TBD	TBD

Measure: Percent compliance rate for data in Federal Procurement Data System - Next Generation					
Description: This measure reflects the overall accuracy of data in the Federal Procurement Data System (FPDS). The data accuracy is measured based on a statistical review of data elements specified by the Office of Management and Budget. FPDS contains detailed information on DHS contract actions. The accuracy of this data is extremely important because it is the central source of data used by Congress, DHS management, oversight organizations, and the public.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	95%	95%	95%	95%	95%	95%
Result:	96%	97%	97%	97%	TBD	TBD

Measure: Percent of contracts awarded on the basis of full and open competition					
Description: This measure gauges the percent of contracts issued by DHS that meet agreed upon standards set by the Office of Management and Budget (OMB), Office of Federal Procurement Policy, for competition level. This competition assessment assists in determining agency compliance with the Competition in Contracting Act and provides a qualitative measure for reviewing high risk contracts.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	68.0%	69.0%	69.0%	69.0%	69.0%	69.0%
Result:	70.9%	72.4%	73.4%	71.5%	TBD	TBD

Office of the Chief Readiness Support Officer: The Office of the Chief Readiness Support Officer (OCRSO) is responsible for the overall leadership, internal controls and oversight of Department-wide logistics; and asset lifecycle management, including aircraft, motor vehicles, ships, boats and sensitive assets, real property, personal property, environmental management, historic preservation, and energy. OCSRO focuses on delivering affordable readiness by providing economical support products and services that enable employees across DHS the ability to perform the missions of the Department effectively. The OCSRO team accomplishes this through building partnerships and collaboration, leveraging best practices, and fostering innovation.

Management Measures

Measure: Annual cost savings from the Affordable Readiness Program					
Description: This measure captures the annual cost savings from Affordable Readiness program initiatives that seek to achieve optimum efficiencies/cost savings without harming mission readiness. Affordable Readiness initiatives focus on such DHS administrative operations as real property, personal property, mobile assets, and environmental management. This measure reflects two types of cost savings (reduction and avoidance). Cost reductions are a net reduction in expenditures for products or services procured when compared to expenditures for the prior 12 months or a change to lower cost alternatives. Cost avoidance refers to cost savings that do not lower expenditures for products or services when compared against historical results, but rather minimize or avoid entirely the negative impact to the bottom line that a price increase would have caused.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	$3,307,418	$3,829,902	$3,853,717	$3,878,465	$3,904,116	$3,922,323
Result:	$4,455,764	$4,888,610	$4,643,956	$4,998,913	TBD	TBD

Measure: Percent reduction in scope 1 & 2 greenhouse gas emissions					
Description: The measure captures the percent reduction of greenhouse gas (GHG) emissions across the Department of Homeland Security. This percentage only includes scope 1 & 2 GHG emissions. This is an annual DHS measure calculated in Q2 of each year. This is also an OMB sustainability scorecard measure and is used to drive Government-wide reduction of GHG 1 & 2 emissions by Federal agencies. DHS's target is to reduce emissions 25% by 2020 as compared to the 2008 baseline numbers.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	11.0%	26.0%	29.0%	31.0%	33.0%	36.0%
Result:	20%	33.0%	29.7%	38.8%	TBD	TBD

Measure: Square feet per person					
Description: This measure tracks the square feet per person for Agency office space, as defined by the Federal Real Property Profile (FRPP) data dictionary. The objective, over time, is to reduce the square feet per person and the real estate footprint in order to meet the goals of the OMB Presidential Management Agenda. It is anticipated there will be cost savings as square feet per person gradually reduces across the real property inventory. Lower square feet per person will be realized as leases expire, new workspace strategies are deployed and less space is acquired. It is realistic to expect little change in real property measure targets for 5 years (the average lease length) beginning from date of substantial implementation of workplace initiatives such as telework, IT mobility tools, efficient space design, and the principles in the new workplace strategies outlined in the DHS Workspace Stand					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	<=233	<=228	<=233	<=232	<=231	<=230
Result:	229	233	231	224	TBD	TBD

Office of the Chief Security Officer: The Office of the Chief Security Officer (OCSO) leads the collaborative security program to safeguard DHS people, information, and property. The office develops, implements, and oversees the Department's security policies, programs, and standards; delivers security training and education to DHS personnel; and provides security support to DHS Components. The office manages operational security systems and Homeland Security Presidential Directive-12 card issuance for the Department. Additionally, the OCSO provides liaison support to the intelligence community on security matters affecting DHS.

Management Measures

Measure: Average number of days to conduct a suitability assessment to determine an employee's eligibility to begin work					
Description: All federal and contractor applicants are subject to a suitability / fitness determination based on an investigation of their background. As defined by OPM, suitability is defined as identifiable character traits and conduct sufficient to decide whether an individual is likely or not likely to be able to carry out the duties of a federal job with appropriate integrity, efficiency, and effectiveness. The term fitness is used in exchange for contractor employees. An Entry on Duty (EOD) determination is a preliminary risk management decision either approving or delaying the individual to start work before their full background investigation has been completed. This decision is determined by position requirements and by reviewing the results of preliminary background checks. This measure gauges the processing time from when the Personnel Security Division (PSD) receives the completed paperwork and a suitability/fitness decision is made.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	<=8	<=14	<=14	<=12	<=12	<=12
Result:	23	18	5	11	TBD	TBD

Measure: Percent of Security Compliance reviews (SCR) required actions that are resolved within 60 days for state, local, tribal, and territorial partners
Description: This measure tracks the percent of required actions from Security Compliant Reviews that are resolved within 60 days. This measure assesses compliance with the directives, regulations and executive orders that govern the effective management, implementation and

oversight of a security program designed to protect classified national security information shared by the Federal government with our state, local, and tribal partners.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	95%	100%	100%	100%	100%	100%
Result:	98%	84%	100%	100%	TBD	TBD

Program Accountability and Risk Management: The Office of Program Accountability and Risk Management (PARM) leads acquisition program management within DHS by ensuring DHS effectively and efficiently manages its major programs to obtain critical capabilities that enable homeland security mission success. PARM coordinates the program management system; professional development of the program management workforce; use of best program management practices; information and analyses enabling Departmental leadership to make strategic program decisions; and program accountability.

Management Measures

Measure: Percent of Level 1 & 2 acquisition programs between Program Approval (ADE-2A) and Final Operating Capability (FOC) delivery with an approved Acquisition Program Baseline					
Description: The measure examines Level 1 and Level 2 programs listed on the Master Acquisition Oversight List (MAOL) and which are between Acquisition Decision Event (ADE) 2A of the DHS Acquisition Life Cycle Framework (ALF) and Final Operating Capability (FOC). Programs in this status without an approved APB are identified and compared to all "Obtain Phase" MAOL programs.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	95%	100%	100%	100%	100%	100%
Result:	100%	100%	100%	100%	TBD	TBD

Measure: Percent of Level 1 & 2 acquisition programs in breach of their Acquisition Program Baseline cost, schedule, or performance targets					
Description: PARM captures data concerning whether a program has breached its Acquisition Program Baseline (APB) values for cost, schedule, or performance. This measure calculates the percentage of Level 1 and 2 programs on the Master Acquisition Oversight List (MAOL) that are currently in the Obtain Phase of the DHS Acquisition Life Cycle Framework (ALF) and are in breach of cost, schedule, or performance targets in the Acquisition Program Baseline (APB). It is essential that instances of breach be kept as low and as short as possible to limit wasteful spending, deliver needed capabilities in support of the DHS mission, and to enhance DHS' reputation as an effectively managed organization. PARM analysts advise Component Acquisition Executives (CAEs) and program officials to improve their Risk Management plans and may aid in the identification of emerging threats to a program's APB.					
Fiscal Year:	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**FY 2021**
Target:	<=9%	<=8%	<=10%	<=10%	<=10%	<=10%
Result:	7%	11%	7%	6%	TBD	TBD

Management Directorate
Budget Comparison and Adjustments
Appropriation and PPA Summary

Organization (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Operations and Support	**$1,083,837**	**$1,182,142**	**$1,402,196**
Immediate Office of the Under Secretary of Management	$7,788	$7,903	$4,569
Office of the Chief Readiness Support Officer	$90,726	$101,063	$179,325
Office of the Chief Human Capital Officer	$106,344	$116,158	$129,841
Office of the Chief Security Officer	$79,431	$83,476	$135,340
Office of the Chief Procurement Officer	$104,169	$109,741	$107,041
Office of the Chief Financial Officer	$67,341	$90,829	$89,651
Office of the Chief Information Officer	$397,230	$418,246	$502,456
Office of Biometric Identity Management	$230,808	$254,726	$253,973
Identity and Screening Program Operations	$70,117	$70,820	$76,912
IDENT/Homeland Advanced Recognition Technology Operations and Maintenance	$160,691	$183,906	$177,061
Procurement, Construction, and Improvements	**$226,920**	**$381,298**	**$359,450**
Construction and Facility Improvements	$120,000	$223,767	$199,839
DHS Headquarters Consolidation	$120,000	$223,767	$199,839
Mission Support Assets and Infrastructure	$86,920	$142,034	$129,941
Mission Support Assets and Infrastructure End Items	$13,901	$11,522	$19,916
Financial Systems Modernization	$51,000	$116,359	$99,517
Human Resources Information Technology (HRIT)	$8,814	$10,353	$10,508
Homeland Security Information Network (HSIN)	$8,360	-	-
Planning, Programming, Budgeting, and Execution System (PPBE One Number)	$4,030	$3,800	-
Identity, Credential, and Access Management (ICAM)	$815	-	-
Office of Biometric Identity Management	$20,000	$15,497	$29,670
IDENT/Homeland Advanced Recognition Technology	$20,000	$15,497	$29,670
Research and Development	**$2,545**	**-**	**-**
Research & Development	$2,545	-	-
Cloud 1 Factory	$2,545	-	-
Federal Protective Service	**$1,527,110**	**$1,559,930**	**$1,588,748**

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
FPS Operations	$359,196	$387,500	$387,500
Operating Expenses	$359,196	$387,500	$387,500
Countermeasures	$1,167,914	$1,172,430	$1,201,248
Protective Security Officers	$1,121,883	$1,148,400	$1,177,100
Technical Countermeasures	$46,031	$24,030	$24,148
Total	**$2,840,412**	**$3,123,370**	**$3,350,394**

Management Directorate
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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	2,296	2,060	$1,083,837	2,328	2,115	$1,182,142	2,360	2,231	$1,402,196	32	116	$220,054
Procurement, Construction, and Improvements	-	-	$226,920	-	-	$381,298	-	-	$359,450	-	-	($21,848)
Research and Development	-	-	$2,545	-	-	-	-	-	-	-	-	-
Federal Protective Service	1,602	1,507	$1,527,110	1,602	1,507	$1,559,930	1,602	1,507	$1,588,748	-	-	$28,818
Total	**3,898**	**3,567**	**$2,840,412**	**3,930**	**3,622**	**$3,123,370**	**3,962**	**3,738**	**$3,350,394**	**32**	**116**	**$227,024**
Subtotal Discretionary - Appropriation	2,296	2,060	$1,313,302	2,328	2,115	$1,563,440	2,360	2,231	$1,761,646	32	116	$198,206
Subtotal Discretionary - Offsetting Fee	1,602	1,507	$1,527,110	1,602	1,507	$1,559,930	1,602	1,507	$1,588,748	-	-	$28,818

*FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

Component Budget Overview

The FY 2021 President's Budget includes $3.4B; 3,962 positions; and 3,738 full-time equivalents (FTE) for the Management Directorate (MGMT). Major investments include $199.8M for DHS Headquarters consolidation, $99.5M for Financial Systems Modernization, $29.7M for the Homeland Advanced Recognition Technology (HART) system. The Budget also includes $1.6B in offsetting collections for the Federal Protective Service.

MGMT is responsible for Department-wide mission support services and oversight functions, including information technology, budget and financial management, procurement and acquisition, human capital, security, logistics and facilities, and biometric identity services. MGMT ensures delivery of effective management services to enable the Department to achieve its mission of leading the unified national effort to keep America secure. Importantly, MGMT works to eliminate redundancies, reduce support costs, and provide enterprise service to DHS Components to help ensure the Department is able to protect the Homeland. It does so by providing policy, guidance, operational oversight and support, and innovative solutions for the management needs of the Department.

MGMT accounts provide funding for activities and investments associated with the Immediate Office of the Under Secretary for Management, the Office of the Chief Human Capital Officer, the Office of the Chief Procurement Officer, the Office of the Chief Readiness Support Officer, the Office of the Chief Security Officer, the Office of the Chief Financial Officer, the Office of the Chief Information Officer, the Office of Biometric Identity Management, and the Federal Protective Service.

Management Directorate
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$2,840,412**	**$3,123,370**	**$3,350,394**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$290,169	$189,120	$164,923
Rescissions to Current Year/Budget Year	($1,557)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$3,129,024**	**$3,312,490**	**$3,515,317**
Collections – Reimbursable Resources	$165,513	$172,926	$153,771
Collections – Other Sources	($94,349)	-	-
Total Budget Resources	**$3,200,188**	**$3,485,416**	**$3,669,088**
Obligations (Actual/Estimates/Projections)	$3,018,068	$3,327,493	$3,510,286
Personnel: Positions and FTE			
Enacted/Request Positions	3,898	3,930	3,962
Enacted/Request FTE	3,567	3,622	3,738
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	3,724	3,930	3,962
FTE (Actual/Estimates/Projections)	3,393	3,622	3,738

*FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

**In the table above, the rescission line includes the administrative savings rescissions per the Consolidated Appropriation Act, 2019 (P.L. 116-6).

Management Directorate
Collections - Reimbursable Resources

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Change		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Energy - Department of Energy	Source	-	-	-	-	-	$200	-	-	-	-	-	($200)
Operations and Support	Location	-	-	-	-	-	$200	-	-	-	-	-	($200)
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	$200	-	-	-	-	-	($200)
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	$7,182	-	-	$18,790	-	-	$16,007	-	-	($2,783)
Operations and Support	Location	-	-	$7,182	-	-	$18,790	-	-	$16,007	-	-	($2,783)
Office of the Chief Readiness Support Officer	Location	-	-	$772	-	-	$240	-	-	$200	-	-	($40)
Office of the Chief Human Capital Officer	Location	-	-	$952	-	-	$7,047	-	-	$360	-	-	($6,687)
Office of the Chief Security Officer	Location	-	-	$742	-	-	$769	-	-	$769	-	-	-
Office of the Chief Procurement Officer	Location	-	-	-	-	-	$1,928	-	-	$1,928	-	-	-
Office of the Chief Financial Officer	Location	-	-	$500	-	-	$500	-	-	$750	-	-	$250
Office of the Chief Information Officer	Location	-	-	$4,216	-	-	$8,306	-	-	$12,000	-	-	$3,694
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	$2,274	-	-	$1,848	-	-	$1,271	-	-	($577)
Operations and Support	Location	-	-	$2,274	-	-	$1,848	-	-	$1,271	-	-	($577)
Office of the Chief Readiness Support Officer	Location	-	-	$546	-	-	$94	-	-	$109	-	-	$15
Office of the Chief Human Capital Officer	Location	-	-	$203	-	-	$670	-	-	$59	-	-	($611)
Office of the Chief Security Officer	Location	-	-	$275	-	-	$3	-	-	$3	-	-	-
Office of the Chief Financial Officer	Location	-	-	$150	-	-	-	-	-	$100	-	-	$100
Office of the Chief Information Officer	Location	-	-	$1,100	-	-	$1,081	-	-	$1,000	-	-	($81)
Department of Homeland Security - Transportation Security Administration	Source	-	-	$17,968	-	-	$34,462	-	-	$16,077	-	-	($18,385)
Operations and Support	Location	-	-	$17,968	-	-	$34,462	-	-	$16,077	-	-	($18,385)
Office of the Chief Readiness Support Officer	Location	-	-	$548	-	-	$495	-	-	$565	-	-	$70
Office of the Chief Human Capital Officer	Location	-	-	$1,072	-	-	$21,263	-	-	$369	-	-	($20,894)
Office of the Chief Security Officer	Location	-	-	$838	-	-	$555	-	-	$555	-	-	-

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Change		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Procurement Officer	Location	-	-	-	-	-	$1,488	-	-	$1,488	-	-	-
Office of the Chief Financial Officer	Location	-	-	$13,510	-	-	$100	-	-	$100	-	-	-
Office of the Chief Information Officer	Location	-	-	$2,000	-	-	$10,561	-	-	$13,000	-	-	$2,439
Department of Homeland Security - Citizenship and Immigration Services	**Source**	1	1	$12,297	-	-	$20,133	-	-	$27,258	-	-	$7,125
Operations and Support	Location	1	1	$12,297	-	-	$20,133	-	-	$27,258	-	-	$7,125
Office of the Chief Readiness Support Officer	Location	-	-	$743	-	-	$591	-	-	$467	-	-	($124)
Office of the Chief Human Capital Officer	Location	1	1	$589	-	-	$261	-	-	$34	-	-	($227)
Office of the Chief Security Officer	Location	-	-	$5,069	-	-	$9,137	-	-	$9,137	-	-	-
Office of the Chief Procurement Officer	Location	-	-	-	-	-	$344	-	-	$395	-	-	$51
Office of the Chief Financial Officer	Location	-	-	-	-	-	$175	-	-	$225	-	-	$50
Office of the Chief Information Officer	Location	-	-	$5,896	-	-	$9,625	-	-	$17,000	-	-	$7,375
Department of Homeland Security - Science and Technology	**Source**	-	-	$2,653	-	-	$6,180	-	-	$6,329	-	-	$149
Operations and Support	Location	-	-	$2,653	-	-	$6,180	-	-	$6,329	-	-	$149
Office of the Chief Readiness Support Officer	Location	-	-	$592	-	-	$121	-	-	$617	-	-	$496
Office of the Chief Human Capital Officer	Location	-	-	$66	-	-	$2,471	-	-	$700	-	-	($1,771)
Office of the Chief Security Officer	Location	-	-	$795	-	-	$12	-	-	$12	-	-	-
Office of the Chief Information Officer	Location	-	-	$1,200	-	-	$3,576	-	-	$5,000	-	-	$1,424
Department of Homeland Security - United States Secret Service	**Source**	-	-	$541	-	-	$733	-	-	$1,570	-	-	$837
Operations and Support	Location	-	-	$541	-	-	$733	-	-	$1,570	-	-	$837
Office of the Chief Readiness Support Officer	Location	-	-	$310	-	-	$68	-	-	-	-	-	($68)
Office of the Chief Human Capital Officer	Location	-	-	$57	-	-	$386	-	-	-	-	-	($386)
Office of the Chief Security Officer	Location	-	-	$84	-	-	-	-	-	-	-	-	-
Office of the Chief Procurement Officer	Location	-	-	-	-	-	$70	-	-	$70	-	-	-
Office of the Chief Information Officer	Location	-	-	$90	-	-	$209	-	-	$1,500	-	-	$1,291
Department of Homeland Security - Office of the Inspector General	**Source**	-	-	$281	-	-	$931	-	-	$1,024	-	-	$93
Operations and Support	Location	-	-	$281	-	-	$931	-	-	$1,024	-	-	$93

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Change		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Human Capital Officer	Location	-	-	$107	-	-	$83	-	-	-	-	-	($83)
Office of the Chief Security Officer	Location	-	-	$2	-	-	$24	-	-	$24	-	-	-
Office of the Chief Information Officer	Location	-	-	$172	-	-	$824	-	-	$1,000	-	-	$176
Department of Homeland Security - Countering Weapons of Mass Destruction	**Source**	-	-	$1,433	-	-	$860	-	-	$9,700	-	-	$8,840
Operations and Support	Location	-	-	$1,433	-	-	$860	-	-	$9,700	-	-	$8,840
Office of the Chief Readiness Support Officer	Location	-	-	$498	-	-	$50	-	-	$190	-	-	$140
Office of the Chief Human Capital Officer	Location	-	-	$46	-	-		-	-	$8,999	-	-	$8,999
Office of the Chief Security Officer	Location	-	-	$11	-	-	$11	-	-	$11	-	-	-
Office of the Chief Financial Officer	Location	-	-	$150	-	-		-	-	$500	-	-	$500
Office of the Chief Information Officer	Location	-	-	$728	-	-	$799	-	-		-	-	($799)
Department of Homeland Security - US Customs and Border Protection	**Source**	1	1	$12,589	-	-	$23,358	-	-	$30,228	-	-	$6,870
Operations and Support	Location	1	1	$12,589	-	-	$23,358	-	-	$30,228	-	-	$6,870
Office of the Chief Readiness Support Officer	Location	-	-	$1,035	-	-	$1,216	-	-	$1,135	-	-	($81)
Office of the Chief Human Capital Officer	Location	1	1	$869	-	-	$3,585	-	-	$905	-	-	($2,680)
Office of the Chief Security Officer	Location	-	-	$904	-	-	$985	-	-	$985	-	-	-
Office of the Chief Procurement Officer	Location	-	-	$7,381	-	-	$7,703	-	-	$7,703	-	-	-
Office of the Chief Information Officer	Location	-	-	$2,400	-	-	$9,869	-	-	$11,000	-	-	$1,131
Office of Biometric Identity Management	Location	-	-		-	-		-	-	$8,500	-	-	$8,500
Identity and Screening Program Operations	Location	-	-		-	-		-	-	$8,500	-	-	$8,500
Department of Homeland Security - US Immigration and Customs Enforcement	**Source**	1	1	$73,505	-	-	$12,641	-	-	$10,463	-	-	($2,178)
Operations and Support	Location	1	1	$73,505	-	-	$12,641	-	-	$10,463	-	-	($2,178)
Office of the Chief Readiness Support Officer	Location	-	-	$807	-	-	$610	-	-		-	-	($610)
Office of the Chief Human Capital Officer	Location	1	1	$68,037	-	-	$4,022	-	-	$334	-	-	($3,688)
Office of the Chief Security Officer	Location	-	-	$861	-	-	$529	-	-	$529	-	-	-
Office of the Chief Financial Officer	Location	-	-	$400	-	-	$450	-	-	$600	-	-	$150
Office of the Chief Information Officer	Location	-	-	$3,400	-	-	$7,030	-	-	$9,000	-	-	$1,970

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Change		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Justice - Drug Enforcement Administration	**Source**	-	-	$200	-	-	-	-	-	-	-	-	-
Operations and Support	Location	-	-	$200	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	-	$200	-	-	-	-	-	-	-	-	-
Department of Homeland Security - United States Coast Guard	**Source**	-	-	$4,794	-	-	$8,685	-	-	$8,989	-	-	$304
Operations and Support	Location	-	-	$4,794	-	-	$8,685	-	-	$8,989	-	-	$304
Office of the Chief Readiness Support Officer	Location	-	-	$548	-	-	$169	-	-	$326	-	-	$157
Office of the Chief Human Capital Officer	Location	-	-	$33	-	-	$3,923	-	-	$3,750	-	-	($173)
Office of the Chief Security Officer	Location	-	-	$163	-	-	$413	-	-	$413	-	-	-
Office of the Chief Financial Officer	Location	-	-	$3,050	-	-	$3,500	-	-	$3,500	-	-	-
Office of the Chief Information Officer	Location	-	-	$1,000	-	-	$680	-	-	$1,000	-	-	$320
Department of Homeland Security - National Protection and Programs Directorate	**Source**	-	-	$15,809	-	-	$31,093	-	-	-	-	-	($31,093)
Operations and Support	Location	-	-	$15,809	-	-	$31,093	-	-	-	-	-	($31,093)
Office of the Chief Readiness Support Officer	Location	-	-	$1,388	-	-	$1,066	-	-	-	-	-	($1,066)
Office of the Chief Human Capital Officer	Location	-	-	$1,278	-	-	$12,330	-	-	-	-	-	($12,330)
Office of the Chief Security Officer	Location	-	-	$1,431	-	-	$2,000	-	-	-	-	-	($2,000)
Office of the Chief Financial Officer	Location	-	-	$750	-	-	$750	-	-	-	-	-	($750)
Office of the Chief Information Officer	Location	-	-	$10,962	-	-	$14,947	-	-	-	-	-	($14,947)
Department of Homeland Security - Office of Biometric Identiy Mangement (OBIM)	**Source**	-	-	-	-	-	-	-	-	$431	-	-	$431
Operations and Support	Location	-	-	-	-	-	-	-	-	$431	-	-	$431
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	-	-	-	$31	-	-	$31
Office of the Chief Human Capital Officer	Location	-	-	-	-	-	-	-	-	$400	-	-	$400
Department of Homeland Security - Office of Personnel Management	**Source**	-	-	-	-	-	-	-	-	$428	-	-	$428
Operations and Support	Location	-	-	-	-	-	-	-	-	$428	-	-	$428
Office of the Chief Procurement Officer	Location	-	-	-	-	-	-	-	-	$428	-	-	$428
National Technical Information Service	**Source**	-	-	-	-	-	-	-	-	$1,945	-	-	$1,945
Operations and Support	Location	-	-	-	-	-	-	-	-	$1,945	-	-	$1,945

Collections (Dollars in Thousands)		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
Office of the Chief Procurement Officer	Location	-	-	-	-	-	-	-	-	$1,945	-	-	$1,945
I&A	**Source**	-	-	-	-	-	-	-	-	$91	-	-	$91
Operations and Support	Location	-	-	-	-	-	-	-	-	$91	-	-	$91
Office of the Chief Procurement Officer	Location	-	-	-	-	-	-	-	-	$91	-	-	$91
Department of Homeland Security - Homeland Security Invistigations (H.S.I)	**Source**	-	-	-	-	-	-	-	-	$65	-	-	$65
Operations and Support	Location	-	-	-	-	-	-	-	-	$65	-	-	$65
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	-	-	-	$65	-	-	$65
Department of Homeland Security - Office of the Secretary & Executive Management	**Source**	-	-	$425	-	-	-	-	-	$750	-	-	$750
Operations and Support	Location	-	-	$425	-	-	-	-	-	$750	-	-	$750
Office of the Chief Information Officer	Location	-	-	$425	-	-	-	-	-	$750	-	-	$750
Department of Homeland Security - Office of the Under Secretary for Management	**Source**	-	-	$3,420	-	-	-	-	-	$6,000	-	-	$6,000
Operations and Support	Location	-	-	$3,420	-	-	-	-	-	$6,000	-	-	$6,000
Office of the Chief Readiness Support Officer	Location	-	-	$420	-	-	-	-	-	-	-	-	-
Office of the Chief Information Officer	Location	-	-	$3,000	-	-	-	-	-	$6,000	-	-	$6,000
Department of Homeland Security - Analysis and Operations	**Source**	-	-	$4,305	-	-	$4,500	-	-	$7,027	-	-	$2,527
Operations and Support	Location	-	-	$4,305	-	-	$4,500	-	-	$7,027	-	-	$2,527
Office of the Chief Readiness Support Officer	Location	-	-	$372	-	-	$530	-	-	-	-	-	($530)
Office of the Chief Human Capital Officer	Location	-	-	$113	-	-	$93	-	-	$5	-	-	($88)
Office of the Chief Security Officer	Location	-	-	$320	-	-	$22	-	-	$22	-	-	-
Office of the Chief Information Officer	Location	-	-	$3,500	-	-	$3,855	-	-	$7,000	-	-	$3,145
Department of Transportation - Department of Transportation	**Source**	-	-	-	-	-	$146	-	-	$300	-	-	$154
Operations and Support	Location	-	-	-	-	-	$146	-	-	$300	-	-	$154
Office of the Chief Information Officer	Location	-	-	-	-	-	$146	-	-	$300	-	-	$154
Executive Office of the President - Executive Office of the President	**Source**	-	-	-	-	-	$150	-	-	$150	-	-	-
Operations and Support	Location	-	-	-	-	-	$150	-	-	$150	-	-	-
Office of the Chief Security Officer	Location	-	-	-	-	-	$150	-	-	$150	-	-	-

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Change		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Office of Health Affairs	Source	-	-	-	-	-	$451	-	-	-	-	-	($451)
Operations and Support	Location	-	-	-	-	-	$451	-	-	-	-	-	($451)
Office of the Chief Information Officer	Location	-	-	-	-	-	$451	-	-	-	-	-	($451)
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	-	-	-	-	$93	-	-	-	-	-	($93)
Operations and Support	Location	-	-	-	-	-	$93	-	-	-	-	-	($93)
Office of the Chief Information Officer	Location	-	-	-	-	-	$93	-	-	-	-	-	($93)
Department of Homeland Security - Federal Protective Service	Source	-	-	$4,837	-	-	$6,472	-	-	$6,468	-	-	($4)
Operations and Support	Location	-	-	$4,837	-	-	$6,472	-	-	$6,468	-	-	($4)
Office of the Chief Readiness Support Officer	Location	-	-	$372	-	-	$280	-	-	$234	-	-	($46)
Office of the Chief Human Capital Officer	Location	-	-	$2,215	-	-	$3,233	-	-	$261	-	-	($2,972)
Office of the Chief Security Officer	Location	-	-	$2,243	-	-	$2,932	-	-	$2,932	-	-	-
Office of the Chief Procurement Officer	Location	-	-	-	-	-	$20	-	-	$41	-	-	$21
Office of the Chief Information Officer	Location	-	-	$7	-	-	$7	-	-	$3,000	-	-	$2,993
Office of the Director of National Intelligence	Source	-	-	$1,000	-	-	$1,200	-	-	$1,200	-	-	-
Operations and Support	Location	-	-	$1,000	-	-	$1,200	-	-	$1,200	-	-	-
Office of the Chief Security Officer	Location	-	-	$1,000	-	-	$1,200	-	-	$1,200	-	-	-
Total Collections		3	3	$165,513	-	-	$172,926	-	-	$153,771	-	-	($19,155)

Management Directorate
Personnel Compensation and Benefits
Pay Summary

Organization	FY 2019 Enacted				FY 2020 Enacted				FY 2021 President's Budget				FY 2020 to FY 2021 Total			
(Dollars in Thousands)	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	2,296	2,060	$320,708	$155.67	2,328	2,115	$337,622	$159.62	2,360	2,231	$354,828	$159.03	32	116	$17,206	($0.59)
Federal Protective Service	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15
Total	**3,898**	**3,567**	**$528,940**	**$148.27**	**3,930**	**3,622**	**$554,783**	**$153.15**	**3,962**	**3,738**	**$575,239**	**$153.87**	**32**	**116**	**$20,456**	**$0.72**
Discretionary - Appropriation	2,296	2,060	$320,708	$155.67	2,328	2,115	$337,622	$159.62	2,360	2,231	$354,828	$159.03	32	116	$17,206	($0.59)
Discretionary - Offsetting Fee	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15

* FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$365,856	$381,898	$396,120	$14,222
11.3 Other than Full-Time Permanent	$3,869	$4,046	$1,218	($2,828)
11.5 Other Personnel Compensation	$26,687	$27,514	$29,765	$2,251
12.1 Civilian Personnel Benefits	$132,472	$141,269	$148,080	$6,811
13.0 Benefits for Former Personnel	$56	$56	$56	-
Total - Personnel Compensation and Benefits	**$528,940**	**$554,783**	**$575,239**	**$20,456**
Positions and FTE				
Positions - Civilian	3,898	3,930	3,962	32
FTE - Civilian	3,567	3,622	3,738	116

*FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

Management Directorate
Non Pay Budget Exhibits

Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Operations and Support	$763,129	$844,520	$1,047,368	$202,848
Procurement, Construction, and Improvements	$226,920	$381,298	$359,450	($21,848)
Research and Development	$2,545	-	-	-
Federal Protective Service	$1,318,878	$1,342,769	$1,368,337	$25,568
Total	**$2,311,472**	**$2,568,587**	**$2,775,155**	**$206,568**
Discretionary - Appropriation	$992,594	$1,225,818	$1,406,818	$181,000
Discretionary - Offsetting Fee	$1,318,878	$1,342,769	$1,368,337	$25,568

Management Directorate
Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$11,045	$14,608	$14,678	$70
22.0 Transportation of Things	$10,653	$2,723	$2,723	-
23.1 Rental Payments to GSA	$29,410	$29,659	$153,552	$123,893
23.2 Rental Payments to Others	$901	$418	$418	-
23.3 Communications, Utilities, and Misc. Charges	$21,688	$15,969	$15,984	$15
24.0 Printing and Reproduction	$199	$247	$9,253	$9,006
25.1 Advisory and Assistance Services	$246,445	$244,351	$283,537	$39,186
25.2 Other Services from Non-Federal Sources	$1,255,036	$1,294,229	$1,312,062	$17,833
25.3 Other Goods and Services from Federal Sources	$542,773	$662,562	$607,797	($54,765)
25.4 Operation and Maintenance of Facilities	$2,929	$9,363	$9,260	($103)
25.5 Research and Development Contracts	-	-	$31,162	$31,162
25.6 Medical Care	$6	$6	$6	-
25.7 Operation and Maintenance of Equipment	$155,746	$266,208	$280,247	$14,039
25.8 Subsistence & Support of Persons	$5,580	$618	$618	-
26.0 Supplies and Materials	$4,243	$4,379	$26,641	$22,262
31.0 Equipment	$20,716	$20,022	$23,992	$3,970
32.0 Land and Structures	$4,087	$3,210	$3,210	-
42.0 Insurance Claims and Indemnities	$15	$15	$15	-
Total - Non Pay Object Classes	**$2,311,472**	**$2,568,587**	**$2,775,155**	**$206,568**

Management Directorate
Supplemental Budget Justification Exhibits

Working Capital Fund

Appropriation and PPA *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Operations and Support	**$86,264**	**$88,118**	**-**
Immediate Office of the Under Secretary of Management	$1,014	$1,867	-
Office of the Chief Readiness Support Officer	$4,421	$4,860	-
Office of the Chief Human Capital Officer	$8,190	$7,516	-
Office of the Chief Security Officer	$9,236	$12,280	-
Office of the Chief Procurement Officer	$12,591	$11,393	-
Office of the Chief Financial Officer	$8,029	$9,351	-
Office of the Chief Information Officer	$37,097	$40,851	-
Office of Biometric Identity Management	$5,686	-	-
Federal Protective Service	**$10,709**	**$11,037**	**-**
FPS Operations	$10,709	$11,037	-
Total Working Capital Fund	**$96,973**	**$99,155**	**-**

Management Directorate
Status of Congressionally Requested Studies, Reports and Evaluations

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2020	12/30/2019	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 1 - October 2019	Transmitted - 12/30/2019
2020	12/30/2019	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 2 - November 2019	Transmitted - 12/30/2019
2020	1/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 3 - December 2019	Transmitted – 1/30/2020
2020	02/28/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 4 - January 2020	Pending
2020	03/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 5 – February 2020	Pending
2020	04/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 6 - March 2020	Pending
2020	05/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 7 - April 2020	Pending
2020	06/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 8 - May 2020	Pending
2020	07/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 9 - June 2020	Pending
2020	08/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 10 - July 2020	Pending
2020	09/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 11 – August 2020	Pending
2020	10/30/2020	FY 2020 Appropriations P.L. 116-93	Monthly Budget Execution and Staffing Report 12 – September 2020	Pending
2019	08/14/2019	FY 2019 Appropriations P.L. 116-6	Federal Protective Service Countermeasures Report	Pending

Management Directorate
Authorized/Unauthorized Appropriations

Budget Activity *Dollars in Thousands*	Last year of Authorization	Authorized Level	Appropriation in Last Year of Authorization	FY 2021 President's Budget
	Fiscal Year	Amount	Amount	Amount
Operations and Support	**2002**	**N/A**	**N/A**	**$1,402,196**
Immediate Office of the Under Secretary	2002	N/A	N/A	$4,569
Office of the Chief Readiness Support Officer	2002	N/A	N/A	$176,825
Office of the Chief Human Capital Officer	2002	N/A	N/A	$129,840
Office of the Chief Security Officer	2002	N/A	N/A	$135,340
Office of the Chief Procurement Officer	2002	N/A	N/A	$107,040
Office of the Chief Financial Officer	2002	N/A	N/A	$89,651
Office of the Chief Information Officer	2002	N/A	N/A	$504,956
Office of Biometric Identity Management	N/A	N/A	N/A	$253,973
Procurement, Construction, and Improvements	**2002**	**N/A**	**N/A**	**$359,450**
Construction & Facility Improvements	2002	N/A	N/A	$199,839
Mission Support Assets and Infrastructure	2002	N/A	N/A	$129,941
Office of Biometric Identity Management	2002	N/A	N/A	$29,670
Federal Protective Services	**2002**	**N/A**	**N/A**	**$1,588,748**
FPS Operations	N/A	N/A	N/A	$387,500
Countermeasures	N/A	N/A	N/A	$1,201,248
Total Direct Authorization/Appropriation	**2002**	**N/A**	**N/A**	**$3,350,394**

Management Directorate
Proposed Legislative Language

Operations and Support

For necessary expenses of the Management Directorate for operations and support, [$1,182,142,000] *$1,402,196,000:* Provided, That of which not to exceed $2,000 shall be for official reception and representation expenses[:*Provided further,* That of the funds made available under this heading, $2,000,000 shall be withheld from obligation until the first report required by section 403 has been made available on a publicly accessible website].

Language Provision	Explanation
…[$1,182,142,000] *$1,476,419,000*	Dollar change only. No substantial change proposed.
[:*Provided further,* That of the funds made available under this heading, $2,000,000 shall be withheld from obligation until the first report required by section 403 has been made available on a publicly accessible website]	Propose to strike funding withhold.

Procurement, Construction, and Improvements

For necessary expenses of the Management Directorate for procurement, construction, and improvements, [$381,298,000] *$359,450,000* of which [$157,531,000] *$159,611,000* shall remain available until September 30, [2022] *2023*, and of which [$223,767,000] *$199,839,000* shall remain available until September 30, [2024] *2025*, for necessary expenses to plan, acquire, design, construct, renovate, remediate, equip, furnish, improve infrastructure, and occupy buildings and facilities for the Department headquarters consolidation project.

Language Provision	Explanation
…[$381,298,000] *$416,417,000*	Dollar change only. No substantial change proposed.
…of which [$157,531,000] *156,517,000* shall remain available until September 30, [2022] *2023*	Dollar change for amount budgeted as three-year funding for acquisition activities not related to construction
…of which [223,767,000] *$260,000,000* shall remain available until September 30, [2024] *2025*	Dollar change for amount budgeted as five-year funding for construction-related activities.

Federal Protective Service

The revenues and collections of security fees credited to this account shall be available until expended for necessary expenses related to the protection of federally owned and leased buildings and for the operations of the Federal Protective Service.

Language Provision	Explanation
N/A	N/A

Department of Homeland Security

Management Directorate

Operations and Support

Fiscal Year 2021
Congressional Justification

Contents

Operations and Support
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Immediate Office of the Under Secretary of Management	31	28	$7,788	31	29	$7,903	31	29	$4,569	-	-	($3,334)
Office of the Chief Readiness Support Officer	123	109	$90,726	129	126	$101,063	129	126	$179,325	-	-	$78,262
Office of the Chief Human Capital Officer	320	280	$106,344	320	292	$116,158	331	328	$129,841	11	36	$13,683
Office of the Chief Security Officer	322	293	$79,431	328	295	$83,476	323	289	$135,340	(5)	(6)	$51,864
Office of the Chief Procurement Officer	536	476	$104,169	536	489	$109,741	544	526	$107,041	8	37	($2,700)
Office of the Chief Financial Officer	283	251	$67,341	302	255	$90,829	308	304	$89,651	6	49	($1,178)
Office of the Chief Information Officer	504	446	$397,230	505	452	$418,246	503	438	$502,456	(2)	(14)	$84,210
Office of Biometric Identity Management	177	177	$230,808	177	177	$254,726	191	191	$253,973	14	14	($753)
Total	**2,296**	**2,060**	**$1,083,837**	**2,328**	**2,115**	**$1,182,142**	**2,360**	**2,231**	**$1,402,196**	**32**	**116**	**$220,054**
Subtotal Discretionary - Appropriation	2,296	2,060	$1,083,837	2,328	2,115	$1,182,142	2,360	2,231	$1,402,196	32	116	$220,054

*FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

The Operations & Support (O&S) appropriation for the Departmental Management Operations, Management Directorate (MGMT) provides funding that ensures delivery of effective and efficient business and management services to enable the Department to achieve its mission leading the unified national effort to secure America. It does so by providing policy, guidance, operational oversight and support, and innovative solutions for the management needs of the entire Department. This includes costs necessary for salaries and expenses for MGMT offices.

This appropriation is broken out into the following Program, Project, and Activities (PPAs):

Immediate Office of the Under Secretary for Management (IOUSM): Oversees the functions of MGMT to further the Department's efforts to enhance functional integration.

Office of the Chief Readiness Support Officer (OCRSO): Provides leadership, internal controls, and oversight of Department-wide logistics and asset life-cycle management.

Office of the Chief Human Capital Officer (OCHCO): Provides overall management and administration for the Department's human capital policies, programs, and practices for attracting, retaining, and developing a skilled workforce.

Office of the Chief Security Officer (OCSO): Oversees the Department's security policies, programs, and standards; delivers security training and education to DHS personnel; and provides security support to DHS Components.

Office of the Chief Procurement Officer (OCPO): Provides oversight of Department-wide acquisition, financial assistance, strategic sourcing, and competitive sourcing programs, including direct management and oversight of the Office of Procurement Operations.

Office of the Chief Financial Officer (OCFO): Ensures that the funds necessary to carry out the Department's mission are obtained, allocated, and spent in support of the Department's priorities and in accordance with laws and policies.

Office of the Chief Information Officer (OCIO): Implements programs necessary to align the Department's Information Technology personnel, resources, and assets to support Department-wide missions and activities. OCIO also provides DHS and its partners with IT services required to lead a unified national effort to prevent and deter terrorist attacks as well as protect against and respond to threats and hazards.

Office of the Biometric Identity Management (OBIM): Provides biometric identification services to help Federal, State, and local government partners accurately identify people whom they encounter to determine if they pose a risk to the United States. This program supplies the technology for collecting and storing biometric data. The program shares information, provides analyses, updates watchlists, and ensures the integrity of the data. OBIM, as authorized by the Intelligence Reform and Terrorism Prevention Act, operates and maintains the Automated Biometric Identification System – also known as IDENT.

Operations and Support
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$1,083,837**	**$1,182,142**	**$1,402,196**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$21,137	-	-
Rescissions to Current Year/Budget Year	($1,557)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$1,103,417**	**$1,182,142**	**$1,402,196**
Collections – Reimbursable Resources	$165,513	$172,926	$153,771
Total Budget Resources	**$1,268,930**	**$1,355,068**	**$1,555,967**
Obligations (Actual/Estimates/Projections)	$1,268,930	$1,355,068	$1,555,967
Personnel: Positions and FTE			
Enacted/Request Positions	2,296	2,328	2,360
Enacted/Request FTE	2,060	2,115	2,231
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	2,122	2,328	2,360
FTE (Actual/Estimates/Projections)	1,886	2,115	2,231

*FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

**In the table above, the rescission line includes the administrative savings rescissions per the Consolidated Appropriation Act, 2019 (P.L. 116-6).

Operations and Support
Collections - Reimbursable Resources

Collections (Dollars in Thousands)		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Energy - Department of Energy	Source	-	-	-	-	-	$200	-	-	-
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	$7,182	-	-	$18,790	-	-	$16,007
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	$2,274	-	-	$1,848	-	-	$1,271
Department of Homeland Security - Transportation Security Administration	Source	-	-	$17,968	-	-	$34,462	-	-	$16,077
Department of Homeland Security - Citizenship and Immigration Services	Source	1	1	$12,297	-	-	$20,133	-	-	$27,258
Department of Homeland Security - Science and Technology	Source	-	-	$2,653	-	-	$6,180	-	-	$6,329
Department of Homeland Security - United States Secret Service	Source	-	-	$541	-	-	$733	-	-	$1,570
Department of Homeland Security - Office of the Inspector General	Source	-	-	$281	-	-	$931	-	-	$1,024
Department of Homeland Security - Countering Weapons of Mass Destruction	Source	-	-	$1,433	-	-	$860	-	-	$9,700
Department of Homeland Security - US Customs and Border Protection	Source	1	1	$12,589	-	-	$23,358	-	-	$30,228
Department of Homeland Security - US Immigration and Customs Enforcement	Source	1	1	$73,505	-	-	$12,641	-	-	$10,463
Department of Justice - Drug Enforcement Administration	Source	-	-	$200	-	-	-	-	-	-
Department of Homeland Security - United States Coast Guard	Source	-	-	$4,794	-	-	$8,685	-	-	$8,989
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	$15,809	-	-	$31,093	-	-	-
Department of Homeland Security - Office of Biometric Idenity Mangement (OBIM)	Source	-	-	-	-	-	-	-	-	$431
Department of Homeland Security - Office of Personnel Management	Source	-	-	-	-	-	-	-	-	$428
National Technical Information Service	Source	-	-	-	-	-	-	-	-	$1,945
I&A	Source	-	-	-	-	-	-	-	-	$91
Department of Homeland Security - Homeland Security Invistigations (H.S.I)	Source	-	-	-	-	-	-	-	-	$65
Department of Homeland Security - Office of the Secretary & Executive Management	Source	-	-	$425	-	-	-	-	-	$750
Department of Homeland Security - Office of the Under Secretary for Management	Source	-	-	$3,420	-	-	-	-	-	$6,000
Department of Homeland Security - Analysis and Operations	Source	-	-	$4,305	-	-	$4,500	-	-	$7,027
Department of Transportation - Department of Transportation	Source	-	-	-	-	-	$146	-	-	$300
Executive Office of the President - Executive Office of the President	Source	-	-	-	-	-	$150	-	-	$150
Department of Homeland Security - Office of Health Affairs	Source	-	-	-	-	-	$451	-	-	-
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	-	-	-	-	$93	-	-	-
Department of Homeland Security - Federal Protective Service	Source	-	-	$4,837	-	-	$6,472	-	-	$6,468
Office of the Director of National Intelligence	Source	-	-	$1,000	-	-	$1,200	-	-	$1,200
Total Collections		3	3	$165,513	-	-	$172,926	-	-	$153,771

Operations and Support
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**2,296**	**2,060**	**$1,083,837**
FY 2020 Enacted	**2,328**	**2,115**	**$1,182,142**
FY 2021 Base Budget	**2,328**	**2,115**	**$1,182,142**
Technical Adjustment	**6**	**90**	**-**
Realignment for Analytic Capabilities from IOUSM to OCPO	-	-	($500)
Realignment for Analytic Capabilities from OCFO to OCPO	-	-	($399)
Realignment for Analytic Capabilities to OCPO from IOUSM	-	-	$500
Realignment for Analytic Capabilities to OCPO from OCFO	-	-	$399
Realignment for eCFS from IOUSM to OCPO	-	-	($457)
Realignment for eCFS from OCFO to OCPO	-	-	($601)
Realignment for eCFS to OCPO from IOUSM	-	-	$457
Realignment for eCFS to OCPO from OCFO	-	-	$601
Realignment for Interagency Council Funding - CAP Goals from IOUSM to OCFO	-	-	($761)
Realignment for Interagency Council Funding - CAP Goals to OCFO from IOUSM	-	-	$761
Realignment for Management Cube from OCIO to OCRSO	-	-	($40)
Realignment for Management Cube to OCRSO from CIO	-	-	$40
Realignment for St. Es Campus IT from OCRSO to OCIO	-	-	($17,500)
Realignment for St. Es Campus IT to OCIO from OCRSO	-	-	$17,500
Realignment for St. Es Campus Security from OCRSO to OCSO	-	-	($31,621)
Realignment for St. Es Campus Security to OCSO from OCRSO	-	-	$31,621
Transfer for CLAN Activity from MGMT/OS/IOUSM to I&A	-	-	($5)
Transfer for CLAN Activity from MGMT/OS/OCFO to I&A	-	-	($15)
Transfer for CLAN Activity from MGMT/OS/OCHCO to I&A	-	-	($5)
Transfer for CLAN Activity from MGMT/OS/OCIO to I&A	-	-	($2,040)
Transfer for CLAN Activity from MGMT/OS/OCPO to I&A	-	-	($78)
Transfer for CLAN Activity from MGMT/OS/OCRSO to I&A	-	-	($15)
Transfer for CLAN Activity from MGMT/OS/OCSO to I&A	-	-	($358)
Transfer for CPO Shared Reporting to MGMT/OS/OCPO from Components	-	-	$49
Transfer for CSO Security Clearence Adjudicators from OCSO to CISA	(5)	(5)	($776)
Transfer for ISMS to MGMT/OS/OCSO from Components	-	-	$52

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Transfer for Medical Case Management to MGMT/OS/OCHCO from Components	-	-	$159
Transfer for Regional Field Efficiencies to MGMT/OS/OCRSO from Components	-	-	$51
Transfer for Shared Services Positions to MGMT/OS/OBIM from CISA	18	18	$2,929
Transfer for St. Es Campus Security to MGMT/OS/OCSO from USCG	-	-	$6,118
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OBIM to OSEM/OS/MO	-	-	($36)
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCPO to OSEM/OS/MO	-	-	($99)
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCRSO to OSEM/OS/MO	-	-	($1)
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCSO to OSEM/OS/MO	-	-	($12)
Transfer for WCF Removals from IOUSM to OCHCO	-	-	($6)
Transfer for WCF Removals from IOUSM to OCIO	-	-	($291)
Transfer for WCF Removals from IOUSM to OCRSO	-	-	($1,485)
Transfer for WCF Removals from IOUSM to OCSO	-	-	($1)
Transfer for WCF Removals from OBIM to OCFO	-	-	($5)
Transfer for WCF Removals from OBIM to OCHCO	-	-	($17)
Transfer for WCF Removals from OBIM to OCIO	-	-	($170)
Transfer for WCF Removals from OBIM to OCRSO	-	-	($2,329)
Transfer for WCF Removals from OBIM to OCSO	-	-	($336)
Transfer for WCF Removals from OCFO to OCHCO	-	-	($30)
Transfer for WCF Removals from OCFO to OCIO	-	-	($5,267)
Transfer for WCF Removals from OCFO to OCRSO	-	-	($2,953)
Transfer for WCF Removals from OCFO to OCSO	-	-	($33)
Transfer for WCF Removals from OCHCO to OCFO	-	-	($2)
Transfer for WCF Removals from OCHCO to OCIO	-	-	($3,625)
Transfer for WCF Removals from OCHCO to OCRSO	-	-	($2,837)
Transfer for WCF Removals from OCHCO to OCSO	-	-	($20)
Transfer for WCF Removals from OCIO to OCFO	-	-	($7)
Transfer for WCF Removals from OCIO to OCHCO	-	-	($49)
Transfer for WCF Removals from OCIO to OCRSO	-	-	($8,997)
Transfer for WCF Removals from OCIO to OCSO	-	-	($173)
Transfer for WCF Removals from OCPO to OCFO	-	-	($2)
Transfer for WCF Removals from OCPO to OCHCO	-	-	($53)
Transfer for WCF Removals from OCPO to OCIO	-	-	($4,698)
Transfer for WCF Removals from OCPO to OCRSO	-	-	($3,548)

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Transfer for WCF Removals from OCPO to OCSO	-	-	($42)
Transfer for WCF Removals from OCRSO to OCFO	-	-	($6)
Transfer for WCF Removals from OCRSO to OCHCO	-	-	($14)
Transfer for WCF Removals from OCRSO to OCIO	-	-	($1,982)
Transfer for WCF Removals from OCRSO to OCSO	-	-	($12)
Transfer for WCF Removals from OCSO to OCFO	-	-	($1)
Transfer for WCF Removals from OCSO to OCHCO	-	-	($31)
Transfer for WCF Removals from OCSO to OCIO	-	-	($4,444)
Transfer for WCF Removals from OCSO to OCRSO	-	-	($4,154)
Transfer for WCF Removals to MGMT/OS/OCFO from Components	-	-	$1,532
Transfer for WCF Removals to MGMT/OS/OCHCO from Components	-	-	$13,879
Transfer for WCF Removals to MGMT/OS/OCIO from Components	-	-	$47,243
Transfer for WCF Removals to MGMT/OS/OCPO from Components	-	-	$884
Transfer for WCF Removals to MGMT/OS/OCRSO from Components	-	-	$97,590
Transfer for WCF Removals to MGMT/OS/OCSO from Components	-	-	$21,307
Transfer for WCF Removals to OCFO from OBIM	-	-	$5
Transfer for WCF Removals to OCFO from OCHCO	-	-	$2
Transfer for WCF Removals to OCFO from OCIO	-	-	$7
Transfer for WCF Removals to OCFO from OCPO	-	-	$2
Transfer for WCF Removals to OCFO from OCRSO	-	-	$6
Transfer for WCF Removals to OCFO from OCSO	-	-	$1
Transfer for WCF Removals to OCHCO from IOUSM	-	-	$6
Transfer for WCF Removals to OCHCO from OBIM	-	-	$17
Transfer for WCF Removals to OCHCO from OCFO	-	-	$30
Transfer for WCF Removals to OCHCO from OCIO	-	-	$49
Transfer for WCF Removals to OCHCO from OCPO	-	-	$53
Transfer for WCF Removals to OCHCO from OCRSO	-	-	$14
Transfer for WCF Removals to OCHCO from OCSO	-	-	$31
Transfer for WCF Removals to OCIO from IOUSM	-	-	$291
Transfer for WCF Removals to OCIO from OBIM	-	-	$170
Transfer for WCF Removals to OCIO from OCFO	-	-	$5,267
Transfer for WCF Removals to OCIO from OCHCO	-	-	$3,625
Transfer for WCF Removals to OCIO from OCPO	-	-	$4,698

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Transfer for WCF Removals to OCIO from OCRSO	-	-	$1,982
Transfer for WCF Removals to OCIO from OCSO	-	-	$4,444
Transfer for WCF Removals to OCRSO from IOUSM	-	-	$1,485
Transfer for WCF Removals to OCRSO from OBIM	-	-	$2,329
Transfer for WCF Removals to OCRSO from OCFO	-	-	$2,953
Transfer for WCF Removals to OCRSO from OCHCO	-	-	$2,837
Transfer for WCF Removals to OCRSO from OCIO	-	-	$8,997
Transfer for WCF Removals to OCRSO from OCPO	-	-	$3,548
Transfer for WCF Removals to OCRSO from OCSO	-	-	$4,154
Transfer for WCF Removals to OCSO from IOUSM	-	-	$1
Transfer for WCF Removals to OCSO from OBIM	-	-	$336
Transfer for WCF Removals to OCSO from OCFO	-	-	$33
Transfer for WCF Removals to OCSO from OCHCO	-	-	$20
Transfer for WCF Removals to OCSO from OCIO	-	-	$173
Transfer for WCF Removals to OCSO from OCPO	-	-	$42
Transfer for WCF Removals to OCSO from OCRSO	-	-	$12
Transfer of FOIA Office from MGMT/OS/OBIM to OSEM/OS/MO	(4)	(4)	($1,961)
Total Transfers	**9**	**9**	**$186,392**
2020 Pay Raise	-	-	$7,764
2021 Pay Raise	-	-	$1,924
Annualization of Continuous Evaluation	-	3	$718
Annualization of JPMO Salaries and Benefits	-	-	$175
FERS Agency Contribution	-	-	$3,180
Homeland Security Information Network and Other Programs	-	-	$3
National Capital Region Infrastructure Operations (NCRIO) Sustainment	-	-	$104
OBIM/OPS for Facial Licenses	-	-	$1,300
Offset	-	-	$40
Windfarm	-	-	$3
Total, Pricing Increases	**-**	**3**	**$15,211**
Capital Planning and Investment Controls (CPIC)	-	-	($3)
Enterprise Infrastructure Solutions (EIS) Migration	-	-	($22,700)
FPS Fee	-	-	($832)
Hiring Delay	-	-	($4,126)

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Total, Pricing Decreases	-	-	**($27,661)**
Total Adjustments-to-Base	**15**	**102**	**$173,942**
FY 2021 Current Services	**2,343**	**2,217**	**$1,356,084**
Awards Spending Increase	-	-	$2,569
Continuous Diagnostics and Migration	-	-	$14,400
Cyber Talent Management System - Assessment Creation	4	3	$2,000
DHS Capstone Program	3	3	$856
DMO Component FSM Support	-	-	$540
DMO FSM Data Conversion, Hosting, & Warehouse	-	-	$1,473
Electronic Contract Filing System (ECFS)	-	-	$772
Evidence & Evaluation Program	-	-	$730
HR Academy	2	2	$1,500
IDENT/HART O&M Sustainment	-	-	$15,782
Investment Reporting	1	1	$1,199
JPMO Staffing	2	2	-
MGMT Cube	-	-	$20
MGMT Cube tech upgrades	-	-	$1,293
OBIM for Facial Licenses	-	-	$8,500
PPBE One Number	-	-	$1,194
Procurement Innovation Lab	5	3	$1,000
Real Property Program Enhancement	-	-	$500
Real Property Resources - Program Costs	-	-	$1,725
St. Elizabeths Shuttle Program	-	-	$1,895
Wide Area Network Enhancement	-	-	$16,762
Workforce Health and Safety	-	-	$150
Total, Program Increases	**17**	**14**	**$74,860**
Delay Contract Support	-	-	($3,104)
Efficiencies from HART Cloud Solution	-	-	($22,627)
Reduction to Contract Support	-	-	($1,258)
Reduction to the Nebraska Avenue Complex	-	-	($1,759)
Total, Program Decreases	-	-	**($28,748)**
FY 2021 Request	**2,360**	**2,231**	**$1,402,196**
FY 2020 To FY 2021 Change	**32**	**116**	**$220,054**

Budget Formulation Activity *(Dollars in Thousands)*	**Positions**	**FTE**	**Amount**

*FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

Operations and Support
Justification of Transfers

Transfers *(Dollars in Thousands)*	FY 2021 President's Budget		
	Positions	**FTE**	**Amount**
Transfer 1 - Realignment for Analytic Capabilities from IOUSM to OCPO	-	-	**($500)**
Immediate Office of the Under Secretary of Management	-	-	($500)
Transfer 2 - Realignment for Analytic Capabilities from OCFO to OCPO	-	-	**($399)**
Office of the Chief Financial Officer	-	-	($399)
Transfer 3 - Realignment for Analytic Capabilities to OCPO from IOUSM	-	-	**$500**
Office of the Chief Procurement Officer	-	-	$500
Transfer 4 - Realignment for Analytic Capabilities to OCPO from OCFO	-	-	**$399**
Office of the Chief Procurement Officer	-	-	$399
Transfer 5 - Realignment for Interagency Council Funding - CAP Goals from IOUSM to OCFO	-	-	**($761)**
Immediate Office of the Under Secretary of Management	-	-	($761)
Transfer 6 - Realignment for Interagency Council Funding - CAP Goals to OCFO from IOUSM	-	-	**$761**
Office of the Chief Financial Officer	-	-	$761
Transfer 7 - Realignment for Management Cube from OCIO to OCRSO	-	-	**($40)**
Office of the Chief Information Officer	-	-	($40)
Transfer 8 - Realignment for Management Cube to OCRSO from CIO	-	-	**$40**
Office of the Chief Readiness Support Officer	-	-	$40
Transfer 9 - Realignment for St. Es Campus IT from OCRSO to OCIO	-	-	**($17,500)**
Office of the Chief Readiness Support Officer	-	-	($17,500)
Transfer 10 - Realignment for St. Es Campus IT to OCIO from OCRSO	-	-	**$17,500**
Office of the Chief Information Officer	-	-	$17,500
Transfer 11 - Realignment for St. Es Campus Security from OCRSO to OCSO	-	-	**($31,621)**
Office of the Chief Readiness Support Officer	-	-	($31,621)
Transfer 12 - Realignment for St. Es Campus Security to OCSO from OCRSO	-	-	**$31,621**
Office of the Chief Security Officer	-	-	$31,621
Transfer 13 - Realignment for eCFS from IOUSM to OCPO	-	-	**($457)**
Immediate Office of the Under Secretary of Management	-	-	($457)
Transfer 14 - Realignment for eCFS from OCFO to OCPO	-	-	**($601)**
Office of the Chief Financial Officer	-	-	($601)
Transfer 15 - Realignment for eCFS to OCPO from IOUSM	-	-	**$457**

Transfers	FY 2021 President's Budget		
(Dollars in Thousands)	Positions	FTE	Amount
Office of the Chief Procurement Officer	-	-	$457
Transfer 16 - Realignment for eCFS to OCPO from OCFO	**-**	**-**	**$601**
Office of the Chief Procurement Officer	-	-	$601
Transfer 17 - Transfer for CLAN Activity from MGMT/OS/IOUSM to I&A	**-**	**-**	**($5)**
Immediate Office of the Under Secretary of Management	-	-	($5)
Transfer 18 - Transfer for CLAN Activity from MGMT/OS/OCFO to I&A	**-**	**-**	**($15)**
Office of the Chief Financial Officer	-	-	($15)
Transfer 19 - Transfer for CLAN Activity from MGMT/OS/OCHCO to I&A	**-**	**-**	**($5)**
Office of the Chief Human Capital Officer	-	-	($5)
Transfer 20 - Transfer for CLAN Activity from MGMT/OS/OCIO to I&A	**-**	**-**	**($2,040)**
Office of the Chief Information Officer	-	-	($2,040)
Transfer 21 - Transfer for CLAN Activity from MGMT/OS/OCPO to I&A	**-**	**-**	**($78)**
Office of the Chief Procurement Officer	-	-	($78)
Transfer 22 - Transfer for CLAN Activity from MGMT/OS/OCRSO to I&A	**-**	**-**	**($15)**
Office of the Chief Readiness Support Officer	-	-	($15)
Transfer 23 - Transfer for CLAN Activity from MGMT/OS/OCSO to I&A	**-**	**-**	**($358)**
Office of the Chief Security Officer	-	-	($358)
Transfer 24 - Transfer for CPO Shared Reporting to MGMT/OS/OCPO from Components	**-**	**-**	**$49**
Office of the Chief Procurement Officer	-	-	$49
Transfer 25 - Transfer for CSO Security Clearance Adjudicators from OCSO to CISA	**(5)**	**(5)**	**($776)**
Office of the Chief Security Officer	(5)	(5)	($776)
Transfer 26 - Transfer for ISMS to MGMT/OS/OCSO from Components	**-**	**-**	**$52**
Office of the Chief Security Officer	-	-	$52
Transfer 27 - Transfer for Medical Case Management to MGMT/OS/OCHCO from Components	**-**	**-**	**$159**
Office of the Chief Human Capital Officer	-	-	$159
Transfer 28 - Transfer for Regional Field Efficiencies to MGMT/OS/OCRSO from Components	**-**	**-**	**$51**
Office of the Chief Readiness Support Officer	-	-	$51
Transfer 29 - Transfer for Shared Services Positions to MGMT/OS/OBIM from CISA	**18**	**18**	**$2,929**
Office of Biometric Identity Management	18	18	$2,929
Identity and Screening Program Operations	18	18	$2,929
Transfer 30 - Transfer for St. Es Campus Security to MGMT/OS/OCSO from USCG	**-**	**-**	**$6,118**
Office of the Chief Security Officer	-	-	$6,118
Transfer 31 - Transfer for WCF Offset for OGC Staffing from MGMT/OS/OBIM to OSEM/OS/MO	**-**	**-**	**($36)**

Transfers	FY 2021 President's Budget		
(Dollars in Thousands)	**Positions**	**FTE**	**Amount**
Office of Biometric Identity Management	-	-	($36)
Identity and Screening Program Operations	-	-	($36)
Transfer 32 - Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCPO to OSEM/OS/MO	**-**	**-**	**($99)**
Office of the Chief Procurement Officer	-	-	($99)
Transfer 33 - Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCRSO to OSEM/OS/MO	**-**	**-**	**($1)**
Office of the Chief Readiness Support Officer	-	-	($1)
Transfer 34 - Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCSO to OSEM/OS/MO	**-**	**-**	**($12)**
Office of the Chief Security Officer	-	-	($12)
Transfer 35 - Transfer for WCF Removals from IOUSM to OCHCO	**-**	**-**	**($6)**
Immediate Office of the Under Secretary of Management	-	-	($6)
Transfer 36 - Transfer for WCF Removals from IOUSM to OCIO	**-**	**-**	**($291)**
Immediate Office of the Under Secretary of Management	-	-	($291)
Transfer 37 - Transfer for WCF Removals from IOUSM to OCRSO	**-**	**-**	**($1,485)**
Immediate Office of the Under Secretary of Management	-	-	($1,485)
Transfer 38 - Transfer for WCF Removals from IOUSM to OCSO	**-**	**-**	**($1)**
Immediate Office of the Under Secretary of Management	-	-	($1)
Transfer 39 - Transfer for WCF Removals from OBIM to OCFO	**-**	**-**	**($5)**
Office of Biometric Identity Management	-	-	($5)
Identity and Screening Program Operations	-	-	($5)
Transfer 40 - Transfer for WCF Removals from OBIM to OCHCO	**-**	**-**	**($17)**
Office of Biometric Identity Management	-	-	($17)
Identity and Screening Program Operations	-	-	($17)
Transfer 41 - Transfer for WCF Removals from OBIM to OCIO	**-**	**-**	**($170)**
Office of Biometric Identity Management	-	-	($170)
Identity and Screening Program Operations	-	-	($170)
Transfer 42 - Transfer for WCF Removals from OBIM to OCRSO	**-**	**-**	**($2,329)**
Office of Biometric Identity Management	-	-	($2,329)
Identity and Screening Program Operations	-	-	($2,329)
Transfer 43 - Transfer for WCF Removals from OBIM to OCSO	**-**	**-**	**($336)**
Office of Biometric Identity Management	-	-	($336)
Identity and Screening Program Operations	-	-	($336)
Transfer 44 - Transfer for WCF Removals from OCFO to OCHCO	**-**	**-**	**($30)**
Office of the Chief Financial Officer	-	-	($30)

Transfers	FY 2021 President's Budget		
(Dollars in Thousands)	Positions	FTE	Amount
Transfer 45 - Transfer for WCF Removals from OCFO to OCIO	**-**	**-**	**($5,267)**
Office of the Chief Financial Officer	-	-	($5,267)
Transfer 46 - Transfer for WCF Removals from OCFO to OCRSO	**-**	**-**	**($2,953)**
Office of the Chief Financial Officer	-	-	($2,953)
Transfer 47 - Transfer for WCF Removals from OCFO to OCSO	**-**	**-**	**($33)**
Office of the Chief Financial Officer	-	-	($33)
Transfer 48 - Transfer for WCF Removals from OCHCO to OCFO	**-**	**-**	**($2)**
Office of the Chief Human Capital Officer	-	-	($2)
Transfer 49 - Transfer for WCF Removals from OCHCO to OCIO	**-**	**-**	**($3,625)**
Office of the Chief Human Capital Officer	-	-	($3,625)
Transfer 50 - Transfer for WCF Removals from OCHCO to OCRSO	**-**	**-**	**($2,837)**
Office of the Chief Human Capital Officer	-	-	($2,837)
Transfer 51 - Transfer for WCF Removals from OCHCO to OCSO	**-**	**-**	**($20)**
Office of the Chief Human Capital Officer	-	-	($20)
Transfer 52 - Transfer for WCF Removals from OCIO to OCFO	**-**	**-**	**($7)**
Office of the Chief Information Officer	-	-	($7)
Transfer 53 - Transfer for WCF Removals from OCIO to OCHCO	**-**	**-**	**($49)**
Office of the Chief Information Officer	-	-	($49)
Transfer 54 - Transfer for WCF Removals from OCIO to OCRSO	**-**	**-**	**($8,997)**
Office of the Chief Information Officer	-	-	($8,997)
Transfer 55 - Transfer for WCF Removals from OCIO to OCSO	**-**	**-**	**($173)**
Office of the Chief Information Officer	-	-	($173)
Transfer 56 - Transfer for WCF Removals from OCPO to OCFO	**-**	**-**	**($2)**
Office of the Chief Procurement Officer	-	-	($2)
Transfer 57 - Transfer for WCF Removals from OCPO to OCHCO	**-**	**-**	**($53)**
Office of the Chief Procurement Officer	-	-	($53)
Transfer 58 - Transfer for WCF Removals from OCPO to OCIO	**-**	**-**	**($4,698)**
Office of the Chief Procurement Officer	-	-	($4,698)
Transfer 59 - Transfer for WCF Removals from OCPO to OCRSO	**-**	**-**	**($3,548)**
Office of the Chief Procurement Officer	-	-	($3,548)
Transfer 60 - Transfer for WCF Removals from OCPO to OCSO	**-**	**-**	**($42)**
Office of the Chief Procurement Officer	-	-	($42)
Transfer 61 - Transfer for WCF Removals from OCRSO to OCFO	**-**	**-**	**($6)**

Transfers	FY 2021 President's Budget		
(Dollars in Thousands)	Positions	FTE	Amount
Office of the Chief Readiness Support Officer	-	-	($6)
Transfer 62 - Transfer for WCF Removals from OCRSO to OCHCO	**-**	**-**	**($14)**
Office of the Chief Readiness Support Officer	-	-	($14)
Transfer 63 - Transfer for WCF Removals from OCRSO to OCIO	**-**	**-**	**($1,982)**
Office of the Chief Readiness Support Officer	-	-	($1,982)
Transfer 64 - Transfer for WCF Removals from OCRSO to OCSO	**-**	**-**	**($12)**
Office of the Chief Readiness Support Officer	-	-	($12)
Transfer 65 - Transfer for WCF Removals from OCSO to OCFO	**-**	**-**	**($1)**
Office of the Chief Security Officer	-	-	($1)
Transfer 66 - Transfer for WCF Removals from OCSO to OCHCO	**-**	**-**	**($31)**
Office of the Chief Security Officer	-	-	($31)
Transfer 67 - Transfer for WCF Removals from OCSO to OCIO	**-**	**-**	**($4,444)**
Office of the Chief Security Officer	-	-	($4,444)
Transfer 68 - Transfer for WCF Removals from OCSO to OCRSO	**-**	**-**	**($4,154)**
Office of the Chief Security Officer	-	-	($4,154)
Transfer 69 - Transfer for WCF Removals to MGMT/OS/OCFO from Components	**-**	**-**	**$1,532**
Office of the Chief Financial Officer	-	-	$1,532
Transfer 70 - Transfer for WCF Removals to MGMT/OS/OCHCO from Components	**-**	**-**	**$13,879**
Office of the Chief Human Capital Officer	-	-	$13,879
Transfer 71 - Transfer for WCF Removals to MGMT/OS/OCIO from Components	**-**	**-**	**$47,243**
Office of the Chief Information Officer	-	-	$47,243
Transfer 72 - Transfer for WCF Removals to MGMT/OS/OCPO from Components	**-**	**-**	**$884**
Office of the Chief Procurement Officer	-	-	$884
Transfer 73 - Transfer for WCF Removals to MGMT/OS/OCRSO from Components	**-**	**-**	**$97,590**
Office of the Chief Readiness Support Officer	-	-	$97,590
Transfer 74 - Transfer for WCF Removals to MGMT/OS/OCSO from Components	**-**	**-**	**$21,307**
Office of the Chief Security Officer	-	-	$21,307
Transfer 75 - Transfer for WCF Removals to OCFO from OBIM	**-**	**-**	**$5**
Office of the Chief Financial Officer	-	-	$5
Transfer 76 - Transfer for WCF Removals to OCFO from OCHCO	**-**	**-**	**$2**
Office of the Chief Financial Officer	-	-	$2
Transfer 77 - Transfer for WCF Removals to OCFO from OCIO	**-**	**-**	**$7**
Office of the Chief Financial Officer	-	-	$7

Transfers *(Dollars in Thousands)*	FY 2021 President's Budget		
	Positions	FTE	Amount
Transfer 78 - Transfer for WCF Removals to OCFO from OCPO	-	-	**$2**
Office of the Chief Financial Officer	-	-	$2
Transfer 79 - Transfer for WCF Removals to OCFO from OCRSO	-	-	**$6**
Office of the Chief Financial Officer	-	-	$6
Transfer 80 - Transfer for WCF Removals to OCFO from OCSO	-	-	**$1**
Office of the Chief Financial Officer	-	-	$1
Transfer 81 - Transfer for WCF Removals to OCHCO from IOUSM	-	-	**$6**
Office of the Chief Human Capital Officer	-	-	$6
Transfer 82 - Transfer for WCF Removals to OCHCO from OBIM	-	-	**$17**
Office of the Chief Human Capital Officer	-	-	$17
Transfer 83 - Transfer for WCF Removals to OCHCO from OCFO	-	-	**$30**
Office of the Chief Human Capital Officer	-	-	$30
Transfer 84 - Transfer for WCF Removals to OCHCO from OCIO	-	-	**$49**
Office of the Chief Human Capital Officer	-	-	$49
Transfer 85 - Transfer for WCF Removals to OCHCO from OCPO	-	-	**$53**
Office of the Chief Human Capital Officer	-	-	$53
Transfer 86 - Transfer for WCF Removals to OCHCO from OCRSO	-	-	**$14**
Office of the Chief Human Capital Officer	-	-	$14
Transfer 87 - Transfer for WCF Removals to OCHCO from OCSO	-	-	**$31**
Office of the Chief Human Capital Officer	-	-	$31
Transfer 88 - Transfer for WCF Removals to OCIO from IOUSM	-	-	**$291**
Office of the Chief Information Officer	-	-	$291
Transfer 89 - Transfer for WCF Removals to OCIO from OBIM	-	-	**$170**
Office of the Chief Information Officer	-	-	$170
Transfer 90 - Transfer for WCF Removals to OCIO from OCFO	-	-	**$5,267**
Office of the Chief Information Officer	-	-	$5,267
Transfer 91 - Transfer for WCF Removals to OCIO from OCHCO	-	-	**$3,625**
Office of the Chief Information Officer	-	-	$3,625
Transfer 92 - Transfer for WCF Removals to OCIO from OCPO	-	-	**$4,698**
Office of the Chief Information Officer	-	-	$4,698
Transfer 93 - Transfer for WCF Removals to OCIO from OCRSO	-	-	**$1,982**
Office of the Chief Information Officer	-	-	$1,982
Transfer 94 - Transfer for WCF Removals to OCIO from OCSO	-	-	**$4,444**

Transfers	FY 2021 President's Budget		
(Dollars in Thousands)	**Positions**	**FTE**	**Amount**
Office of the Chief Information Officer	-	-	$4,444
Transfer 95 - Transfer for WCF Removals to OCRSO from IOUSM	**-**	**-**	**$1,485**
Office of the Chief Readiness Support Officer	-	-	$1,485
Transfer 96 - Transfer for WCF Removals to OCRSO from OBIM	**-**	**-**	**$2,329**
Office of the Chief Readiness Support Officer	-	-	$2,329
Transfer 97 - Transfer for WCF Removals to OCRSO from OCFO	**-**	**-**	**$2,953**
Office of the Chief Readiness Support Officer	-	-	$2,953
Transfer 98 - Transfer for WCF Removals to OCRSO from OCHCO	**-**	**-**	**$2,837**
Office of the Chief Readiness Support Officer	-	-	$2,837
Transfer 99 - Transfer for WCF Removals to OCRSO from OCIO	**-**	**-**	**$8,997**
Office of the Chief Readiness Support Officer	-	-	$8,997
Transfer 100 - Transfer for WCF Removals to OCRSO from OCPO	**-**	**-**	**$3,548**
Office of the Chief Readiness Support Officer	-	-	$3,548
Transfer 101 - Transfer for WCF Removals to OCRSO from OCSO	**-**	**-**	**$4,154**
Office of the Chief Readiness Support Officer	-	-	$4,154
Transfer 102 - Transfer for WCF Removals to OCSO from IOUSM	**-**	**-**	**$1**
Office of the Chief Security Officer	-	-	$1
Transfer 103 - Transfer for WCF Removals to OCSO from OBIM	**-**	**-**	**$336**
Office of the Chief Security Officer	-	-	$336
Transfer 104 - Transfer for WCF Removals to OCSO from OCFO	**-**	**-**	**$33**
Office of the Chief Security Officer	-	-	$33
Transfer 105 - Transfer for WCF Removals to OCSO from OCHCO	**-**	**-**	**$20**
Office of the Chief Security Officer	-	-	$20
Transfer 106 - Transfer for WCF Removals to OCSO from OCIO	**-**	**-**	**$173**
Office of the Chief Security Officer	-	-	$173
Transfer 107 - Transfer for WCF Removals to OCSO from OCPO	**-**	**-**	**$42**
Office of the Chief Security Officer	-	-	$42
Transfer 108 - Transfer for WCF Removals to OCSO from OCRSO	**-**	**-**	**$12**
Office of the Chief Security Officer	-	-	$12
Transfer 109 - Transfer of FOIA Office from MGMT/OS/OBIM to OSEM/OS/MO	**(4)**	**(4)**	**($1,961)**
Office of Biometric Identity Management	(4)	(4)	($1,961)
Identity and Screening Program Operations	(4)	(4)	($1,961)

Transfers	FY 2021 President's Budget		
(Dollars in Thousands)	Positions	FTE	Amount
Total Transfers	9	9	$186,392

Transfers 1-2 – Realignment for Analytic Capabilities: This realignment supports the Department's decision to realign analytic capabilities to the Office of the Chief Procurement Officer who will manage and perform this requirement.

Transfer 3-4 – Realignment for Background Investigations: This realignment is for costs associated with the removal of Background Investigations and HSPD-12. This activity funds background investigations and HSPD-12 compliant services.

Transfers 5-6 –Realignment for Interagency Council Funding – CAP Goals: Transfers the costs related to Cross-Agency Priority (CAP) Goals. Established by the Government Performance and Results Modernization Act of 2010, CAP Goals are a tool used to accelerate progress on a limited number of priority areas where implementation requires active collaboration between multiple agencies, overcoming organizational barriers to achieve better performance than one agency can achieve on its own.

Transfers 7-8 – Realignment for Management Cube: This realignment supports the movement of the MGMT Cube program from the Office of the Chief Readiness Support Office to the Office of the Chief Information Officer for daily operations and oversight.

Transfers 9-10 – Realignment for St. Es Campus IT: This realignment supports IT efforts of the Chief Readiness Support Office in their IT management of the St. E's Campus that has several information technology features that are campus wide and building specific, allowing for audio/visual conference and data networks

Transfers 11-12 – Realignment for St. Es Campus Security: This transfer supports OCSO's management cost for campus security at St. Elizabeth's due to an increase in occupancy with the relocation of several DHS Components to the campus.

Transfers 13-16 – Realignment for Electronic Contract Filing System (eCFS): This realignment supports the Office of the Chief Procurement Officer in their management of the Electronic Contract Filing System.

Transfers 17-23 – Transfer for C-LAN Activity: This transfer supports costs associated with the removal of Classified Network (C-LAN) Operation Services from the Working Capital Fund. Services include TS/SCI network and internet/intranet access, communications security and information technology (IT) operations, and disaster recovery planning. A&O has previously been the responsible servicing entity through the WCF, this transfer will not result in loss of service for this activity.

Transfer 26 – Transfer for CPO Shared Reporting: This transfer removes the CPO Shared Reporting program from the DHS WCF and directly appropriates funds within CPO. The CPO Shared Reporting activity provides the DHS acquisition workforce with eProcurement systems and tools, which leverage investment costs and promote competition, transparency, integrity and consistency.

Transfer 27 – Transfer of CSO Security Clearance Adjudicators: This transfer supports the transfer of 5 Positions/5 FTE for from MGMT to CISA for security clearance adjudication

Transfer 28 – Transfer for Integrated Security Management System (ISMS): These transfers directly support the ISMS. This system is a DHS mission-essential enterprise web-based application used by 100% of DHS Components for the processing of personnel security cases, as well as the tracking of DHS Foreign National visitors. These services are currently funded through IAAs with each Component.

Transfer 29 – Transfer for Medical Case Management: These transfers support the activities and services provided by OCHCO for each Component's HR requirements through Program Management Office (PMO) contractual requirements for DHS Enterprise-wide WC-MCMS data collection, standardized training, DHS and Statutory Reporting Requirements; IT Security and Privacy Support for Service Provider's Costs for Plan of Action and Milestones (POAMs) & Continuous Monitoring, Ongoing Authorization of the DHS WC-MCMS Enterprise System; Office of the Chief Information Officer (OCIO) Information Technology Services Office (ITSO) Risk Management Division (RMD) Compliance Security Review Costs for the DHS Enterprise-wide WC-MCMS System; and Project Management and Budgeting Services for WC-MCMS Enterprise BPA.

Transfer 30 – Transfer for Regional Field Efficiencies: These transfers directly support the readiness support program, which builds on current unity of effort, field efficiency, and headquarters consolidation initiatives to provide DHS operators the facilities and equipment necessary to strengthen Component agility, resiliency, and responsiveness. OCRSO is implementing a regional integrated planning and process methodology to identify and implement opportunities to co-locate and consolidate assets and support services provided to DHS field operations. The integration of mission support planning and services improves the delivery of critical assets and support services. This will also lower overall costs through the sharing of real property, assets, training facilities, and other support services. These services are currently funded through IAAs with benefiting components.

Transfer 31 – Transfer for Shared Services Positions: Transfers costs associated with the CISA Act that moved shared services positions from CISA to OBIM, within the Management Directorate.

Transfer 32 – Transfer for St. Es Campus Security: This transfer supports the OCSO management of campus security at St. Elizabeth's and an increase in occupancy with the relocation of several DHS Components to the campus.

Transfers 33-34 – Transfer for WCF FY 18-20 Removal: Net transfers for CISA and MGMT for prior year WCF removals

Transfers 35-38 –Transfer for WCF Offset for OGC Staffing: The transfer supports the movement of Office of General Counsel attorneys from the Management Directorate to the Office of the Secretary and Executive Management.

Transfers 39-112 – Transfer for WCF Removals: Transfers funding due to the decision of the Working Capital Fund Governance Board to dissolve the Working Capital Fund and remove all activities beginning in FY 2021.

Transfer 113 – Transfer of FOIA Office: This transfer supports the move of the FOIA office from OBIM to DHS Privacy.

*Funding for C-LAN, the United States Secret Service, and the reassessment of the US Coast Guard have been removed. Therefore, transfers will not match exactly.

Component	Human Capital Business Systems	HQ Leadership Development Program	e-Training	USA Jobs	e-HR Integration	Human Resources LOB	Total
**Office of Chief Human Capital Officer**						

Office of Chief Human Capital Officer

MGMT WCF Transfers Summary Chart

Component	Human Capital Business Systems	HQ Leadership Development Program	e-Training	USA Jobs	e-HR Integration	Human Resources LOB	Total
U.S. Customs & Border Protection	1,754,525	-	1,533,472	458,205	1,472,744	89,222	5,308,168
Federal Law Enforcement Training Center	33,762	-	29,566	8,817	28,340	1,717	102,202
U.S. Immigration & Customs Enforcement	677,815	-	593,576	177,016	568,956	34,469	2,051,832
Transportation Security Administration	1,496,551	-	1,310,000	390,834	1,256,201	76,104	4,529,690
Federal Emergency Management Agency	303,251	-	265,562	79,196	254,548	15,421	917,978
Operations Coordination and Intel & Analysis	24,331	22,224	21,307	6,354	20,423	1,237	95,876
Office of the Inspector General	20,685	-	18,115	5,402	17,363	1,052	62,617
Science & Technology Directorate	12,470	11,390	10,919	3,256	10,467	634	49,136
U.S. Coast Guard	219,728	-	192,420	57,383	184,439	11,174	665,144
Countering Weapons of Mass Destruction (CWMD)	6,943	6,342	6,080	1,813	5,828	353	27,359
Component Total	**4,550,061**	**39,956**	**3,981,017**	**1,188,276**	**3,819,309**	**231,383**	**13,810,002**
Office of the Under Secretary for Management	810	740	3,560	212	680	41	6,043
Office of Chief Security Officer	8,477	7,743	4,808	2,214	7,115	431	30,788
Office of Chief Readiness Support Officer	3,153	2,880	4,577	824	2,647	160	14,241
Office of Chief Human Capital Officer	-	-	-	-	-	-	-
Office of Chief Procurement Officer	13,771	12,579	10,224	3,596	11,559	700	52,429
Office of Chief Financial Officer	6,972	6,369	8,425	1,821	5,853	355	29,795
Office of Chief Information Officer	12,903	11,786	9,277	3,370	10,831	656	48,823
Office of Biometric Identity Management	4,658	4,255	2,724	1,216	3,910	238	17,001
Office of the Secretary	434	396	4,634	113	364	22	5,963
Office of the Deputy Secretary	145	132	521	38	122	7	965
Office of Executive Secretariat	1,013	925	2,090	264	850	51	5,193
Chief of Staff	376	344	576	99	316	19	1,730
Office of CIS Ombudsman	752	687	550	196	631	38	2,854
Office of Civil Rights & Liberties	2,748	2,510	1,598	718	2,307	140	10,021
Office of Legislative Affairs	723	661	436	189	607	37	2,653
Office of General Counsel	2,546	2,325	2,299	665	2,137	129	10,101
Office of Public Affairs	694	634	717	181	583	35	2,844
Privacy	1,099	1,004	1,456	287	923	56	4,825
Office of Strategy, Policy, and Plans	4,542	4,149	2,685	1,186	3,813	231	16,606
Office of Partnership and Engagement	1,302	1,189	943	340	1,093	66	4,933
MGMT Total	**50,744**	**46,352**	**43,595**	**13,253**	**42,595**	**2,581**	**267,808**
OSEM Total	**16,374**	**14,956**	**18,505**	**4,276**	**13,746**	**831**	**68,688**
Total Transfers	**4,617,179**	**101,264**	**4,043,117**	**1,205,805**	**3,875,650**	**234,795**	**14,146,498**

Office of Chief Information Officer

MGMT WCF Transfers Summary Chart

Component	Research Library & Information Services	NCR Infrastructure Operations	e-Rulemaking	e-Gov Benefits	Financial Management LOB	Geospatial LOB	Budget Formulation and Execution LOB	Total
U.S. Customs & Border Protection	1,171,350	-	89,482	52,684	48,155	57,835	28,275	1,447,781
Federal Law Enforcement Training Center	100,247	-	2,049	1,014	1,103	1,324	647	106,384
U.S. Immigration & Customs Enforcement	3,077,147	1,647	45,936	20,353	24,721	29,690	14,515	3,214,009
Transportation Security Administration	828,422	-	41,422	44,937	22,291	26,772	13,089	976,933
Federal Emergency Management Agency	133,163	-	83,363	9,106	44,863	53,880	26,342	350,717
Operations Coordination and Intel & Analysis	20,466	13,653,727	1,358	731	731	878	429	13,678,320
Office of the Inspector General	46,795	-	742	621	399	479	234	49,270
Science & Technology Directorate	4,014	11,674,935	3,127	374	1,683	2,021	988	11,687,142
U.S. Coast Guard	663,199	-	21,131	6,598	11,372	13,658	6,677	722,635
Countering Weapons of Mass Destruction (CWMD	2,209	5,768,975	2,369	208	1,274	1,531	749	5,777,315
Component Total	**6,047,012**	**31,099,284**	**290,979**	**136,626**	**156,592**	**188,068**	**91,945**	**38,010,506**
Office of the Under Secretary for Management	4,696	286,568	41	24	22	27	13	291,391
Office of Chief Security Officer	49,096	4,393,229	423	255	228	273	134	4,443,638
Office of Chief Readiness Support Officer	18,264	1,959,517	1,804	95	971	1,166	570	1,982,387
Office of Chief Human Capital Officer	48,593	3,574,305	577	252	310	373	182	3,624,592
Office of Chief Procurement Officer	79,845	4,615,878	553	414	298	358	175	4,697,521
Office of Chief Financial Officer	40,383	5,225,590	348	209	187	225	110	5,267,052
Office of Chief Information Officer	-	-	-	-	-	-	-	-
Office of Biometric Identity Management	111,853	54,675	1,342	140	722	867	424	170,023
Office of the Secretary	137	687,336	55	13	29	35	17	687,622
Office of the Deputy Secretary	46	72,409	5	4	3	3	2	72,472
Office of Executive Secretariat	320	181,110	28	30	15	18	9	181,530
Chief of Staff	119	388,098	8	11	4	5	2	388,247
Office of CIS Ombudsman	237	291,736	32	23	17	20	10	292,075
Office of Civil Rights & Liberties	10,824	1,313,296	112	83	60	72	35	1,324,482
Office of Legislative Affairs	233	354,043	27	22	14	17	8	354,364
Office of General Counsel	314,928	1,933,157	104	77	56	67	33	2,248,422
Office of Public Affairs	219	347,330	27	21	15	18	9	347,639
Privacy	1,169	533,459	40	33	21	26	13	534,761
Office of Strategy, Policy, and Plans	1,445	2,200,358	186	136	100	120	59	2,202,404
Office of Partnership and Engagement	411	597,509	68	39	37	44	21	598,129
MGMT Total	**352,730**	**20,109,762**	**5,088**	**1,389**	**2,738**	**3,289**	**1,608**	**20,476,604**
OSEM Total	**330,088**	**8,899,841**	**692**	**492**	**371**	**445**	**218**	**9,232,147**
Total Transfers	**6,729,830**	**60,108,887**	**296,759**	**138,507**	**159,701**	**191,802**	**93,771**	**67,719,257**

Office of Chief Financial Officer			
MGMT WCF Transfers Summary Chart			
Component	Interagency Council Funding	e-Integrated Financial Assistance Environment	Performance Management LOB	Total
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U.S. Customs & Border Protection	305,700	-	21,022	326,722
Federal Law Enforcement Training Center	6,999	-	481	7,480
U.S. Immigration & Customs Enforcement	156,934	19	10,792	167,745
Transportation Security Administration	141,511	-	9,731	151,242
Federal Emergency Management Agency	284,798	460,403	19,585	764,786
Operations Coordination and Intel & Analysis	4,639	-	319	4,958
Office of the Inspector General	2,534	-	-	2,534
Science & Technology Directorate	10,683	2,019	735	13,437
U.S. Coast Guard	72,191	5,084	4,964	82,239
Countering Weapons of Mass Destruction (CWMD)	8,091	2,940	556	11,587
Component Total	**994,080**	**470,465**	**68,185**	**1,532,730**
Office of the Under Secretary for Management	142	-	-	142
Office of Chief Security Officer	1,445	-	-	1,445
Office of Chief Readiness Support Officer	6,163	-	-	6,163
Office of Chief Human Capital Officer	1,971		-	1,971
Office of Chief Procurement Officer	1,890	-	-	1,890
Office of Chief Financial Officer	-	-	-	-
Office of Chief Information Officer	7,044	-	-	7,044
Office of Biometric Identity Management	4,584	-	-	4,584
Office of the Secretary	187	-	-	187
Office of the Deputy Secretary	17	-	-	17
Office of Executive Secretariat	97	-	-	97
Chief of Staff	27	-	-	27
Office of CIS Ombudsman	108	-	-	108
Office of Civil Rights & Liberties	381	-	-	381
Office of Legislative Affairs	91	-	-	91
Office of General Counsel	356	-	-	356
Office of Public Affairs	93	-	-	93
Privacy	136	-	-	136
Office of Strategy, Policy, and Plans	635	-	-	635
Office of Partnership and Engagement	232	-	-	232
MGMT Total	**23,239**	**-**	**-**	**23,239**
OSEM Total	**2,360**	**-**	**-**	**2,360**
Total Transfers	**1,019,679**	**470,465**	**68,185**	**1,558,329**

Office of Chief Security Officer			
MGMT WCF Transfers Summary Chart			
Component	HSPD-12	Background Investigations	Total
U.S. Customs & Border Protection	4,961,159	-	4,961,159
Federal Law Enforcement Training Center	200,859	-	200,859
U.S. Immigration & Customs Enforcement	3,165,985	-	3,165,985
Transportation Security Administration	4,478,928	-	4,478,928
Federal Emergency Management Agency	5,126,177	-	5,126,177
Operations Coordination and Intel & Analysis	99,566	1,453,275	1,552,841
Office of the Inspector General	65,753	83,416	149,169
Science & Technology Directorate	87,837	1,250,496	1,338,333
U.S. Coast Guard	-	-	-
Countering Weapons of Mass Destruction (CWMD)	39,364	244,697	284,061
Component Total	**18,225,628**	**3,031,884**	**21,257,512**
Office of the Under Secretary for Management	1,061	-	1,061
Office of Chief Security Officer	-	-	-
Office of Chief Readiness Support Officer	12,477	-	12,477
Office of Chief Human Capital Officer	19,901	-	19,901
Office of Chief Procurement Officer	42,484	-	42,484
Office of Chief Financial Officer	32,939	-	32,939
Office of Chief Information Officer	173,054	-	173,054
Office of Biometric Identity Management	43,295	293,003	336,298
Office of the Secretary	1,560	-	1,560
Office of the Deputy Secretary	373	-	373
Office of Executive Secretariat	2,619	-	2,619
Chief of Staff	1,934	-	1,934
Office of CIS Ombudsman	2,495	-	2,495
Office of Civil Rights & Liberties	8,484	-	8,484
Office of Legislative Affairs	1,872	-	1,872
Office of General Counsel	7,486	-	7,486
Office of Public Affairs	1,560	-	1,560
Privacy	3,868	-	3,868
Office of Strategy, Policy, and Plans	13,912	-	13,912
Office of Partnership and Engagement	2,932	-	2,932
MGMT Total	**325,211**	**293,003**	**618,214**
OSEM Total	**49,095**	-	**49,095**
Total Transfers	**18,599,934**	**3,324,887**	**21,924,821**

Office of Chief Readiness Support Officer MGMT WCF Transfers Summary Chart			
Component			
	GSA Rent	Mail	Total
U.S. Customs & Border Protection	698,421	2,217,117	2,915,538
Federal Law Enforcement Training Center	-	13,838	13,838
U.S. Immigration & Customs Enforcement	583,850	1,366,309	1,950,159
Transportation Security Administration	904,301	1,185,768	2,090,069
Federal Emergency Management Agency	544,651	874,726	1,419,377
Operations Coordination and Intel & Analysis	9,906,054	78,795	9,984,849
Office of the Inspector General	-	112,692	112,692
Science & Technology Directorate	9,174,749	67,652	9,242,401
U.S. Coast Guard	52,251,328	1,110,494	53,361,822
Countering Weapons of Mass Destruction (CWMD)	6,087,173	39,944	6,127,117
Component Total	**80,150,527**	**7,067,335**	**87,217,862**
Office of the Under Secretary for Management	1,477,721	7,091	1,484,812
Office of Chief Security Officer	4,083,011	70,923	4,153,934
Office of Chief Readiness Support Officer	-	-	-
Office of Chief Human Capital Officer	2,747,262	89,823	2,837,085
Office of Chief Procurement Officer	3,507,005	40,517	3,547,522
Office of Chief Financial Officer	2,937,744	15,145	2,952,889
Office of Chief Information Officer	8,955,679	41,552	8,997,231
Office of Biometric Identity Management	2,292,069	36,502	2,328,571
Office of the Secretary	990,163	-	990,163
Office of the Deputy Secretary	187,163	-	187,163
Office of Executive Secretariat	330,332	64,026	394,358
Chief of Staff	323,508	-	323,508
Office of CIS Ombudsman	417,007	9,230	426,237
Office of Civil Rights & Liberties	910,099	75,507	985,606
Office of Legislative Affairs	703,657	3,257	706,914
Office of General Counsel	2,237,783	106,399	2,344,182
Office of Public Affairs	614,373	14,411	628,784
Privacy	392,081	39,193	431,274
Office of Strategy, Policy, and Plans	2,339,493	12,595	2,352,088
Office of Partnership and Engagement	600,162	2,678	602,840
MGMT Total	**26,000,491**	**301,553**	**26,302,044**
OSEM Total	**10,045,821**	**327,296**	**10,373,117**
Total Transfers	**116,196,839**	**7,696,184**	**123,893,023**

Office of Chief Procurement Officer	
MGMT WCF Transfers Summary Chart	
Component	e-Gov Integrated Awards Environment
U.S. Customs & Border Protection	67,328
Federal Law Enforcement Training Center	4,175
U.S. Immigration & Customs Enforcement	42,799
Transportation Security Administration	47,089
Federal Emergency Management Agency	650,537
Operations Coordination and Intel & Analysis	-
Office of the Inspector General	716
Science & Technology Directorate	290
U.S. Coast Guard	70,035
Countering Weapons of Mass Destruction (CWMD)	1,063
Component Total	**884,032**
Office of the Under Secretary for Management	-
Office of Chief Security Officer	-
Office of Chief Readiness Support Officer	
Office of Chief Human Capital Officer	-
Office of Chief Procurement Officer	-
Office of Chief Financial Officer	-
Office of Chief Information Officer	-
Office of Biometric Identity Management	-
Office of the Secretary	-
Office of the Deputy Secretary	-
Office of Executive Secretariat	-
Chief of Staff	-
Office of CIS Ombudsman	-
Office of Civil Rights & Liberties	-
Office of Legislative Affairs	-
Office of General Counsel	-
Office of Public Affairs	-
Privacy	-
Office of Strategy, Policy, and Plans	-
Office of Partnership and Engagement	-
MGMT Total	-
OSEM Total	-
Total Transfers	884,032.00

Operations and Support
Justification of Pricing Changes

Pricing Changes *(Dollars in Thousands)*	FY 2021 President's Budget		
	Positions	**FTE**	**Amount**
Pricing Change 1 - 2020 Pay Raise	-	-	**$7,764**
Immediate Office of the Under Secretary of Management	-	-	$98
Office of the Chief Readiness Support Officer	-	-	$498
Office of the Chief Human Capital Officer	-	-	$1,110
Office of the Chief Security Officer	-	-	$1,015
Office of the Chief Procurement Officer	-	-	$1,593
Office of the Chief Financial Officer	-	-	$956
Office of the Chief Information Officer	-	-	$1,782
Office of Biometric Identity Management	-	-	$712
Identity and Screening Program Operations	-	-	$712
Pricing Change 2 - 2021 Pay Raise	-	-	**$1,924**
Immediate Office of the Under Secretary of Management	-	-	$24
Office of the Chief Readiness Support Officer	-	-	$124
Office of the Chief Human Capital Officer	-	-	$276
Office of the Chief Security Officer	-	-	$252
Office of the Chief Procurement Officer	-	-	$395
Office of the Chief Financial Officer	-	-	$234
Office of the Chief Information Officer	-	-	$442
Office of Biometric Identity Management	-	-	$177
Identity and Screening Program Operations	-	-	$177
Pricing Change 3 - Annualization of Continuous Evaluation	-	3	**$718**
Office of the Chief Security Officer	-	3	$718
Pricing Change 4 - Annualization of JPMO Salaries and Benefits	-	-	**$175**
Office of the Chief Financial Officer	-	-	$175
Pricing Change 5 - Capital Planning and Investment Controls (CPIC)	-	-	**($3)**
Office of the Chief Human Capital Officer	-	-	($3)
Pricing Change 6 - Enterprise Infrastructure Solutions (EIS) Migration	-	-	**($22,700)**
Office of the Chief Information Officer	-	-	($22,700)
Pricing Change 7 - FERS Agency Contribution	-	-	**$3,180**

Pricing Changes	FY 2021 President's Budget		
(Dollars in Thousands)	**Positions**	**FTE**	**Amount**
Immediate Office of the Under Secretary of Management	-	-	$44
Office of the Chief Readiness Support Officer	-	-	$661
Office of the Chief Human Capital Officer	-	-	$392
Office of the Chief Security Officer	-	-	$427
Office of the Chief Procurement Officer	-	-	$452
Office of the Chief Financial Officer	-	-	$189
Office of the Chief Information Officer	-	-	$746
Office of Biometric Identity Management	-	-	$269
Identity and Screening Program Operations	-	-	$269
Pricing Change 8 - FPS Fee	**-**	**-**	**($832)**
Immediate Office of the Under Secretary of Management	-	-	($12)
Office of the Chief Readiness Support Officer	-	-	($176)
Office of the Chief Human Capital Officer	-	-	($102)
Office of the Chief Security Officer	-	-	($111)
Office of the Chief Procurement Officer	-	-	($116)
Office of the Chief Financial Officer	-	-	($48)
Office of the Chief Information Officer	-	-	($195)
Office of Biometric Identity Management	-	-	($72)
Identity and Screening Program Operations	-	-	($72)
Pricing Change 9 - Hiring Delay	**-**	**-**	**($4,126)**
Immediate Office of the Under Secretary of Management	-	-	($15)
Office of the Chief Human Capital Officer	-	-	($964)
Office of the Chief Security Officer	-	-	($735)
Office of the Chief Financial Officer	-	-	($1,154)
Office of the Chief Information Officer	-	-	($1,258)
Pricing Change 10 - Homeland Security Information Network and Other Programs	**-**	**-**	**$3**
Office of the Chief Information Officer	-	-	$3
Pricing Change 11 - National Capital Region Infrastructure Operations (NCRIO) Sustainment	**-**	**-**	**$104**
Office of the Chief Readiness Support Officer	-	-	$5
Office of the Chief Security Officer	-	-	$10
Office of the Chief Information Officer	-	-	$89
Pricing Change 12 - OBIM/OPS for Facial Licenses	**-**	**-**	**$1,300**
Office of Biometric Identity Management	-	-	$1,300

Pricing Changes	FY 2021 President's Budget		
(Dollars in Thousands)	**Positions**	**FTE**	**Amount**
Identity and Screening Program Operations	-	-	$1,300
Pricing Change 13 - Offset	**-**	**-**	**$40**
Office of the Chief Readiness Support Officer	-	-	$475
Office of the Chief Procurement Officer	-	-	($435)
Pricing Change 14 - Windfarm	**-**	**-**	**$3**
Office of the Chief Readiness Support Officer	-	-	$3
Total Pricing Changes	**-**	**3**	**($12,450)**

Pricing Change 1 – 2020 Pay Raise: This pricing change reflects the costs to support the 2020 enacted 3.1% pay increase. This includes one quarter of funding for Calendar Year 2020 and three quarters to annualize the funding in Calendar Year 2021.

Pricing Change 2 – 2021 Pay Raise: This pricing change reflects the impact of the 2021 1.0% pay increase.

Pricing Change 3 - Annualization of Continuous Evaluation: This pricing change reflects the annualization of the FY 2020 Enacted Continuous Evaluation program that provides additional resources necessary to fully fund positions funded in the FY 2020 enactment.

Pricing Change 4 – Annualization of FY20 Program Increase JPMO Salary & Benefits: This pricing change reflects the annualization of the FY20 Program Increase for JPMO Salary and Benefits supporting the Financial Systems Modernization program (FSM). FSM modernizes outdated legacy financial management systems to overcome current functionality challenges, support strong integrated internal controls, and enhance efficiency and security. Modernization of the DHS financial systems is needed to sustain progress in financial management, maintain a clean audit opinion, and support financial operations. Full staffing of the JPMO is critical to the success of FSM.

Pricing Change 5 – Capital Planning and Investment Controls (CPIC): This pricing change supports the Management Directorate involvement the Capital Planning and Investment Control (CPIC) process. CPIC is a structured, integrated approach to selecting, managing and evaluating information technology investments.

Pricing Change 6 - Enterprise Infrastructure Solutions (EIS) Migration: This pricing change is associated with GSA's expiring contracts.

Pricing Change 7 - FERS Agency Contribution: Per OMB Circular A-11, agencies are directed to increase employer contributions to the Federal Employee Retirement System (FERS). The regular FERS agency contribution increased by 1.3% from 16.0% in FY 2020 to 17.3% in FY 2021. The agency contribution amount for the Civil Service Retirement System (CSRS) did not change.

Pricing Change 8 - FPS Fee: This pricing change is due to anticipated changes to MGMT in Federal Protective Service (FPS) basic security fees due to the modeling assessment.

Pricing Change 9– Hiring Delay: This pricing change reflects a decrease to better reflect the current pace of hiring.

Pricing Change 10 – Homeland Security Information Network and Other Programs: This pricing change supports the Department's designated solution for trusted sharing of Sensitive Unclassified information between Federal, State, local, tribal, territorial, international, and private sector partners.

Pricing Change 11 – National Capital Region Infrastructure Operations (NCRIO) Sustainment: This pricing change is for increases in the National Capital Region Infrastructure Operations costs related to the IT security, desk side support, and SharePoint services.

Pricing Change 12 – OBIM/OPS for Facial Licenses: This pricing change reflects the increase for partial funding of a DHS enterprise-wide facial identity license to support capacity issues and provide a facial identity license for all DHS components.

Pricing Change 13 – Non-Recur: This pricing change represents non-recur funding increase in the FY 2021 aimed at sustaining OCRSO at the FY 2020 current services level.

Pricing Change 14 – Windfarm: This pricing change represents a nominal increase for the Windfarm program.

Operations and Support
Justification of Program Changes

Program Changes *(Dollars in Thousands)*	FY 2021 President's Budget		
	Positions	**FTE**	**Amount**
Program Change 1 - Awards Spending Increase	-	-	**$2,569**
Immediate Office of the Under Secretary of Management	-	-	$33
Office of the Chief Readiness Support Officer	-	-	$165
Office of the Chief Human Capital Officer	-	-	$367
Office of the Chief Security Officer	-	-	$336
Office of the Chief Procurement Officer	-	-	$527
Office of the Chief Financial Officer	-	-	$316
Office of the Chief Information Officer	-	-	$590
Office of Biometric Identity Management	-	-	$235
Identity and Screening Program Operations	-	-	$235
Program Change 2 - Continuous Diagnostics and Migration	-	-	**$14,400**
Office of the Chief Information Officer	-	-	$14,400
Program Change 3 - Cyber Talent Management System - Assessment Creation	4	3	**$2,000**
Office of the Chief Human Capital Officer	4	3	$2,000
Program Change 4 - DHS Capstone Program	3	3	**$856**
Office of the Chief Human Capital Officer	3	3	$856
Program Change 5 - DMO Component FSM Support	-	-	**$540**
Office of the Chief Financial Officer	-	-	$540
Program Change 6 - DMO FSM Data Conversion, Hosting, & Warehouse	-	-	**$1,473**
Office of the Chief Financial Officer	-	-	$1,473
Program Change 7 - Delay Contract Support	-	-	**($3,104)**
Office of Biometric Identity Management	-	-	($3,104)
Identity and Screening Program Operations	-	-	($3,104)
Program Change 8 - Efficiencies from HART Cloud Solution	-	-	**($22,627)**
Office of Biometric Identity Management	-	-	($22,627)
IDENT/Homeland Advanced Recognition Technology Operations and Maintenance	-	-	($22,627)
Program Change 9 - Electronic Contract Filing System (ECFS)	-	-	**$772**
Office of the Chief Procurement Officer	-	-	$772
Program Change 10 - Evidence & Evaluation Program	-	-	**$730**

Program Changes	FY 2021 President's Budget		
(Dollars in Thousands)	Positions	FTE	Amount
Office of the Chief Financial Officer	-	-	$730
Program Change 11 - HR Academy	**2**	**2**	**$1,500**
Office of the Chief Human Capital Officer	2	2	$1,500
Program Change 12 - IDENT/HART O&M Sustainment	**-**	**-**	**$15,782**
Office of Biometric Identity Management	-	-	$15,782
IDENT/Homeland Advanced Recognition Technology Operations and Maintenance	-	-	$15,782
Program Change 13 - Investment Reporting	**1**	**1**	**$1,199**
Office of the Chief Financial Officer	1	1	$1,199
Program Change 14 - JPMO Staffing	**2**	**2**	**-**
Office of the Chief Financial Officer	2	2	-
Program Change 15 - MGMT Cube	**-**	**-**	**$20**
Office of the Chief Readiness Support Officer	-	-	$20
Program Change 16 - MGMT Cube Tech Upgrades	**-**	**-**	**$1,293**
Office of the Chief Readiness Support Officer	-	-	$1,293
Program Change 17 - OBIM for Facial Licenses	**-**	**-**	**$8,500**
Office of Biometric Identity Management	-	-	$8,500
Identity and Screening Program Operations	-	-	$8,500
Program Change 18 - PPBE One Number	**-**	**-**	**$1,194**
Office of the Chief Financial Officer	-	-	$1,194
Program Change 19 - Procurement Innovation Lab	**5**	**3**	**$1,000**
Office of the Chief Procurement Officer	5	3	$1,000
Program Change 20 - Real Property Program Enhancement	**-**	**-**	**$500**
Office of the Chief Readiness Support Officer	-	-	$500
Program Change 21 - Real Property Resources - Program Costs	**-**	**-**	**$1,725**
Office of the Chief Readiness Support Officer	-	-	$1,725
Program Change 22 - Reduction to Contract Support	**-**	**-**	**($1,258)**
Office of the Chief Procurement Officer	-	-	($1,258)
Program Change 23 - Reduction to the Nebraska Avenue Complex	**-**	**-**	**($1,759)**
Office of the Chief Readiness Support Officer	-	-	($1,759)
Program Change 24 - St. Elizabeths Shuttle Program	**-**	**-**	**$1,895**
Office of the Chief Readiness Support Officer	-	-	$1,895
Program Change 25 - Wide Area Network Enhancement	**-**	**-**	**$16,762**
Office of the Chief Information Officer	-	-	$16,762

Program Changes	FY 2021 President's Budget		
(Dollars in Thousands)	Positions	FTE	Amount
Program Change 26 - Workforce Health and Safety	-	-	**$150**
Office of the Chief Human Capital Officer	-	-	$150
Total Program Changes	**17**	**14**	**$46,112**

Program Change 1 – Awards Spending Increase:

Description

The FY 2021 Request includes an increase of $2.6M for Awards Spending. The base for this program is $6.04M.

Justification

Consistent with this guidance, the FY 2021 Request increases awards spending to support strategic workforce development. On July 12, 2019, OMB issued Memorandum 19-24 *Guidance on Awards for Employees and Agency Workforce Funding Plan.* This Memorandum directs agencies to review and update their current awards spending plans in order to: (1) support the strategic use of awards and recognition throughout the year; 2) address workforce challenges and recognize high performing employees; and 3) recognize those employees with talent critical to mission achievement.

Performance

The FY 2021 Budget supports the agency workforce planning requirements by providing a one percent increase for awards spending. The additional funding will help drive positive behavior by recognizing accomplishments of agency personnel, thereby fostering a culture of recognition. The Department will direct their efforts by investing in the training and career development of our most valuable asset, our employees, to ensure they are fully equipped to contribute to our quality efforts and goals.

Program Change 2 – Continuous Diagnostics and Mitigation:

Description

The FY 2021 Request includes an increase of $14.4M for license and maintenance costs. The baseline program amount for Continuous Diagnostics and Mitigation (CDM) is $9.8M.

Justification

Funding provides DHS Components with CDM-certified capabilities and tools that identify and prioritize cybersecurity risks on an ongoing basis and enable cybersecurity personnel to mitigate the most significant risk first. The below phases outline the projection for CDM.

Manage Assets: Inventory Management (Phase 1) Continuation and Architecture Redesign
- Tool Software License Renewals and Maintenance
- Infrastructure Operations and Maintenance (contracted support)
- Virtual Server and Database Operations and Maintenance (contracted Support)
- Architecture Redesign Engineering and Implementation
- DHS CDM Program Management and Oversight Support (contracted support)

Manage Accounts (people and services) (Phase 2) Continuation and Implementation
- Tool Software License Renewals and Maintenance
- Infrastructure Operations and Maintenance (contracted support) CDM
- Virtual Server and Database Operations and Maintenance (contracted Support)

Management Events (Phase 3) Design and Implementation
- Tool Software License Renewals and Maintenance
- Infrastructure Operations and Maintenance (contracted support)
- Virtual Server and Database Operations and Maintenance (contracted Support)
- Additional Phase 1 and Phase 2 Tool License support and renewals (based on 2 year Defend A funding cycle)
- CDM support for Cloud Hosted Assets Engineering, design, and initiation.

Performance
The CDM program creates a common baseline of cybersecurity capability and protection across the Department of Homeland Security.

Program Change 3 – Cyber Talent Management System- Assessment Creation:
Description
The FY 2021 Request includes an increase of 4 Positions, 3 FTE and $2.0M to enhance the operation of the new DHS Cybersecurity Talent Management System (CTMS). The base for this program is 29 Positions, 29 FTE and $11.5M.

Justification
Successful design, implementation, and maintenance of a new Federal personnel system is extremely complex and requires highly specialized Federal human capital expertise that is exceedingly rare. DHS must secure technical knowledge related to pay setting and administration, labor market analysis, psychometric research, assessment development, and change management. Additional resources allow for continued enhancements and refinements of operations for the new, innovative personnel system, which will ultimately revolutionize the Departments ability to recruit, retain, and manage cybersecurity talent.

As reinforced by Executive Order 13800: *Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure*, DHS has a lead role in securing the Federal Government and the Nation against cybersecurity threats. The new personnel system developed by CSAP reimagines Federal human capital management and allows DHS to compete for top talent in the ever-changing field of cybersecurity and to ensure the execution of the Department's mission. As highlighted in the June 2018 *President's Government Reform Plan*, CTMS is being considered for possible utility to solve the Federal cybersecurity workforce shortages and establish a "unified cyber workforce capability across the civilian enterprise" by replacing Title 5 hiring processes to easily recruit and retain cybersecurity expertise.

Funding for new FTE/FTP closes critical position vacancies and provides for contract support ensuring the Department continues to enhance the operation of DHS CTMS in a legally-defensible manner. This includes establishing and maturing management functions as well as addressing technical areas to include: compensation, professional development and assessments where previous funding was insufficient.

Performance
An increase in funding ensures the continued implementation and effective operation of the cybersecurity-focused personnel system. After researching major Federal personnel transformations since the 1970s, and considering the dynamic nature of the field of cybersecurity, DHS decided to reimagine Federal human capital management in its implementation of the Secretary's authority in 6 U.S.C. § 147. The new personnel system will incorporate significant improvements in cybersecurity talent management through a variety of expected innovations, to include: streamlined, proactive hiring; market-sensitive pay; flexible, dynamic career paths; and development-focused performance management.

The requested funding is integral to the effective operation and refinement of key elements of the personnel system, especially those requiring specialized expertise not common across most Federal agencies. Two critical examples include the operation and refinement of legally-defensible assessment tools to guide hiring and career progression decisions, and the adjustment of market-sensitive pay structures and flexibilities to keep pace with industry best practices.

This program change assists DHS in addressing challenges relating to hiring a sufficient cybersecurity workforce, including ensuring proper staffing with specific skill sets required to implement DHS cybersecurity solutions.

Additionally, requested funding ensures system implementation is not delayed and mission critical skills gaps are addressed, which will enable the Department to hire or procure specialized expertise.

Program Change 4 – DHS Capstone Program:
Description
The FY 2021 Request includes an increase of 3 Positions, 3 FTE, and $0.9M to conduct three Executive Capstone Cohort sessions per year and expand the Executive Tier of Leader Development. There are no base funds for this program.

Justification
Currently, the Capstone program operates as an unfunded requirement. This request will enable the hiring of additional program facilitator, and a program coordinator to develop, implement, and manage the DHS-wide Executive Development Program, to include funding the Executive Capstone Cohort program. Funding will increase throughput of the Cohort Program from two cohorts per year (approximately 50-55 executives) to three cohorts per year (75-80 Executives). Additionally, the increase will allow the program to develop products and programs that support the remaining Capstone tier requirements focused on executive onboarding and will provide resources to support executive development that have previously been unsupportable.

Performance
Funding the DHS Executive Capstone would facilitate Components being able to meet the direction and mandate under the Secretary's Resource Planning Guide. According to the Secretary's Resource Planning Guide FY 2018-2022, Components are required to ensure that 80% of their new and 75% of their experienced supervisors complete DHS Leader Development Program requirements, including the DHS Executive Capstone program. To date, there has not been an institutionalized budget, thus necessitating the required program to be funded through OCHCO's unfunded requirements requests towards the end of the year. The instability and limitations of the funding source have been under-serving the DHS need with only 65% or fewer new SES employees completing this required training. This has resulted in a third of DHS executives either not receiving appropriate training and Components incurring a significantly greater expense to send their executives to executive development providers.

Program Change 5 - DMO Component FSM Support:

Description
The FY 2021 Request includes an increase of $0.5M for the Financial System Modernization (FSM) project to support the Departmental Management and Operations (DMO) components through implementation of an improved, integrated financial, procurement, and asset management system. The base for this program is $2.3M.

Justification
This funding directly supports the execution of Component-specific activities to prepare for and execute migration, and support DMO after the system has gone live. This support is separate from the larger DHS Headquarters (HQ) Program procurement, construction, and improvements (PC&I) funding, which is intended to provide DHS-wide program governance and oversight.

DMO requires additional funding to cover the cost of making archive data available (payable to ICE), developing the data archive environment, hosting archive data, and supporting the data migration activities (payable to ICE).

Performance
This program increase will allow for the expansion of the DMO PMO support team to fully manage additional activities related to discovery and implementation of a modernized financial system. Further, the funding includes development and maintenance of an archival and retrieval environment that can't be migrated to the modernized solution.

Program Change 6 - DMO FSM Data Conversion, Hosting, & Warehouse:

Description

The FY 2021 request includes an increase of $1.5M for the Financial System Modernization (FSM) project to support the Departmental Management and Operations (DMO) component through implementation of an improved, integrated financial, procurement, and asset management system. The base funding for this program is $2.3M.

Justification

This funding directly supports the execution of Component-specific activities to prepare for and execute migration, and support DMO after the system has gone live. This support is separate from the larger DHS Headquarters (HQ) Program procurement, construction, and improvements (PC&I) funding, which is intended to provide DHS-wide program governance and oversight. DMO's Component-specific request is for operational execution of Departmental project requirements and to continue staffing the Project Management Office (PMO) with various key functions. These functions include: Project Management, Organizational Change Management (OCM), Data Management, Testing, and Requirements Management. DMO's cost assumptions align with the DHS Cost Analysis Division (CAD)'s estimate and are built according to the Staffing Recommendation developed by the DHS FSM Independent Verification and Validation (IV&V) team for DHS FSM Joint Program Management Office (JPMO).

The funding that is currently available in the DHS CFO base budget ($2.8M) for DMO-specific FSM costs is not sufficient to meet the Department expectations of DMO's Component-specific modernization effort.

In addition to the base funding for FSM PMO support, DMO requires additional funding for the PMO contract support; this is due to increased activities to support discovery and implementation. Further, DMO requires additional funding to cover the cost of making archive data available (payable to ICE), developing the data archive environment, hosting archive data, and supporting the data migration activities (payable to ICE).

Through the DHS FSM JPMO, DHS HQ provides program oversight, standards, and guidance to DMO and other Components who are participating in the FSM effort. The JPMO was not chartered to execute migration steps on behalf of Components, rather coordinate program level activities across all migrating components. To manage the complexity of an integrated system implementation, DMO requires additional appropriated funding to execute numerous mandated project activities at the Component-level through migration to the future environment. These PMO activities and costs include: project management (including creating and reviewing required acquisition documents for DMO's migration and risk management), organizational change management (including managing, communicating with and training DMO's operational stakeholders and Business Process Reengineering tasks), data management (including data cleanup and cleansing), requirements management (including developing and validating functional requirements), and planning & executing Component-specific user acceptance testing.

Performance

This request allows for the expansion of the DMO PMO support team to fully manage additional activities related to discovery and implementation of a modernized financial system. Further, the funding includes development and maintenance of an archival and retrieval environment that can't be migrated to the modernized solution.

Program Change 7 – Delay Contract Support:

Description
The FY 2021 Request includes a reduction of $3.1M in the Office of Biometric Identity Management (OBIM) contract support services. The base for this program is $20.3M.

Justification
OBIM contract support services consists of activities that include corporate information technology, systems engineering, manual fingerprint identification support, and logistical support services. This pricing decrease reflects the reallocation of internal program contract support funds to fully fund the salaries and benefits of 16 FTEs.

Performance
This reduction in contract support services has a net neutral impact to overall OBIM funding and will not impact performance. The decrease in contract support services will be offset by fully funding program FTPs to meet emerging mission needs that are more appropriately executed with Federal employees.

Program Changes 8 - Efficiencies from HART Cloud Solution:

Description
The FY 2021 Request includes a reduction of $22.6M due to efficiencies gained in operations and maintenance from migrating from a data center to a cloud environment. The base for this program is $183.9M.

Justification
OBIM's services are essential to supporting the President's initiative to vet international travelers with the goal toward preventing terrorism (Executive Order *Protecting the Nation from Foreign Terrorist Entry into the United States* signed January 27, 2017 and Executive Order *Resuming the United States Refugee Admissions Program with Enhanced Vetting Capabilities* signed October 24, 2017). OBIM is strategically aligned in support of DHS missions to combat terrorism, secure the borders and improve the administration and enforcement of immigration laws.
The identified efficiencies directly support the DHS mission to protect the United States and the Secretary's priorities. The Homeland Advanced Recognition Technology (HART) system is the departmental solution for biometric identity services that are integral to combatting terrorism, securing the borders and enforcing and administering immigration laws. OBIM requires expertise to effectively operate HART in the cloud environment and to successfully integrate new modalities as they become operationally available to meet user needs.

Performance

The identified efficiencies will ensure delivery of quality software in accordance with DHS guidance and industry standards with fewer defects and security vulnerabilities; assist with the design, development and deployment of new modalities; and drive efficiency in selection of cloud service offerings that improve performance and security. While the Office of Biometric Identity Management anticipates the reassignment of ten (10) billets due to DHS-directed data center closures, the data center positions will be repurposed to support ten (10) current over-hire positions to support critical, sustained work. There is no increase or decrease from repurposing the ten (10) billets.

Information sharing agreements are the terms by which OBIM works with partners in appropriately exchanging identity information; maximizing DHS's contributions to protecting the homeland, which are critical for mission success. Additional adhering to proper data safeguards minimizes risk associated with sharing agreements.

Program Change 9 - Electronic Contract Filing System (ECFS):

Description

The FY 2021 Request includes an increase of $0.8M to fund the Electronic Contract Filing System (ECFS). The base for this program $1.5M.

Justification

ECFS is a DHS-wide program managed by the Office of the Chief Procurement Officer that supports electronic contract storage, document management, workflow and records management. ECFS makes contract file access and retrieval faster, easier and more secure. ECFS supports IT consolidation and modernization activities, enables continuity of operations, improves data integrity, reduces inefficiencies and redundancies, reduces paper storage costs and facilitates compliance with multiple electronic file regulations and policy mandates. ECFS is a commercial-off-the-shelf solution provided as Software-as-a-Service and is hosted in a Federal Risk and Authorization Management Program (FedRAMP) cloud environment.

ECFS has proven to be an invaluable tool and prudent investment. Requested resources will ensure:

- Hosting, maintenance, sustainment and support – Funding for these activities is required for the system infrastructure. These services are essential to operate the system. Without these services, the system is inoperable. Contract terms and conditions require the system to be maintained for licenses to be valid.
- Licenses – Users are required to possess a valid license to use the system.
- Cyber Security - Implementing, operating and sustaining a robust cyber security posture is essential and required by statute and policy. Should these services not be funded, then the authority to operate will be revoked; thereby, rendering ECFS inoperable.
- IV&V Services – Third party IV&V services are fundamental to ensure the program is optimally operated and managed. Project risks increase when IV&V services are eliminated.

Performance

OCPO will replace traditional paper-based contract files across the DHS enterprise. Various inconsistent methodologies are currently employed by the DHS contracting workforce to manage contract files. ECFS provides a single, shared solution for the entire DHS contracting workforce. ECFS improves procurement operations and enables the procurement community to better support the DHS mission.

Program Change 10 - Evidence & Evaluation Program:

Description

The FY 2021 Request includes $0.7M to advance data and evidence-based functions across the Department. There is no base funding for this program.

Justification

The Foundations for Evidence-Based Policymaking Act of 2018 (Evidence Act), signed into law on January 14, 2019, requires the designation of an Evaluation Officer within the Department. The Evaluation Officer is responsible for leading the Department's evaluation activities, learning agenda, and information reporting to OMB on evidence, as well as collaborating with, shaping, and making contributions to other evidence-building activities within the Department.

The Secretary has designated the Director of Program Analysis and Evaluation (PA&E), within the Office of the Chief Financial Officer (OCFO), as the Evaluation Officer. PA&E collaborates with the eight operational DHS Components (CISA, CBP, ICE, FEMA, TSA, USCIS, USCG, and USSS), who are be the focus for the implementation of the Evidence Act in DHS. OCFO is also working with the DHS Chief Data Officer and the Statistical Official in setting the groundwork for governance structures to implement the Act.

Performance

This request allows OCFO to implement the FY 2021 evaluation plan and relevant studies related to the learning agenda. Due to the size and complexity of DHS, obtaining a sense of the current evaluation efforts, capabilities, and areas to advance learning based on evidence is a significant undertaking. Currently, there is a need to augment expertise within DHS PA&E to take on the responsibility to carry out these requirements. Additional staff and resources are needed to fully implement the Act over a series of years. Barriers faced may also consist of obtaining the appropriate expertise at the Component level to assist DHS in implementing these requirements, and the focus of building evidence will be on Component operational programs. It is unclear to what extent DHS PA&E will face cultural challenges in the implementation of this effort. Being a law enforcement agency that is very operationally focused on evolving threats, DHS recognizes there may be barriers to prioritizing and engaging in analytical and evaluation focused work. However, the analysis of information derived from data collection and assessment is an important factor in tactical and strategic decision making across DHS. All Components recognize the significant importance of data analytics to make sound and informed decisions is the best use of available resources.

Lastly, funding this request carves out resources to support obtaining external expertise needed to conduct analyses and evaluations of often complex and multi-faceted programs. Investments into analytics and data use can yield efficiencies and promote informed decisions. The FY 2021 request presents proposals to invest in the Department's capabilities to build and/or support the use of data and evidence. The priority evidence requests consist of the following initiatives:

- Border Patrol Enforcement System Modernization
- Advanced Trade Analytics Platform
- Repository for Analytics in Virtualized Environments
- Enterprise Data & Analytics Modernization Initiatives
- Federated Tableau Cloud Development
- IBM TRIRIGA Workplace Management System
- Financial Systems Modernization
- Planning, Programming, Budgeting, and Execution System (also known as PPBE One Number)

Program Change 11 – HR Academy:

Description
The FY 2021 Request includes 2 positions, 2 FTE, and $1.5M to fund the HR Academy. There are no base funds for this program.

Justification
Requested resources ensures OCHCO is able to recruit, develop, and sustain highly skilled HR specialists and provide funding for the following:
- An annual training budget of $1M managed by OCHCO through centralized procurement;
- 3-year intern program - Component pays interns salaries and benefits. When the intern is not participating in HR Career Development Program activities, the intern reports to his/her Component;
- HR Career Development Program at a cost of $0.2M ($6,500 per participant per year managed by OCHCO);
- $0.1M in annual support of the online Career Path Tool (managed by OCHCO), and 2 FTE salaries totaling $0.2M to support the intern program with 1 intern program manager and 1 HR instructor (managed by OCHCO).

Knowledgeable DHS HR employees are recruited by other DHS Components, creating an unhealthy competition for resources between Components. The HR Academy will close knowledge gaps by centralizing efforts to provide HR fundamentals across DHS. Currently within DHS, there is no centralized vehicle such as the HR Academy that is available to recruit, develop, and support a cadre of highly-skilled, versatile HR specialists, who are focused on the Department's hiring needs.

HR Academy is a DHS-wide effort led by the Human Capital Leaders Council (HCLC). This shared hiring process will allow HR specialists to respond to hiring demands by fully utilizing the entire DHS HR community. HR Academy will enable hiring specialists from all DHS Components to be engaged during hiring surges, the same way employees from all DHS Components respond to natural disasters through FEMA.

Funding HR Academy provides the following two initiatives:

Training: With HR Academy, training procurement for HR specialists is centralized. Components coordinate training requirements and implement the core HR specialist curriculum. Training impact is measured based on cohort feedback and participant performance demonstrated in his/her work unit. This funding includes a full-time HR instructor.

Intern Program: Components coordinate HR hiring needs with all DHS HR organizations. Participants form cohorts and participate in group activities including; training, forums with senior-leaders, structured on-the-job training, rotations, inter-Component HR projects, and other career-development activities including partnered events with the MGMT NextGen leader development program.

Performance
HR Academy centralizes procurement for HR training. Centralized procurement reduces training costs up to 60%, compared to individual course purchases. Centralized procurement will help DHS standardize HR training and define HR knowledge requirements. Through these efforts, all DHS human capital resources can respond to DHS HR mission support including hiring surges. The HR Academy, led by the HCLC, will standardize hiring practices and ensure all hiring authorities are used to support mission critical occupations. With this approach, fewer top candidates will be lost in the hiring process. The Intern Program will recruit top talent and provide HR fundamentals. The intern program graduates will feed the team lead and first-level supervisory pipeline ensuring the investment in employee development benefits DHS. Funding provides 2 FTE, each position focused on HR workforce development. HR is the gateway to each position in DHS.

Program Change 12 – IDENT/HART O&M Sustainment:

Description
The FY 2021 Request includes an increase of $15.8M to support the operations for both Automated Biometric Identification System (IDENT) and Homeland Advanced Recognition Technology System (HART). The base for this activity is $160.7M.

Justification
OBIM's services are essential to supporting the President's initiative to vet international travelers with the goal toward preventing terrorism (Executive Order Protecting the Nation from Foreign Terrorist Entry into the United States signed January 27, 2017 and Presidential Executive Order on Resuming the United States Refugee Admissions Program with Enhanced Vetting Capabilities signed October 24, 2017).
IDENT provides the following services to OBIM's biometric customers:

- Facial and iris matching to support Customs and Border Protection Entry/Exit;
- Automated tools essential to OBIM latent fingerprint examiners; and
- A non-production environment to test updates and patches for face and iris matching and other IDENT capabilities.

The HART system is presently under development and will take the place of the existing IDENT system once it is deployed. During FY 2020, as HART becomes operational, OBIM will be transitioning from data center operations to cloud services to meet the functional requirements described below. This requires IDENT data center operations and the HART system to be sustained simultaneously until a full transition to HART is completed, which necessitates the program change increase.

Performance

This funding enables DHS to support the HART system and IDENT operations, enabling the successful transition to HART and continuing to support OBIM and DHS's vetting and counter-terrorism missions.

Program Change 13 - Investment Reporting:

Description

The FY 2021 Request includes an increase of 1 position, 1 FTE, and $1.2M to develop the DHS investment reporting effort to estimate the cost of future DHS investments and shorten the time it takes to develop Life Cycle Cost Estimates. This is a new effort; therefore, no base funding exists for this program.

Justification

The Department has identified a business need for the comprehensive alignment and tracking of financial execution data to investments. The different levels of detail, data structures, and execution processes utilized across the Department adds a level of difficulty in tracking, reporting, and analyzing investment dollars as they move through the programming, budgeting, and execution process. DHS recognizes the need for a more efficient way to gather a unified and clear picture of all investments across their life cycles, including key major acquisition programs. In doing so, DHS is able to:

- Ensure quality and accuracy in financial execution data across time.
- Automate reporting and simplify business processes.
- Build robust business intelligence capabilities to efficiently report on a programs' health status and trends by identifying:
    - Acquisition program execution.
    - The amount of 'buying power' an acquisition program has in the current year from previous years and expected funds to be carried forward.
    - How an acquisition program is expending funds in accordance with the program plan.
    - Realize real and personal property efficiencies.
    - Conduct routine, predicative analytics and make effective portfolio level decisions.

By gaining insight into how investments expend their funding, the Department can begin to develop relationships and estimate future costs for our major acquisitions. This informs programming and budgeting for those investments as well as acquisition governance as we make decisions regarding the future of our major acquisition programs and ensure they receive adequate funding.

Investment reporting is a new initiative that will provide data analytic support to collect, store and analyze Master Acquisition Oversight List (MAOL) Level 1 and 2 programs. Once we have built the initial capability, we will need to continue these efforts for all future cost estimates at the Department. The investment reporting effort has begun with a new 2019 Management Integrated Priority between CFO and CPO to collect, store, analyze contract line item number for MAOL programs Level 1 and 2. Currently, there is no MAOL program CLIN data repository to utilize for contract negotiations and life cycle cost estimates. This request will follow the collection efforts and provide the Department with a capability to fully utilize investment data, apply the investment data to cost estimates and efficiently reduce the time to develop Life Cycle Cost Estimate (LCCEs) across the Department.

DHS needs a credible data source for collecting and analyzing historical costs of major acquisition programs. Historical cost data is the basis for any credible life cycle cost estimate. In the past, the Cost Analysis Division (CAD) and other Department cost analyst have collected historical investment data on an ad-hoc basis. Historical investment data is a primary data source for life cycle cost estimating and the collection of this information in an ad-hoc manner is time consuming. Data collection and analysis is one of the most significant steps in developing a cost estimate and is the reason why it takes some cost analyst many months to develop an LCCE. Investment data forms the basis behind a variety of cost estimating techniques such as parametric cost estimating, which analyzes the relationship between cost and technical parameters to develop a cost estimating relationship. Analysis of historical cost data also allows cross-program comparisons, actuals to estimates, and identification of program cost drivers and root causes.

Performance
This investment reporting effort develops a capability that changes the ad-hoc processes currently being used. Investment reporting will improve cost estimating and cost estimates will be more accurate, credible, and defensible. This will enable the Department to provide data driven and timely cost estimates that improve decision making associated with acquisition programs and ultimately deliver successful acquisition outcomes. Investment reporting will reduce the time to develop program cost estimates and the MAOL program would use investment reporting for contract negotiations to reduce contract cost.

Program Change 16 - MGMT Cube:

Description
The FY 2021 Request includes a program increase of $20 thousand for the Management (MGMT) Cube program. The base for this program is 5 positions, 5 FTE, and $3.2M.

Justification

The MGMT Cube program brings together Department financial, acquisition, human capital, contracts, assets function, and security data, allowing analysis and visualizations that inform decision making, and enhance organizational performance. It delivers robust, accurate and integrated data on a single, centralized Business Intelligence (BI) platform. It builds on current unity of effort, management integration, and data-driven initiatives across all the MGMT functional lines of business.

The MGMT Cube program is currently staffed by contractor resources, who function as part of a joint duty detail to the project. As the Management Cube matures in its ability to provide on-demand data analysis and exportation, requests for data and analysis have inundated the staff. The growing services and scope of the project's requirements, including the integrated and strategic nature of these items, requires additional Federal support. Further, the program is continuously supporting requests from National Operations Center (NOC) for Common Operating Picture (COP) and Continuity of Operations (COOP) data for incidents, such as the 2018 wildfires, Hawaiian lava flows, and individual hurricanes events. These demands for more intense and regular analysis – and a broader set of data to be coordinated across the Department and the lines of business – requires dedicated Federal personnel be assigned to the program and additional contractor support resources. The need for additional resources is compounded by the mission-sensitive and time-sensitive nature of data requests from the DHS Secretary. The services, particularly data propagation and with expanded iTeam support, require unique relationships and activities to coordinate and relate across numerous lines of business, which are better suited for Federal resources.

Performance

The additional requested resources will enhance data quality, data standardization, line of business collaboration, and data interoperability across the Department. MGMT Cube and data integrations will expand DHS' capability to integrate, synthesize, and perform enterprise analysis on DHS data. MGMT Cube will consolidate these systems across the organization, reducing the use of resource-intensive, inefficient, inaccurate data calls to collect information. With these resources, MGMT Cube will provide DHS leaders and external stakeholders timely, accurate information.

<u>**Program Change 16 - MGMT Cube Tech Upgrades:**</u>

Description

The FY 2021 Request includes an increase of $1.3M to support ongoing Management Cube information technology development of emerging requirements, as well as the operations and maintenance of existing functionality. The base for this program is 5 positions, 5 FTE, and $3.2M.

Justification

USM Chartered Business Intelligence Dashboard and related Concept of Operations and charters justify this change. While the direct costs for the MGMT Cube contractor support team to initiate the iTeams have been previously captured, the operations and maintenance costs to sustain the iTeam dashboards has not. This program change captures known costs necessary to successfully sustain each existing iTeams product. Two of the four iTeams has significant backlogs of requirements for future development post initial production deployment.

The Business Intelligence Dashboard Executive Steering Committee (BI ESC) voted to utilize MGMT Cube, since it houses pertinent cross-MGMT mission-support and business data, to be the recognized source system for formalizing data standards for the MGMT domain. In partnership with OCIO/OCTO, MGMT Cube shall generate data standards to the OCTO's recognized data governance and propagation system where web-services / APIs will be generated. This initiative is labeled "Data Standards and Dissemination" and is a strategic initiative of the BI ESC.

In addition, the ESC has a backlog of additional iTeams queued up for development and plan to ramp them up as the completion of the current ones conclude. The BI ESC intends to operate at least four iTeams concurrently for the indefinite future. The sustainment of these iTeams will remain with the MGMT Cube program and will increase as the current and future iTeams are deployed to production.

In December 2018, Release 1 of the MGMT Health Metrics (HM) Dashboard development was completed. The dashboard is an initiative of the Department of Homeland Security Under Secretary for Management and was developed to measure and maintain key performance metrics that depict the overall health of the Management Component in a single integrated application. It is the business intelligence application that provides users a centralized, interactive way of understanding the overall performance health of programs that are managed throughout the Department's Management Directorate. The HM dashboard provides greater transparency into performance and is intended to reduce timely data calls, analysis and manual reporting. The HM project will continue to evolve in Release 2.

The MGMT Cube and data integrations ensures the Management Directorate maintains the capability to integrate, synthesize, and perform enterprise data analysis and not be required to go back to relying on disparate systems across the organization and resource-intensive, inefficient, inaccurate data calls to collect information.

Performance

The MGMT Cube program is the technology and solutions platform for the USM-chartered BI ESC, which is comprised of executive representatives from each MGMT line of business. MGMT Cube is the analytical and reporting solution for the Department's mission-support and business information and builds on current unity of effort, management integration, and data-driven initiatives. This solution, which is being developed using the Agile methodology, has a current production-level capability, but it also has a multi-year requirements backlog. The Agile methodology is an iterative and incremental approach to developing IT capabilities where requirements and solutions evolve through collaboration between self-organizing and cross-functional teams and is the preferred software development approach at DHS per MD 102-01-004.

MGMT Cube enables:
- Consolidation of MGMT line-of-business data onto a single multi-tenant platform, hosted by OCIO/IS2O *Business Intelligence as a Service* (BIaaS), to drive adoption of common technologies, share IT costs, and house data in an interoperable manner;
- Improved and integrated reporting on DHS business and mission-support performance; Faster information response during emergencies;
- Reduced number of data calls and taskers; and
- Improved data quality and reliability.

Program Change 17 – OBIM for Facial Licenses:

Description

The FY 2021 Request includes $8.5M to fully fund the DHS enterprise-wide Facial Identity License. The base for this program is 191 positions, 191 FTE, and $70.7M.

Justification

The FY 2021 request will fund the procurement of the DHS enterprise-wide facial identity license to support capacity issues and provide a facial identity license for all DHS components.

Performance

The license is titled to DHS without any sustained obligation to a third-party vendor for use of the license, or for future maintenance fees, should the product be sold to a new vendor. The license provides a Department-wide standard facial identity tool, which provides increased interoperability and DHS will have perpetual access to the facial matching tool regardless of product name, rebranding, or versioning as technology matures over time.

Program Change 18 - PPBE One Number:

Description

The FY 2021 Request includes an increase of $1.2M for the PPBE One Number system to support the operations and maintenance of the initial operational capability. There are no base funds for this program.

Justification

The DHS Financial Accountability Act of 2004 established the need for a Planning, Programming, Budget, and Execution (PPBE) system to enable DHS to effectively plan for, and request public funds. Currently, DHS OCFO uses commercial software (e.g. Microsoft Excel) and multiple business systems—Future Years Homeland Security Program (FYHSP) system and Budget Formulation Execution Manager (BFEM) system—to accomplish resourcing processes. The current state creates separate, multiple source records requiring on-going reconciliation and explanations of reported PPBE information. Additionally, the current capability provides limited data and drives multiple Headquarters to Component resource data calls. DHS requires one efficient system to support and automate PPBE policies and procedures, standardize and streamline business processes across the enterprise, and provide structure and tools to enhance resource decisions and reporting.

The PPBE One Number system provides DHS a unified PPBE system, with consistent, accurate, and timely decision support data and tools to streamline major recurring processes and enhance stakeholder product delivery and reporting. System capability include maintaining prior, current, and future years resource and performance data, producing annual and periodic reports and products (e.g. Congressional Justification, prior years, out-year planning/programming, and performance management reports), capturing point in time positions, decisions, and reprogrammings.

Performance

The PPBE system eliminates multi-system data reconciliation, enhance reporting consistency, and minimizes Headquarter data calls to the Components. It provides seamless PPBE phase support. It also enhances access to information performance results inform planning/programming decisions and current year execution informs future year budgets and internal and external decisions are documented for future reference.

Program Change 19 – Procurement Innovation Lab:

Description

The FY 2021 Request includes an increase of 5 positions, 3 FTE, and $1.0M to continue the enhancement of the Procurement Innovation Lab. The base for this program is 5 positions, 5 FTE and $894 thousand.

Justification

Each year, the DHS's Procurement Innovation Lab (PIL) has increasingly distinguished itself as a pre-eminent source for strategic, hands-on acquisition workforce coaching that is driving creativity and the adoption of modern business strategies and practices shortening lead times anywhere from 20-50%, increased customer satisfaction, and achieved cost avoidance for dozens of high priority Departmental projects, including for cybersecurity and IT modernization. This funding will continue enhancing the PIL's ability to bring evolutionary, and eventually revolutionary, cultural change within the Department and enable meaningful "train-the-trainer" opportunities to promote reskilling and upskilling at other agencies.

Performance

The DHS procurement mission is to effectively deliver mission capability through the contracting of critical supplies and services. The PIL fosters cultural changes that promote innovative acquisition techniques and managed risk-taking across the DHS enterprise.

- The FY 2021 President's Budget supports the ability to provide term appointments and/or reimbursable details for Contract Specialists to gain exposure to the PIL framework through a "train-the-trainer" program that provides exposure, experience and skill development that returned to their organizations, they will drive and accelerate the adoption of modern business strategies and practices across the Federal acquisition community. The "train-the-trainer" program will include, but not be limited to, participation in PIL Boot Camps, PIL Webinars, PIL Coaching Clinics, PIL strategy sessions with procurement teams, bi-weekly PIL coaching sessions with procurement teams, and PIL study sessions. The participants will be embedded in the PIL framework of testing and sharing that includes post-award feedback interviews with program offices and industry, methods to measure the effectiveness and adoption of procurement innovation that includes collaboration with the DHS Center of Excellence, the Center for Accelerating Operational Efficiencies, that supports outcome measures and evidence-based decision-making for procurement innovation and organizational culture change.
- This funding will provide additional training resources (such as PIL Webinars, PIL Boot Camps, and PIL Coaching Clinics) to the Federal acquisition workforce in support of ensuring acquisition professionals have access to current best practices and examples of procurement innovation models necessary to drive the cultural change needed to promote creativity and to scale the adoption of modern business strategies and practices.

- It is evidenced from initial pilots to date, that collaboration between Federal agencies around procurement innovation benefits all stakeholders, including the PIL, which will be able to further leverage other agencies best practices into its own framework to support increased information sharing and collaboration – a key tenet of the PIL framework - across the entire Federal acquisition community. Collaborating with other Federal agencies may present other opportunities to partner for cross-agency initiatives, such as the use of Artificial Intelligence for the Contractor Performance Assessment Reporting System (CPARS), which is already being led by the PIL on behalf of the Federal acquisition community.

Program Change 20 - Real Property Program Enhancement:

Description
The FY 2021 Request includes $0.5M to enable DHS-wide advanced utility metering and an enterprise utility data management system supporting mission critical assets. There are no base funds for this program.

Justification
In accordance with the Energy Independence and Security Act (EISA), Public Law 110-140 (2007), for the purpose of efficient use of energy and reduction in the cost of utilities, facilities are required to have advanced metering for electricity and natural gas. Currently about 2,100 DHS buildings are identified as appropriate for metering, of which 1,600 have installed advanced meters. There are 500 facilities that do not have meters and are out of compliance. The existing meters vary greatly in age, types of hardware, and applicability of cyber-controls. Many are not connected to local building control systems, making them of limited use to facility managers. Furthermore, none of the data from the existing advanced meters are being transmitted to an enterprise utility data management system, which could provide real-time analytics of the data for facility managers to apply to their building operations. These facilities constitute at least 75% of DHS annual energy usage, or about $61.7 million in FY18 electricity cost alone. Advanced utility meters measure utility usage in real time and the use of this data enables facility managers to adjust building operational controls to continually optimize building energy performance and, in turn, minimize utility costs. These meters also provide the ability to monitor critical assets for resilience, reliability, and security. Availability of real-time DHS utility data is instrumental in assessing utility outages and resilience of critical building assets during times of disaster, and valuable for continuity of operations and reconstitution assessment.
The Advanced Metering Initiative will procure a DHS-wide enterprise advanced metering data management system as a service and install 2,100 new advanced meters with modern cyber-controls and the capability to connect to the enterprise advanced metering data management system with optimum efficiency and minimum cost. As a general rule, about 5% in utility costs can be saved when facility managers effectively use advanced metering data to optimize their building operations. This savings translates to about $3.1 million in DHS electricity cost annually, which would provide a payback on the initial cost of the advanced metering system service and hardware within 1-2 years.

Performance
Currently, Components are conducting energy and facility condition audits without a standardized approach for data collection and there is no enterprise data management system to compile and analyze the real-time advanced metering data for facility manager use, resulting in higher costs for facility assessments across DHS. Implementing the building assessment tool for data collection provides ability for multiple audits at the same facilities rather than independently collecting overlapping facility data that are not standardized and easily usable for subsequent audits or a variety of

project and budgetary analyses. This approach provides best practices, standardization, and reusability across the Department, along with improvement to DHS data management information systems.

Program Change 21 - Real Property Resources - Program Costs:

Description
The FY 2021 Request includes $1.7M to support space utilization studies for DHS sublevel portfolios to ensure the portfolio is positioned for long-term fiscal sustainability and effective mission delivery. There are no base funds for this program.

Justification
The DHS real property program has experienced an exponential increase in demands without the resources needed to properly provide oversight, management and cross component support. In 2017, DHS undertook efforts to quantify the amount of annual investment associated with real property to provide a basis for cross component strategic analysis and joint requirements planning, which will eventually lead to improved coordination of cross-component operations. The 2017 assessment identified a $1.9B shortfall in real property funding representing an increase of 11.3% over 2016 ($1.7 Billion). Additionally, in 2018, GAO identified outstanding shore infrastructure needs within USCG, alone, in excess of $2.6B (GAO-19-82).

To provide resilience, readiness, and standardization of overall building management processes, the DHS Building Assessment Tool (BAT) is being developed to enable comprehensive assessments of DHS facilities. The BAT collects standard, reusable data that integrates assessment/audit of facilities and sites for resilience, energy performance, facility condition, and environmental compliance. Onsite auditors and facility managers input assessment data into the BAT and collect data on facility improvement projects identified as a result of the assessments. Implementing a standardized and reusable process for collection of comprehensive facility data will save significant costs by minimizing or eliminating the need for multiple assessments of the same facility by individual teams of auditors collecting mostly overlapping facility data for each type of assessment (energy, resilience, condition, environmental compliance). Estimated savings of up to 50% of the cost of subsequent facility assessments is anticipated due to the ability of the BAT to use prior collected data to prepopulate the facility data for the next audit. This allows auditors and facility operators to validate changes to prior conditions rather than collecting entirely new data.

Performance
Insufficient resourcing and deferred maintenance of DHS assets introduces risks that can impact mission effectiveness and create safety hazards, reduce capability, and lead to an increase in future costs. Consequently, DHS must invest in the efficient utilization of each real property asset as compared to the DHS Workspace Standard as well as effective portfolio management through consolidations, co-locations, disposal of excess property, and investment in IT systems to support real property analysis, and field efficiency initiatives.
This request directly aligns with the USM strategic planning guidance priorities on Facilities and Readiness by assuring real property assets across DHS are effectively acquired, located, and maintained to support DHS mission requirements while anticipating future mission-driven needs; assesses Component program compliance with DHS policy and Federal Regulations to ensure DHS energy data is collected and managed effectively; and IT modernization initiatives that address network modernization and continuity and contingency of systems. This is a critical aspect to the energy

management program that provides needed standardization and reusability in our building systems and energy data collection and provides expansion to facility condition assessments, environmental compliance audits, and resilience initiatives.

Program Change 22 – Reduction to Contract Support:

Description
The FY 2021 Requests includes a decrease of $1.3M to Chief Procurement Office's program contract support.

Justification
The value of the task order on some contracts will be reduced by eliminating some new work or delaying the work until FY 22.

Performance
The elimination of some tasks will reduce DHS's engagement with the industry, which may influence the level of competition on some contracts. Delaying work until FY22 will cause some industry engagements to slip, but will not have a negative impact to overall performance.

Program Change 23 – Reduction to the Nebraska Avenue Complex:

Description
The FY 2021 Request includes a decrease of $1.8M for the Nebraska Avenue Complex (NAC) Program; which support DHS tenant responsible/required activities to sustain operations for the Office of Intelligence & Analysis, the USSS, USCIS, elements of the CIO, CSO and Office of General Counsel, who continues to occupy the facility. The base for this program is $2.9M.

Justification
OCRSO will reduce the following activities for the NAC program:
- NAC Generator Testing
- Vehicle Bollard Maintenance
- Computer Room Air Conditioning
- Uninterruptable Power Supply Units
- NAC VSB
- F-Type RWA for Emergency Work at NAC
- Environmental Safety & Health Testing & Monitoring – Air and Water Testing
- NAC Gym Equipment Maintenance

Performance
OCRSO will continue to support operations for Components within DHS, while maximizing efficient utilization of space to support mission requirements and operational maintenance of the NAC.

Program Change 24 - St. Elizabeths Shuttle Program:

Description
The FY 2021 Request includes an increase of $1.9M to consolidate official transportation services for DHS Headquarters at St Elizabeth's. The base for this program is $3.4M.

Justification
This funding request for the St. Elizabeth's Shuttle Program is part of the transportation management plan, which requires transportation to and from the two closest metro rail facilities. It will allow for additional transportation to connect DHS Components housed at St Elizabeth's to operational elements at satellite locations. The National Capital Planning Commission has capped our vehicle authorization on campus to minimize traffic congestion and failures at the various intersections to and from the campus. With the proposed relocation of approximately 17,000 DHS employees to the historic St. Elizabeth's campus, shuttle services will be required for approximately 4,200 of these employees arriving at two or more metro rail stations, i.e., Anacostia and Congress Heights Metro Stations. Three routes are anticipated, but more may be required as the demand for shuttle services increases.

Under the DHS contract with Washington Metropolitan Area Transit Authority (WMATA), these routes are anticipated to be supported by a mixture of WMATA buses to include alternative fuel and wheelchair accessible shuttles. The Department will optimize use of the public transportation infrastructure to include Metro bus, Metrorail, Car/Van Pooling, and Capital Bike share programs to support employee transportation to the campus. Periodic adjustments may be required to drive greater efficiencies and to accommodate changes in policies, ridership, Presidential, government-wide and Agency initiatives. As additional locations become available and components transition to WMATA provided transportation assets and service, campus population growth will be continuously monitored, and adjustments made accordingly.

Performance
This Department-wide strategy standardizes the establishment and management of employee shuttle services in support of transportation requirements for employees commuting to the Department's consolidated campus at St Elizabeth's. The use of WMATA enables the Department to leverage buying power and increase potential cost savings. The proposed contract vehicle and its associated specifications allows DHS to continue current employee shuttle operations from the Anacostia Metro rail facility and expand to support component demands and HQ consolidation efforts. With an effective contract vehicle, employees will not have to utilize alternate modes of transportation that may include privately-owned vehicles that add to and increase traffic congestion on local and regional roadway networks, negatively impacting the surrounding community; and impede agency operations. Additionally, with the addition of more routes, employees are less likely to drive their privately-owned vehicles as they would be subject to park in surrounding neighborhoods and in unauthorized or unsafe areas.

Program Change 25 –Wide Area Network Enhancement:

Description
The FY 2021 Request includes $16.8M for component system integration, data center operation, data collaboration and cloud migration. The base for this program is $2.8M.

Justification
HQ and Component System Integration Enabling Productivity -
Funding will significantly improve the collaboration, productivity, and security of the DHS HQ and Component operations by deployment of additional features and capabilitiessuch as OneDrive, SharePoint and increased Cloud storage. Additionally, funding will be used for Network Infrastructure to improve departmental IT infrastructure and information technology networks.

Cyber Security Enhancements
Funding will provide for continued evaluation and implementation of new/enhanced security products that operate in the cloud environment. Advanced security will allow DHS to employ better pro-active cyber security and performance monitoring capabilities for the full line of Microsoft products to include Email, SharePoint, Servers, Networking and End Point.

Integrated Voice, Video and Data Collaboration
Funding will provide OCIO the ability to implement dynamic and real-time file sharing, editing and collaboration tools to include OneDrive, Groups, and Skype for Business. Funding will provide rapid file and document sharing to/from HQ with all DHS Components allowing near real-time updating of correspondence; thus, improving the overall efficiency and productivity of a mobile workforce.

Performance
The WAN will be able to execute plans to significantly improve the collaboration, productivity, and security of the DHS HQ and Component operations by continued deployment of any additional features.

Program Change 27 - Workforce Health and Safety:

Description
The FY 2021 Request includes $0.2M to support a Department-wide approach to expanding access to childcare for DHS employees. There are no base funds for this program.

Justification
The DHS OCHCO Workforce Health and Safety division provides employee and family readiness support to the entire DHS workforce. The requested funds will expand access to childcare for DHS employees, a priority of the Secretary and Under Secretary for Management. A survey of DHS Components revealed an unequal investment in childcare support programs, and although all Components provide access to basic services, no Component offers childcare for nontraditional work hours. DHS has an opportunity to utilize agency-sponsored childcare as a recruitment tool and retention benefit to address an existing need. This funding will help OCHCO assesses where childcare centers could best be positioned to help serve DHS employees across the Components.

Title 40, United States Code, Public Law 107-217, Section 590, provides the authority for Federal entities to define and allocate space in their facilities for childcare providers and to pay for costs associated with running these centers, including accreditation, security and other associated costs.

The General Services Administration childcare office estimates that approximately 2-4% of the workforce would have childcare needs. With a population of 240,000 employees, approximately 4,600 employees of DHS families are in need of childcare. We would further estimate that about half of the employees surveyed have children with early childcare needs, which would be the target population for this program.

Performance
This increase will ensure the continued development and implementation of a DHS-wide approach to provide direct access to childcare programs. Direct benefits include:
- Reduced absenteeism/presenteeism: When employees have access to quality dependent care, they are better able to focus at work.
- Decreased stress: The added responsibility of childcare can strain an individual's ability to focus at work. Whether by providing access to childcare locators, onsite childcare, or programs to financially assist employees with dependent care needs, agencies reduce this stress.
- Increased productivity: Employees are able to report to work even when their caregiving arrangements fall through, or with onsite care, they are spending less time commuting between childcare and the office.
- Improved morale and loyalty. Having access to these services makes employees feel valued for their work and as people.

Operations and Support
Personnel Compensation and Benefits
Pay Summary

Organization (Dollars in Thousands)	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
Immediate Office of the Under Secretary of Management	31	28	$4,558	$162.79	31	29	$4,666	$160.9	31	29	$4,500	$155.17	-	-	($166)	($5.73)
Office of the Chief Readiness Support Officer	123	109	$18,208	$167.05	129	126	$19,549	$155.15	129	126	$21,475	$170.44	-	-	$1,926	$15.29
Office of the Chief Human Capital Officer	320	280	$44,568	$159.05	320	292	$47,148	$161.35	331	328	$50,273	$153.17	11	36	$3,125	($8.18)
Office of the Chief Security Officer	322	293	$42,363	$144.58	328	295	$45,161	$153.09	323	289	$46,456	$160.75	(5)	(6)	$1,295	$7.66
Office of the Chief Procurement Officer	536	476	$69,090	$145.15	536	489	$70,654	$144.49	544	526	$73,621	$139.96	8	37	$2,967	($4.53)
Office of the Chief Financial Officer	283	251	$35,464	$141.29	302	255	$41,595	$163.12	308	304	$42,661	$140.33	6	49	$1,066	($22.79)
Office of the Chief Information Officer	504	446	$76,269	$171.01	505	452	$79,350	$175.55	503	438	$82,558	$188.49	(2)	(14)	$3,208	$12.94
Office of Biometric Identity Management	177	177	$30,188	$170.55	177	177	$29,499	$166.66	191	191	$33,284	$174.26	14	14	$3,785	$7.6
Total	**2,296**	**2,060**	**$320,708**	**$155.67**	**2,328**	**2,115**	**$337,622**	**$159.62**	**2,360**	**2,231**	**$354,828**	**$159.03**	**32**	**116**	**$17,206**	**($0.59)**
Discretionary - Appropriation	2,296	2,060	$320,708	$155.67	2,328	2,115	$337,622	$159.62	2,360	2,231	$354,828	$159.03	32	116	$17,206	($0.59)

* FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$234,550	$244,675	$254,463	$9,788
11.3 Other than Full-Time Permanent	$664	$667	$1,218	$551
11.5 Other Personnel Compensation	$3,113	$4,340	$4,396	$56
12.1 Civilian Personnel Benefits	$82,348	$87,907	$94,718	$6,811
13.0 Benefits for Former Personnel	$33	$33	$33	-
Total - Personnel Compensation and Benefits	**$320,708**	**$337,622**	**$354,828**	**$17,206**
Positions and FTE				
Positions - Civilian	2,296	2,328	2,360	32
FTE - Civilian	2,060	2,115	2,231	116

*FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

Operations and Support
Permanent Positions by Grade-Appropriation

Grades and Salary Range *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
Total, SES	102	74	71	-3
GS-15	569	513	480	-33
GS-14	670	746	698	-48
GS-13	452	454	453	-1
GS-12	206	225	224	-1
GS-11	130	147	247	100
GS-10	5	-	-	-
GS-9	95	100	97	-3
GS-8	6	4	1	-3
GS-7	45	48	81	33
GS-6	1	2	3	1
GS-5	1	2	4	2
GS-4	13	12	1	-11
Other Graded Positions	1	1	-	-1
Total Permanent Positions	**2,296**	**2,328**	**2,360**	**32**
Unfilled Positions EOY	2,296	2,328	138	-2,190
Total Perm. Employment (Filled Positions) EOY	-	-	2,222	2,222
Position Locations				
Headquarters	2,285	2,317	2,349	32
U.S. Field	11	11	11	-
Averages				
Average Personnel Costs, ES Positions	190	191	192	1
Average Personnel Costs, GS Positions	111	113	115	2
Average Grade, GS Positions	13	13	13	-

[1]FTE reported in this table differ by 37 FTE from MAX A-11 due to adjusted Budget Year (BY) estimates reported at a later date than the MAX A-11 BY lock date.

Operations and Support
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Immediate Office of the Under Secretary of Management	$3,230	$3,237	$69	($3,168)
Office of the Chief Readiness Support Officer	$72,518	$81,514	$157,850	$76,336
Office of the Chief Human Capital Officer	$61,776	$69,010	$79,568	$10,558
Office of the Chief Security Officer	$37,068	$38,315	$88,884	$50,569
Office of the Chief Procurement Officer	$35,079	$39,087	$33,420	($5,667)
Office of the Chief Financial Officer	$31,877	$49,234	$46,990	($2,244)
Office of the Chief Information Officer	$320,961	$338,896	$419,898	$81,002
Office of Biometric Identity Management	$200,620	$225,227	$220,689	($4,538)
Total	**$763,129**	**$844,520**	**$1,047,368**	**$202,848**
Discretionary - Appropriation	$763,129	$844,520	$1,047,368	$202,848

Non Pay by Object Class

Non-Pay Object Classes (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$2,121	$1,684	$1,684	-
22.0 Transportation of Things	-	$70	$70	-
23.1 Rental Payments to GSA	$3,906	$4,155	$128,048	$123,893
23.2 Rental Payments to Others	$895	$412	$412	-
23.3 Communications, Utilities, and Misc. Charges	$170	$7,557	$7,557	-
24.0 Printing and Reproduction	$56	$104	$9,110	$9,006
25.1 Advisory and Assistance Services	$200,635	$178,660	$205,710	$27,050
25.2 Other Services from Non-Federal Sources	$68,894	$92,843	$95,852	$3,009
25.3 Other Goods and Services from Federal Sources	$342,793	$305,729	$301,396	($4,333)
25.4 Operation and Maintenance of Facilities	$2,148	$8,582	$8,582	-
25.5 Research and Development Contracts	-	-	$31,162	$31,162
25.6 Medical Care	$1	$1	$1	-
25.7 Operation and Maintenance of Equipment	$123,546	$235,706	$248,754	$13,048
25.8 Subsistence & Support of Persons	$96	$96	$96	-
26.0 Supplies and Materials	$1,175	$1,486	$1,496	$10
31.0 Equipment	$16,693	$7,435	$7,438	$3
Total - Non Pay Object Classes	**$763,129**	**$844,520**	**$1,047,368**	**$202,848**

Immediate Office of the Under Secretary of Management – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Immediate Office of the Under Secretary of Management	31	28	$7,788	31	29	$7,903	31	29	$4,569	-	-	($3,334)
Total	**31**	**28**	**$7,788**	**31**	**29**	**$7,903**	**31**	**29**	**$4,569**	**-**	**-**	**($3,334)**
Subtotal Discretionary - Appropriation	31	28	$7,788	31	29	$7,903	31	29	$4,569	-	-	($3,334)

PPA Level I Description

The Immediate Office of the Under Secretary of Management (IOUSM) ensures the offices within the Management Directorate (MGMT) function effectively and efficiently in support of the Department. IOUSM responsibilities include overseeing the functions of the MGMT offices; furthering DHS efforts to enhance functional integration; responding quickly to inquiries from internal and external to the Department; and identifying and tracking performance related to the responsibilities of the Department. MGMT continues to use an integrated approach to the management of strategic investments and resource allocation decisions to build a strong and accountable management foundation, and remains committed to demonstrating measurable, sustained progress over the coming years in all management functions.

IOUSM detailed breakout: (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$7,788**	**$7,903**	**$4,569**
Salaries & Benefits	$4,558	$4,666	$4,500
Working Capital Fund	$1,014	$1,030	-
Front Office Support	$2,216	$2,207	$69

FY 2020 Enacted and the FY 2021 President's Budget amounts are estimates and may change during the fiscal year of execution.

Immediate Office of the Under Secretary of Management – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$7,788**	**$7,903**	**$4,569**
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	($7)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$7,781**	**$7,903**	**$4,569**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$7,781**	**$7,903**	**$4,569**
Obligations (Actual/Estimates/Projections)	$7,781	$7,903	$4,569
Personnel: Positions and FTE			
Enacted/Request Positions	31	31	31
Enacted/Request FTE	28	29	29
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	31	31	31
FTE (Actual/Estimates/Projections)	28	29	29

Immediate Office of the Under Secretary of Management – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**31**	**28**	**$7,788**
FY 2020 Enacted	**31**	**29**	**$7,903**
FY 2021 Base Budget	**31**	**29**	**$7,903**
Realignment for Analytic Capabilities from IOUSM to OCPO	-	-	($500)
Realignment for eCFS from IOUSM to OCPO	-	-	($457)
Realignment for Interagency Council Funding - CAP Goals from IOUSM to OCFO	-	-	($761)
Transfer for CLAN Activity from MGMT/OS/IOUSM to I&A	-	-	($5)
Transfer for WCF Removals from IOUSM to OCHCO	-	-	($6)
Transfer for WCF Removals from IOUSM to OCIO	-	-	($291)
Transfer for WCF Removals from IOUSM to OCRSO	-	-	($1,485)
Transfer for WCF Removals from IOUSM to OCSO	-	-	($1)
Total Transfers	**-**	**-**	**($3,506)**
2020 Pay Raise	-	-	$98
2021 Pay Raise	-	-	$24
FERS Agency Contribution	-	-	$44
Total, Pricing Increases	**-**	**-**	**$166**
FPS Fee	-	-	($12)
Hiring Delay	-	-	($15)
Total, Pricing Decreases	**-**	**-**	**($27)**
Total Adjustments-to-Base	**-**	**-**	**($3,367)**
FY 2021 Current Services	**31**	**29**	**$4,536**
Awards Spending Increase	-	-	$33
Total, Program Increases	**-**	**-**	**$33**
FY 2021 Request	**31**	**29**	**$4,569**
FY 2020 To FY 2021 Change	**-**	**-**	**($3,334)**

Immediate Office of the Under Secretary of Management – PPA
Personnel Compensation and Benefits
Pay Summary

Organization _(Dollars in Thousands)_	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
Immediate Office of the Under Secretary of Management	31	28	$4,558	$162.79	31	29	$4,666	$160.9	31	29	$4,500	$155.17	-	-	($166)	($5.73)
Total	**31**	**28**	**$4,558**	**$162.79**	**31**	**29**	**$4,666**	**$160.9**	**31**	**29**	**$4,500**	**$155.17**	**-**	**-**	**($166)**	**($5.73)**
Discretionary - Appropriation	31	28	$4,558	$162.79	31	29	$4,666	$160.9	31	29	$4,500	$155.17	-	-	($166)	($5.73)

Pay by Object Class

Pay Object Classes _(Dollars in Thousands)_	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$3,362	$3,392	$3,149	($243)
11.5 Other Personnel Compensation	$60	$62	$62	-
12.1 Civilian Personnel Benefits	$1,136	$1,212	$1,289	$77
Total - Personnel Compensation and Benefits	**$4,558**	**$4,666**	**$4,500**	**($166)**
Positions and FTE				
Positions - Civilian	31	31	31	-
FTE - Civilian	28	29	29	-

Pay Cost Drivers

Pay Cost Drivers _(Dollars in Thousands)_	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
IOUSM Personnel	28	$4,558	$162.79	29	$4,666	$160.90	29	$4,500	$155.17	-	($166)	($5.73)
Total - Pay Cost Drivers	**28**	**$4,558**	**$162.79**	**29**	**$4,666**	**$160.90**	**29**	**$4,500**	**$155.17**	**-**	**($166)**	**($5.73)**

Explanation of Pay Cost Driver

IOUSM Personnel: The change from FY 2020 to FY 2021 reflects a decrease due to the realignment of grades based on level of responsibility.

Immediate Office of the Under Secretary of Management – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Immediate Office of the Under Secretary of Management	$3,230	$3,237	$69	($3,168)
Total	**$3,230**	**$3,237**	**$69**	**($3,168)**
Discretionary - Appropriation	$3,230	$3,237	$69	($3,168)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$24	$24	$24	-
25.1 Advisory and Assistance Services	$3	$3	$3	-
25.2 Other Services from Non-Federal Sources	$27	$27	$10	($17)
25.3 Other Goods and Services from Federal Sources	$3,166	$3,173	$13	($3,160)
26.0 Supplies and Materials	$10	$10	$19	$9
Total - Non Pay Object Classes	**$3,230**	**$3,237**	**$69**	**($3,168)**

Non Pay Cost Drivers

Non Pay Cost-Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Other Costs	$649	$657	$42	($615)
Contract Support	$800	$800	$27	($773)
Working Capital Fund Contributions	$1,014	$1,013	-	($1,013)
Cross-Agency Priority (CAP) Goals	$767	$767	-	($767)
Total – Non-Pay Cost Drivers	**$3,230**	**$3,237**	**$69**	**($3,168)**

Explanation of Non Pay Cost Drivers

Contract Support: This cost driver includes the program management support services required to assist in managing the needs of the Department through the MGMT mission areas outlined in the overall MGMT budget.

Cross Agency Priority (CAP) Goal: CAP Goal is a tool used by leadership to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration among multiple agencies. This is a government-wide mandated cost. Cross-Agency Priority (CAP) Goals have been established to drive implementation of the President's Management Agenda (PMA) and tackle critical government-wide challenges that cut across agencies. The CAP Goals provide the Components of the Federal Government Performance Plan required by the GPRA Modernization Act of 2010, naming senior accountable officials and establishing concrete goals and trackable metrics to ensure public accountability for each of these goals.

Working Capital Fund Contributions: With WCF Governance Board decision to zero base the WCF and remove all activities and concurred with base transfers for FY 2021, no funds are included in the FY 2021 request.

Other Costs: These are costs associated with maintaining operations of a headquarters front office; some examples are supplies, travel, contract support, equipment.

Office of the Chief Readiness Support Officer – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Readiness Support Officer	123	109	$90,726	129	126	$101,063	129	126	$179,325	-	-	$78,262
Total	**123**	**109**	**$90,726**	**129**	**126**	**$101,063**	**129**	**126**	**$179,325**	**-**	**-**	**$78,262**
Subtotal Discretionary - Appropriation	123	109	$90,726	129	126	$101,063	129	126	$179,325	-	-	$78,262

PPA Level I Description

The Office of the Chief Readiness Support Officer (OCRSO) is responsible for the overall leadership, internal controls, and oversight of Department-wide logistics and asset life-cycle management, which includes all personal property and mobile assets, the Department's Nation-wide real property portfolio, environmental management, historic preservation, energy, and DHS reconstitution. The OCRSO focuses on delivering affordable readiness by providing economical support products and services that enable employees across DHS the ability to effectively perform the missions of the Department. The OCRSO accomplishes this through building partnerships and collaboration, leveraging best practices, and fostering innovation.

OCRSO detailed breakout: *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$90,726**	**$101,063**	**$179,325**
Salaries & Benefits	$18,208	$19,549	$21,506
Working Capital Fund	$4,421	$3,438	-
Asset & Logistics (A&L) Contracts	$4,148	$9,197	$11,290
Facilities & Operations Support (F&OS) Contracts	$2,127	$5,705	$7,600
Front Office	$2,816	$3,825	$130,460
HQ Consolidation Support	$55,143	$55,143	$6,022
Nebraska Ave Complex (NAC)	$2,931	$2,931	$1,172
Sustainability & Environmental Programs (SEP) Contracts	$932	$1,275	$1,275

The FY 2020 Enacted and FY 2021 President's Budget are estimates and may change during the fiscal year of execution.

Assets & Logistics (A&L):

Asset & Logistics (A&L) is responsible for the policy, management, and oversight of the DHS enterprise-wide real property portfolio (both owned and leased), including motor vehicles, personal property, and aviation and marine assets. Specifically, the Real Property Office provides oversight and guidance for the Department's 100 million square foot portfolio, to include space standards, ensuring DHS is aligned to the agency's workspace standards, while working with GSA to develop regional footprint plans that mirror the Department's real property portfolio plan. A&L also serves to integrate various logistics functions through its Logistics Integration Office, which focuses on fuel-sharing, supply chain risk management, canine and equine oversight, telematics, and personal protective equipment. Additionally, the Office of Assets & Logistics leads the Department-wide Field Efficiency Initiative, which is focused on consolidation and colocation of facilities and mission support shared services.

Facilities & Operational Support (F&OS):

Facilities & Operational Support (F&OS) provides the oversight and effective delivery of Department facilities, real property, and mission support services through integration/consolidation and central management of corporate or shared services within the National Capital Region (NCR). This allows common work practices to ensure the corporate services comply with the laws and DHS policies, and provides economic benefit due to consolidating like functions and economies of scale.

Headquarters Consolidation Support:

OCRSO HQ Consolidation Support detailed breakout: *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$55,143**	**$55,143**	**$6,022**
Campus O&M	$6,252	$9,422	$4,522
IT O&M	$20,218	$20,218	-
Personnel Costs	$2,343	$2,343	-
Physical Security - Guard Services	$24,830	$21,660	-
Prior Occupancy Utilities	$1,500	$1,500	$1,500

The FY 2020 President's Budget and FY 2021 request are estimates and may change during the fiscal year of execution.

Funding in FY 2021 for the DHS Headquarters (HQ) Consolidation Project supports the sustainment of efforts for the DHS Headquarters at St. Elizabeths for facility maintenance, project management, and space allocation and standards. DHS will continue to implement co-location of Components and build-out of the St. Elizabeths campus as resources are made available to strengthen mission capabilities. The project enhances effectiveness through consolidation of HQ and selected Component executive leadership, operations coordination, policy and program management, and mission execution. DHS's objective is to optimize the real estate portfolio by increasing utilization efficiency.

The majority of the funds requested in FY 2021 will support physical security operations campus wide. Completion of the Center Building will cause an increase in the Interagency Security Committee (ISC) Level 5 operational perimeter as the active fence will be expanded to enclose the Center

Building along with the operational Munro Building. This funding will also include an expansion of the physical security infrastructure and end devices located in the Center Building (i.e. increase in cameras, access control devices, and Sensitive Compartmented Information Facility areas). A subset of the physical security is additional security personnel required to mitigate the risks and vulnerabilities that an expanded operational campus, and current delayed construction schedule, will impose on the physical security operations at St. Elizabeths. DHS's objective is to replicate the success and function of the Nebraska Avenue Complex's physical security operations by filling positions to provide access control, visitor management, force protection, and technical physical security services to the occupants of the campus.

Funding will also continue to support the expanding electronic physical security systems operations and maintenance (O&M). With the expanded perimeter and increase in systems/devices to support physical security, a proportionate increase is required to continue to operate and maintain these critical systems. Also, with installation of information technology and electronic physical security equipment, GSA must energize the Heating, Ventilation and Air Conditioning (HVAC) systems to prevent overheating.

Funds will also support the campus operations and maintenance for all buildings and campus systems that require annual operations to ensure peak performance and maintain resiliency and prevent premature failure.

Nebraska Avenue Complex (NAC):

OCRSO Nebraska Ave Complex detailed breakout: *(Dollars in Thousands)*	**FY2019 Enacted**	**FY 2020 Enacted**	**FY 2021 President's Budget**
Total	**$2,931**	**$2,931**	**$1,172**
AutoCAD licenses	-	$35	$35
Brown Construction	-	$300	
Campus wide accessibility review and ADA related projects	-	$30	$30
Carpet and Paint Refresh	$110	-	-
Emergency generator maintenance contract and services	$500	$380	$380
Emergency O&M at the NAC (F-type RWA)	-	$50	$50
Emergency Service Center	$140	$200	$100
Escorts to support contractors to visit secure spaces	$400	$150	$150
Gym Equipment Maintenance	$16	$15	$15
HVAC/UPS repairs in LAN Rooms- place on maintenance contracts	$1,000	$991	$119
Moving contracts within NAC campus	$500	-	-
Non-GSA O&M	$100	$30	$30
Ongoing Renovations/Reconfigurations/ Facility Projects	$150	-	-
Professional Engineering and technical Services	-	$750	$263
Tree Trimming	$15	-	-

The FY 2020 President's Budget and FY 2021 request are estimates and may change during the fiscal year of execution.

In FY 2021, the NAC will continue to support operations for Components within DHS. The NAC investments will be leveraged as the overall real estate portfolio is realigned to support DHS operations and integration in the NCR. Accordingly, DHS must continue to invest in the NAC to sustain operational capabilities. Funding is required to support facilities and operational maintenance of the NAC.

Sustainability and Environmental Programs (SEP):
Sustainability and Environmental Programs (SEP) responsibilities and authorities include: (1) the development and promulgation of policies to ensure Departmental operational compliance with laws, regulations, Executive Orders, and sound business practices to decrease the Department vulnerabilities to lawsuits in these subject matter areas; (2) consolidating DHS environmental, energy, and sustainability data into actionable information and reporting at the Interagency, OMB, Council on Environmental Quality, and Departmental levels; (3) developing and deploying fact-based analytical strategic planning processes; and (4) providing strategic guidance and oversight to ensure effective management of the Department's SEP program portfolios.

Office of the Chief Readiness Support Officer – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$90,726**	**$101,063**	**$179,325**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$14,078	-	-
Rescissions to Current Year/Budget Year	($335)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$104,469**	**$101,063**	**$179,325**
Collections – Reimbursable Resources	$8,951	$5,730	$3,939
Total Budget Resources	**$113,420**	**$106,793**	**$183,264**
Obligations (Actual/Estimates/Projections)	$113,420	$106,793	$183,264
Personnel: Positions and FTE			
Enacted/Request Positions	123	129	129
Enacted/Request FTE	109	126	126
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	123	129	129
FTE (Actual/Estimates/Projections)	109	126	126

Office of the Chief Readiness Support Officer – PPA
Collections - Reimbursable Resources

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Energy - Department of Energy	Source	-	-	-	-	-	$200	-	-	-
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	$772	-	-	$240	-	-	$200
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	$546	-	-	$94	-	-	$109
Department of Homeland Security - Transportation Security Administration	Source	-	-	$548	-	-	$495	-	-	$565
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	$743	-	-	$591	-	-	$467
Department of Homeland Security - Science and Technology	Source	-	-	$592	-	-	$121	-	-	$617
Department of Homeland Security - United States Secret Service	Source	-	-	$310	-	-	$68	-	-	-
Department of Homeland Security - Countering Weapons of Mass Destruction	Source	-	-	$498	-	-	$50	-	-	$190
Department of Homeland Security - US Customs and Border Protection	Source	-	-	$1,035	-	-	$1,216	-	-	$1,135
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	$807	-	-	$610	-	-	-
Department of Homeland Security - United States Coast Guard	Source	-	-	$548	-	-	$169	-	-	$326
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	$1,388	-	-	$1,066	-	-	-
Department of Homeland Security - Office of Biometric Idenity Mangement (OBIM)	Source	-	-	-	-	-	-	-	-	$31
Department of Homeland Security - Homeland Security Invistigations (H.S.I)	Source	-	-	-	-	-	-	-	-	$65
Department of Homeland Security - Office of the Under Secretary for Management	Source	-	-	$420	-	-	-	-	-	-
Department of Homeland Security - Analysis and Operations	Source	-	-	$372	-	-	$530	-	-	-
Department of Homeland Security - Federal Protective Service	Source	-	-	$372	-	-	$280	-	-	$234
Total Collections		-	-	**$8,951**	-	-	**$5,730**	-	-	**$3,939**

Office of the Chief Readiness Support Officer – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**123**	**109**	**$90,726**
FY 2020 Enacted	**129**	**126**	**$101,063**
FY 2021 Base Budget	**129**	**126**	**$101,063**
Realignment for Management Cube to OCRSO from CIO	-	-	$40
Realignment for St. Es Campus IT from OCRSO to OCIO	-	-	($17,500)
Realignment for St. Es Campus Security from OCRSO to OCSO	-	-	($31,621)
Transfer for CLAN Activity from MGMT/OS/OCRSO to I&A	-	-	($15)
Transfer for Regional Field Efficiencies to MGMT/OS/OCRSO from Components	-	-	$51
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCRSO to OSEM/OS/MO	-	-	($1)
Transfer for WCF Removals from OCRSO to OCFO	-	-	($6)
Transfer for WCF Removals from OCRSO to OCHCO	-	-	($14)
Transfer for WCF Removals from OCRSO to OCIO	-	-	($1,982)
Transfer for WCF Removals from OCRSO to OCSO	-	-	($12)
Transfer for WCF Removals to MGMT/OS/OCRSO from Components	-	-	$97,590
Transfer for WCF Removals to OCRSO from IOUSM	-	-	$1,485
Transfer for WCF Removals to OCRSO from OBIM	-	-	$2,329
Transfer for WCF Removals to OCRSO from OCFO	-	-	$2,953
Transfer for WCF Removals to OCRSO from OCHCO	-	-	$2,837
Transfer for WCF Removals to OCRSO from OCIO	-	-	$8,997
Transfer for WCF Removals to OCRSO from OCPO	-	-	$3,548
Transfer for WCF Removals to OCRSO from OCSO	-	-	$4,154
Total Transfers	**-**	**-**	**$72,833**
2020 Pay Raise	-	-	$498
2021 Pay Raise	-	-	$124
FERS Agency Contribution	-	-	$661
National Capital Region Infrastructure Operations (NCRIO) Sustainment	-	-	$5
Offset	-	-	$475
Windfarm	-	-	$3
Total, Pricing Increases	**-**	**-**	**$1,766**
FPS Fee	-	-	($176)

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Total, Pricing Decreases	-	-	**($176)**
Total Adjustments-to-Base	-	-	**$74,423**
FY 2021 Current Services	129	126	**$175,486**
Awards Spending Increase	-	-	$165
MGMT Cube	-	-	$20
MGMT Cube tech upgrades	-	-	$1,293
Real Property Program Enhancement	-	-	$500
Real Property Resources - Program Costs	-	-	$1,725
St. Elizabeths Shuttle Program	-	-	$1,895
Total, Program Increases	-	-	**$5,598**
Reduction to the Nebraska Avenue Complex	-	-	($1,759)
Total, Program Decreases	-	-	**($1,759)**
FY 2021 Request	129	126	**$179,325**
FY 2020 To FY 2021 Change	-	-	**$78,262**

Office of the Chief Readiness Support Officer – PPA
Personnel Compensation and Benefits
Pay Summary

Organization *(Dollars in Thousands)*	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
Office of the Chief Readiness Support Officer	123	109	$18,208	$167.05	129	126	$19,549	$155.15	129	126	$21,475	$170.44	-	-	$1,926	$15.29
Total	**123**	**109**	**$18,208**	**$167.05**	**129**	**126**	**$19,549**	**$155.15**	**129**	**126**	**$21,475**	**$170.44**	**-**	**-**	**$1,926**	**$15.29**
Discretionary - Appropriation	123	109	$18,208	$167.05	129	126	$19,549	$155.15	129	126	$21,475	$170.44	-	-	$1,926	$15.29

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$12,546	$13,433	$14,530	$1,097
11.3 Other than Full-Time Permanent	$25	$26	$28	$2
11.5 Other Personnel Compensation	$260	$260	$260	-
12.1 Civilian Personnel Benefits	$5,377	$5,830	$6,657	$827
Total - Personnel Compensation and Benefits	**$18,208**	**$19,549**	**$21,475**	**$1,926**
Positions and FTE				
Positions - Civilian	123	129	129	-
FTE - Civilian	109	126	126	-

Pay Cost Drivers

Pay Cost Drivers (Dollars in Thousands)	FY 2019 Enacted			FY 2020 Enacted Budget			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OCRSO Personnel	109	$18,208	$167.05	126	$19,549	$155.15	126	$21,506	$170.68	-	$1,957	$15.53
Total - Pay Cost Drivers	**109**	**$18,208**	**$167.05**	**126**	**$19,549**	**$155.15**	**126**	**$21,506**	**$170.68**	**-**	**$1,957**	**$15.53**

Explanation of Pay Cost Driver

OCRSO Personnel: The change from FY 2020 represents an increase in the cost for FTE due to increases in pay, Agency's FERS Contribution, and the rightsizing of the OCRSO's FTEs.

Office of the Chief Readiness Support Officer – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Office of the Chief Readiness Support Officer	$72,518	$81,514	$157,850	$76,336
Total	**$72,518**	**$81,514**	**$157,850**	**$76,336**
Discretionary - Appropriation	$72,518	$81,514	$157,850	$76,336

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$180	$180	$180	-
23.1 Rental Payments to GSA	-	-	$123,893	$123,893
24.0 Printing and Reproduction	$5	$5	$5	-
25.1 Advisory and Assistance Services	$5,177	$6,958	$6,767	($191)
25.2 Other Services from Non-Federal Sources	$2,821	$2,821	$4,716	$1,895
25.3 Other Goods and Services from Federal Sources	$61,321	$67,225	$17,964	($49,261)
25.4 Operation and Maintenance of Facilities	$776	$2,400	$2,400	-
25.7 Operation and Maintenance of Equipment	$1,550	$1,550	$1,550	-
26.0 Supplies and Materials	$478	$165	$165	-
31.0 Equipment	$210	$210	$210	-
Total - Non Pay Object Classes	**$72,518**	**$81,514**	**$157,850**	**$76,336**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Other Costs	$9,530	$12,840	$135,875	$123,035
St. Es Support Costs	$55,143	$55,143	$10,422	($44,721)
Shuttles	$951	$3,405	$5,300	$1,895
MGMT Cube	$0	$3,757	$5,050	$1,293
NAC	$2,931	$2,931	$1,172	($1,759)
Working Capital Fund Contributions	$3,963	$3,438		($3,438)
Total - Non Pay Cost Drivers	**$72,518**	**$81,514**	**$157,819**	**$76,305**

Explanation of Non Pay Cost Drivers

MGMT Cube: Funding supports the DHS Cube IT Development Services and iTeam Implementation Services. The DHS Cube consolidates information from Departments across the Department to provide analysis capabilities to expedite and centralize the analysis processes in order to better monitor Agency organizational performance and improve the quality and quantity of data that informs major decisions.

NAC: Funding supports the HQ facility for DHS providing facilities and operational maintenance of the NAC.

Shuttles: Funding supports the consolidation efforts for the DHS Headquarters at St. Elizabeths for official transportation service. The Shuttle program is part of the transportation management plan; which requires transportation to/from the two metro rail facilities.

St. Elizabeths Support Costs: Supports physical security operations campus wide, necessary to mitigate the risks and vulnerabilities that an expanded operational campus, and current delayed construction schedule, will impose on the operations at St. Elizabeths. Funding will also continue to support the expanding electronic physical security systems operations and maintenance needed to operate this facility and campus operations and maintenance for all buildings and campus systems that require annual operations to ensure peak performance and maintain resiliency and prevent pre-mature failure.

Working Capital Fund Contributions (WCF): The FY 2021 request does not include the WCF; all activities will be removed. The following three Fee-for Service activities will continue via Interagency Agreements (IAAs): Transit Benefits, Flexible Spending Plan, and Finance and Accounting Shared Services. The C-LAN operations activity will be directly transferred from Components to Analysis & Operations (A&O).

Other Costs: These are costs associated with maintaining operations of a Chief Readiness Support office; some examples are business analysis support tools, asset management system O&M, environmental compliance, supplies, travel, contract support, equipment. This includes transfers for WCF activity removals for services that CRSO will manage and provide to the components.

Office of the Chief Human Capital Officer – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Office of the Chief Human Capital Officer	320	280	$106,344	320	292	$116,158	331	328	$129,841	11	36	$13,683
Total	**320**	**280**	**$106,344**	**320**	**292**	**$116,158**	**331**	**328**	**$129,841**	**11**	**36**	**$13,683**
Subtotal Discretionary - Appropriation	320	280	$106,344	320	292	$116,158	331	328	$129,841	11	36	$13,683

PPA Level I Description

The Office of the Chief Human Capital Officer (OCHCO) provides overall management and administration for the Department's human capital policies, programs, and practices for attracting, retaining, and developing the skilled workforce needed to protect and secure our Nation. The work of OCHCO is critical to supporting and enabling the Department's workforce strategy, which centers around four key goals: building an effective, mission-focused, diverse, and inspiring cadre of leaders; recruiting a highly qualified and diverse workforce; retaining an engaged workforce; and solidifying a unified DHS culture of mission performance, adaptability, accountability, and results.

OCHCO detailed breakout: *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$106,344**	**$116,158,296**	**$129,841**
Salaries & Benefits	$44,568	$46,286	$50,273
Working Capital Fund	$8,190	$7,222	-
Cyber Initiative//Cybersecurity Talent Management System	$5,876	$11,464	$13,490
Front Office	-	$1,323	$1,749
HQ Human Capital Services (HRMS)	$1,440	$1,613	$3,918
Human Capital Business Systems	$26	$26	$27
Human Resource Information Technology	$418	$604	$614
NFC Payroll Services Activity	$41,450	$42,443	$46,123
Human Capital Policy Programs	$239	$176	$1,670
Strategic Learning, Development & Engagement	$956	$1,137	$1,923
Capstone	-	-	$2,000
HR Academy	-	-	$1,500

Strategic Recruitment Diversity and Inclusion	$264	$206	$1,794
Strategic Workforce Planning & Analysis	$503	$274	$2,000
Workforce Health & Safety	$2,414	$2,522	$2,760

The FY 2020 Enacted and FY 2021 President's Budget are estimates and may change during the fiscal year of execution.

Cyber Talent Management System (CTMS)

Cyber Talent Management System (CTMS) was created to design and implement a new excepted service personnel ecosystem for cybersecurity (as authorized by TP.L. 113-277 and codified at 6 U.S.C.147) to the Homeland Security Act of 2002. The new ecosystem is intended to reimagine Federal human capital management to allow DHS to effectively compete for top talent in the ever-changing field of cybersecurity and ensure such talent is in place to execute the Department's mission.

Human Resources Management and Services (HRMS):

Human Resources Management and Services (HRMS) provides processing of personnel actions, employee and labor relations, and benefits services to DHS Headquarters components. HRMS encompasses staffing and recruitment; position classification/position management; executive services; performance management; payroll and personnel action processing; employee and labor relations; retirements and benefits; time and attendance support; delegated examining unit administration, audits, and quality control services; Employee Assistance Program services; and new employee and other leadership/supervisory training to support ongoing initiatives.

Human Capital Business Solutions (HCBS):

Human Capital Business Solutions (HCBS) analyzes, modernizes, integrates, and automates business processes across all functions of the Human Capital Business Reference Model (HCBRM) using authoritative data in a secure manner to provide an exceptional user experience at an affordable price. HCBS leads enterprise efforts to provide an end-to-end automation capability, including data interchanges, covering the entire breadth of human resource (HR) services, from workforce planning to separation.

Human Resource Information Technology (HRIT):

The Department's Human Resource Information Technology (HRIT) program consolidates, integrates and modernizes core HRIT systems in partnership with the operational Components and the Chief Information Officer. Strong governance processes support the management and implementation of HRIT solutions that address business gaps, referred to as strategic improvement opportunity (SIO) initiatives. Each SIO initiative maintains a detailed work plan and delivers specific targeted outcomes. The program aligns all HRIT solutions with the Office of Personnel Management Human Capital Business Reference Model.

Human Capital Policy and Programs (HCPP):

Human Capital Policy and Programs (HCPP) develops and implements Department-wide policy, programs, and strategic human capital guidance. The program ensures policies are reinforced to the highest standards of commitment, performance excellence and integrity. This program also ensures

that they align with mission priorities and comply with applicable laws and regulations. HCPP represents the Department to external stakeholders, participates in government-wide working groups and task forces, and serves as the liaison to OPM on human capital initiatives.

Strategic Learning, Development and Engagement (SLDE):

Strategic Learning, Development and Engagement (SLDE) coordinates Department-wide training and development strategies, policy, and programs in order to cultivate a capable workforce with the critical knowledge, skills, and abilities to lead DHS in mission accomplishment. Responsibilities include strategic leadership of the DHS-wide training community through leadership councils, the DHS Workforce Development Strategy, and support for the DHS-wide Performance and Learning Management System; and oversight of programs including the Pathways Program, Academic Programs (such as the DoD Advanced Education Program), Rotations, Mandatory Training and Employee Engagement.

Strategic Recruitment Diversity and Inclusion (SRDI):

Strategic Recruitment Diversity and Inclusion (SRDI) leads the execution of the Department's first comprehensive Diversity and Inclusion Strategic Plan in partnership with the Office for Civil Rights and Civil Liberties. SRDI designs, executes, and evaluates Department-wide strategic programs to recruit and retain a diverse workforce to promote workplace inclusion and to sustain leadership commitment and management accountability for diversity and inclusion policies and practices.

Strategic Workforce Planning and Analysis (SWPA):

Strategic Workforce Planning and Analysis (SWPA) is responsible for providing support and consultation for leaders in the areas of human capital strategy and data analytics, and monitoring and evaluating the planning and execution of key initiatives and Human Resources operations that contribute to efficient and effective human capital management across DHS.

Workforce Health & Safety (WHS):

The Workforce Health & Safety (WHS) division is an integrated health, safety, and readiness organization to complement and support the overall OCHCO mission. WHS is comprised of: Employee and Family Readiness; Health and Medical Readiness; Medical Quality and Risk Reduction; Medical Liaison Officers; Psychological Health and Readiness; Occupational Safety and Health; and U.S. Public Health Service Officer Liaisons. These programs develop and integrate pre and post deployment health processes; analyzes DHS health and medical policies, programs, and; develop policy, planning, mitigation, and response related to health and medical issues of the DHS workforce; provide tailored psychological health guidance for and support to DHS components; guides a unified approach to employee readiness that includes support for families of DHS employees; and supports mission effectiveness and the protection of employees and resources by identifying, evaluating, and managing safety and health risks.

Office of the Chief Human Capital Officer – PPA
Budget Authority and Obligations

Budget Authority (Dollars in Thousands)	FY 2019	FY 2020	FY 2021
Enacted/Request	**$106,344**	**$116,158**	**$129,841**
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	($134)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$106,210**	**$116,158**	**$129,841**
Collections – Reimbursable Resources	$75,637	$59,367	$16,176
Total Budget Resources	**$181,847**	**$175,525**	**$146,017**
Obligations (Actual/Estimates/Projections)	$181,847	$175,525	$146,017
Personnel: Positions and FTE			
Enacted/Request Positions	320	320	331
Enacted/Request FTE	280	292	328
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	333	320	331
FTE (Actual/Estimates/Projections)	293	292	328

Office of the Chief Human Capital Officer – PPA
Collections - Reimbursable Resources

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	$952	-	-	$7,047	-	-	$360
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	$203	-	-	$670	-	-	$59
Department of Homeland Security - Transportation Security Administration	Source	-	-	$1,072	-	-	$21,263	-	-	$369
Department of Homeland Security - Citizenship and Immigration Services	Source	1	1	$589	-	-	$261	-	-	$34
Department of Homeland Security - Science and Technology	Source	-	-	$66	-	-	$2,471	-	-	$700
Department of Homeland Security - United States Secret Service	Source	-	-	$57	-	-	$386	-	-	-
Department of Homeland Security - Office of the Inspector General	Source	-	-	$107	-	-	$83	-	-	-
Department of Homeland Security - Countering Weapons of Mass Destruction	Source	-	-	$46	-	-	-	-	-	$8,999
Department of Homeland Security - US Customs and Border Protection	Source	1	1	$869	-	-	$3,585	-	-	$905
Department of Homeland Security - US Immigration and Customs Enforcement	Source	1	1	$68,037	-	-	$4,022	-	-	$334
Department of Homeland Security - United States Coast Guard	Source	-	-	$33	-	-	$3,923	-	-	$3,750
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	$1,278	-	-	$12,330	-	-	-
Department of Homeland Security - Office of Biometric Idenity Mangement (OBIM)	Source	-	-	-	-	-	-	-	-	$400
Department of Homeland Security - Analysis and Operations	Source	-	-	$113	-	-	$93	-	-	$5
Department of Homeland Security - Federal Protective Service	Source	-	-	$2,215	-	-	$3,233	-	-	$261
Total Collections		3	3	$75,637	-	-	$59,367	-	-	$16,176

Office of the Chief Human Capital Officer – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**320**	**280**	**$106,344**
FY 2020 Enacted	**320**	**292**	**$116,158**
FY 2021 Base Budget	**320**	**292**	**$116,158**
Technical Adjustment	**-**	**26**	**-**
Realignment for HRMS Personnel from OCIO to OCHCO	2	2	$352
Transfer for CLAN Activity from MGMT/OS/OCHCO to I&A	-	-	($5)
Transfer for Medical Case Management to MGMT/OS/OCHCO from Components	-	-	$159
Transfer for WCF Removals from OCHCO to OCFO	-	-	($2)
Transfer for WCF Removals from OCHCO to OCIO	-	-	($3,625)
Transfer for WCF Removals from OCHCO to OCRSO	-	-	($2,837)
Transfer for WCF Removals from OCHCO to OCSO	-	-	($20)
Transfer for WCF Removals to MGMT/OS/OCHCO from Components	-	-	$13,879
Transfer for WCF Removals to OCHCO from IOUSM	-	-	$6
Transfer for WCF Removals to OCHCO from OBIM	-	-	$17
Transfer for WCF Removals to OCHCO from OCFO	-	-	$30
Transfer for WCF Removals to OCHCO from OCIO	-	-	$49
Transfer for WCF Removals to OCHCO from OCPO	-	-	$53
Transfer for WCF Removals to OCHCO from OCRSO	-	-	$14
Transfer for WCF Removals to OCHCO from OCSO	-	-	$31
Total Transfers	**2**	**2**	**$8,101**
2020 Pay Raise	-	-	$1,110
2021 Pay Raise	-	-	$276
FERS Agency Contribution	-	-	$392
Total, Pricing Increases	**-**	**-**	**$1,778**
Capital Planning and Investment Controls (CPIC)	-	-	($3)
FPS Fee	-	-	($102)
Hiring Delay	-	-	($964)
Total, Pricing Decreases	**-**	**-**	**($1,069)**
Total Adjustments-to-Base	**2**	**28**	**$8,810**
FY 2021 Current Services	**322**	**320**	**$124,968**

Budget Formulation Activity *(Dollars in Thousands)*	**Positions**	**FTE**	**Amount**
Awards Spending Increase	-	-	$367
Cyber Talent Management System - Assessment Creation	4	3	$2,000
DHS Capstone Program	3	3	$856
HR Academy	2	2	$1,500
Workforce Health and Safety	-	-	$150
Total, Program Increases	**9**	**8**	**$4,873**
FY 2021 Request	**331**	**328**	**$129,841**
FY 2020 To FY 2021 Change	**11**	**36**	**$13,683**

Office of the Chief Human Capital Officer – PPA
Personnel Compensation and Benefits
Pay Summary

Organization *(Dollars in Thousands)*	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
Office of the Chief Human Capital Officer	320	280	$44,568	$159.05	320	292	$47,148	$161.35	331	328	$50,273	$153.17	11	36	$3,125	($8.18)
Total	**320**	**280**	**$44,568**	**$159.05**	**320**	**292**	**$47,148**	**$161.35**	**331**	**328**	**$50,273**	**$153.17**	**11**	**36**	**$3,125**	**($8.18)**
Discretionary - Appropriation	320	280	$44,568	$159.05	320	292	$47,148	$161.35	331	328	$50,273	$153.17	11	36	$3,125	($8.18)

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$30,460	$32,344	$33,880	$1,536
11.3 Other than Full-Time Permanent	$19	$19	$568	$549
11.5 Other Personnel Compensation	$520	$586	$610	$24
12.1 Civilian Personnel Benefits	$13,536	$14,166	$15,182	$1,016
13.0 Benefits for Former Personnel	$33	$33	$33	-
Total - Personnel Compensation and Benefits	**$44,568**	**$47,148**	**$50,273**	**$3,125**
Positions and FTE				
Positions - Civilian	320	320	331	11
FTE - Civilian	280	292	328	36

Pay Cost Drivers

Pay Cost Drivers (Dollars in Thousands)	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OCHCO Personnel	280	$44,568	$159.05	292	$47,148	$161.35	328	$50,273	$153.17	36	$3,125	($8.18)
Total - Pay Cost Drivers	**280**	**$44,568**	**$159.05**	**292**	**$47,148**	**$161.35**	**328**	**$50,273**	**$153.17**	**36**	**$3,125**	**($8.18)**

Explanation of Pay Cost Driver

OCHCO Personnel: The change from FY 2020 represents a decrease in positions and an increase in FTE due to the transfer of the Manpower program to OCFO, an increase in the Agency's FERS Contribution, and the rightsizing of the OCHO's FTEs.

Office of the Chief Human Capital Officer – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Office of the Chief Human Capital Officer	$61,776	$69,010	$79,568	$10,558
Total	**$61,776**	**$69,010**	**$79,568**	**$10,558**
Discretionary - Appropriation	$61,776	$69,010	$79,568	$10,558

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$93	$93	$93	-
24.0 Printing and Reproduction	$47	$47	$53	$6
25.1 Advisory and Assistance Services	$34,216	$33,846	$33,913	$67
25.2 Other Services from Non-Federal Sources	$12,521	$13,069	$15,721	$2,652
25.3 Other Goods and Services from Federal Sources	$14,632	$21,688	$29,521	$7,833
25.8 Subsistence & Support of Persons	$96	$96	$96	-
26.0 Supplies and Materials	$4	$4	$4	-
31.0 Equipment	$167	$167	$167	-
Total - Non Pay Object Classes	**$61,776**	**$69,010**	**$79,568**	**$10,558**

Non Pay Cost Drivers

Non Pay Cost Drivers (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
NFC Payroll Services Activity	$41,450	$42,443	$46,122	$3,679
Cyber Statutory Initiative	$13,568	$11,464	$13,490	$2,026
Workforce Health & Safety	$2,414	$2,522	$2,760	$238
Capstone	-	-	$2,000	$2,000
HR Academy	-	-	$1,500	$1,500
Working Capital Fund Contributions	$8,190	$7,222	-	($7,222)
Other Costs	($3,846)	$5,359	$13,696	$8,337
Total – Non Pay Cost Drivers	**$61,776**	**$69,010**	**$79,568**	**$10,558**

Explanation of Non Pay Cost Drivers

Capstone: Costs to conduct three Executive Capstone Cohort sessions per year and expand the Executive Tier of Leader Development in order to meet Component need. Funding also provides the development of products and programs that support the remaining Capstone tier requirements, focused on Executive Onboarding requirements and Annual continuous requirements.

Cyber Statutory Authority Implementation: Cost for the implementation of cybersecurity human capital authority (authorized by P.L. 113-277 and codified at 6 U.S.C. 147), which allows DHS to create a 21st century Federal civilian personnel ecosystem designed to recruit and retain talent in the ever-changing field of cybersecurity.

HR Academy: Costs for an annual training budget managed through centralized procurement; 3-year intern programs to cover interns' salaries and benefits, HR Career Development Program, and support of the on-Line Career Path Tool.

NFC Payroll Services and Reporting: Fees associated with payroll and personnel functions, web-based system for time and attendance reporting, and human capital management system for processing personnel and payroll documents.

Workforce Health & Safety: This cost is the section within OCHCO that provides integrated health, safety, resilience, and family readiness; for example, medical countermeasures; performance measurement; work-life programs; and safety and risk.

Working Capital Fund Contributions (WCF): With WCF Governance Board decision to zero base the WCF and remove all activities and concurred with base transfers for FY 2021, no funds are included in the FY request. The following three Fee-for Service activities will continue via Interagency Agreements (IAAs): Transit Benefits, Flexible Spending Plan, and Finance and Accounting Shared Services. The C-LAN operations activity will be directly transferred from Components to Analysis & Operations (A&O).

Other Costs: These are costs associated with maintaining operations of a Chief Human Capital Office; some examples are Department wide learning programs, Department wide leadership programs, headquarters drug free workplace program costs, data analytics, supplies, travel, contract support, equipment.

Office of the Chief Security Officer – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Office of the Chief Security Officer	322	293	$79,431	328	295	$83,476	323	289	$135,340	(5)	(6)	$51,864
Total	**322**	**293**	**$79,431**	**328**	**295**	**$83,476**	**323**	**289**	**$135,340**	**(5)**	**(6)**	**$51,864**
Subtotal Discretionary - Appropriation	322	293	$79,431	328	295	$83,476	323	289	$135,340	(5)	(6)	$51,864

PPA Level I Description

The Office of the Chief Security Officer (OCSO) leads the collaborative security program to safeguard DHS employees, information, and property. The office develops, implements, and oversees the Department's security policies, programs, and standards; delivers security training and education to DHS personnel; and provides security support to DHS Components. The OCSO is the Department's designated Senior Agency Official (SAO) and Cognizant Security Authority (CSA) responsible for the governance, oversight, integration, and administration of the collaborative DHS security program. Through direct leadership and consultation with component chief security officials, the OCSO exercises its Department-wide authorities predominantly through the provision of operational security services to DHS Headquarters (HQ) Offices and Directorates. In addition, OCSO develops, implements, and promulgates Department-wide policies, standards, and business practices designed to effectively and efficiently safeguard the Department's personnel, assets, facilities, and information.

OCSO detailed breakout: *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$79,431**	**$83,476**	**$135,340**
Salaries & Benefits	$42,363	$45,161	$46,469
Working Capital Fund	$9,236	$14,037	
Enterprise Security Operations and Support	$1,326	$5,949	$24,597
Executive Operations	$128	$173	$1,285

HQ Support	$21,513	$13,713	$58,546
Security, Suitability, & Credentialing LoB	$1,000	$1,000	$1,000
Threat Management Operations	$3,865	$3,443	$3,443

The FY 2020 Enacted and FY 2021 President's Budget are estimates and may change during the fiscal year of execution.

Enterprise Security Operations & Support:

Enterprise Security Operations & Support (ESOS) ensures that strategic and operational mandates for DHS are optimally performed, to include identifying areas for performance measurement and quality improvement, as well as leading strategic development and administration of quality assurance activities throughout the OCSO. The ESOS is comprised of the following divisions: Compliance/Standards and Training Division, National Security Services Division, and Enterprise Security Services Division. Collectively, they provide training and compliance inspections for the Department; manage physical security projects, provide industrial security oversight, and security policy for all disciplines; and provide oversight for the implementation and maintenance of the Integrated Security Management System and the Personal Identity Verification card issuance infrastructure.

Executive Operations:

Executive Operations includes the Strategic Operations Division, Business Operations Division, and Emergency Preparedness. Strategic Operations identifies and manages internal and external cross-cutting actions/issues to identify and exploit synergies for security strategies, policies and plans to enhance operational integration, and to bring about a more inclusive, broader, and longer-range security posture. Business Operations manages resources for the OCSO to include the budget, human capital services, as well as OCSO procurement and office logistics. It also includes the Special Access Program (SAP) enterprise office providing DHS-wide government and oversight activities, and the Emergency Preparedness program for continuity of operations and government support.

Headquarters Support:

Headquarters Support is comprised of the Personnel Security Division (PSD), the Headquarters Security Services Division (HSSD), and the HQ Security Consolidation. The PSD is responsible for planning, directing, and coordinating personnel security-related functions for headquarters DHS applicants, employees, and contractor background investigations. The HSSD is responsible for providing program direction, procedures, and oversight for DHS headquarters' Sensitive Classified Information Facilities and Sensitive Compartmented Information; and provides for the physical security management of headquarters' facilities, resources, or processes. HQ Security Consolidation works in partnership with the Federal Protective Service (FPS) to manage and govern the physical security requirements of the St. Elizabeth's campus and Nebraska Avenue Complex (NAC).

Security, Suitability, and Credentialing Line of Business (SSCLoB):

As in previous years, OCSO will execute an expenditure transfer of $1.0M to the Office of Personnel Management (OPM) to support implementation efforts set forth in the 120 Day Suitability and Security Processes Report to the President and to support the ongoing reform efforts of the Performance Accountability Council (PAC).

Threat Management Operations:

Threat Management Operations is comprised of the Internal Security Division (ISD), Insider Threat Program, and the Center for International Safety and Security (CISS). The ISD conducts internal DHS criminal and administrative investigations for the protection of information, facilities, and personnel. ISD utilizes a cyber-forensics capability to conduct investigations of electronic media. The Insider Threat Program provides the operational capability to monitor user activity across all networks to ensure the protection of classified information and the identification of security violations involving DHS personnel. The CISS, responsible for executing DHS's Foreign Access Management (FAM) mission, analyzes official foreign access to the U.S. Government. CISS provides Operations Security (OPSEC) policy and program oversight for the Department's protection of information, people, and resources. It also includes the Technical Surveillance Countermeasures function with the capability to detect surveillance devices within DHS and other locations.

Office of the Chief Security Officer – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**322**	**293**	**$79,431**
FY 2020 Enacted	**328**	**295**	**$83,476**
FY 2021 Base Budget	**328**	**295**	**$83,476**
Technical Adjustment	-	**(4)**	-
Realignment for Background Investigations from OCIO to OCSO	-	-	$13
Realignment for St. Es Campus Security to OCSO from OCRSO	-	-	$31,621
Transfer for CLAN Activity from MGMT/OS/OCSO to I&A	-	-	($358)
Transfer for CSO Security Clearance Adjudicators from OCSO to CISA	(5)	(5)	($776)
Transfer for ISMS to MGMT/OS/OCSO from Components	-	-	$52
Transfer for St. Es Campus Security to MGMT/OS/OCSO from USCG	-	-	$6,118
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCSO to OSEM/OS/MO	-	-	($12)
Transfer for WCF Removals from OCSO to OCFO	-	-	($1)
Transfer for WCF Removals from OCSO to OCHCO	-	-	($31)
Transfer for WCF Removals from OCSO to OCIO	-	-	($4,444)
Transfer for WCF Removals from OCSO to OCRSO	-	-	($4,154)
Transfer for WCF Removals to MGMT/OS/OCSO from Components	-	-	$21,307
Transfer for WCF Removals to OCSO from IOUSM	-	-	$1
Transfer for WCF Removals to OCSO from OBIM	-	-	$336
Transfer for WCF Removals to OCSO from OCFO	-	-	$33
Transfer for WCF Removals to OCSO from OCHCO	-	-	$20
Transfer for WCF Removals to OCSO from OCIO	-	-	$173
Transfer for WCF Removals to OCSO from OCPO	-	-	$42
Transfer for WCF Removals to OCSO from OCRSO	-	-	$12
Total Transfers	**(5)**	**(5)**	**$49,952**
2020 Pay Raise	-	-	$1,015
2021 Pay Raise	-	-	$252
Annualization of Continuous Evaluation	-	3	$718
FERS Agency Contribution	-	-	$427
National Capital Region Infrastructure Operations (NCRIO) Sustainment	-	-	$10
Total, Pricing Increases	**-**	**3**	**$2,422**

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FPS Fee	-	-	($111)
Hiring Delay	-	-	($735)
Total, Pricing Decreases	**-**	**-**	**($846)**
Total Adjustments-to-Base	**(5)**	**(6)**	**$51,528**
FY 2021 Current Services	**323**	**289**	**$135,004**
Awards Spending Increase	-	-	$336
Total, Program Increases	**-**	**-**	**$336**
FY 2021 Request	**323**	**289**	**$135,340**
FY 2020 To FY 2021 Change	**(5)**	**(6)**	**$51,864**

Office of the Chief Security Officer – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$79,431**	**$83,476**	**$135,340**
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	($86)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$79,345**	**$83,476**	**$135,340**
Collections – Reimbursable Resources	$14,938	$18,742	$16,742
Total Budget Resources	**$94,283**	**$102,218**	**$152,082**
Obligations (Actual/Estimates/Projections)	$94,283	$102,218	$152,082
Personnel: Positions and FTE			
Enacted/Request Positions	322	328	323
Enacted/Request FTE	293	295	289
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	322	328	323
FTE (Actual/Estimates/Projections)	293	295	289

Office of the Chief Security Officer – PPA
Collections - Reimbursable Resources

Collections *(Dollars in Thousands)*		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	$742	-	-	$769	-	-	$769
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	$275	-	-	$3	-	-	$3
Department of Homeland Security - Transportation Security Administration	Source	-	-	$838	-	-	$555	-	-	$555
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	$5,069	-	-	$9,137	-	-	$9,137
Department of Homeland Security - Science and Technology	Source	-	-	$795	-	-	$12	-	-	$12
Department of Homeland Security - United States Secret Service	Source	-	-	$84	-	-	-	-	-	-
Department of Homeland Security - Office of the Inspector General	Source	-	-	$2	-	-	$24	-	-	$24
Department of Homeland Security - Countering Weapons of Mass Destruction	Source	-	-	$11	-	-	$11	-	-	$11
Department of Homeland Security - US Customs and Border Protection	Source	-	-	$904	-	-	$985	-	-	$985
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	$861	-	-	$529	-	-	$529
Department of Justice - Drug Enforcement Administration	Source	-	-	$200	-	-	-	-	-	-
Department of Homeland Security - United States Coast Guard	Source	-	-	$163	-	-	$413	-	-	$413
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	$1,431	-	-	$2,000	-	-	-
Department of Homeland Security - Analysis and Operations	Source	-	-	$320	-	-	$22	-	-	$22
Executive Office of the President - Executive Office of the President	Source	-	-	-	-	-	$150	-	-	$150
Department of Homeland Security - Federal Protective Service	Source	-	-	$2,243	-	-	$2,932	-	-	$2,932
Office of the Director of National Intelligence	Source	-	-	$1,000	-	-	$1,200	-	-	$1,200
Total Collections		-	-	**$14,938**	-	-	**$18,742**	-	-	**$16,742**

Office of the Chief Security Officer – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**322**	**293**	**$79,431**
FY 2020 Enacted	**328**	**295**	**$83,476**
FY 2021 Base Budget	**328**	**295**	**$83,476**
Technical Adjustment	-	**(4)**	-
Realignment for Background Investigations from OCIO to OCSO	-	-	$13
Realignment for St. Es Campus Security to OCSO from OCRSO	-	-	$31,621
Transfer for CLAN Activity from MGMT/OS/OCSO to I&A	-	-	($358)
Transfer for CSO Security Clearence Adjudicators from OCSO to CISA	(5)	(5)	($776)
Transfer for ISMS to MGMT/OS/OCSO from Components	-	-	$52
Transfer for St. Es Campus Security to MGMT/OS/OCSO from USCG	-	-	$6,118
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCSO to OSEM/OS/MO	-	-	($12)
Transfer for WCF Removals from OCSO to OCFO	-	-	($1)
Transfer for WCF Removals from OCSO to OCHCO	-	-	($31)
Transfer for WCF Removals from OCSO to OCIO	-	-	($4,444)
Transfer for WCF Removals from OCSO to OCRSO	-	-	($4,154)
Transfer for WCF Removals to MGMT/OS/OCSO from Components	-	-	$21,307
Transfer for WCF Removals to OCSO from IOUSM	-	-	$1
Transfer for WCF Removals to OCSO from OBIM	-	-	$336
Transfer for WCF Removals to OCSO from OCFO	-	-	$33
Transfer for WCF Removals to OCSO from OCHCO	-	-	$20
Transfer for WCF Removals to OCSO from OCIO	-	-	$173
Transfer for WCF Removals to OCSO from OCPO	-	-	$42
Transfer for WCF Removals to OCSO from OCRSO	-	-	$12
Total Transfers	**(5)**	**(5)**	**$49,952**
2020 Pay Raise	-	-	$1,015
2021 Pay Raise	-	-	$252
Annualization of Continuous Evaluation	-	3	$718
FERS Agency Contribution	-	-	$427
National Capital Region Infrastructure Operations (NCRIO) Sustainment	-	-	$10
Total, Pricing Increases	**-**	**3**	**$2,422**

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FPS Fee	-	-	($111)
Hiring Delay	-	-	($735)
Total, Pricing Decreases	**-**	**-**	**($846)**
Total Adjustments-to-Base	**(5)**	**(6)**	**$51,528**
FY 2021 Current Services	**323**	**289**	**$135,004**
Awards Spending Increase	-	-	$336
Total, Program Increases	**-**	**-**	**$336**
FY 2021 Request	**323**	**289**	**$135,340**
FY 2020 To FY 2021 Change	**(5)**	**(6)**	**$51,864**

Office of the Chief Security Officer – PPA
Personnel Compensation and Benefits
Pay Summary

Organization	FY 2019 Enacted				FY 2020 Enacted				FY 2021 President's Budget				FY 2020 to FY 2021 Total			
(Dollars in Thousands)	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Security Officer	322	293	$42,363	$144.58	328	295	$45,161	$153.09	323	289	$46,456	$160.75	(5)	(6)	$1,295	$7.66
Total	**322**	**293**	**$42,363**	**$144.58**	**328**	**295**	**$45,161**	**$153.09**	**323**	**289**	**$46,456**	**$160.75**	**(5)**	**(6)**	**$1,295**	**$7.66**
Discretionary - Appropriation	322	293	$42,363	$144.58	328	295	$45,161	$153.09	323	289	$46,456	$160.75	(5)	(6)	$1,295	$7.66

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$28,596	$30,223	$30,755	$532
11.3 Other than Full-Time Permanent	$439	$439	$439	-
11.5 Other Personnel Compensation	$334	$408	$408	-
12.1 Civilian Personnel Benefits	$12,994	$14,091	$14,854	$763
Total - Personnel Compensation and Benefits	**$42,363**	**$45,161**	**$46,456**	**$1,295**
Positions and FTE				
Positions - Civilian	322	328	323	(5)
FTE - Civilian	293	295	289	(6)

Pay Cost Drivers

Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OCSO Personnel	293	$42,363	$144.58	295	$45,161	$153.09	289	$46,469	$160.79	(6)	$1,308	$7.70
Total - Pay Cost Drivers	**293**	**$42,363**	**$144.58**	**295**	**$45,161**	**$153.09**	**289**	**$46,469**	**$160.79**	**(6)**	**$1,308**	**7.70**

Explanation of Pay Cost Driver

OCSO Personnel: The increase from FY 2020 represents an increase in FTE for the requested program change, annualization of prior year positions, an increase in the Agency's FERS Contribution, and the rightsizing of the OCSO FTEs.

Office of the Chief Security Officer – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Office of the Chief Security Officer	$37,068	$38,315	$88,884	$50,569
Total	**$37,068**	**$38,315**	**$88,884**	**$50,569**
Discretionary - Appropriation	$37,068	$38,315	$88,884	$50,569

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$272	$272	$272	-
23.1 Rental Payments to GSA	$3,906	$3,906	$3,906	-
23.3 Communications, Utilities, and Misc. Charges	$37	$37	$37	-
25.1 Advisory and Assistance Services	$4,667	$4,667	$4,266	($401)
25.2 Other Services from Non-Federal Sources	$17,676	$18,519	$18,408	($111)
25.3 Other Goods and Services from Federal Sources	$9,892	$10,296	$56,759	$46,463
25.6 Medical Care	$1	$1	$1	-
25.7 Operation and Maintenance of Equipment	$47	$47	$4,665	$4,618
26.0 Supplies and Materials	$215	$215	$215	-
31.0 Equipment	$355	$355	$355	-
Total - Non Pay Object Classes	**$37,068**	**$38,315**	**$88,884**	**$50,569**

Non Pay Cost Drivers

Non Pay Cost Drivers (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
HQ Security	$16,766	$14,701	$52,812	$38,111
HSPD-12 O&M	-	-	$19,476	$19,476
Integrated Security Management System (ISMS)	$451	$2,413	$2,465	$52
Center for International Safety and Security (CISS)	$753	$753	$753	$0
Working Capital Fund Contributions	$9,236	$14,037		($14,037)
Other Costs	$9,862	$6,411	$13,365	$6,954
Total – Non Pay Cost Drivers	**$37,068**	**$38,315**	**$88,771**	**$50,556**

Explanation of Non Pay Cost Drivers

Center for International Safety and Security (CISS): Costs for CISS are used to enhance and streamline the Department's protective activities associated with foreign national access to DHS information, facilities, programs, systems, and personnel.

HQ Security: This contract supports the contractors needed to protect the DHS HQ at the Nebraska Avenue Complex.

HSPD-12 O&M: This funding is support service contractors who assist DHS personnel with the vetting of visitors to the DHS NAC campus.

Integrated Security Management System: These costs are the funds necessary to maintain the Enterprise wide personnel security system of record for the Department.

Working Capital Fund Contributions (WCF): With WCF Governance Board decision to zero base the WCF and remove all activities and concurred with base transfers for FY 2021, no funds are included in the FY 2021 request. The following three Fee-for Service activities will continue via Interagency Agreements (IAAs): Transit Benefits, Flexible Spending Plan, and Finance and Accounting Shared Services. The C-LAN operations activity will be directly transferred from Components to Analysis & Operations (A&O).

Other Costs: These are costs associated with maintaining operations of a Chief Security Office; some examples are Insider Threat program management, headquarters personnel security, Foreign Access Management, SCIF accreditation, supplies, travel, contract support, equipment.

Office of the Chief Procurement Officer – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Procurement Officer	536	476	$104,169	536	489	$109,741	544	526	$107,041	8	37	($2,700)
Total	**536**	**476**	**$104,169**	**536**	**489**	**$109,741**	**544**	**526**	**$107,041**	**8**	**37**	**($2,700)**
Subtotal Discretionary - Appropriation	536	476	$104,169	536	489	$109,741	544	526	$107,041	8	37	($2,700)

PPA Level I Description

The Office of the Chief Procurement Officer (OCPO) is responsible for the overall management, administration, and oversight of Department-wide acquisition, financial assistance, strategic sourcing, and competitive sourcing programs, including direct management and oversight of the Office of Procurement Operations. OCPO activities include oversight and strategic support; policy and acquisition workforce issues; procurement ombudsman and industry liaison; and small and disadvantaged business utilization. The DHS procurement mission is to effectively deliver mission capability through the contracting of critical supplies and services.

The Office of Program Accountability and Risk Management (PARM) is responsible for supporting major investment programs as part of the Department's effort to ensure effective and efficient program execution. PARM serves as the Management Directorate's executive office for program execution, and is responsible for program governance and acquisition policy. PARM assists DHS partners in building the Department's acquisition and program management capabilities.

OCPO detailed breakout: *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$104,169**	**$109,741**	**$107,041**
Salaries & Benefits	$69,090	$70,654	$73,621
Working Capital Fund	$12,591	$11,955	-
Acquisition Professional Career Program	$403	$491	$535
Front Office Support	$4,656	$6,253	$11,231
Office of Small and Disadvantage Business	$209	$255	$297
Oversight and Strategic Support	$394	$480	$1,170
Policy and Acquisition Workforce	$4,622	$5,124	$5,269

Procurement Operations	$4,503	$5,071	$5,225
Program Analysis and Risk Management	$4,600	$5,685	$5,724
Strategic Programs Division	$3,101	$3,773	$3,969

FY 2020 Enacted and the FY 2021 President's Budget amounts are estimates and may change during the fiscal year of execution.

Acquisition Professional Career Program (APCP):
The APCP centrally hires and trains a cadre of entry-level acquisition, IT, and business management workforce members to fill critical acquisition positions and support succession planning. Currently, the APCP grows professionals slotted for nine acquisition career fields, and is currently preparing 116 professionals for permanent positions within DHS components.

Front Office Support:
The Office of the Chief of Staff (OCOS) provides resource management activities for the OCPO (500+ Federal staff) to include personnel management support, budget management, logistics, employee engagement, and special projects support. The OCOS team supports recruitment and staffing, individual development plan and training management, performance evaluation cycles tracking and reporting, and other related personnel management activities.

Office of Small and Disadvantaged Business Utilization (OSDBU):
The Small Business Act requires DHS to maximize small business procurement opportunities. OSDBU supports this mandate by assisting and counseling small businesses of all types with regard to doing business with DHS. The OSDBU works closely with each DHS Component to implement the Department's Small Business Procurement Assistance program.

Oversight and Strategic Support (OSS):
Oversight and Strategic Support (OSS) provides internal controls over the acquisition process in accordance with Office of Management and Budget circular A-123 *Management's Responsibility for Internal Control.* OSS ensures quality and compliance for nine contracting activities across DHS. OSS monitors performance metrics, performs scheduled and ad hoc reviews, and continuously engages with the contracting activities to ensure that all procurements are transparent, fair, and conducted in accordance with statutes and regulation. OSS provides and manages information technology solutions (e.g., the DHS contract writing systems) that allow for the efficient solicitation, award, and management of DHS's contracts.

Policy and Acquisition Workforce (PAW):
Policy and Acquisition Workforce (PAW) issues DHS's acquisition regulations and policies to sustain a transparent and fair procurement process. PAW innovates to reduce processing times and reduces redundant steps to minimize the cost of awarding and administering DHS contracts.

Office of Procurement Operations (OPO):
The Office of Procurement Operations (OPO) provides operational procurement services for all Headquarters offices, including the Office of the Secretary, the USM, Science & Technology Directorate, Countering Weapons of Mass Destruction (CWMD) Office, and the CISA. OPO provides full service acquisition support, which includes a range of activities from acquisition planning and awarding to contract administration, acquisition

management services for Department-wide acquisition initiatives. OPO also awards and administers grants and cooperative agreements to support major research and development initiatives for DHS.

Program Accountability and Risk Management:
PARM develops, updates, and maintains the Department's acquisition policies and the Business Intelligence/Knowledge management systems to support effective management and oversight of the Department's acquisition programs. PARM supports improvements in acquisition program management through program manager education and interaction; provides acquisition decision support for acquisitions with a life cycle cost greater than $300M and other special interest acquisitions to the Chief Acquisition Officer and Acquisition Review Board; monitors the planning and execution of major acquisition programs, including major system contracts throughout the entire acquisition lifecycle; and provides proactive and on-call support to DHS program managers to assist them when planning and executing high risk acquisition programs.

Strategic Programs:
The OCPO strategic priorities are to deliver exceptional results, enhance mission capabilities, and promote meaningful communications. The implementation of these priorities is supported in large part through the OCPO Acquisition Innovation in Motion Framework, including the Procurement Innovation Lab, Industry Engagement activities, and a robust internal and external communications strategy. It is also supported through the OCPO strategic sourcing efforts to maximize the efficiency and effectiveness of DHS' common spend areas.

Other OCPO Managed Programs:
In addition to the above programs, OCPO manages the Homeland Security Acquisition Institute (HSAI), Acquisition Systems, Strategic Sourcing, and Industry Engagement functions. These functions include: certification of the workforce members through hosting acquisition courses and learning opportunities; managing acquisition management systems that process and capture data that is imperative to operations and planning; leveraging the DHS' collective buying power for common products and services to save the Department millions through strategic sourcing initiatives; and hosting meetings and major events that facilitate the exchange of information between government and industry to provide insight into the plans and needs of DHS and identify ways to improve the procurement process.

Office of the Chief Procurement Officer – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$104,169**	**$109,741**	**$107,041**
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	($81)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$104,088**	**$109,741**	**$107,041**
Collections – Reimbursable Resources	$7,381	$11,553	$14,089
Total Budget Resources	**$111,469**	**$121,294**	**$121,130**
Obligations (Actual/Estimates/Projections)	$111,469	$121,294	$121,130
Personnel: Positions and FTE			
Enacted/Request Positions	536	536	544
Enacted/Request FTE	476	489	526
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	536	536	544
FTE (Actual/Estimates/Projections)	476	489	526

Office of the Chief Procurement Officer – PPA
Collections - Reimbursable Resources

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	-	-	-	$1,928	-	-	$1,928
Department of Homeland Security - Transportation Security Administration	Source	-	-	-	-	-	$1,488	-	-	$1,488
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	-	-	-	$344	-	-	$395
Department of Homeland Security - United States Secret Service	Source	-	-	-	-	-	$70	-	-	$70
Department of Homeland Security - US Customs and Border Protection	Source	-	-	$7,381	-	-	$7,703	-	-	$7,703
Department of Homeland Security - Office of Personnel Management	Source	-	-	-	-	-	-	-	-	$428
National Technical Information Service	Source	-	-	-	-	-	-	-	-	$1,945
I&A	Source	-	-	-	-	-	-	-	-	$91
Department of Homeland Security - Federal Protective Service	Source	-	-	-	-	-	$20	-	-	$41
Total Collections		-	-	**$7,381**	-	-	**$11,553**	-	-	**$14,089**

Office of the Chief Procurement Officer – PPA
Summary of Budget Changes

Budget Formulation Activity (Dollars in Thousands)	Positions	FTE	Amount
FY 2019 Enacted	**536**	**476**	**$104,169**
FY 2020 Enacted	**536**	**489**	**$109,741**
FY 2021 Base Budget	**536**	**489**	**$109,741**
Technical Adjustment	**3**	**34**	**-**
Realignment for Analytic Capabilities to OCPO from IOUSM	-	-	$500
Realignment for Analytic Capabilities to OCPO from OCFO	-	-	$399
Realignment for eCFS to OCPO from IOUSM	-	-	$457
Realignment for eCFS to OCPO from OCFO	-	-	$601
Transfer for CLAN Activity from MGMT/OS/OCPO to I&A	-	-	($78)
Transfer for CPO Shared Reporting to MGMT/OS/OCPO from Components	-	-	$49
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OCPO to OSEM/OS/MO	-	-	($99)
Transfer for WCF Removals from OCPO to OCFO	-	-	($2)
Transfer for WCF Removals from OCPO to OCHCO	-	-	($53)
Transfer for WCF Removals from OCPO to OCIO	-	-	($4,698)
Transfer for WCF Removals from OCPO to OCRSO	-	-	($3,548)
Transfer for WCF Removals from OCPO to OCSO	-	-	($42)
Transfer for WCF Removals to MGMT/OS/OCPO from Components	-	-	$884
Total Transfers	**-**	**-**	**($5,630)**
2020 Pay Raise	-	-	$1,593
2021 Pay Raise	-	-	$395
FERS Agency Contribution	-	-	$452
Total, Pricing Increases	**-**	**-**	**$2,440**
FPS Fee	-	-	($116)
Offset	-	-	($435)
Total, Pricing Decreases	**-**	**-**	**($551)**
Total Adjustments-to-Base	**3**	**34**	**($3,741)**
FY 2021 Current Services	**539**	**523**	**$106,000**
Awards Spending Increase	-	-	$527
Electronic Contract Filing System (ECFS)	-	-	$772
Procurement Innovation Lab	5	3	$1,000

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Total, Program Increases	**5**	**3**	**$2,299**
Reduction to Contract Support	-	-	($1,258)
Total, Program Decreases	**-**	**-**	**($1,258)**
FY 2021 Request	**544**	**526**	**$107,041**
FY 2020 To FY 2021 Change	**8**	**37**	**($2,700)**

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Office of the Chief Procurement Officer – PPA
Personnel Compensation and Benefits
Pay Summary

Organization _(Dollars in Thousands)_	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
Office of the Chief Procurement Officer	536	476	$69,090	$145.15	536	489	$70,654	$144.49	544	526	$73,621	$139.96	8	37	$2,967	($4.53)
Total	**536**	**476**	**$69,090**	**$145.15**	**536**	**489**	**$70,654**	**$144.49**	**544**	**526**	**$73,621**	**$139.96**	**8**	**37**	**$2,967**	**($4.53)**
Discretionary - Appropriation	536	476	$69,090	$145.15	536	489	$70,654	$144.49	544	526	$73,621	$139.96	8	37	$2,967	($4.53)

Pay by Object Class

Pay Object Classes _(Dollars in Thousands)_	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$52,396	$52,724	$54,712	$1,988
11.5 Other Personnel Compensation	$680	$680	$680	-
12.1 Civilian Personnel Benefits	$16,014	$17,250	$18,229	$979
Total - Personnel Compensation and Benefits	**$69,090**	**$70,654**	**$73,621**	**$2,967**
Positions and FTE				
Positions - Civilian	536	536	544	8
FTE - Civilian	476	489	526	37

Pay Cost Drivers

Pay Cost Drivers (Dollars in Thousands)	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OCPO Personnel	476	$69,090	$145.15	489	$70,654	$144.49	526	$73,621	$139.96	37	$2,967	($4.53)
Total - Pay Cost Drivers	**476**	**$69,090**	**$145.15**	**489**	**$70,654**	**$144.49**	**526**	**$73,621**	**$139.96**	**37**	**$2,967**	**($4.53)**

Explanation of Pay Cost Driver

OCPO Personnel: The increase from FY 2020 represents an increase in FTE for the increase in the Agency's FERS Contribution and the rightsizing of the OCPO FTEs.

Office of the Chief Procurement Officer – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Office of the Chief Procurement Officer	$35,079	$39,087	$33,420	($5,667)
Total	**$35,079**	**$39,087**	**$33,420**	**($5,667)**
Discretionary - Appropriation	$35,079	$39,087	$33,420	($5,667)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$85	$85	$85	-
25.1 Advisory and Assistance Services	$14,010	$15,010	$5,730	($9,280)
25.2 Other Services from Non-Federal Sources	$157	$157	$157	-
25.3 Other Goods and Services from Federal Sources	$20,618	$23,626	$27,239	$3,613
25.7 Operation and Maintenance of Equipment	$143	$143	$143	-
26.0 Supplies and Materials	$66	$66	$66	-
Total - Non Pay Object Classes	**$35,079**	**$39,087**	**$33,420**	**($5,667)**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Certification of Acquisition Workforce	$5,849	$3,623	$3,623	$0
Communications, Event Planning, Graphic Design Requirements	$0	$2,525	$2,525	$0
Contract Closeout	$4,428	$4,428	$1,903	($2,525)
Working Capital Fund Contributions	$12,591	$11,955		($11,955)
Other Costs	$12,211	$16,556	$25,369	$8,813
Total - Non Pay Cost Drivers	**$35,079**	**$39,087**	**$33,420**	**($5,667)**

Explanation of Non Pay Cost Drivers

Certification of Acquisition Workforce: These costs represent required DHS 1102 Certifications. The Homeland Security Acquisition Institute under OCPO provides training for the procurement community in both virtual and classroom environment.

Communications/Events Planning/Graphic Design: The acquisition of specialized communications, creative services, marketing, graphic design, event planning & logistics support for OCPO. The government is seeking expertise and thought leadership in these key areas to enhance and support the OCPO's existing capabilities in support of the priorities and strategic direction of the OCPO.

Contract Closeout: These costs represent Office of Procurement Operations end-of-year contract close-out support to ensure expired contracts are properly closed for each customer organization.

Working Capital Fund Contributions (WCF): With WCF Governance Board decision to zero base the WCF and remove all activities and concurred with base transfers for FY 2021, no funds are included in the FY 2021 request. The following three Fee-for Service activities will continue via Interagency Agreements (IAAs): Transit Benefits, Flexible Spending Plan, and Finance and Accounting Shared Services. The C-LAN operations activity will be directly transferred from Components to Analysis & Operations (A&O).

Other Costs: These are costs associated with maintaining operations of a Chief Procurement Office; some examples are Homeland Security Acquisition workforce database maintenance and courseware, Strategic Sourcing, PRISM help desk, supplies, travel, contract support, equipment.

Office of the Chief Financial Officer – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Office of the Chief Financial Officer	283	251	$67,341	302	255	$90,829	308	304	$89,651	6	49	($1,178)
Total	**283**	**251**	**$67,341**	**302**	**255**	**$90,829**	**308**	**304**	**$89,651**	**6**	**49**	**($1,178)**
Subtotal Discretionary - Appropriation	283	251	$67,341	302	255	$90,829	308	304	$89,651	6	49	($1,178)

PPA Level I Description

The mission of the Office of the Chief Financial Officer (OCFO) is to ensure that the funds necessary to carry out the Department's mission are obtained, allocated, and spent in support of the Department's priorities and in accordance with law and policies. The OCFO provides timely, accurate, and actionable financial information to decision makers and stakeholders; integrates performance and develops program plans and budgets that are well-justified and balanced to support DHS priorities; provides assurance that internal controls are effective; provides quality, cost-effective financial management services and operations; develops and maintains financial and resource management skillsets to ensure sustained achievement of the DHS CFO mission; and strengthens financial assistance accountability.

OCFO detailed breakout: (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$67,341**	**$90,829**	**$89,651**
Salaries & Benefits	$35,464	$41,595	$42,661
Working Capital Fund	$8,029	$8,433	-
Budget	$1,447	$570	$593
Cost Analysis Division	$3,682	$6,293	$6,987
Financial Assistance Policy Oversight	$41	$55	$65
Financial Management	$4,687	$18,717	$20,020
Financial Operations	$2,577	$2,577	$3,941

GAO/OIG Audit Liaison	$30	$50	$72
Program, Analysis, & Evaluation	$4,624	$5,880	$6,348
Resource Management Transformation Office	$3,899	$3,899	$5,193
Risk Management & Assurance	$1,687	$1,870	$2,545
Workforce Development	$1,174	$890	$1,226

FY 2020 Enacted and the FY 2021 President's Budget amounts are estimates and may change during the fiscal year of execution.   .

Budget:

The Budget Division serves the entire Department by providing guidance for formulating the budget and executing appropriated funds effectively and efficiently. They assist the CFO and DHS components in the presentation of budget justifications to the Office of Management and Budget (OMB) and Congress. Through their efforts, and by working with Component budget offices, they ensure that sufficient resources are available to support the DHS mission during each fiscal year. The Budget division monitors budget execution across the Department, coordinates reprogramming and supplemental requirements with Components and OMB, and justifies requirements to Congressional committees.

Cost Analysis Division (CAD):

The Cost Analysis Division leads the Department in cost estimating and analysis policy, policy implementation, and guidance. They review and evaluate Program Life Cycle Cost Estimates (LCCEs) and provide independent analysis to ensure the cost of DHS programs are presented to the Acquisition Decision Authority and CFO accurately and completely to support acquisition and resource decisions.

Financial Assistance Policy and Oversight (FAPO):

The Financial Assistance Policy and Oversight (FAPO) Division advises senior DHS leadership regarding the situation-specific application of Government-wide statutes, regulations, OMB circulars, Executive Orders, and DHS Financial Assistance Policy, as they relate to use of Federal funds. This division defines the DHS Financial Assistance Line of Business, including streamlining and standardizing business models and business processes and developing supporting technology. They develop and distribute DHS Financial Assistance Policy for use across DHS to communicate legal requirements, regulation, circulars, Executive Directives, Comptroller General Decisions, and other legal issuances related to the use of Federal funds. They provide oversight to ensure DHS and recipient compliance with requirements regarding the use of Federal funds and assess high risk audit findings from Single Audits, resolve high risk findings backlog, and develop Cost Policy to assist recipients in avoiding repeat high risk findings. This division oversees the financial assistance award reporting requirements of the Federal Financial Accountability and Transparency Act of 2006 and the Digital Accountability and Transparency Act of 2014 for the Department. They increase the accuracy, timeliness, and reliability of all DHS financial assistance award data and ensure any end-to-end system has auto reporting capabilities, including file transfer to public venues and robust ad hoc query capability, and develop and maintain Grant Officer/Assistance Officer standards and qualifications.

Financial Management (FM):

The Financial Management (FM) Division develops and oversees departmental financial management policy, provides guidance for and oversees Financial Systems Modernization (FSM) efforts in conjunction with the Resource Management Transformation (RMT) Division, prepares the Department's consolidated financial statements and other required financial information, including the Annual Financial Report, and coordinates the

Department's participation in government-wide financial management initiatives. In addition, they provide guidance and oversight to DHS Components on accounting and financial reporting requirements and administer the DHS Bankcard Program (purchase, travel, and fleet) by developing and documenting bankcard policy and providing training.

Financial Operations (FO):
The Financial Operations (FO) Division oversees budget formulation and execution for Departmental Management Operations (DMO) offices, which includes the MGMT Directorate, the Offices of the Secretary and Executive Management (OSEM) and the Department's Working Capital Fund (WCF). They work closely with these offices to formulate the 5-year Resource Allocation Plans and the budget submissions. They are responsible for all Congressional inquiries as it relates to MGMT and OSEM, to include Congressional reports, responses to inquiries, Questions for the Record, and briefings. In addition, they provide budget execution, accounting, and financial management and reporting services for these offices, including managing apportionments, allotments, funds certifications, invoice processing, general ledger, payroll reconciliations, bank card, obligation management, payment management, travel management, internal control oversight and guidance, and financial statement & reporting liaison functions.

Government Accountability Office (GAO) and Office of the Inspector General (OIG) Audit Liaison:
This division coordinates the Department's engagement in Government Accountability Office (GAO) and Office of the Inspector General (OIG) audits, including entrance and exit conferences, and the Department's response to audit reports and findings. They are responsible for tracking the Department's implementation of audit recommendations as well as providing oversight and guidance to Component-level GAO and OIG audit liaison offices, and to DHS employees involved in audits, investigations, and inspections.

Program Analysis and Evaluation (PA&E):
The Program Analysis and Evaluation (PA&E) Division conducts independent analysis and provides objective, fact-based decision support to DHS Senior Leadership for decision making on resource allocation and performance management. PA&E responsibilities focus on three functional areas: programming and analysis, where they provide DHS leadership the five-year resource plan; implementation of the Planning, Programming, Budgeting, and Execution (PPBE) System across DHS by integrating each phase process to ensure strategy and requirements drive programming for results; and organizational performance, where they lead the implementation the Federal performance management framework in DHS and the many accountability and reporting activities to communicate the value DHS delivers to our stakeholders.

Resource Management Transformation (RMT):
The Resource Management Transformation (RMT) Division develops business intelligence solutions and capabilities, including executive reporting and tracking capabilities. RMT leads several department-wide implementation efforts to support standardized, consolidated financial data. One such effort aims to increase transparency of Federal financial information as called for by the Digital Accountability and Transparency Act (DATA Act), which aims to increase transparency of Federal financial information. In addition, RMT leads the Planning, Programming, Budgeting, and Execution (PPBE) One Number System modernization effort. RMT also serves as the OCFO solutions center for efficiency, business analytics, project management, and technical support.

Risk Management and Assurance (RM&A):

The Risk Management and Assurance (RM&A) Division leads the Department's assessment of internal controls by coordinating the development and implementation of Mission Action Plans to address material weaknesses and other significant conditions. They conduct reviews of key financial processes to ensure internal controls are designed and operating effectively, with the goal of identifying weaknesses before they become problems. They lead efforts to identify, recover, and prevent improper payments and issue guidance on, and coordinate preparation of, the Secretary's year-end Internal Control Assurance Statements.

Workforce Development (WDD):

The Workforce Development (WDD) Division provides the training and tools to support individual staff performance and career path development; and executes talent management initiatives to recruit the next generation of financial management leaders. They also provide experiences and opportunities designed to establish a strong foundation in financial management disciplines to optimize career building, which creates a pipeline of strong candidates for senior financial management leadership roles at DHS.

Office of the Chief Financial Officer – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$67,341**	**$90,829**	**$89,651**
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	($74)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$67,267**	**$90,829**	**$89,651**
Collections – Reimbursable Resources	$18,510	$5,475	$5,775
Total Budget Resources	**$85,777**	**$96,304**	**$95,426**
Obligations (Actual/Estimates/Projections)	$85,777	$96,304	$95,426
Personnel: Positions and FTE			
Enacted/Request Positions	283	302	308
Enacted/Request FTE	251	255	304
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	273	302	308
FTE (Actual/Estimates/Projections)	241	255	304

Office of the Chief Financial Officer – PPA
Collections - Reimbursable Resources

Collections		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget		
(Dollars in Thousands)		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	$500	-	-	$500	-	-	$750
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	$150	-	-	-	-	-	$100
Department of Homeland Security - Transportation Security Administration	Source	-	-	$13,510	-	-	$100	-	-	$100
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	-	-	-	$175	-	-	$225
Department of Homeland Security - Countering Weapons of Mass Destruction	Source	-	-	$150	-	-	-	-	-	$500
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	$400	-	-	$450	-	-	$600
Department of Homeland Security - United States Coast Guard	Source	-	-	$3,050	-	-	$3,500	-	-	$3,500
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	$750	-	-	$750	-	-	-
Total Collections		-	-	**$18,510**	-	-	**$5,475**	-	-	**$5,775**

Office of the Chief Financial Officer – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**283**	**251**	**$67,341**
FY 2020 Enacted	**302**	**255**	**$90,829**
FY 2021 Base Budget	**302**	**255**	**$90,829**
Technical Adjustment	**3**	**46**	**-**
Realignment for Analytic Capabilities from OCFO to OCPO	-	-	($399)
Realignment for eCFS from OCFO to OCPO	-	-	($601)
Realignment for Interagency Council Funding - CAP Goals to OCFO from IOUSM	-	-	$761
Transfer for CLAN Activity from MGMT/OS/OCFO to I&A	-	-	($15)
Transfer for WCF Removals from OCFO to OCHCO	-	-	($30)
Transfer for WCF Removals from OCFO to OCIO	-	-	($5,267)
Transfer for WCF Removals from OCFO to OCRSO	-	-	($2,953)
Transfer for WCF Removals from OCFO to OCSO	-	-	($33)
Transfer for WCF Removals to MGMT/OS/OCFO from Components	-	-	$1,532
Transfer for WCF Removals to OCFO from OBIM	-	-	$5
Transfer for WCF Removals to OCFO from OCHCO	-	-	$2
Transfer for WCF Removals to OCFO from OCIO	-	-	$7
Transfer for WCF Removals to OCFO from OCPO	-	-	$2
Transfer for WCF Removals to OCFO from OCRSO	-	-	$6
Transfer for WCF Removals to OCFO from OCSO	-	-	$1
Total Transfers	**-**	**-**	**($6,982)**
2020 Pay Raise	-	-	$956
2021 Pay Raise	-	-	$234
Annualization of JPMO Salaries and Benefits	-	-	$175
FERS Agency Contribution	-	-	$189
Total, Pricing Increases	**-**	**-**	**$1,554**
FPS Fee	-	-	($48)
Hiring Delay	-	-	($1,154)
Total, Pricing Decreases	**-**	**-**	**($1,202)**
Total Adjustments-to-Base	**3**	**46**	**($6,630)**
FY 2021 Current Services	**305**	**301**	**$84,199**

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Awards Spending Increase	-	-	$316
DMO Component FSM Support	-	-	$540
DMO FSM Data Conversion, Hosting, & Warehouse	-	-	$1,473
Evidence & Evaluation Program	-	-	$730
Investment Reporting	1	1	$1,199
JPMO Staffing	2	2	-
PPBE One Number	-	-	$1,194
Total, Program Increases	**3**	**3**	**$5,452**
FY 2021 Request	**308**	**304**	**$89,651**
FY 2020 To FY 2021 Change	**6**	**49**	**($1,178)**

Office of the Chief Financial Officer – PPA
Personnel Compensation and Benefits
Pay Summary

Organization	FY 2019 Enacted				FY 2020 Enacted				FY 2021 President's Budget				FY 2020 to FY 2021 Total			
(Dollars in Thousands)	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Financial Officer	283	251	$35,464	$141.29	302	255	$41,595	$163.12	308	304	$42,661	$140.33	6	49	$1,066	($22.79)
Total	**283**	**251**	**$35,464**	**$141.29**	**302**	**255**	**$41,595**	**$163.12**	**308**	**304**	**$42,661**	**$140.33**	**6**	**49**	**$1,066**	**($22.79)**
Discretionary - Appropriation	283	251	$35,464	$141.29	302	255	$41,595	$163.12	308	304	$42,661	$140.33	6	49	$1,066	($22.79)

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$27,269	$31,377	$31,807	$430
11.3 Other than Full-Time Permanent	$61	$63	$63	-
11.5 Other Personnel Compensation	$379	$410	$410	-
12.1 Civilian Personnel Benefits	$7,755	$9,745	$10,381	$636
Total - Personnel Compensation and Benefits	**$35,464**	**$41,595**	**$42,661**	**$1,066**
Positions and FTE				
Positions - Civilian	283	302	308	6
FTE - Civilian	251	255	304	49

Pay Cost Drivers

Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OCFO Personnel	251	$35,464	$141.29	255	$41,595	$163.12	304	$42,661	$140.33	49	$1,066	($22.79)
Total - Pay Cost Drivers	**251**	**$35,464**	**$141.29**	**255**	**$41,595**	**$163.12**	**304**	**$42,661**	**$140.33**	**49**	**$1,066**	**($22.79)**

Explanation of Pay Cost Driver

OCFO Personnel: The increase from FY 2020 represents an increase in FTE for the requested program change, the transfer of the Manpower program from OCHCO, an increase in the Agency's FERS Contribution, and the rightsizing of the OCFO FTEs.

Office of the Chief Financial Officer – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Office of the Chief Financial Officer	$31,877	$49,234	$46,990	($2,244)
Total	**$31,877**	**$49,234**	**$46,990**	**($2,244)**
Discretionary - Appropriation	$31,877	$49,234	$46,990	($2,244)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$122	$122	$122	-
25.1 Advisory and Assistance Services	-	$403	$1,226	$823
25.2 Other Services from Non-Federal Sources	$19,302	$35,592	$36,941	$1,349
25.3 Other Goods and Services from Federal Sources	$12,306	$12,970	$8,554	($4,416)
26.0 Supplies and Materials	$147	$147	$147	-
Total - Non Pay Object Classes	**$31,877**	**$49,234**	**$46,990**	**($2,244)**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Financial Management Program and Systems Support	$6,471	$18,733	$18,557	($176)
Cost Estimating Support	$4,822	$6,396	$6,396	$0
Planning Analysis & Evaluation	$3,616	$5,880	$5,880	$0
Working Capital Fund Contributions	$8,029	$8,433	$0	($8,433)
Other Costs	$8,939	$9,792	$16,157	$6,365
Total – Non Pay Cost Drivers	**$31,877**	**$49,234**	**$46,990**	**($2,244)**

Explanation of Non Pay Cost Drivers

Cost Estimating Support: Provides services to aid in accurate cost analysis and decision making.

Financial Management Program Management and Systems Support: Contractor support for eTravel, Financial Systems Modernization and Business Intelligence, accounting and financial management.

Planning Analysis & Evaluation: Support cost for independent studies.

Working Capital Fund Contributions (WCF): With WCF Governance Board's decision to zero base the WCF and remove all activities and concurred with base transfers for FY 2021, no funds are included in the FY 2021 request.

Other Costs: These are costs associated with maintaining operations of the Chief Financial Office. Some examples are strategic programming studies, production of the Annual Financial Report and associated contractor support, internal control support, supplies, travel, and equipment.

Office of the Chief Information Officer – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Office of the Chief Information Officer	504	446	$397,230	505	452	$418,246	503	438	$502,456	(2)	(14)	$84,210
Total	**504**	**446**	**$397,230**	**505**	**452**	**$418,246**	**503**	**438**	**$502,456**	**(2)**	**(14)**	**$84,210**
Subtotal Discretionary - Appropriation	504	446	$397,230	505	452	$418,246	503	438	$502,456	(2)	(14)	$84,210

PPA Level I Description

The DHS Office of the Chief Information Officer (OCIO), in collaboration with the DHS Chief Information Officer Council, is responsible for implementing programs necessary to align DHS Information Technology (IT) personnel, resources, and assets, including all systems and infrastructure, to support Department-wide missions and activities. OCIO's mission is to provide DHS and its partners with IT services required to lead a unified national effort to prevent and deter terrorist attacks as well as protect against and respond to threats and hazards.

OCIO detailed breakout: (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$397,230**	**$418,246**	**502,456**
Salaries & Benefits	$76,269	$79,350	$82,558
Working Capital Fund	$37,097	$41,820	-
Accessible Systems and Technology Directorate	$2,027	$2,027	$2,027
Applications and Services Directorate - COP	$4,268	$4,268	$4,268
Applications and Services Directorate - Core Services	$20,337	$23,687	$25,881
Applications and Services Directorate - HSIN	$14,792	$19,782	$28,142
Applications and Services Directorate - ICAM	$11,123	$12,123	$13,123
Architecture and Innovation (Technology)	$10,916	$13,461	$13,461
Business Management Directorate	$2,570	$5,049	$5,978
Chief Information Security Directorate	$29,967	$29,967	$27,686
Chief of Staff	$3,227	$6,550	$6,550
Cyber Internship Program	$3,100	-	-
Digital Services	$2,093	$2,093	$2,093
Enterprise Infrastructure Solutions	-	$30,000	$7,300

Joint Wireless Program Management Office	$3,321	$4,200	$4,200
Operations Directorate - Continuous Diagnostics and Mitigation	$9,805	$9,805	$24,205
Operations Directorate - Core Services	$8,276	$11,129	$45,691
Operations Directorate - Data Center Operations	$32,336	$6,797	$6,797
Operations Directorate - Homeland Secure Data Network (HSDN)	$38,605	$38,605	$38,605
Operations Directorate - NCRIO	-	-	$86,358
Operations Directorate – One Net	$87,101	$77,533	$77,533

FY 2020 and the FY 2021 President's Budget amounts are estimates and may change during the fiscal year of execution.

Accessibility Systems and Technology:

This activity ensures that information and communication technology procured, developed, maintained, or used is accessible to DHS employees and customers with disabilities through a range of policy, training, technical assistance, and compliance activities in accordance with Section 508 of the Rehabilitation Act.

Applications and Services Directorate

Common Operating Picture (COP): COP provides timely, fused, accurate displays of data shared across the enterprise, which facilitates collaborative planning and supports situational awareness for all stakeholders. COP is offered on both classified and unclassified platforms; which enables it to support the Geospatial Management Office and HSIN.

Core Services: This activity delivers the services required by the Homeland Security Enterprise (HSE) for mission, business management, and IT support. The activity is the hub for HSE information sharing, linking the Department to partners at all levels of Government and the private sector. The activity is responsible for providing unified, interoperable, operational and technical support platforms and services for information sharing. This activity offers one common store front for all its customers, unifying all programs, services, and applications under a common business architecture and service-delivery structure. This activity provides these services through some of the following programs:

- *Information Identity Cloud and Data Governance*: Establishes common architectures, vocabulary, processes and governance for accurate information sharing between systems, data integrity, and identity, and information access.

- *DHS Data Framework (DF):* DF is the core infrastructure to ingest DHS and partner operational and structured data once and share it many times across DHS and the HSE, in a legally- and policy-compliant, mission-appropriate manner. The requirement for the DHS DF comes from the DHS Data Framework Act of 2018, enacted Dec 19, 2018. DF provides mission users with the capability to access, search, manipulate and analyze different data sets in both classified and unclassified environments.

- *Geospatial Management Office (GMO):* GMO delivers geospatial analysis, visualization, mapping and collaboration capabilities. It offers enterprise access to mission-essential visualization and collaboration features.

- *Service Delivery (SD)*: Provides tailorable solutions for HSE to share, analyze, present and store business management data and supports DHS public web presence through an integrated secure platform, hosting, and tools. DS provides secure cloud platforms for the HSE capabilities as well as HQ elements migrating to public cloud providers.

- *Records Management (RM)*: Provides guidance on policies and processes to increase accountability, preserving knowledge and fostering public trust.

Homeland Security Information Network (HSIN): HSIN delivers real-time collaboration and situational awareness capabilities for the whole HSE. All 78 fusion centers utilize HSIN for delivering centralized Request for Information (RFI) services nationwide, providing direct support to major National events and unplanned incidents. HSIN supports 100K registered and active users via interoperability partners with another 400K frontline personnel across DHS and the HSE.

Identity, Credential, and Access Management (ICAM): ICAM provides identity and access management solutions through services that ensure trusted and secure information sharing, with a focus on meeting Federal cybersecurity goals and improving the workday experience for thousands of Department users. OCIO ensures consistency of ICAM services across DHS Components through shared governance, reporting and processes, and provides support of ICAM services across all fabrics.

Architecture and Innovation:
This activity provides insights into technology products and services across all Department IT portfolios equipping the Department with the tools to meet or exceed the needs of DHS diverse end users, strengthen cybersecurity and IT security policy, and ensure investment decisions align with mission objectives and Department priorities. This program enhances and optimizes DHS's capabilities, while ensuring that we maximize the Department's investments and resources, eliminate stove-piped or redundant systems and increase system interoperability and information sharing. This program ensures the essential evolution of information systems and the development of a common IT environment by providing a blueprint for systematically defining DHS' baseline IT environment, target environment, and transition plans for implementing mission-critical capabilities.

Business Management Directorate:
In conjunction with the Office of the Chief Financial Officer, this program provides Capital Planning and Investment Control (CPIC) support to all Components to ensure effective resource allocation across the Department's IT investment portfolios by coordinating reviews of Department IT acquisitions, submitting the annual IT investment business cases – Exhibit 300s and 53s, and managing the process for obtaining OMB approval for data collections for the Department. This program works the IT elements of the DHS budget during the PPBE process to ensure CIO oversight of budget request for IT Programs. This program submits the annual IT investment business cases – Exhibit 300s and Exhibit 53s to OMB and implements IT reform initiatives, including the Federal Information Technology Acquisition Reform Act (FITARA). This program coordinates reviews of all Departmental IT acquisitions funded by major investments and provides recommendations to the CIO. This program manages the process for obtaining OMB approval for data collections for the Department, sets standards for DHS information collection forms, and manages the OMB process by which the public can correct information published by the Department.

Chief Information Security Directorate:
Information Security (INFOSEC) ensures protection of sensitive information and allows sharing of all mission-related data by providing oversight, measurement, validation and reporting of information system security throughout the Department to ensure compliance with FISMA and the National Institute of Standards and Technology (NIST) security policies and requirements. INFOSEC develops and documents Departmental information security requirements; develops enterprise security management tools; and oversees the implementation of information security systems supporting Departmental Operations. Specifically, INFOSEC provides:
- Security policy and guidance
- Security architecture
- DHS IT security awareness, training, and education
- National Security Systems (NSS) risk management

INFOSEC monitors the OneNet Enterprise Network Operations Center (NOC) and Security Operations Center (SOC) and manages DHS's centralized systems and network infrastructure through traffic modeling, performance analysis, and Network Management and IP address administration. The OneNet NOC works with Component NOCs, Enterprise Data Centers, and the Enterprise Operations Center to coordinate service restorations and troubleshooting.

Chief of Staff (CoS):
This office performs IT management activities to include personnel management support, logistics, employee engagement, and special projects support. This office manages the Executive Secretariat function for the OCIO that focuses on coordinating data calls, preparation of reports, and other initiatives and actions that include, but are not limited to, Congressional, GAO, OIG, OMB, and industry inquiries, taskers, reports, and correspondence. Finally, the CoS supports the OCIO's strategic goals and initiatives through special projects and leading efforts to achieve positive results.

Digital Services:
The DHS branch of the United States Digital Services (DHS-DS) has the responsibility to transform the Department's most critical public-facing digital services through technology, data, and design. DHS-DS is a team of engineers, designers, and problem solvers working on improving DHS services, systems, and processes. The DHS-DS provides technical and procurement expertise and support on critical DHS projects. The DHS-DS partners small teams of digital service experts with innovators inside the Department and brings industry best practices for building digital services. DHS-DS works in tandem with Component partners, combining their subject matter expertise with our technical and design knowledge to improve public-facing digital services. The DHS-DS acts on the opportunity and responsibility to leverage modern technology and design practices to deliver services in more efficient and effective ways.

Enterprise Infrastructure Solutions (EIS):
Starting in FY 2020, EIS implements the phased transition from the current General Services Administration (GSA) circuit contracts to a managed services contract, providing rapid modernization, fair opportunity and best commercial solutions to the Department of Homeland Security (DHS)

customer. This transition further provides opportunities for enterprise network modernization and consolidation while providing the necessary advancements in technical services resulting in the upgrade of network circuits, network function virtualization, and modernized voice systems, creating a modernized network foundation.

Joint Wireless Program (JWP):
The Joint Wireless Program (JWP) evaluates and develops new technologies and capabilities to address the challenges with the current Federal tactical communications infrastructure. Specifically, this office addresses broad enterprise-wide efforts to provide tactical wireless capabilities to bring seamless interoperable communications to Federal, State, local, tribal, territorial, international law enforcement, and public safety partners. The JWP identifies and tests new technologies that provide tactical voice, video, and data communications to, from, and between DHS operators regardless of network or Component.

Operations Directorate:
Continuous Diagnostics and Mitigation (CDM): The CDM program is intended to create a common baseline of cybersecurity capability and protection across the Department of Homeland Security. The program provides DHS Components with CDM-certified capabilities and tools that identify and prioritize cybersecurity risks on an ongoing basis and enable cybersecurity personnel to mitigate the most significant problems first.

Core Services: This activity focuses on facilitating continuity of operations in emergency conditions, ensuring the safe transmission of unclassified, classified and secret information across secure integrated networks providing a centralized management approach for IT hardware and software asset management.

Data Center (DC) Operations: The DCs support the delivery of private cloud and "as-a-service" offerings to customers seeking a scalable and secure virtual environment of configurable computing resources that can be rapidly provisioned with minimal cost of ownership. There are two DHS managed Enterprise Data Centers - DC1 and DC2 - which have the ability to continuously synchronize applications based upon mission requirements to ensure DHS has a seamless disaster recovery capability and to significantly enhance the cyber security posture of DHS systems.

Homeland Secure Data Network (HSDN): HSDN enables DHS offices and Components, other Federal agencies, and State, local, and tribal entities to collaborate and communicate effectively at the collateral Secret-classification level. HSDN is the primary means for communicating classified Secret information with the national network of State and Major Urban Area Fusion Centers.

OneNet: DHS OneNet is a group of interrelated initiatives designed to improve the Department's IT infrastructure by unifying disparate Component information technology networks, platforms, and services into a set of enterprise-wide IT Services. DHS OneNet includes Network Services (Email as a Service, Email Secure Gateway, and the Trusted Internet Connection /Policy Enforcement Points). DHS' unclassified, classified, and secret networks utilize OneNet for information transport.

Office of the Chief Information Officer – PPA
Budget Authority and Obligations

Budget Authority (Dollars in Thousands)	FY 2019	FY 2020	FY 2021
Enacted/Request	**$397,230**	**$418,246**	**$502,456**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$7,059	-	-
Rescissions to Current Year/Budget Year	($745)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$403,544**	**$418,246**	**$502,456**
Collections – Reimbursable Resources	$40,096	$72,059	$88,550
Total Budget Resources	**$443,640**	**$490,305**	**$591,006**
Obligations (Actual/Estimates/Projections)	$443,640	$490,305	$591,006
Personnel: Positions and FTE			
Enacted/Request Positions	504	505	503
Enacted/Request FTE	446	452	438
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	504	505	503
FTE (Actual/Estimates/Projections)	446	452	438

Office of the Chief Information Officer – PPA
Collections – Reimbursable Resources

Collections *(Dollars in Thousands)*		FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget		
		Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency	Source	-	-	$4,216	-	-	$8,306	-	-	$12,000
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	-	$1,100	-	-	$1,081	-	-	$1,000
Department of Homeland Security - Transportation Security Administration	Source	-	-	$2,000	-	-	$10,561	-	-	$13,000
Department of Homeland Security - Citizenship and Immigration Services	Source	-	-	$5,896	-	-	$9,625	-	-	$17,000
Department of Homeland Security - Science and Technology	Source	-	-	$1,200	-	-	$3,576	-	-	$5,000
Department of Homeland Security - United States Secret Service	Source	-	-	$90	-	-	$209	-	-	$1,500
Department of Homeland Security - Office of the Inspector General	Source	-	-	$172	-	-	$824	-	-	$1,000
Department of Homeland Security - Countering Weapons of Mass Destruction	Source	-	-	$728	-	-	$799	-	-	-
Department of Homeland Security - US Customs and Border Protection	Source	-	-	$2,400	-	-	$9,869	-	-	$11,000
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	-	$3,400	-	-	$7,030	-	-	$9,000
Department of Homeland Security - United States Coast Guard	Source	-	-	$1,000	-	-	$680	-	-	$1,000
Department of Homeland Security - National Protection and Programs Directorate	Source	-	-	$10,962	-	-	$14,947	-	-	-
Department of Homeland Security - Office of the Secretary & Executive Management	Source	-	-	$425	-	-	-	-	-	$750
Department of Homeland Security - Office of the Under Secretary for Management	Source	-	-	$3,000	-	-	-	-	-	$6,000
Department of Homeland Security - Analysis and Operations	Source	-	-	$3,500	-	-	$3,855	-	-	$7,000
Department of Transportation - Department of Transportation	Source	-	-	-	-	-	$146	-	-	$300
Department of Homeland Security - Office of Health Affairs	Source	-	-	-	-	-	$451	-	-	-
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	-	-	-	-	$93	-	-	-
Department of Homeland Security - Federal Protective Service	Source	-	-	$7	-	-	$7	-	-	$3,000
Total Collections		-	-	**$40,096**	-	-	**$72,059**	-	-	**$88,550**

Office of the Chief Information Officer – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**504**	**446**	**$397,230**
FY 2020 Enacted	**505**	**452**	**$418,246**
FY 2021 Base Budget	**505**	**452**	**$418,246**
Technical Adjustment	-	(12)	-
Realignment for Background Investigations from OCIO to OCSO	-	-	($13)
Realignment for HRMS Personnel from OCIO to OCHCO	(2)	(2)	($352)
Realignment for Management Cube from OCIO to OCRSO	-	-	($40)
Realignment for St. Es Campus IT to OCIO from OCRSO	-	-	$17,500
Transfer for CLAN Activity from MGMT/OS/OCIO to I&A	-	-	($2,040)
Transfer for WCF Removals from OCIO to OCFO	-	-	($7)
Transfer for WCF Removals from OCIO to OCHCO	-	-	($49)
Transfer for WCF Removals from OCIO to OCRSO	-	-	($8,997)
Transfer for WCF Removals from OCIO to OCSO	-	-	($173)
Transfer for WCF Removals to MGMT/OS/OCIO from Components	-	-	$47,243
Transfer for WCF Removals to OCIO from IOUSM	-	-	$291
Transfer for WCF Removals to OCIO from OBIM	-	-	$170
Transfer for WCF Removals to OCIO from OCFO	-	-	$5,267
Transfer for WCF Removals to OCIO from OCHCO	-	-	$3,625
Transfer for WCF Removals to OCIO from OCPO	-	-	$4,698
Transfer for WCF Removals to OCIO from OCRSO	-	-	$1,982
Transfer for WCF Removals to OCIO from OCSO	-	-	$4,444
Total Transfers	**(2)**	**(2)**	**$73,549**
2020 Pay Raise	-	-	$1,782
2021 Pay Raise	-	-	$442
FERS Agency Contribution	-	-	$746
Homeland Security Information Network and Other Programs	-	-	$3
National Capital Region Infrastructure Operations (NCRIO) Sustainment	-	-	$89
Total, Pricing Increases	**-**	**-**	**$3,062**
Enterprise Infrastructure Solutions (EIS) Migration	-	-	($22,700)
FPS Fee	-	-	($195)

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
Hiring Delay	-	-	($1,258)
Total, Pricing Decreases	**-**	**-**	**($24,153)**
Total Adjustments-to-Base	**(2)**	**(14)**	**$52,458**
FY 2021 Current Services	**503**	**438**	**$470,704**
Awards Spending Increase	-	-	$590
Continuous Diagnostics and Migration	-	-	$14,400
Wide Area Network Enhancement	-	-	$16,762
Total, Program Increases	**-**	**-**	**$31,752**
FY 2021 Request	**503**	**438**	**$502,456**
FY 2020 To FY 2021 Change	**(2)**	**(14)**	**$84,210**

Office of the Chief Information Officer – PPA
Personnel Compensation and Benefits
Pay Summary

Organization	FY 2019 Enacted				FY 2020 Enacted				FY 2021 President's Budget				FY 2020 to FY 2021 Total			
(Dollars in Thousands)	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Information Officer	504	446	$76,269	$171.01	505	452	$79,350	$175.55	503	438	$82,558	$188.49	(2)	(14)	$3,208	$12.94
Total	**504**	**446**	**$76,269**	**$171.01**	**505**	**452**	**$79,350**	**$175.55**	**503**	**438**	**$82,558**	**$188.49**	**(2)**	**(14)**	**$3,208**	**$12.94**
Discretionary - Appropriation	504	446	$76,269	$171.01	505	452	$79,350	$175.55	503	438	$82,558	$188.49	(2)	(14)	$3,208	$12.94

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$57,897	$58,775	$60,669	$1,894
11.3 Other than Full-Time Permanent	$120	$120	$120	-
11.5 Other Personnel Compensation	$880	$1,783	$1,771	($12)
12.1 Civilian Personnel Benefits	$17,372	$18,672	$19,998	$1,326
Total - Personnel Compensation and Benefits	**$76,269**	**$79,350**	**$82,558**	**$3,208**
Positions and FTE				
Positions - Civilian	504	505	503	(2)
FTE - Civilian	446	452	438	(14)

Pay Cost Drivers

Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OCIO Personnel	446	$76,269	$171.01	452	$79,350	$175.55	438	$82,558	$184.49	(14)	$3,208	$12.94
Total - Pay Cost Drivers	**446**	**$76,269**	**$171.01**	**452**	**$79,350**	**$175.55**	**438**	**$82,558**	**$184.49**	**(14)**	**$3,208**	**$12.94**

Explanation of Pay Cost Driver

OCIO Personnel: The change from FY 2020 reflects the rightsizing of OCIO FTE and the increase in the Agency's FERS contribution.

Office of the Chief Information Officer – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Office of the Chief Information Officer	$320,961	$338,896	$419,898	$81,002
Total	**$320,961**	**$338,896**	**$419,898**	**$81,002**
Discretionary - Appropriation	$320,961	$338,896	$419,898	$81,002

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$1,164	$784	$784	-
23.1 Rental Payments to GSA	-	$179	$179	-
23.2 Rental Payments to Others	$895	-	-	-
23.3 Communications, Utilities, and Misc. Charges	$20	$678	$678	-
24.0 Printing and Reproduction	$4	$52	$9,052	$9,000
25.1 Advisory and Assistance Services	$119,637	$116,445	$136,731	$20,286
25.2 Other Services from Non-Federal Sources	$4,174	$2,314	$2,659	$345
25.3 Other Goods and Services from Federal Sources	$67,922	$154,879	$144,027	($10,852)
25.4 Operation and Maintenance of Facilities	$1,372	$6,182	$6,182	-
25.5 Research and Development Contracts	-	-	$31,162	$31,162
25.7 Operation and Maintenance of Equipment	$119,374	$50,060	$81,117	$31,057
26.0 Supplies and Materials	$125	$620	$621	$1
31.0 Equipment	$6,274	$6,703	$6,706	$3
Total - Non Pay Object Classes	**$320,961**	**$338,896**	**$419,898**	**$81,002**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
DHS One Net	$87,101	$77,533	$85,035	$7,502
Homeland Secure Data Network (HSDN)	$38,605	$38,605	$38,605	-
Information Security	$29,967	$29,967	$29,738	($229)
Enterprise Information System	-	$30,000	$7,300	($22,700)
Working Capital Fund Contributions	$37,097	$41,820	-	($41,820)
Other Costs	$128,191	$111,403	$265,852	$154,449
Total – Non Pay Cost Drivers	$320,961	$329,208	$426,530	$97,202

Explanation of Non Pay Cost Drivers

DHS One Net: Procures contract labor to support: IT help desk, security operations center, and inventory and asset management; IT infrastructure maintenance; application licensing; and leased network circuits. In addition, the DHS OneNet WCF activity was removed from the WCF and transferred to CIO direct appropriation starting in FY 2019.

Enterprise Information System: Enables transition of network services from expiring GSA Networks to a managed service contract resulting in modernization of the DHS wide area network.

Homeland Secure Data Network (HSDN): Procurement of engineering and hardware/software tools and maintenance for communicating classified Secret information with the national network of State and Major Urban Area Fusion Centers.

Information Security: Program and engineering contract support along with network security software tools and hardware to ensure data reliability, integrity and security.

Working Capital Fund Contributions: With the WCF Governance Board decision to zero base the WCF and remove all activities and concurred with base transfers for FY 2021, no funds are included in the FY 2021 request.

Other Costs: Costs associated with maintaining operations of a Chief Information Office; some examples include contract support for the enhancement of tools and capabilities, supplies, travel, contract support and equipment.

Office of Biometric Identity Management – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Identity and Screening Program Operations	177	177	$70,117	177	177	$70,820	191	191	$76,912	14	14	$6,092
IDENT/Homeland Advanced Recognition Technology	-	-	$160,691	-	-	$183,906	-	-	$177,061	-	-	($6,845)
Total	**177**	**177**	**$230,808**	**177**	**177**	**$254,726**	**191**	**191**	**$253,973**	**14**	**14**	**($753)**
Subtotal Discretionary - Appropriation	177	177	$230,808	177	177	$254,726	191	191	$253,973	14	14	($753)

PPA Level I Description

The Office of Biometric Identity Management (OBIM) is the lead DHS identity management service provider and works to ensure that the Homeland is safe, secure, and resilient. OBIM serves as a single authoritative biometric service provider, with cross-cutting responsibilities to serve DHS Components and other mission partners such as the Department of Justice, Department of State, and Department of Defense; State, local, and tribal law enforcement; the Intelligence Community; and foreign government partners. OBIM provides biometric identity services through the Automated Biometric Identification System (IDENT), which stores biometric identities and conducts recurrent matching against derogatory information. OBIM analysts also provide human biometric verification and search capabilities, provide updates to the IDENT biometric watch list, and respond to requests for IDENT biometric records to support analytical, investigative, and operational needs of customers and partners. IDENT supports DHS strategic goals and priorities, as well as Presidential Directives such as: the Homeland Security Presidential Directive (HSPD)-6: Integration and Use of Screening Information to Protect against Terrorism; HSPD-11: Comprehensive Terrorist-Related Screening Procedures; HSPD-12: Policy for a Common Identification Standard for Federal Employees and Contractors; and HSPD-24: Biometrics for Identification of Screening to Enhance National Security.

The Operations & Support appropriation provides the technology required to store collected biometric data, conduct matching and analyses, maintain biometrics/associated biographics, seamlessly share information, and ensure the security and integrity of the data. OBIM, as authorized by the Intelligence Reform and Terrorism Prevention Act, operates and maintains the Automated Biometric Identification System (IDENT) and provides expert identity services that match, store, share, and analyze biometric and associated biographic data. IDENT provides core biometric identity services for the dissemination of identity information in support of the immigration system, national security, and public safety.

OBIM detailed breakout: *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Total	**$230,808**	**$254,726**	**$253,973**
Salaries & Benefits	$30,188	$29,499	$33,284
IDENT/Homeland Advanced Recognition Technology Operations	$160,691	$183,906	$177,061
Identity Screening and Program Operations (non-salary)	$39,929	$41,321	$43,628

FY 2020 Enacted and FY 2021 President's Budget amounts are estimates and may change during the fiscal year of execution.

Office of Biometric Identity Management – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$230,808**	**$254,726**	**$253,973**
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	($95)	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$230,713**	**$254,726**	**$253,973**
Collections – Reimbursable Resources	-	-	$8,500
Total Budget Resources	**$230,713**	**$254,726**	**$262,473**
Obligations (Actual/Estimates/Projections)	$230,713	$254,726	$262,473
Personnel: Positions and FTE			
Enacted/Request Positions	177	177	191
Enacted/Request FTE	177	177	191
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	177	191
FTE (Actual/Estimates/Projections)	-	177	191

Office of Biometric Identity Management – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**177**	**177**	**$230,808**
FY 2020 Enacted	**177**	**177**	**$254,726**
FY 2021 Base Budget	**177**	**177**	**$254,726**
Transfer for Shared Services Positions to MGMT/OS/OBIM from CISA	18	18	$2,929
Transfer for WCF Offset for OGC Staffing from MGMT/OS/OBIM to OSEM/OS/MO	-	-	($36)
Transfer for WCF Removals from OBIM to OCFO	-	-	($5)
Transfer for WCF Removals from OBIM to OCHCO	-	-	($17)
Transfer for WCF Removals from OBIM to OCIO	-	-	($170)
Transfer for WCF Removals from OBIM to OCRSO	-	-	($2,329)
Transfer for WCF Removals from OBIM to OCSO	-	-	($336)
Transfer of FOIA Office from MGMT/OS/OBIM to OSEM/OS/MO	(4)	(4)	($1,961)
Total Transfers	**14**	**14**	**($1,925)**
2020 Pay Raise	-	-	$712
2021 Pay Raise	-	-	$177
FERS Agency Contribution	-	-	$269
OBIM/OPS for Facial Licenses	-	-	$1,300
Total, Pricing Increases	**-**	**-**	**$2,458**
FPS Fee	-	-	($72)
Total, Pricing Decreases	**-**	**-**	**($72)**
Total Adjustments-to-Base	**14**	**14**	**$461**
FY 2021 Current Services	**191**	**191**	**$255,187**
Awards Spending Increase	-	-	$235
IDENT/HART O&M Sustainment	-	-	$15,782
OBIM for Facial Licenses	-	-	$8,500
Total, Program Increases	**-**	**-**	**$24,517**
Delay Contract Support	-	-	($3,104)
Efficiencies from HART Cloud Solution	-	-	($22,627)
Total, Program Decreases	**-**	**-**	**($25,731)**
FY 2021 Request	**191**	**191**	**$253,973**
FY 2020 To FY 2021 Change	**14**	**14**	**($753)**

Office of Biometric Identity Management – PPA
Personnel Compensation and Benefits
Pay Summary

Organization *(Dollars in Thousands)*	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
Identity and Screening Program Operations	177	177	$30,188	$170.55	177	177	$29,499	$166.66	191	191	$33,284	$174.26	14	14	$3,785	$7.6
Total	**177**	**177**	**$30,188**	**$170.55**	**177**	**177**	**$29,499**	**$166.66**	**191**	**191**	**$33,284**	**$174.26**	**14**	**14**	**$3,785**	**$7.6**
Discretionary - Appropriation	177	177	$30,188	$170.55	177	177	$29,499	$166.66	191	191	$33,284	$174.26	14	14	$3,785	$7.6

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$22,024	$22,407	$24,961	$2,554
11.5 Other Personnel Compensation	-	$151	$195	$44
12.1 Civilian Personnel Benefits	$8,164	$6,941	$8,128	$1,187
Total - Personnel Compensation and Benefits	**$30,188**	**$29,499**	**$33,284**	**$3,785**
Positions and FTE				
Positions - Civilian	177	177	191	14
FTE - Civilian	177	177	191	14

Pay Cost Drivers

Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
OBIM Personnel	177	$30,188	$170.55	177	$29,499	$166.66	191	$33,284	$174.26	14	$3,785	$7.60
Total - Pay Cost Drivers	**177**	**$30,188**	**$170.55**	**177**	**$29,499**	**$166.66**	**191**	**$33,284**	**$174.26**	**14**	**$3,785**	**$7.60**

Explanation of Pay Cost Driver

OBIM Personnel: The change from FY 2020 reflects an increase in FTE due to the transfer of OBIM from CISA to MGMT, the rightsizing of FTE, and the increase in the Agency's FERS contribution.

Office of Biometric Identity Management – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Identity and Screening Program Operations	$39,929	$41,321	$43,628	$2,307
IDENT/Homeland Advanced Recognition Technology Operations and Maintenance	$160,691	$183,906	$177,061	($6,845)
Total	**$200,620**	**$225,227**	**$220,689**	**($4,538)**
Discretionary - Appropriation	$200,620	$225,227	$220,689	($4,538)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$181	$124	$124	-
22.0 Transportation of Things	-	$70	$70	-
23.1 Rental Payments to GSA	-	$70	$70	-
23.2 Rental Payments to Others	-	$412	$412	-
23.3 Communications, Utilities, and Misc. Charges	$113	$6,842	$6,842	-
25.1 Advisory and Assistance Services	$22,925	$1,328	$17,074	$15,746
25.2 Other Services from Non-Federal Sources	$12,216	$20,344	$17,240	($3,104)
25.3 Other Goods and Services from Federal Sources	$152,936	$11,872	$17,319	$5,447
25.7 Operation and Maintenance of Equipment	$2,432	$183,906	$161,279	($22,627)
26.0 Supplies and Materials	$130	$259	$259	-
31.0 Equipment	$9,687	-	-	-
Total - Non Pay Object Classes	**$200,620**	**$225,227**	**$220,689**	**($4,538)**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
IDENT/Homeland Advanced Recognition Technology	$160,786	$174,106	$177,061	$2,955
Biometric Verification	$11,100	$21,663	$21,663	$0
Program Support	$21,955	$22,607	$13,249	($9,358)
Other Costs	$6,779	$6,851	$8,716	$1,865
Total – Non Pay Cost Drivers	**$200,620**	**$225,227**	**$220,689**	**($4,538)**

Explanation of Non Pay Cost Drivers

Biometric Verification: Funding in FY 2021 will support expert fingerprint identification services to analyze latent fingerprint submissions and to verify automated matches. These services are necessary in order to analyze latent and poor quality fingerprints and to ensure derogatory data is not erroneously associated with an individual. Funding also supports biometric identity service capabilities beyond the current fingerprint matching to include face and iris modalities.

IDENT/Homeland Advanced Recognition Technology: Funding in FY 2021 aligns with the acquisition lifecycle cost profile for operations and support costs.

Program Support: Funding in FY 2021 provides for corporate information technology, systems engineering, and logistical support.

Other Costs: These are costs associated with maintaining operations.

Department of Homeland Security

Management Directorate

Procurement, Construction, and Improvements

Table of Contents

Procurement, Construction, and Improvements
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Construction and Facility Improvements	$120,000	$223,767	$199,839	($23,928)
Mission Support Assets and Infrastructure	$86,920	$142,034	$129,941	($12,093)
Office of Biometric Identity Management	$20,000	$15,497	$29,670	$14,173
Total	**$226,920**	**$381,298**	**$359,450**	**($21,848)**
Discretionary - Appropriation	$226,920	$381,298	$359,450	($21,848)

The Management Directorate's (MGMT) Procurement, Construction, and Improvements (PC&I) appropriation supports multiple programs and investments managed by the Office of the Chief Financial Officer (OCFO), the Office of the Chief Human Capital Officer (OCHCO), the Office of the Chief Information Officer (OCIO), the Office of the Chief Readiness Support Officer (OCRSO), and the Office of Biometric Identify Management (OBIM)

Construction and Facility Improvements: MGMT's Construction and Facility Improvements PPA provides funding for all associated land and facility investments above the PC&I Thresholds as described in the Department's Financial Management Policy Manual (FMPM). This PPA is used to fund Real Property construction and improvements and include funding for related Interagency Agreements with third parties such as the General Services Administration (GSA).

Mission Support Assets and Infrastructure: The Mission Support Assets and Infrastructure (MSAI) PPA includes funding for headquarters-level leadership, management, and business administration activities. Resources provided in this PPA and within the PC&I appropriation serve as the investment counterpart to the Mission Support PPA found in MGMT's O&S appropriation, which include sustainment funding. The Mission Support Assets and Infrastructure PPA would typically be used to fund investments in new IT mainframes, adding capabilities through comprehensive financial systems modernization, or expanding human capital IT systems.

Office of Biometric Identity Management: This PPA funds the acquisition and development of OBIM assets and infrastructure including the HART system. The HART system will replace the legacy IDENT system with improved, efficient and more cost-effective biometric identity services capabilities. The value to the DHS of having a single authoritative biometric system, used across all DHS Components and missions, is proven in both the effectiveness of the identifications that result from data sharing, and in the efficiency of having one system instead of many.

Procurement, Construction, and Improvements
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$226,920**	**$381,298**	**$359,450**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$23,917	$26,814	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$250,837**	**$408,112**	**$359,450**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$250,837**	**$408,112**	**$359,450**
Obligations (Actual/Estimates/Projections)	$224,023	$408,112	$359,450
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Procurement, Construction, and Improvements
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$226,920**
FY 2020 Enacted	-	-	**$381,298**
FY 2021 Base Budget	-	-	-
DHS Data Framework	-	-	$3,272
DHS HQ Construction at St Elizabeths	-	-	$144,655
DHS HQ Improvements at MWEOC	-	-	$2,706
DHS HQ Lease Consolidations / Decommissionings	-	-	$52,478
FSM - Non-Trio Re-Estimation	-	-	$13,300
FSM - Trio and Non-Trio Solutions	-	-	$83,317
FSM - Trio G-Invoicing System	-	-	$2,900
Homeland Advanced Recognition Technology (HART)	-	-	$29,670
HSPD-12 Vetting and Identity Management System	-	-	$5,200
Human Resource Information Technology	-	-	$10,508
One Net	-	-	$11,444
Total Investment Elements	-	-	**$359,450**
FY 2021 Request	-	-	**$359,450**
FY 2020 To FY 2021 Change	-	-	**($21,848)**

Procurement, Construction, and Improvements
Non Pay Budget Exhibits
Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
25.1 Advisory and Assistance Services	$26,769	$21,014	$31,901	$10,887
25.2 Other Services from Non-Federal Sources	$8,165	$8,900	$577	($8,323)
25.3 Other Goods and Services from Federal Sources	$191,883	$351,281	$300,781	($50,500)
25.4 Operation and Maintenance of Facilities	$103	$103	-	($103)
26.0 Supplies and Materials	-	-	$22,252	$22,252
31.0 Equipment	-	-	$3,939	$3,939
Total - Non Pay Object Classes	**$226,920**	**$381,298**	**$359,450**	**($21,848)**

Procurement, Construction, and Improvements
Capital Investments Exhibits
Capital Investments

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
IDENT/Homeland Advanced Recognition Technology	024-000005684	1	Procurement	IT	Yes	$20,000	$15,497	$29,670
DHS Headquarters Consolidation	024-000001025	2	Procurement	IT	Yes	$120,000	$223,767	$199,839
Financial Systems Modernization	024-000001080	2	Procurement	IT	Yes	$51,000	$116,359	$99,517
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	$8,360	-	-
Human Resources Information Technology (HRIT)	024-000001226	3	Procurement	IT	Yes	$8,814	$10,353	$10,508
Planning, Programming, Budgeting, and Execution System (PPBE System)	024-000000609	Non-Major	Procurement	IT	No	$4,030	$3,800	-
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	$13,901	$11,522	$19,916
Identity, Credential, and Access Management (ICAM)	-	-	-	-	-	$815	-	-

Construction and Facility Improvements – PPA

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
DHS Headquarters Consolidation	$120,000	$223,767	$199,839	($23,928)
Total	**$120,000**	**$223,767**	**$199,839**	**($23,928)**
Discretionary - Appropriation	$120,000	$223,767	$199,839	($23,928)

PPA Level I Description

MGMT's Construction and Facility Improvements PPA provides funding for all associated land and facility investments above the PC&I Thresholds as described in the Department's FMPM. This PPA is used to fund Real Property construction and improvements and include funding for related Interagency Agreements with third parties such as the GSA.

This PPA funds the DHS Headquarters Consolidation project at St. Elizabeths and commercial lease consolidation in the National Capital Region (NCR). Resources provided through this account support planning, engineering, design, construction, and any improvements above the PC&I Thresholds necessary to support the occupancy and effective use of DHS facilities.

Construction and Facility Improvements – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$120,000**	**$223,767**	**$199,839**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$8,000	$8,000	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$128,000**	**$231,767**	**$199,839**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$128,000**	**$231,767**	**$199,839**
Obligations (Actual/Estimates/Projections)	$120,000	$231,767	$199,839
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

*The Obligations listed for FY 2019 reflect a $120.0M transfer to GSA.

Construction and Facility Improvements – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$120,000**
FY 2020 Enacted	-	-	**$223,767**
FY 2021 Base Budget	-	-	**-**
DHS HQ Construction at St Elizabeths	-	-	$144,655
DHS HQ Improvements at MWEOC	-	-	$2,706
DHS HQ Lease Consolidations / Decommissionings	-	-	$52,478
Total Investment Elements	-	-	**$199,839**
FY 2021 Request	-	-	**$199,839**
FY 2020 To FY 2021 Change	-	-	**($23,928)**

Construction and Facility Improvements – PPA
Non Pay Budget Exhibits
Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
25.3 Other Goods and Services from Federal Sources	$120,000	$223,767	$179,357	($44,410)
26.0 Supplies and Materials	-	-	$19,482	$19,482
31.0 Equipment	-	-	$1,000	$1,000
Total - Non Pay Object Classes	**$120,000**	**$223,767**	**$199,839**	**($23,928)**

Construction and Facility Improvements – PPA
Capital Investments Exhibits
Capital Investments

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
DHS Headquarters Consolidation	024-000001025	2	Procurement	IT	Yes	$120,000	$223,767	$199,839

DHS Headquarters Consolidation – Investment
Capital Investments Exhibits
Construction

DHS Headquarters Consolidation
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
DHS Headquarters Consolidation	024-000001025	2	Procurement	IT	Yes	$120,000	$223,767	$199,839

Construction Description

MGMT's Construction and Facility Improvements PPA funds the DHS Headquarters Consolidation project at St. Elizabeths, commercial lease consolidation within the National Capital Region (NCR), and improvements to other DHS real property above the PC&I Thresholds.

The Fiscal Year (FY) 2021 President's Budget funds the continued strategic investment in the DHS Headquarters Consolidation efforts in several locations. These include tenant build-out and design activities at the St. Elizabeths West Campus to enhance mission execution and maximize utilization/capacity, the co-location of remaining Management (MGMT) Lines of Business (LOB) and the Science and Technology Directorate (S&T) from dispersed locations to a consolidated Federal or commercial lease, and improvements to DHS Headquarters operations at the Mount Weather Emergency Operations Center (MWEOC) campus.

Justification
The FY 2021 President's Budget includes $199.8M to support the following projects:

Project #1: DHS HQ Construction at St. Elizabeths

Funding Requirement: The FY 2021 President's Budget provides $144.7M to supports construction of new facilities at the St. Elizabeths West Campus. The *Consolidated Appropriations Act, 2019* (P.L. 116-6) included $120M core and shell funding to be passed to GSA and applied to their carryover funding of $130M from FY 2016. These funds ($250M) will be used to construct the core/shell for the new Cybersecurity and Infrastructure Security Agency (CISA) headquarters (HQ) building on the southern plateau of the St. Elizabeths West Campus identified in the ongoing Draft Master Plan revision. With enacted 2020 funding, DHS is continuing its plan to optimize St. Elizabeths providing $223.8M companion tenant build-out funding required to complete the FY 2019 funded core/shell for the new Building 1 construction (CISA Headquarters). The FY 2021 President's Budget continues DHS HQ consolidation at St. Elizabeths as follows:

- Office of Intelligence and Analysis (I&A): In concert with planning by the General Services Administration (GSA) to construct the core and shell of Building 2 (I&A HQ), DHS funding provides $7.1M design and $137.5M tenant fit-out funding to provide a complete and useable facility.
- U.S. Immigration and Customs Enforcement (ICE)/Portion of U.S. Custom and Border Protection (CBP): Includes $17.1M to initiate design for Building 3. This new construction will house HQ ICE and a portion of CBP, which will move these entities out of commercial leases and onto a secure Federal facility. This funding is partnered with the GSA portion of the FY 2021 President's Budget, which includes construction funding for the ICE/CBP facility.

Description: DHS, through the ongoing revision to the Master Plan, has identified new headquarters buildings to be constructed to house I&A and ICE and a portion of CBP. These projects will allow the I&A and ICE headquarters as well a portion of CBP to be collocated with the headquarters offices of the Secretary and Executive Management, U.S. Coast Guard, and CISA. Specifically, FY 2021 funding will fund the following projects:
- I&A: Relocate I&A from the Nebraska Avenue Complex (NAC) to St. Elizabeths
- ICE/CBP: Design work for a building on St Es (Building 3) for ICE HQ/portion of CBP HQ

The table below provides a brief description by fiscal year of projects and activities to be funded in FY 2021 at St. Elizabeths:

HQ Consolidation (St. Elizabeths Construction) *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
GSA Core and Shell Funding for CISA HQ	$120,000	-	-
Fee: A/E Design & Review ICE/CBP	-	-	$17,060
Fee: A/E Design & Review I&A HQ	-	-	$7,118
Construction (Tenant Buildout of Special/Classified/SCIF)	-	$61,734	$29,466
Construction (Tenant Buildout of Office Space + Signage - Less GSA TI Allowance)	-	$13,616	$6,803
Construction (Tenant Buildout of IT Infrastructure)	-	$53,450	$25,512
Construction (Tenant Buildout of Security Infrastructure)	-	$5,563	$2,656
NCR Decommissioning	-	$5,752	-
IC Badge Access System for I&A	-	-	$5,000
DHS Program Management Expenses	-	$500	$500
Fee: GSA Management Fee (MI)	-	$7,747	$3,698
Outfitting Costs	-	$27,694	$13,219
IT Equipment	-	$29,272	$23,971
Security Equipment	-	$3,046	$1,454
Construction Commissioning (Testing of all Systems)	-	$941	$450
Move Costs - Physical Move (Planner, Boxes, Equip, etc)	-	$5,315	$2,536
Fee: GSA RWA Fee	-	$9,137	$5,212
TOTAL	**$120,000**	**$223,767**	**$144,655**

Justification: The DHS HQ facilities portfolio is currently scattered in approximately 40 locations throughout the NCR, many with sub-optimal security protections. Continued consolidation of DHS HQ facilities and the overall real property portfolio is vital to enhance mission effectiveness and to reduce overhead costs to fund critical operations within a constrained budget environment. The Office of the Secretary and Executive Management's (OSEM) relocation to St. Elizabeths in April 2019 was a major milestone and tipping point for the cost-effective development of the remaining campus. Additionally, over $2.6B has already been invested in GSA and DHS infrastructure on campus, which can be leveraged by these future construction projects. The enacted FY 2019 and FY 2020 appropriations provided the funding necessary for construction and tenant improvements of Building 1 (CISA HQ). The DHS HQ consolidation continues in FY 2021 with the construction of Building 2 (I&A HQ) and design work for Building 3 (ICE and a section for CBP HQ relocations).

Impact:
- I&A: The critical intelligence that I&A provides to mission execution activities across the Department and the collocation at St. Elizabeths with DHS leadership is essential for integrated operations across the DHS enterprise. Enabling I&A's immediate proximity to Departmental leaderships will facilitate greater timeliness in the sharing of intelligence and knowledge essential to the Secretary's command and control of the Department. FY 2021 funding will allow DHS to divest the NAC property and reduce costs with its real-estate portfolio.
- ICE: Similarly, relocation of ICE to St. Elizabeths will facilitate more immediate leadership decisions by and knowledge-sharing with the Department regarding the enforcement of the Nation's immigration laws and homeland security investigations. In addition, the location of the ICE HQ and a section of the CBP HQ within the protected confines of the St. Elizabeths campus will provide a higher measure of security for ICE employees and will enable the Department to take advantage of long-term savings with a reduced real estate footprint.

Construction /Lease Award Schedule:

Activity	Estimated Schedule
Program of Requirements Development	FY 2020 Q4
Design (Bridging)	FY 2021 Q3
Procurement	FY 2021 Q4
Construction	FY 2024 Q3
Information Technology/Outfitting	FY 2024 Q4
Move	FY 2025 Q1
Decommissioning	FY 2025 Q2

The following table provides an overview of St. Elizabeths construction activities since FY 2014.

Description	Design Work		Project Work	
	Initiated	**Completed**	**Initiated**	**Completed**
Center Building Renovation	FY 2014 Q2	FY 2019 Q3 (Design-Build)	FY 2014 Q4	FY 2019 Q3
National Operations Center	FY 2015 Q2	FY 2015 Q4	FY 2016 Q2	FY 2019 Q3
Interim CWMD Move from 1125 to 1120 Vermont Ave	N/A	N/A	FY 2019 Q1	FY 2019 Q1
CISOMB Move	FY 2018 Q4	FY 2019 Q1	FY 2019 Q1	FY 2019 Q3
CHCO Move	FY 2018 Q4	FY 2019 Q1	FY 2019 Q1	FY 2019 Q2
Hitchcock Hall	FY 2010 Q2	FY 2017 Q2	FY 2010 Q4	FY 2020 Q2
Central Utility Plant Expansion	FY 2015 Q4	FY 2017 Q4	FY 2016 Q4	FY 2020 Q1
Draft Master Plan Amendment Alternatives and Supplemental EIS Development	FY 2018 Q2	FY 2019 Q1	FY 2019 Q4	FY 2020 Q4
West Addition to the Center Building	FY 2016 Q3	FY 2018 Q4	FY 2018 Q2	FY 2020 Q2
Access Road Extension	FY 2016 Q2	FY 2017 Q1	FY 2018 Q3	FY 2022 Q1
Munro Optimization	FY 2016 Q4	FY 2021 Q1	FY 2021 Q2	FY 2022 Q1
CISA HQ	FY 2020 Q2	FY 2021 Q3	FY 2021 Q2	FY 2024 Q2
I&A HQ	FY 2021 Q2	FY 2022 Q3	FY 2021 Q4	FY 2024 Q3
ICE HQ / Portion of CBP HQ	FY 2021 Q2	FY 2022 Q3	FY 2022 Q4	FY 2025 Q4

Project #2: DHS HQ Lease Consolidation and Decommissionings

Funding Requirement: The FY 2021 President's Budget provides $52.5M to support lease consolidation within the National Capital Region (NCR).

Description: The FY 2021 President's Budget also funds efforts to mature and strengthen DHS by seeking opportunities to achieve further real estate efficiencies via the DHS NCR HQ Real Property Strategy. There are numerous movements and consolidations across the DHS HQ NCR enterprise that the strategy addresses. This phase specifically addresses the consolidation of MGMT LOBs and S&T into one location. Currently MGMT LOBs and S&T operations are currently dispersed between four leased locations within the NCR along with two Federal locations. These leases have pending extensions to adjust the expiration dates to FY 2023, however the Department has received indication that the current private leases will not be renewed, which necessitates the relocation of current DHS occupants. The FY 2021 funding provides the required lead time to develop each program's space requirements. Nonetheless, there will be significant improvement in operational synergy, space allocation and utilization achieved through this consolidation. The A/E Design for the MGMT and S&T consolidation is $8.8M with an additional $37.7M to start the initial tenant improvement buildout and $6.0M for GSA fees and decommissioning costs. The following table provides a breakout of costs:

HQ Lease Consolidation (MGMT and S&T) *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
A/E Design	-	-	$8,888
Construction RWA (Security, IT)	-	-	$37,658
GSA Fees (RWA, M&I)	-	-	$3,858
Decommissioning	-	-	$2,074
TOTAL	**-**	**-**	**$52,478**

Justification: This DHS NCR HQ Real Property Strategy consolidation project enhances effectiveness by the consolidation of DHS HQ to include executive leadership, operations coordination, policy and program management, and mission execution" personnel. DHS will continue to optimize the real estate portfolio by increasing utilization efficiency through applying the DHS administrative space standard of 150 square feet per person as well as integrating mobile workplace strategies. The majority of DHS and Component HQ commercial leases will expire in the next several years, to include S&T and several MGMT offices. While funding is required to consolidate MGMT and S&T into fewer locations, consolidation saves DHS and the taxpayer costs in the long-run in comparison to continual lease renewal with multiple building moves. Furthermore, consolidation of the Department's HQ management functions into a single location, with as many Components as feasible, will enhance command and control functions. Decommissioning involves the removal and or disposal of furniture, fixtures, equipment, environmental clean-up, and the restoration of the space[s] to its initial broom swept state. Failure to decommission vacated locations would place DHS at risk for rent liability for partially vacated spaces and/or inverse condemnation.

Impact: This integrated approach will allow DHS to effectively communicate and engage in critical events as they occur and share such information to help secure America. In addition to enhancing mission effectiveness, lease consolidations will enable the Department to achieve long-term savings through the more efficient use of real property, which can pose significant costs particularly in the NCR.

Construction /Lease Award Schedule:

Activity	Estimated Schedule
Program of Requirements Development	FY 2020 Q2
Design (Bridging)	FY 2021 Q3
Procurement	FY 2021 Q4
Construction	FY 2023 Q4
Information Technology/Outfitting	FY 2024 Q2
Move	FY 2024 Q3
Decommissioning	FY 2024 Q4

Project #3: DHS HQ Improvements at Mount Weather Emergency Operations Center

Funding Requirement: The FY 2021 President's Budget provides $2.7M to facilitate tenant improvements for DHS HQ at the MWEOC

Description: MWEOC is a 564-acre U.S. Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) campus located approximately 60 miles west of Washington, DC. MWEOC provides redundant infrastructure, and resilient capabilities to support the Executive Branch continuity of operations, incident management, and classified programs for multiple Federal departments and agencies. MWEOC is undergoing significant infrastructure upgrades, which include demolishing and replacing out-of-date buildings to address: health and safety concerns, better meet present-day mission requirements, sustain current operations, enable and maintain new technologies, and preserve a vigilant readiness posture. As part of the Department's infrastructure and a vital enabler of DHS mission accomplishment, MGMT's six Lines of Business (LOBs) use approximately 170 seats and other space in Building 430 (i.e., 430A and 430B) for Continuity of Operations (COOP) and other purposes. Other MGMT users occupy 28 seats in Building 230 (i.e., ITOC, One Net, and OBIM). The co-location and consolidation of MGMT operational support interests at MWEOC is consistent with efficiency initiatives to enhance coordination across MGMT.

DHS HQ Improvements at MWEOC *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
MWEOC Tenant Improvement	-	-	$2,706
Total	**-**	**-**	**$2,706**

Justification: DHS is required to move MGMT COOP premises located at the MWEOC. Accordingly, DHS must obtain and install certain new furniture and equipment; as well as some minor construction projects. All Federal departments and agencies are required to have in place a viable COOP capability that ensures the performance of their Primary Mission Essential Functions during any emergency or situation. MGMT provides the proper oversight and execution for budget, appropriations, expenditure of funds, accounting and finance; procurement; human resources and personnel; information technology systems; facilities, property, equipment, and other material resources; and identification and tracking of performance measurements relating to the responsibilities of DHS. MGMT continuity must be maintained during an event, whether man made or natural, that attempts to disrupt or destroy MGMT's ability to maintain its Essential Supporting Activities at its primary operating facilities.

MGMT cannot avoid the infrastructure changes that are occurring at MWEOC, and cannot remain in building 430 as it would be inconsistent with the MWEOC capital infrastructure improvement plan, and contrary to the USM Strategic Guidance issued December 21, 2018. The guidance requires DHS to effectively acquire, locate, and maintain real and personal property assets to support DHS mission requirements while anticipating future mission-driven needs.

Impact: Provision of a COOP mobilization site for essential MGMT functions is vital to provide support for DHS mission execution activities in preparation for and response to natural disasters, terrorist threats/attacks and events of national significance.

Construction /Lease Award Schedule: The following table shows the MWEOC MGMT space development schedule (design and construction activities managed by FEMA):

Activity	Estimated Schedule
Program of Requirements Development	Complete
Design (Bridging) (FEMA funding)	FY 2020 Q2
Procurement (FEMA funding)	FY 2020 Q3
Construction (FEMA funding)	FY2022 Q2
Information Technology/Outfitting (DHS funding)	FY2022 Q2
Move (FEMA Funding)	FY2022 Q3
Decommissioning (FEMA Funding))	FY2022 Q3

Mission Support Assets and Infrastructure – PPA

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Mission Support Assets and Infrastructure End Items	$13,901	$11,522	$19,916	$8,394
Financial Systems Modernization	$51,000	$116,359	$99,517	($16,842)
Human Resources Information Technology (HRIT)	$8,814	$10,353	$10,508	$155
Homeland Security Information Network (HSIN)	$8,360	-	-	
Planning, Programming, Budgeting, and Execution System (PPBE	$4,030	$3,800	-	($3,800)
Identity, Credential, and Access Management (ICAM)	$815	-	-	-
Total	**$86,920**	**$142,034**	**$129,941**	**($12,093)**
Discretionary - Appropriation	$86,920	$142,034	$129,941	($12,093)

PPA Level I Description

The Mission Support Assets and Infrastructure PPA includes funding for headquarters-level leadership, management, and business administration activities. Resources provided in this PPA and within the PC&I appropriation serve as the investment counterpart to the Mission Support PPA found in MGMT's O&S appropriation, which include sustainment funding. The Mission Support Assets and Infrastructure PPA is typically be used to fund investments in new IT mainframes, adding capabilities through comprehensive financial systems modernization, or expanding human capital IT systems.

This PPA funds the following investments:

Mission Support Assets and Infrastructure End Items: This portfolio is part of the OCIO Line of Business and represents a collection of IT software and hardware through OCIO; which support DHS-wide missions and activities. PC&I funding is used for resource planning, operational development, engineering, and purchase of end items that cost above the O&S thresholds pursuant to the Department's FMPM.

Financial Systems Modernization (FSM): This project is part of the OCFO Line of Business and will migrate DHS Components to a financial system that will improve systematic internal controls, audit sustainability, and the ability to effectively and efficiently process and report financial data. FSM funding has been and continues to be used to implement financial system solutions for Components that require modernization of that infrastructure.

Human Resource Information Technology (HRIT): This portfolio is part of the OCHO Line of Business and is a collection of information technology programs, projects, and initiatives with the goal of providing an end-to-end automation capability. HRIT covers the entirety of HR services, from workforce planning to separation; as well as automated data interchanges with associated lines of business (financial management, acquisition, security, information technology, etc.). HRIT provides human resources data to improve responsiveness, reduce errors, and inform decision makers.

Homeland Security Information Network (HSIN): HSIN provides an information sharing platform that connects all homeland security mission partners. HSIN's stakeholders are comprised of Federal, State, local, tribal, or territorial (FSLTT), International and Private Sector officials engaged in law enforcement, emergency response, incident management, critical infrastructure protection, immigration control, and other homeland security missions.

Planning, Programming, Budgeting, and Execution System (PPBE One Number): This project is part of the OCFO Line of Business and will provide DHS Headquarters and Component resource personnel with consistent, accurate, and timely decision support data and tools to streamline major recurring processes and enhance stakeholder product delivery and reporting

Identity, Credential, and Access Management (ICAM): This program focuses on fielding cost-effective and secure information access management capabilities for the Department. Program priorities are systems that control access to data; provide directory services incorporating protections for individuals' privacy and civil liberties; ensure strong mechanisms to enhance accountability and facilitate oversight; and include audit, authentication, and access control across the DHS Enterprise and within the mission domain of homeland security.

Mission Support Assets and Infrastructure – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$86,920**	**$142,034**	**$129,941**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$15,917	$18,814	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$102,837**	**$160,848**	**$129,941**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$102,837**	**$160,848**	**$129,941**
Obligations (Actual/Estimates/Projections)	$84,023	$160,848	$129,941
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Mission Support Assets and Infrastructure – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$86,920**
FY 2020 Enacted	-	-	**$142,034**
FY 2021 Base Budget	-	-	**-**
DHS Data Framework	-	-	$3,272
FSM - Non-Trio Re-Estimation	-	-	$13,300
FSM - Trio and Non-Trio Solutions	-	-	$83,317
FSM - Trio G-Invoicing System	-	-	$2,900
HSPD-12 Vetting and Identity Management System	-	-	$5,200
Human Resource Information Technology	-	-	$10,508
One Net	-	-	$11,444
Total Investment Elements	-	-	**$129,941**
FY 2021 Request	-	-	**$129,941**
FY 2020 To FY 2021 Change	-	-	**($12,093)**

Mission Support Assets and Infrastructure – PPA
Non Pay Budget Exhibits
Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
25.1 Advisory and Assistance Services	$6,769	$5,517	$2,231	($3,286)
25.2 Other Services from Non-Federal Sources	$8,165	$8,900	$577	($8,323)
25.3 Other Goods and Services from Federal Sources	$71,883	$127,514	$121,424	($6,090)
25.4 Operation and Maintenance of Facilities	$103	$103	-	($103)
26.0 Supplies and Materials	-	-	$2,770	$2,770
31.0 Equipment	-	-	$2,939	$2,939
Total - Non Pay Object Classes	**$86,920**	**$142,034**	**$129,941**	**($12,093)**

Mission Support Assets and Infrastructure – PPA
Capital Investments Exhibits
Capital Investments

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Financial Systems Modernization	024-000001080	2	Procurement	IT	Yes	$51,000	$116,359	$99,517
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	$8,360	-	-
Human Resources Information Technology (HRIT)	024-000001226	3	Procurement	IT	Yes	$8,814	$10,353	$10,508
Planning, Programming, Budgeting, and Execution System (PPBE One Number)	024-000000609	Non-Major	Procurement	IT	No	$4,030	$3,800	-
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	$13,901	$11,522	$19,916
Identity, Credential, and Access Management (ICAM)	-	-	-	-	-	$815	-	-

Mission Support Assets and Infrastructure End Items – Investment
Itemized Procurements
End Items Purchases

Mission Support Assets and Infrastructure End Items
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	$13,901	$11,522	$19,916

Investment Description

MGMT's Mission Support Assets and Infrastructure End Items funds other equipment, systems, and procurements not included in the Department's Master Acquisition Oversight List (MAOL) which are utilized by the MGMT Lines of Business (LOBs) and for which the costs exceed the Department's PC&I Thresholds.

Justification

The table below and descriptions that follow provide detail of program and end items funded within this PPA:

FY 2021 Funding for End Items *(Dollars in Thousands)*	FY 2019 Enacted		FY 2020 Enacted		FY 2021 President's Budget	
	Quantity	Amount	Quantity	Amount	Quantity	Amount
Customer Engagement	N/A	$2,321	N/A	-	N/A	-
Data Services Division (DSD)	N/A	$3,330	N/A	$3,272	N/A	$3,272
One Net	N/A	$8,250	N/A	$8,250	N/A	$11,444
DHS Presidential Directive – 12 (HSPD-12)	N/A	-	N/A	-	N/A	$5,200
Total	-	**$13,901**	-	**$11,522**	-	**$19,916**

Customer Engagement: This investment allows for the rapid delivery of high-quality and secure applications and services that support DHS Headquarters customer engagement functions. Specifically, this funding supports a contract which allows for a small set of developers and business analysts to proactively work issues, develop solutions, prepare lessons learned, manage code and template libraries; and manage the overall intake process for application development of customer funded or sponsored projects. Through this effort, OCIO will be able to build and deliver small

applications in weeks or months in support of fast moving requirements. The Customer Engagement activity works to improve application and service delivery and to strengthen the security of the small applications. Projects that have benefitted from this support include MGMT's tasking and document management system, and the DHS Executive Secretary's pilot for a replacement of the enterprise tasking and document management system. This program was transferred to the Operations and Support (O&S) appropriation, to cover sustainment costs of the program beginning in FY 2020.

Data Services Division (DSD): The DHS Data Services Division provides the infrastructure and tools to deliver an advanced data analytical services confidently and securely. The funding provides development and implementation support for analytical projects to include data services, analytical expertise, new configured software and tools in support of DHS activities. Funds will be utilized as follows:
- $1.9M for Data Services and Analytical Support – Funds subject matter expertise support teams for data analytical projects for HQ Components and other DHS Components. The teams support the development of delivery tools, interfaces, and dashboards. Projects include analytical support for the Immigration Data Integration Initiative (IDII) and the full operational use of Continuous Diagnostic Monitoring Data Project.
- $0.5M for Cloud Enhancements – Funds Phase II of the cloud operations to include refactoring for cloud storage and related technologies to provide further operational efficiencies, creating a hybrid compute model for data analytics.
- $0.8M for Compliance and Product Strategy Support – Support team that assists with the initial data provider engagement and onboarding, and data governance for new projects. This includes support for the development of privacy threshold analysis, privacy impact assessments, data standards implementations, and the delivery of tools and catalogs that assist in the automation of policy and the governance workflows.

One Net: The One Net network represents the Department's full-scale move toward a consolidated information technology infrastructure which supports the cross-organizational missions of protecting the homeland, deterring crime, detecting and countering threats, responding to natural disasters and other critical DHS responsibilities. The network aligns with DHS CIO's vision of 'One Infrastructure" by unifying disparate Component information technology networks, platforms, and services into a set of enterprise-wide IT Services and serves as a controlled gateway for Department-level authentication and an authorized data exchange with other Federal agency networks.

The DHS Homeland Security Presidential Directive - 12 (HSPD-12): Is responsible for capturing and managing DHS personnel identities and the full lifecycle of multiple identity bound credential types such as; Personal Identity Verification (PIV) cards and Derived Credentials that enable secure logical and physical access to facilities, networks, applications, and information. In addition, funding will be allocated for the replacement of outdated technical solutions, infrastructure, and operational support services, to ensure compliance, continuity of services, and emerging Federal and Department requirements. This will increase operational availability, meet OCIO performance/security monitoring and virtualization requirements, provide a platform for more efficient Federal identity enrollment, drive further compliance to Office of Management and Budget Federal Identity Credentialing and Access Management objectives, and provide a new identity centric data model. This will prevent a degradation of services and maintain a strong physical and cyber-security posture because the current system will need to run concurrently with the development of the new system and service model.

Financial Systems Modernization – Investment
Capital Investments Exhibits
Procurement/Acquisition Programs

Financial Systems Modernization (FSM)
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Financial Systems Modernization	024-000001080	2	Procurement	IT	Yes	$51,000	$116,359	$99,517

Investment Description

DHS is modernizing its outdated legacy financial management systems to overcome current functionality challenges, support strong integrated internal controls, and enhance efficiency and security. The FSM program supports the DHS clean audit opinion and clean internal control over financial reporting opinion.

The FSM initiative improves DHS's ability to provide complete, accurate, and useful financial information to DHS leadership and stakeholders through modernized financial systems and expanded business intelligence capabilities. Better systems will translate into better management of the Department's resources, more efficient financial operations, and improvements in its ability to provide timely and accurate reporting – all of which promote efficient stewardship of taxpayer dollars.

FSM is supported by a Joint Program Management Office (JPMO) managing multiple modernization efforts. The existing Trio solution will provide a modern financial system for CWMD, TSA, and USCG. Modernization efforts for Non-Trio components include FEMA, ICE, and ICE Customers (USCIS, Departmental Management, S&T, and CISA). While Federal civilian personnel funding is budgeted in MGMT's Operations and Support appropriation, contract support associated with the Trio and Non-Trio Solutions are resourced within this investment funding account.

Justification

The FY 2021 President's Budget includes $99.5M for FSM that allows DHS to continue to modernize Component financial management systems to improve financial accountability and financial reporting. FSM will also mitigate system support, security, and financial risks; and enable business processes standardization. DHS has identified FEMA, ICE, and ICE's customers (USCIS, DMO, S&T, and CISA) as the highest priority Components for modernization in FY 2021. Of the total amount provided, $7.7M is associated with Trio and $91.8M for Non-Trio.

Modernization of the DHS financial systems is critical to advance and sustain financial management at DHS, maintain a clean audit opinion, and support financial operations. By closing capability gaps, DHS will be able to better manage its resources, provide quicker Department-level information that supports critical decision making, promote good business practices, standardize processes and data, and allow Components to focus on their core missions. Performance improvement opportunities and benefits from FSM include:

- Integration between financial, procurement, and asset Management systems to reduce dual entry, prevent reconciliation errors, and promote efficiency in DHS business operations.
- Leveraging business intelligence/analytics tools to ensure that decision makers are using consistent, timely data and to reduce overall costs by minimizing duplicative efforts.
- Common mixed systems/services – a reduction to the number of separate solutions to decrease overall licensing and maintenance costs.
- Performance measurement – improved monitoring and reporting of financial management accomplishments and progress towards pre-established goals.

To facilitate modernization of financial systems, DHS is planning to complete two multiple-award strategic sourcing vehicles for financial system software and system integration support services. These two contract vehicles will have multiple options from which Components can select based on their business needs.

In FY 2021, DHS will complete the discovery stage for ICE and ICE Customers, continue implementation for FEMA, and begin implementation for DMO, S&T, and CISA. A current breakout of how FY 2021 funds will be spent follows.

FSM Trio and Non-Trio Costs *(Dollars in Thousands)*	**FY 2019** **Enacted**	**FY 2020** **Enacted**	**FY 2021** **President's Budget**
USCG - Trio	$18,935	$55,640	$2,045
TSA - Trio	$15,827	$14,311	$760
CWMD - Trio	$2,279	-	$117
S&T	-	-	$19,244
DMO	-	-	$20,442
CISA	-	-	$5,771
ICE	-	$3,464	$1,514
FEMA	-	$22,900	$29,049
JPMO	$13,959	$20,044	$20,575
TOTAL	**$51,000**	**$116,359**	**$99,517**

FY 2020 and 2021 are budget estimates and may change with actual execution. FY 2020 amounts do not reflect the breakout displayed in the FY 2020 Congressional Justification, but reflect currently anticipated distribution of costs.

FSM Detailed Breakout *(Dollars in Thousands)*	FY 2021 President's Budget	
FSM Trio: G-Invoicing		
G-Invoicing	*$2,922*	
Total, FSM Trio: G-Invoicing		**$2,922**
FSM Non-Trio: ICE and Customers		
ICE		
Discovery	*$1,514*	
Subtotal, ICE	**$1,514**	
CISA		
Solution Design, Development, and Deployment Support	*$5,771*	
Subtotal, CISA	**$5,771**	
DMO		
Hosting	*$638*	
Solution Design, Development, and Deployment Support	*$19,804*	
Subtotal, DMO	**$20,442**	
S&T		
Hosting	*$581*	
Solution Design, Development, and Deployment Support	*$18,663*	
Subtotal, S&T	**$19,244**	
Total, FSM Non-Trio: ICE and Customers		**$19,244**
FSM Non-Trio: FEMA		
Hosting	*$5,874*	
Solution Design, Development, and Deployment Support	*$23,175*	
Subtotal, FEMA	**$29,049**	
Total, FSM Non-Trio: FEMA		**$29,049**
Joint Program Management Office (JPMO)		
JPMO	*$20,575*	
Total, JPMO		**$20,575**
TOTAL, FSM		**$99,517**

The FY 2021 President's Budget provides resources to support the following initiatives and activities:

- FSM Trio: G-Invoicing: In September 2018, the Department of Treasury mandated that all Federal agencies use the G-Invoicing platform for intergovernmental transactions by June 2021. Due to the timing of this new requirement, integration with the G-Invoicing platform is not part of the current scope of work to be completed for TSA and USCG to go live. FY 2021 funding will support the design, development, and testing of the interfaces and configurations necessary to for the Trio solution to comply with this mandate. Training for the Trio user community to ensure proper utilization of the new platform; and associated business transformation to ensure the new platform is well integrated into Component business processes.
- FSM Non-Trio: ICE and Customers (S&T, DMO, and CISA): ICE's financial system lacks role-based user access management, does not integrate or interface with procurement or asset management systems, and has limited ability to customize reports, data, and processes to support DHS mandates. As a result, the current system has security vulnerabilities and requires manual workarounds and dual data entry. ICE and Customers will conduct discovery as a group, beginning in FY 2020. FY 2021 funding will support the completion of discovery and the beginning of implementation for S&T, DMO, and CISA. USCIS implementation will also proceed but is funded by USCIS directly.
- FSM Non-Trio: FEMA: FEMA's current core financial system utilizes an outdated application that has underlying technology and proprietary software challenges, insufficient system documentation, and scarcity of trained personnel. FEMA has undertaken stabilization efforts to lower the risk of a critical hardware failure, but is still limited in its ability to update the system to meet emerging operational needs and unable to remediate certain long-standing audit findings. To meet its mission, FEMA requires a financial management solution that enables the agency to manage, track, and produce financial information that is accurate, complete, timely, and readily available for reporting and decision making, especially in times of disaster. Funding requested for FEMA will support the completion of the discovery phase and continuation of implementation.
- JPMO: The JPMO provides centralized oversight and program management for all FSM efforts across DHS. Funding for the JPMO includes contract support in key program areas: IT management; project, financial, and acquisition management; business process standardization; training; operational testing; cost analysis; enterprise architecture; information system security management; change management; and business intelligence development.

FY 2019 Key Milestone Events
- Upgrade Oracle software from version 12.2.4 to version 12.2.7 to provide additional functionality and stability. Originally planned after all component implementations were complete, after thorough review, DHS decided to accelerate the upgrade into FY 2019, providing operational benefits to CWMD, TSA, and USCG and avoiding the additional rework and deployment costs, risk, and user disruption of upgrading after all three components are using the solution.
- Continue TSA and USCG implementations, including centralized User Access Management (UAM), automated Single Sign-On (SSO), and a web-based Invoice Processing Platform (IPP).
- Begin development of complex interfaces with critical USCG systems, including Coast Guard Logistics Information Management System (CG-LIMS).
- Begin development of training materials and training plan for TSA and USCG user communities.

FY 2020 Planned Key Milestone Events
- Complete configuration and testing of all TSA required functionality, including new functionalities for UAM, SSO, and IPP, increasing the efficiency of the system, reducing manual work for end users, and enhancing compliance with DHS and government-wide directives on user management.
- Complete upgrade of CWMD's production system to OFF version 12.2.7 in Q1.
- Continue USCG implementation, including interfaces with other USCG systems.
- Complete development of training materials and conduct trainings for TSA and USCG user communities.
- Award strategic sourcing contract vehicles to provide software and system integration options for all DHS Component FSM initiatives.
- Select software solutions and system integrators for FEMA, and complete discovery and gap analysis.
- Select software solution and system integrator for ICE and Customers.

FY 2021 Planned Key Milestone Events
- TSA goes live on the Trio solution in Q1. Functionalities added for TSA rolled out for CWMD.
- USCG and FEMA continue implementation.
- ICE and ICE Customers complete discovery and gap analysis.
- DMO, S&T, and CISA begin implementation.

Overall Investment Funding

(Dollars in Thousands)	Prior Years	FY 2019	FY 2020	FY 2021
Operations and Support	-	-	$3,254	$4,372
Procurement, Construction, and Improvements	$83,015	$51,000	$116,359	$99,517
Research and Development	-	-	-	-
Legacy Appropriations	$154,661			
Total Project Funding	$237,676	$51,000	$119,613	$103,889
Obligations	$236,850	$42,521		
Expenditures	$230,403	$10,553		

Contract Information (Current/Execution Year, Budget Year)

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value (Dollars in Thousands)
70RDAD18FR0000008 / HSHQDC13DE2089	IBM	Firm Fixed Price / Time and Materials	12/2017	12/2017	12/2021	No	$54,048
70RTAC18FR0000063	Perspecta	Firm Fixed Price	06/2018	06/2018	06/2021	No	$7,615
W91QUZ06A0003 / D16PD00708	Mythics	Firm Fixed Price	06/2018	06/2018	06/2020	No	$7,576
70RDAD18FR0000032 / HSHQDC16DP2008	Itility	Time and Materials	05/2018	05/2018	05/2023	No	$2,784
70RDAD18FR0000173 / 70RDAD18Q00000062	GNS	Time and Materials	09/2018	09/2018	03/2021	No	$2,059

Significant Changes to Investment since Prior Year Enacted

FY 2020 enacted funding assumes TSA will go live on the Trio solution in Q1 FY 2020, which requires an aggressive development, testing, and training timeline. Due to the lapse in appropriations in FY 2019, implementation work for TSA and USCG was delayed. After reviewing the scope of the delayed work and associated impact to the timeline, DHS has determined that an auditable solution that meets all TSA requirements could not be configured, tested, and the user community trained, in time for the planned go-live in Q1 FY 2020. The system integrator has committed to having all TSA functionality complete by Q2 FY 2020, and TSA will transition to the Trio solution in Q1 FY 2021. The funding lapse did not have any impact on the timeline for CWMD's technical refresh.

Investment Schedule

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
FY 2019				
Conduct multiple iterations of development, demonstration, and testing for TSA implementation and CWMD technical refresh.			FY 2019 Q1	FY 2019 Q4
Award strategic sourcing contract vehicle to provide software options for all DHS Component FSM initiatives.			FY 2019 Q1	FY 2020 Q2
FY 2020				
Complete development of all TSA required functionality.			FY 2018 Q4	FY 2020 Q2
Complete CWMD software upgrade.			FY 2018 Q4	FY 2020 Q1
Conduct multiple iterations of development, demonstration, and testing for USCG implementation			FY 2019 Q2	FY 2020 Q4
Select software solution and system integrator from strategic sourcing vehicles for FEMA.	FY 2020 Q2	FY 2020 Q3		
Select software solution and system integrator from strategic sourcing vehicles for ICE and Customers.	FY 2020 Q2	FY 2020 Q3		
Conduct discovery and gap analysis for FEMA	FY 2020 Q3	FY 2020 Q4		
Begin implementation for FEMA			FY 2020 Q4	FY 2023 Q1
FY 2021				
Complete USCG implementation.			FY 2018 Q4	FY 2021 Q1
TSA cut over and USCG go-live on Trio solution			FY 2021 Q1	FY 2021 Q1
Complete discovery and gap analysis for ICE and Customers	FY 2020 Q3	FY 2021 Q1		
Begin implementation for DMO.			FY 2021 Q1	FY 2023 Q1
Begin implementation for S&T.			FY 2021 Q1	FY 2023 Q1
Begin implementation for CISA.			FY 2021 Q1	FY 2024 Q1

Human Resources Information Technology (HRIT) – Investment
Capital Investments Exhibits
Procurement/Acquisition Programs

Human Resources Information Technology (HRIT)
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Human Resources Information Technology (HRIT)	024-000001226	3	Procurement	IT	Yes	$8,814	$10,353	$10,508

Investment Description

The Department's Human Resources Information Technology (HRIT) program consolidates, integrates, and modernizes core HRIT systems in partnership with the Operational Components and the Chief Information Officer (CIO). Strong governance processes support the management and implementation of HRIT solutions that address business gaps, referred to as Strategic Improvement Opportunity (SIO) initiatives. Each SIO initiative maintains a detailed work plan and delivers specific targeted outcomes. The program aligns all HRIT solutions with the Office of Personnel Management (OPM) Human Capital Business Reference Model (HCBRM).

The HRIT program consists of a portfolio of SIO initiatives that provide a modern end-to-end automation capability, covering the entire breadth of human resources services, from workforce planning to separation; as well as automated data interchanges with partnering lines of business (financial management, acquisition, security, information technology, etc.), which rely on human resources data to improve responsiveness, reduce errors, and inform decision makers.

The Human Capital Segment Architecture (HCSA) Blueprint Program leverages agile principles to continuously review the DHS HRIT portfolio for trends and gaps that provide a pipeline of prioritized SIO initiatives. These SIOs are presented to the HRIT Executive Steering Committee (ESC) for adoption and prioritization based on resource constraints. The HRIT program was designated as a portfolio on the Master Acquisition Oversight List (MAOL). The HRIT Portfolio consists of 16 active SIO initiatives aligned to 14 HCBRM functions. The portfolio includes five SIO initiatives designated as Level 3 non-major acquisition programs with contract awards targeted in early FY 2020.

Justification

The current DHS HRIT solutions are predominately disjointed and some business processes are still paper-based; which adversely impacts the ability of DHS HR professionals to deliver high quality, effective services to the DHS workforce, including the recruitment and hiring of highly skilled

personnel to meet the DHS mission. It also impacts DHS's ability to maintain a highly skilled workforce that is adaptive to the fast-paced changing needs of DHS to meet its mission.

The FY 2021 President's Budget includes $10.5M to continue enhancement of the HRIT Portfolio and provide advanced automation capabilities across the DHS HR community, DHS workforce, and, in some cases, family members of the DHS workforce. These improvements will provide DHS employees with self-service capabilities and will have profound effects on the DHS workforce and its readiness to support the DHS mission.

Funding supports the initial subscriptions and licenses procurement for commercial IT solutions, integration and implementation services, migration/disposal of historical data, and the continuous analysis of the HRIT Portfolio though the HRIT Segment Architecture Blueprint Program to identify and prioritize additional SIO initiatives for resourcing.

HRIT Funding (PC&I) (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
SIO 1.3.3 Position Classification & Management	$1,004	1,200	$500
SIO 3.2.3 Talent Development & Training	$1,517	$1,868	$500
SIO 4.1.2 Employee Performance Management	$1,212	$1,212	-
SIO 5.1.1 Payroll Processing Solution	-	$500	$1,500
SIO 6.2.1 Retirement Benefits Solution	-	$640	$1,000
SIO 7.3.2 Administrative Grievances and Third-Party Proceedings / Employee Relations	$600	$550	-
SIO 8.1.2 Labor Management Relations	$600	$550	-
SIO 9.3.1 Enterprise Information Environment	$2,131	$2,049	$1,750
SIO 11.1.1 Personnel Action Request Processing	$500	$500	$1,200
Human Capital Segment Architecture Blueprint Program	$1,250	$1,284	$1,200
New SIO Initiatives	-	-	$2,858
TOTAL	**$8,814**	**$10,353**	**$10,508**

NOTE: FY 2020 amounts do not reflect the breakout displayed in the Congressional Justification but instead reflect the anticipated distribution of costs.

The FY 2021 President's Budget includes resources to implement solutions for the following HRIT SIO initiatives:

- SIO 1.3.3: Position Classification & Management: This will implement a holistic solution to manage the DHS workforce structure and size with workflows that capture and adjudicate requests for positions, aligned to manpower staffing models, and ensure workforce affordability for salaries, benefits, and operational support. Position management data drives numerous processes in other lines of business, such as mission planning, financial integrity reporting, background investigation processing, talent development and training, employee accountability, IT provisioning, etc.
- SIO 3.2.3: Talent Development and Training: This will implement a solution for follow-on and expand talent development and learning management capabilities to reduce costs, improve employee readiness and skills in support of mission success, and provide improved learning management capability within DHS.

- SIO 5.1.1: Payroll Processing Solution: DHS currently receives services from the United States Department of Agriculture (USDA) National Finance Center (NFC). These services are not meeting DHS's needs to accurately, timely, and efficiently pay employees. DHS seeks to improve its timekeeping and payroll processing solutions to increase employee interaction and trust, increase integration between workforce scheduling and timekeeping systems, and reduce costs. To affect this transition, DHS must streamline and document its pay-related business processes, document its unique requirements, and set expectations for a modern payroll service solution.
- Retirement Benefits Solution (SIO 6.2.1): Provides employees with high quality information and online counseling for retirement planning. When employees can see how their participation in benefit plans affect their retirement outcome, they are more likely to participate. There is no means today for employees to see the cumulative and compounding implications across all benefit programs and thus the impacts of their participation may seem less than they are. By providing more holistic information, DHS believes employees will be empowered to plan better throughout their careers.
- SIO 9.3.1: Human Capital Enterprise Information Environment (HC EIE): Implement a robust, secure data environment for DHS human capital information to support DHS operations, reporting, and data analytics requirements. This initiative creates a singular trusted data store for enterprise human capital data and helps DHS eliminate the use of Social Security Numbers (increasing the Privacy for all DHS employees); decreases data calls; and increases data availability, integrity, and security. In FY 2020, EIE will be moved to a DHS-approved cloud environment and will be expanded to ingest data from and provided data to all other SIO initiatives for: 1) analytics and reporting in support of human capital program decisions, 2) notifications to personnel regarding the status of business workflows, 3) notifications to employees when changes are made that affect their employment and benefits, and 4) triggers to initiate associated business processes.
- Personnel Action Request (PAR) Processing (SIO 11.1.1): Automates notifications to affected parties and triggers numerous business processes that affect pay and benefits, performance management, etc., throughout the employee life cycle, such as when an employee receives promotions, transfers jobs, experiences life events, etc. Automation enables DHS to focus on providing meaningful HR consultative services to employees while ensuring DHS's HRIT solutions remain synchronized and share data.
- Human Capital Segment Architecture Blueprint Program: DHS has a systematic method for identifying whether it should tolerate, invest, migrate, or eliminate existing technologies within the HRIT Portfolio. This analysis ensures HRIT solutions continue to meet mission needs, improves and maintains IT security and Privacy compliance, and reduces costs. The methodology includes analysis of policy, processes, data, current solutions, and emerging technologies in balance with improved HR service delivery and cost control.
- New SIO Initiatives: DHS has already identified new initiatives through the HCSA Blueprint Program and must research and plan these programs to achieve improvements in HR services, such as a solution to manage Occupational Safety and Health (OSH) issues across DHS. A large percentage of DHS employees work in front line positions and experience numerous health risks and occupational safety hazards. To protect our workforce, their families, and the general public, we must document and track these risks and hazards and understand which employees may have been exposed so that we can plan proper remediation. DHS does not currently have automation in this area and thus cannot appropriately and efficiently perform this portion of its mission.

FY 2019 Key Milestone Achievements

- Achieved Solution Approach approval and Acquisition Approval (ADE-2) to pursue a commercial shared services acquisition for SIO 1.3.3 Position Management, SIO 3.2.1 Talent Development and Training, SIO 4.1.2 Employee Performance Management, SIO 7.3.2 Employee Relations, SIO 8.1.2 Labor Relations, and SIO 9.3.1 Enterprise Information Environment.
- Held an Industry Day to engage commercial service providers and inform the formal solicitations; which will be released in early FY 2020 and awarded in mid FY 2020.
- Achieved Initial Operating Capability (ICO) for End-to-end Hiring/Security Classification and Background Investigation (SIO 2.4.1) that integrates HR systems with the Integrated Security Management System (ISMS) to automatically create a security clearance validation case, provide information and documentation, and advance the onboarding process.
- In-Processing and Onboarding Solution (SIO 2.6.2): Documented current business processes and designed target standardized business process for implementation across DHS in FY 2020.
- Data Management and HC reporting (SIO 9.4.1): Completed development of the time to hire report and visualization for all Components that use the USA Staffing onboarding module.
- IT Provisioning for Onboarding (SIO 2.6.1): Achieved initial operating capability that integrates HR systems with ALM for all Components that use the USA Staffing onboarding module.
- CBP Migration to WebTA (SIO 5.1.1): Implemented WebTA for the phase 1 population of CBP employees.
- Personnel Action Request (SIO 11.1.1): Initiated analysis of nature of action codes to design detailed business processes.
- Human Capital Segment Architecture Blueprint Program: Completed initial analysis of HCBRM Functions A2 (Talent Acquisition), A3 (Talent Development), A4 (Employee Performance Management), A5 (Compensation and Benefits), and A6 (Separation and Retirement) identifying over 100 gaps within the HRIT Portfolio which will be prioritized for resourcing as SIO initiatives.

FY 2020 Planned Key Milestone Events

- Release formal solicitations for Position Management (1.3.3), Talent Development and Training (3.2.1), Employee Performance Management (4.1.2), Employee Relations (7.3.2), Labor Relations (8.1.2), and Enterprise Information Environment (9.3.1).
- Award contracts for Position Management (1.3.3), Talent Development and Training (3.2.1), Employee Performance Management (4.1.2), Employee Relations (7.3.2), Labor Relations (8.1.2), and Enterprise Information Environment (9.3.1).
- Develop business cases addressing gaps found by the Human Capital Segment Architecture Blueprint program for approval and prioritization by the HRIT ESC to definitive FY 2021 and FY 2022 workload.
- Configure solutions for Position Management (1.3.3), Talent Development and Training (3.2.1), Employee Performance Management (4.1.2), Employee Relations (7.3.2), Labor Relations (8.1.2) and Enterprise Information Environment (9.3.1).
- Complete implementation of data interchanges for Security Validation Data Interchange, IT Provisioning Data Interchange, USA Performance account creation automation, and training data integration.
- Complete implementation of time-to-hire reporting across all DHS Operating Components.

- Implement solutions for Position Management (1.3.3), Talent Development and Training (3.2.1), Employee Performance Management (4.1.2), Employee Relations (7.3.2), Labor Relations (8.1.2), and Enterprise Information Environment (9.3.1).
- Initiate implementation of Personnel Action Request (PAR) Processing (SIO 11.1.1) solution.
- Complete implementation of data interchanges for Payroll account creating automation.
- Human Capital Segment Architecture Blueprint program to complete initial analysis of HCBRM Functional A1, A7, A8, A9, A10, and A11 with continued population of the HCSA repositories (drivers, gaps, requirements, issues/risks, etc.).

FY 2021 Planned Key Milestone Events
- Complete implementation of all existing SIO initiatives.
- Initiative projects for business cases approved and prioritized by the HRIT ESC in FY 2020.
- Deliver additional data interchanges to improve human capital data sharing, integrity, and security.
- Implement decision support capability in the modernized HC EIE and initiate IOC activities.
- Complete implementation of SIO 11.1.1 Personnel Action Request Processing.
- Continue execution of the Human Capital Segment Architecture Blueprint program to identify out-year priorities for HRIT program that continue to improve the DHS human capital program.

Overall Investment Funding

(Dollars in Thousands)	Prior Years	FY 2019	FY 2020	FY 2021
Operations & Support	$5,027	$5,027	$5,027	$5,027
Procurement, Construction, and Improvements	$11,037	$8,814	$10,353	$10,508
Research and Development	-	-	-	-
Legacy Appropriations	$180,013			
Total Project Funding	$196,077	$13,841	$15,380	$15,535
Obligations	$128,158	$5,027	-	
Expenditures	$125,271	$2,859	-	

Contract Information (Current/Execution Year, Budget Year)

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value (Dollars in Thousands)
HSHQDC-13-A-00017	Blackstone	Time and Materials	05/2013	06/2013	03/2019	No	$132,947
70RDAD18A00000004	Monster Government Solutions LLC	Firm Fixed Price	06/2018	06/2018	6/2023	No	$20,345
GS-35F-0617Y	Deloitte Consulting LLP	Hybrid (Firm Fixed Price, Time and Materials, Fixed unit price)	07/2017	08/2017	3/2024	No	$58,305
70RTAC18Q00000022 (solicitation)	ADAPTS (TBD)	Hybrid (Firm Fixed Price, Time and Materials)	08/2019 (tentative)	09/2019 (tentative)	9/2024	No	$265,000

Significant Changes to Investment since Prior Year Enacted

In FY 2019, the HRIT successfully identified solution approaches for all SIOs designated as acquisition SIOs. The program will achieve ADE-2 for these SIO initiatives and complete procurement activities for these efforts for award and implementation in FY 2020. The HRIT Portfolio has increased maturity across the board with the Solution Engineering Lifecycle (SELC), the Acquisition Lifecycle Framework (ALF), and the HCSA repository. The program has also been able to close the majority of prior audit findings from both OIG and GAO. Continued closure is expected based on awarding of contracts for the acquisition SIO initiatives. HCBS has worked closely with OPM's HR Line of Business (HRLOB) Program Office to advance both the HRIT Portfolio and the adoption of the HRLOB HCBRM throughout the Government.

Investment Schedule

Description	Design Work		Project Work	
	Initiated	**Completed**	**Initiated**	**Completed**
FY 2019				
CASS contract award			FY 2019 Q2	FY 2019 Q3
SIO 1.3.3, SIO 3.2.1, SIO 4.1.2, SIO 7.3.2, SIO 8.1.2 and SIO 9.3.1 approval to pursue a commercial shared services			FY 2018 Q1	FY 2019 Q3
Initial operating capability for Security Validation, IT provisioning, USA Performance, and Training			FY 2018 Q1	FY 2019 Q3
Business process redesign for In-Processing and Onboarding Solution (SIO 2.6.2)			FY 2018 Q1	Ongoing
Initial operating capability for HC Time-to-Hire Reporting (SIO 9.4.1)			FY 2018 Q1	Ongoing
FY 2020				
CASS Personnel Action Request Processing Design			FY 2019 Q2	Ongoing
Formal solicitation released for SIO 1.3.3, SIO 3.2.1, SIO 4.1.2, SIO 7.3.2, SIO 8.1.2 and SIO 9.3.1			FY 2019 Q4	FY 2021 Q1 – FY 2020 Q2
Full operating capability for data interchanges for Security Validation, IT provisioning, USA Performance, and Training			FY 2018 Q1	FY 2020 Q4
Implementation of In-Processing and Onboarding Solution (SIO 2.6.2)			FY 2018 Q1	FY 2020 Q4
Full operational capability for HC Time-to-Hire Reporting (SIO 9.4.1)			FY 2018 Q1	FY 2020 Q4
CBP Migration to WebTA – Phase 2 (SIO 5.1.1)			FY 2018 Q1	FY 2020 Q4
SIO 11.1.1 portfolio			FY 2020 Q1	Ongoing
HCSA Blueprint portfolio			FY 2019 Q2	Ongoing
FY 2021				
Implement additional SIO initiatives.			FY 2021 Q1	Ongoing
Implement additional data interchanges projects			FY 2021 Q1	Ongoing
Modernize HC EIE and initiate IOC activities – Cloud Services and Input/Output Capability			FY 2018 Q2	Ongoing

Homeland Security Information Network (HSIN) – Investment
Capital Investments Exhibits
Procurement/Acquisition Programs

Homeland Security Information Network (HSIN)
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	$8,360	-	-

Investment Description

HSIN provides an information sharing platform that connects all homeland security mission partners. HSIN's stakeholders are comprised of Federal, State, local, tribal, or territorial (FSLTT), International and Private Sector officials engaged in law enforcement, emergency response, incident management, critical infrastructure protection, immigration control, and other homeland security missions. HSIN supports the implementation of the DHS Operational Information Sharing Environment through an integrated, appropriately resourced homeland security information sharing platform; continuously improving the users experience by improving the flow of information among all stakeholders; and implementing effective knowledge management strategies that support a secure access for actionable and discoverable information. HSIN is a DHS Mission Essential system that provides a secure and trusted national platform that enables Sensitive but Unclassified (SBU) information sharing and analysis. This program was transferred to the O&S appropriation, in order to cover sustainment costs of the program, beginning in FY 2020.

Justification

No funding for HSIN is included in the FY 2021 President's Budget.

FY 2019 Key Milestone Events

- Milestone 7 – Continue improvements with HSIN Exchange
- Milestone 8 – Continue Federation and Interoperability with other systems
- Milestone 9 – Implement the SharePoint upgrade
- Milestone 10 – Begin to implement the ICAM upgrade

FY 2020 Planned Key Milestone Events

- N/A

FY 2021 Planned Key Milestone Events

- N/A

Overall Investment Funding

(Dollars in Thousands)	Prior Years	FY 2019	FY 2020	FY 2021
Operations & Support		$14,792	-	-
Procurement, Construction, and Improvements		$8,360	-	-
Research and Development		-	-	-
Legacy Appropriations				
Total Project Funding	-	$23,152	-	-
Obligations	-	$2,327	-	
Expenditures	-	$1,687	-	

Contract Information (Current/Execution Year, Budget Year)

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value (Dollars in Thousands)
N/A							

Significant Changes to Investment since Prior Year Enacted

N/A. The program has achieved Full Operating Capability and is in sustainment.

Investment Schedule

Description	Design Work		Project Work	
	Initiated	**Completed**	**Initiated**	**Completed**
FY 2019				
Implement SharePoint upgrade			FY 2018 Q4	FY 2019 Q4
Implement ICAM upgrade			FY 2018 Q4	FY 2020 Q2
FY 2020				
N/A				
FY 2021				
N/A				

Identity, Credential, and Access Management (ICAM) – Investment
Capital Investments Exhibits
Procurement/Acquisition Programs

Identity, Credential, and Access Management (ICAM)
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Identity, Credential, and Access Management (ICAM)	-	-	-	-	-	$815	-	-

Investment Description:

This investment funds capabilities that provide mission delivery and management support targeted to achieve the DHS Strategic Plan, FY 2016 – 2019 Goal: Use innovative technology and platforms in the most cost-effective and secure way to position the Department as a digital communication leader; adopt a build once, use many" model for development on the common content management system (CMS) platform.

Currently, DHS is working to have consistent, formal policies, processes, procedures, and technological capabilities that ensure "trusted relationships" across the DHS Enterprise, among its Component organizations, or within the mission domain of homeland security among its operational partners necessary for the sharing of "homeland security information". Although DHS has made great strides in enterprise-wide capabilities assuring access to DHS resources (logical or physical), work remains. For example, DHS reached 99 percent compliance for privileged and unprivileged user mandatory Personal Identity Verification (PIV) usage, but has to close the gap on remote user's mandatory use of PIV, and significant work remains on PIV enabling Mission Essential Systems, Financial Systems and High Valued Assets. In addition, DHS made great progress during the 2015 CyberSprint and will build on that success to realize the full potential of the Continuous Diagnostics and Monitoring (CDM) Phase II program. Finally, two key capabilities, Access Lifecycle Management (ALM) and Derived PIV Credentials (DPC) are approaching initial operating capability (IOC). These capabilities are in high demand and need continued investment to reach full potential.

Justification

The ICAM investment closes these performance gaps by creating capabilities that employ an information access management approach that controls access to data; provides directory services incorporating protections for individuals' privacy and civil liberties, and strong mechanisms to enhance accountability and facilitate oversight; and includes audit, authentication, and access control across the DHS Enterprise and within the mission domain of homeland security. Continued investment will ensure that the Department takes another step towards closing access control audit

requirements and strong mobile authentication. This program was transferred to the Operations & Support appropriation, in order to cover sustainment costs of the program, beginning in FY 2020.

FY 2019 Key Milestone Events
- Milestone 10 – ALM (Two major releases) Expand number of applications onboarded; Implement enhancements to automate additional business processes
- Milestone 11 – OGA Validation Services – Expand use cases to include PIV I
- Milestone 12 – AUTHaaS (AppAuth) Complete O365 implementation and migration to Windows Server 2016
- Milestone 13 – Continuous Diagnostics and Mitigation Phase 2 – Support full O&M and ensure performance metrics are valid and on target
- Milestone 14 – Public Key Infrastructure Management Authority – Support completion of CA5 implementation

FY 2020 Planned Key Milestone Events
- N/A

FY 2021 Planned Key Milestone Events
- N/A

Overall Investment Funding

(Dollars in Thousands)	**Prior Years**	**FY 2019**	**FY 2020**	**FY 2021**
Operations & Support	-	-	-	-
Procurement, Construction, and Improvements	-	$299	-	-
Research and Development	-	-	-	-
Legacy Appropriations	-			
Total Project Funding	-	-	-	-
Obligations	-	$299	-	
Expenditures	-	$0	-	

Contract Information (Current/Execution Year, Budget Year)

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value *(Dollars in Thousands)*
N/A							

Significant Changes to Investment since Prior Year Enacted

N/A. The program has achieved Full Operating Capability and is in sustainment.

Investment Schedule

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
FY 2019				
N/A				
FY 2020				
N/A				
FY 2021				
N/A				

Planning, Programming, Budgeting, and Execution System – Investment
Capital Investments Exhibits
Procurement/Acquisition Programs

Planning, Programming, Budgeting, and Execution System (PPBE One Number)
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Planning, Programming, Budgeting, and Execution System (PPBE One Number)	024-000000609	Non-Major	Procurement	IT	No	$4,030	$3,800	-

Investment Description

The Planning, Programming, Budgeting, and Execution System (PPBE One Number) will provide DHS Headquarters and Component resource personnel with consistent, accurate, and timely decision support data and tools to streamline major recurring processes and enhance stakeholder product delivery and reporting. System capability will include maintaining prior, current, and future year(s) resource and performance data, producing annual and periodic reports and products (e.g., Congressional Justification, prior years, out-year planning/programming, and performance management reports), capturing point in time positions, decisions, and reprogramming. In addition, the system will have the capability to automate performance management procedures, query and report data, upload execution data from financial systems, and perform workforce modeling/pricing scenarios based on full time equivalent counts/payroll data, and out-year inflation assumptions. Further, the system will import and store actual financial execution data for analysis and decision making.

Justification

No funding for this initiative is required in FY 2021. Funding is included in the O&S appropriation for sustainment activities.

FY 2019 Key Milestone Events

- Test and evaluation, and user training of foundational programming and budgeting functionality
- System authority to operate approved by DHS OCIO
- Initial operating capability of system planning, programming, and budgeting foundational functionality
- Begin configuration for enhanced budget-specific formulation, execution data reporting, and analysis tool functionality
- Design, development, and implementation of budget-specific formulation, execution data reporting, and analysis tool

- User training, test and evaluation of budget-specific formulation, execution data reporting, and analysis tool functionality
- Begin configuration for performance management functionality
- Design, development, and implementation of performance management functionality

FY 2020 Planned Key Milestone Events
- Test, evaluation, and user training of performance management functionality
- Move to Final Operating Capability

FY 2021 Key Milestone Events
- Transferred to O&S Sustainment

Overall Investment Funding

(Dollars in Thousands)	Prior Years	FY 2019	FY 2020	FY 2021
Operations and Support	-	-	$235	$1,194
Procurement, Construction, and Improvements	-	$4,030	$3,800	-
Research and Development	-	-	-	-
Legacy Appropriations	-			
Total Project Funding	-	$4,030	$4,035	$1,194
Obligations	-	-		
Expenditures	-	-		

Contract Information (Current/Execution Year, Budget Year)

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value *(Dollars in Thousands)*
HSHQDC-13-E2063	Applied Computing Technologies, Inc	Mixed	12/2017	04/2018	04/2021	N/A	$9,259

Significant Changes to Investment since Prior Year Enacted

DHS completed the joint effort to release the PPBE One Number RFP, which led to a contract award in April 2018. The One Number contract was awarded to Applied Computing Technologies, Inc. (ACT). Implementation of their solution, OneStream XF, is currently underway on Government Furnished Virtual servers. The project management team is utilizing an agile software development approach, and divided system requirements for each of the 3 Tasks into sprints. Task 1 is well underway with five of six sprints completed with user acceptance testing (UAT) being approved by stakeholders and a pilot with HQ and several Components was conducted. The team is currently on track to deliver the foundational capabilities for programming and budgeting (Task 1) and to start work on the Budget Formulation functionality (Task 2).

Investment Schedule

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
FY 2019				
Pilot Program for Task 1			FY 2019 Q1	FY 2019 Q2
User system training for Task 1			FY 2019 Q2	FY 2019 Q2
Initial Operating Capability (IOC) of system planning, programming, and budgeting foundational functionality			FY 2019 Q2	FY 2019 Q2
Task 2 award of enhanced budget specific formulation and analysis tool functionality			FY 2019 Q2	FY 2019 Q2
Design, development, and implementation of budget specific formulation, execution data reporting, and analysis tool	FY 2019 Q2	FY 2019 Q4		
Test and evaluation of Task 2 functionality			FY 2019 Q3	FY 2019 Q4
Pilot Program for Task 2			FY 2019 Q3	FY 2019 Q4
User training for Task 2			FY 2019 Q4	FY 2019 Q4
Task 3 award for performance management functionality			FY 2019 Q4	FY 2019 Q4
Design, development, and implementation of performance management functionality	FY 2019 Q4	FY 2020 Q2		
Test and Evaluation of Task 3 functionality			FY 2019 Q4	FY 2020 Q2
Pilot Program for Task 3			FY 2019 Q4	FY 2020 Q2
FY 2020				
User system training for Task 3				FY 2020 Q2
FY 2021				
N/A				

Office of Biometric Identity Management – PPA

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
IDENT/Homeland Advanced Recognition Technology	$20,000	$15,497	$29,670	$14,173
Total	**$20,000**	**$15,497**	**$29,670**	**$14,173**
Discretionary - Appropriation	$20,000	$15,497	$29,670	$14,173

PPA Level I Description

The HART system replaces the legacy IDENT system with improved, efficient and more cost-effective biometric identity services capabilities. The value to the DHS of having a single authoritative biometric system, used across all DHS Components and missions, is proven in both the effectiveness of the identifications that result from data sharing, and in the efficiency of having one system instead of many.

Office of Biometric Identity Management – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	$20,000	$15,497	$29,670
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$20,000**	**$15,497**	**$29,670**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$20,000**	**$15,497**	**$29,670**
Obligations (Actual/Estimates/Projections)	$20,000	$15,497	$29,670
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Office of Biometric Identity Management – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$20,000**
FY 2020 Enacted	-	-	**$15,497**
FY 2021 Base Budget	-	-	**-**
Homeland Advanced Recognition Technology (HART)	-	-	$29,670
Total Investment Elements	-	-	**$29,670**
FY 2021 Request	-	-	**$29,670**
FY 2020 To FY 2021 Change	-	-	**$14,173**

Office of Biometric Identity Management – PPA
Non Pay Budget Exhibits
Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
25.1 Advisory and Assistance Services	$20,000	$15,497	$29,670	$14,173
Total - Non Pay Object Classes	**$20,000**	**$15,497**	**$29,670**	**$14,173**

Office of Biometric Identity Management – PPA
Capital Investments Exhibits
Capital Investments

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
IDENT/Homeland Advanced Recognition Technology	024-000005684	1	Procurement	IT	Yes	$20,000	$15,497	$29,670

IDENT/Homeland Advanced Recognition Technology – Investment
Capital Investments Exhibits
Procurement/Acquisition Programs

IDENT/Homeland Advanced Recognition Technology
Procurement, Construction, and Improvements Funding

Investment *(Dollars in Thousands)*	Unique Item Identifier	Acquisition Level	Procurement/ Construction	IT/Non-IT	MAOL	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
IDENT/Homeland Advanced Recognition Technology	024-000005684	1	Procurement	IT	Yes	$20,000	$15,497	$29,670

Investment Description

The HART system replaces the legacy IDENT system with improved, efficient and more cost-effective biometric identity services capabilities. The value to the DHS of having a single authoritative biometric system, used across all DHS Components and missions, is proven in both the effectiveness of the identifications that result from data sharing, and in the efficiency of having one system instead of many. HART will, at FOC, support 720,000 daily fingerprint transactions (versus IDENT's current 350,000 daily fingerprint transactions). HART will also provide the ability to perform a full gallery search in 10 seconds (versus IDENT's current ability to perform a search of a gallery of identities with derogatory information – a subset of the full gallery – in 10 seconds). Further, HART will include additional multi-model biometric services, including multi-model fusion, providing increased accuracy, and the ability to support future modalities. Because of HART's modernized architecture, the system will be more scalable and flexible, to meet DHS and mission partner needs, both in the near term and over time.

Justification

HART will address the mission failure risk of the legacy IDENT system, operations and maintenance cost inefficiencies, improve detection and derogatory information matching, and provide multi-model biometric services. HART data and analysis will secure and protect the United States against terrorism, enable data integration and analysis, support and strengthen responsive immigration processing system and law enforcement, minimize disruptions to the trade and travel system, and support a smarter, stronger border by enhancing our security infrastructure through support of new technologies.

The FY 2021 President's Budget includes $29.7M to support HART development. Funding will support four overlapping increments. Each increment is described as follows:

- Increment 1: Funded in FY 2016 for $65.8M. Includes the core foundational infrastructure necessary to operate HART. Including the system hardware, data re-architecture, business workflow and business rules management capabilities, biometric middleware, data management, and baseline (existing) system functionality. Test environments established include the initial establishment of a Performance Test Environment. Increment 1 is required to establish the framework and system architecture, system components, and baseline system functionality and data (including existing limited-scale facial and iris matching) for HART.

- Increment 2: Funded in FY 2017 for $52.8M. Includes the addition of production-scaled iris and facial biometric modalities, multimodal fusion capabilities, and the completion of the full Performance Test Environment. Also included is the initial establishment of the data warehouse and data mart. Increment 2 is needed to provide additional biometric capabilities to HART to meet customer needs and provide increased multimodal biometric interoperability with agency partners.

- Increment 3: Funded in FY 2019 for $20.0M and FY 2020 for $15.5M. Includes the addition of a Web portal and additional tools and capabilities to biometrically verify candidates, support biometric examiner multimodal biometric analyses and decision making, support derogatory information case management, and increase the interoperability of the system. Increment 3 is required to improve the accessibility of the system via a Web portal for system customers, and for improved immigration and law enforcement data analysis, and reduced traveler inconvenience.

- Increment 4: The FY 2021 request is for $29.7M. Includes person-centric capabilities and the ability to perform analyses and reporting based on the data warehouse and data mart established in Increment 2. Increment 4 will provide additional modalities and enhancements in support of mobile access to HART services. These modalities and enhancements include:
  o new biometric modalities to HART's biometric identity services such as deoxyribonucleic acid (DNA), speaker recognition, contactless fingerprints, and palm matching;
  o advanced analytic capabilities to identify patterns and trends and to increase the ability to detect activities requiring immigration or law enforcement action; and,
  o person-centric services providing a holistic view of identities to assist adjudication and decision making related to identification, access, credentials, or benefits, resulting in improved biometric matching accuracy and linkages of identities across multiple databases.

FY 2019 Key Milestone Events
- Continue Increment 1 Implementation

FY 2020 Planned Key Milestone Events
- Begin Increment 2 Implementation; and
- Commit Increment 3 funding in preparation for RFP release.

FY 2021 Planned Key Milestone Events
- Increment 1 ADE-2C;
- HART Initial Operating Capability;
- Increment 2 ADE-2C;
- Begin Increment 3 Implementation; and
- Commit Increment 4 funding.

Overall Investment Funding

(Dollars in Thousands)	Prior Years*	FY 2019	FY 2020	FY 2021
Operations and Support	$163,475	$160,691	$174,106	$167,260
Procurement, Construction, and Improvements	$52,800	$20,000	$15,497	$29,670
Research and Development	-	-	-	-
Legacy Appropriations	-			
Total Project Funding	$216,275	$180,691	$189,603	$196,930
Obligations	$118,600	$93,965		
Expenditures	$118,600	$64,050		

*IDENT/HART was funded under CISA (formerly NPPD) in these years.

Contract Information (Current/Execution Year, Budget Year)

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value *(Dollars in Thousands)*
HSHQDC-17-J-00370	NORTHROP GRUMMAN SYSTEMS CORPORTAION	HYBRID (FFP Labor, CPFF Materials, T&M option)	09/2017	03/2018	09/2021	No	$94,900

Significant Changes to Investment since Prior Year Enacted

Approved HART re-baseline in FY 2019 Q3 due to schedule delays.

Investment Schedule

Description	Design Work		Project Work	
	Initiated	**Completed**	**Initiated**	**Completed**
FY 2019				
Increment 1 ADE-2C	FY 2019 Q4			
Increment 1 IOC	FY 2019 Q4			
FY 2020				
Increment 2 ADE-2C	FY 2020 Q1			
FY 2021				
Increment 1 IOC	FY 2021 Q1			
Increment 4 ADE-2B	FY 2021 Q4			

Department of Homeland Security

Management Directorate

Research and Development

Fiscal Year 2021
Congressional Justification

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Research and Development

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Research & Development	-	-	$2,545	-	-	-	-	-	-	-	-	-
Total	**-**	**-**	**$2,545**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Subtotal Discretionary - Appropriation	-	-	$2,545	-	-	-	-	-	-	-	-	-

The Management (MGMT) Directorate's Research and Development (R&D) appropriation provides funding for rapid "proof of concept" prototype applications, technical demonstrations, planning, and development of emerging technologies that can be used to support Department of Homeland Security (DHS) mission needs. All funding within this R&D appropriation is oriented towards the Office of the Chief Information Officer (OCIO).

OCIO, in collaboration with the DHS Chief Information Officer Council, is responsible for implementing the programs necessary to align DHS's Information Technology (IT) personnel, resources, and assets, including all systems and infrastructure, to support Department-wide missions and activities. OCIO's charge is to support the DHS mission through excellence in information technology by enabling secure, resilient capabilities to achieve interoperability, information sharing, and unity of effort for DHS and its partners. R&D funds are used to support the following Technology Readiness Levels (TRLs):

Basic Research		Applied Research		Technology Development	Technology Demonstration	System Development
TRL-1	TRL-2	TRL-3	TRL-4	TRL-5	TRL-6	TRL-7
Basic Principles Observed/ Reported	Technology Concept/Application Formulated	Critical Function or Characteristic Proof of Concept	Validation in Lab Environment	Validation in Relevant Environment	System Prototypes in Relevant Environment	System Prototypes in Operational Environment

In Fiscal Year (FY) 2018, a thorough review of the functions previously funded through MGMT's R&D appropriation led to the determination that they should be resourced through MGMT's Operations and Support (O&S) appropriation instead. Accordingly, the FY 2020 President's Budget and enactment transferred base funds to the O&S appropriation; no further funds are included in the R&D appropriation for FY 2021.

Research and Development
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$2,545**	-	-
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$2,545**	-	-
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$2,545**	-	-
Obligations (Actual/Estimates/Projections)	$2,545	-	-
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Research and Development
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$2,545**
FY 2020 Enacted	-	-	-
FY 2021 Base Budget	-	-	-
FY 2021 Request	-	-	-
FY 2020 To FY 2021 Change	-	-	-

Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Research & Development	$2,545	-	-	-
Total	**$2,545**	**-**	**-**	**-**
Discretionary - Appropriation	$2,545	-	-	-

Research and Development Projects
Sumary of Projects

Research and Development Project *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Cloud 1 Factory	$2,545	-	-

Cloud 1 Factory
Technology Readiness Level Exhibit

Research and Development Project *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget
Cloud 1 Factory	$2,545	-	-

R&D Project Description

Cloud 1 Factory

- **Problem:** An environment is required that allows for the development, testing of a tenant's migration strategy, application prototyping, optimization, and vetting of applications across DHS without the undue burden or costs associated with traditional infrastructure or the System Engineering Lifecycle.

- **Solution:** Cloud Factory began as an R&D project pioneered by the Office of the Chief Technology Officer and transitioned to the Information Sharing and Services Office (IS2O) in January of 2019. The system was awarded Authority to Operate in July 2019 and is a leading innovator supporting IS2O's forthcoming Cloud GSS's (Cirrus in Azure; Cloud Factory 2 in AWS). Efforts have included:
  - Working with OneNet to remediate Cisco Cloud Service Router (CSR) issues and sharing that information back to the Cirrus and Cloud Factory 2 teams.
  - Developing the service catalog, onboarding materials, and cost recovery model and sharing with the other cloud efforts.
  - Onboarding the Science and Technology Directorate's System of Systems Operational Analytics (SoSOA), an S&T agile development program. SoSOA is being designed to be a virtual desktop environment for collaborative operational analyses that enables complex, timely, mission-focused decisions across DHS and the Homeland Security Enterprise. SoSOA supports decision makers by combining the right data, tools, and training to enhance analytic capabilities DHS-wide. S&T has been a close partner in the support of Cloud Factory 1 supporting CTO and now IS2O in the development of the CF 1 platform

- **Justification:** No funding is included in the R&D appropriation for MGMT in FY 2021. This effort is now funded through MGMT's O&S appropriation.

- **Impact:** The solution provides critical services necessary for the secure development of applications in a cloud environment.

Type of Research
Applied

Technology Readiness Level
This project is categorized at TRL-6.

Transition Plans
DHS OCIO will develop a Cloud Strategy that will help facilitate the outcomes to beneficial use by DHS program offices and operational Components. The Cloud Strategy will address governance, as well as Management Directorate acquisitions, engineering, customer engagement, training and outreach. OCIO will utilize a group of on-board subject matter experts who will build the necessary framework, develop Cloud native applications, and institute playbooks for the migration of technologies and results.

The work funded in FY 2019 will help inform the Cloud Strategy, technologies and approaches for implementing enterprise-wide solutions. These solutions will leverage documented research outcomes, analysis of alternatives and proof of concept activities. OCIO will share lessons learned with the appropriate stakeholders to ensure program offices and mission Components can make maximum use of any artifacts developed and knowledge gained.

Project Schedule

Research & Development Description	Planned Start Date	Planned Completion	TRL
FY 2019			
Cloud Factory MVP 2	FY 2019 Q3	FY 2020 Q3	6
FY 2020			
N/A	N/A	N/A	N/A
FY 2021			
N/A	N/A	N/A	N/A

Department of Homeland Security

Management Directorate

Federal Protective Service

Fiscal Year 2021
Congressional Justification

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Federal Protective Service
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
FPS Operations	1,602	1,507	$359,196	1,602	1,507	$387,500	1,602	1,507	$387,500	-	-	-
Countermeasures	-	-	$1,167,914	-	-	$1,172,430	-	-	$1,201,248	-	-	$28,818
Total	**1,602**	**1,507**	**$1,527,110**	**1,602**	**1,507**	**$1,559,930**	**1,602**	**1,507**	**$1,588,748**	**-**	**-**	**$28,818**
Subtotal Discretionary - Offsetting Fee	1,602	1,507	$1,527,110	1,602	1,507	$1,559,930	1,602	1,507	$1,588,748	-	-	$28,818

The Federal Protective Service (FPS) is the provider of protective security and law enforcement services within the United States (U.S.) Department of Homeland Security (DHS) under the Management Directorate (MGMT). FPS originated out of the Federal Property and Administrative Services Act in 1949, which consolidated real property functions under the newly created U.S. General Services Administration (GSA). In 1971, FPS was formally established as a uniformed protection force by the Administrator of GSA.

When Congress passed the Homeland Security Act of 2002, FPS moved from GSA to the newly formed Department of Homeland Security. DHS was charged with safeguarding the employees, buildings, grounds, and property owned, occupied, or secured by the Federal Government. The transfer to DHS also resulted in new expanded responsibilities for the FPS officers. With the passing of the Homeland Security Act, FPS officers were granted the powers to:

- Carry firearms;
- Serve warrants and subpoenas;
- Conduct investigations on and off Federal property for offenses that may have been committed on or against Federal property and persons;
- Make arrests without warrants for any offense against the United States committed in the presence of FPS officers or for any Federal felony if they have reasonable grounds to believe the suspect committed or is committing a criminal offense;
- Perform other activities for the protection of Homeland Security as prescribed by the Secretary of DHS; and
- Enforce other Federal, State, and local laws concurrently with other law enforcement officers for the protection of Federal property and employees, and visitors on the property.

The FPS budget structure has two Programs, Projects, and Activities (PPA):

FPS Operations: FPS Operations supports:
- Salaries and Benefits for the Federal staff compensation and benefits;
- Protective Services for Law Enforcement Operations, Investigations, Criminal Intelligence, Information Sharing, K-9 Operations, MegaCenter Operations, Critical Incidents and Special Security Operations, Fleet, and Facilities;
- Training for Law Enforcement including entry-level training, Law Enforcement advanced and refresher training, Law Enforcement standards and certification training, and administrative training; and
- Agency-wide support for Policy and Planning, Acquisition Management, Personnel Security (Background Investigations and Adjudications), Homeland Security Presidential Directive-12 (HSPD-12), Budget, Finance; and Revenue, Workforce Planning (Human Capital), Information Technology, Fleet Management, Logistics and other business support services.

Countermeasures: Countermeasures supports the direct cost related to both Protective Security Officers and Technical Countermeasures as requested by customer agencies for:
- Protective Security Officers (PSO): A nation-wide program that provides professionally trained and certified guards stationed onsite at FPS-protected Federal facilities. PSOs are trained in the protection of life and property and are certified in the use of firearms, batons, magnetometers, and X-ray machines.
- Technical Countermeasures (TCM): TCM are capabilities or services that provide technical and subject matter expertise to the design, implementation, and operations and maintenance of TCM projects and equipment at FPS-protected Federal facilities.

FPS is a reimbursable/revenue collection agency and funds all expenses from offsetting collections. The following three revenue sources fund all expenses associated with law enforcement, security management, and support activities:

- Basic Security Services: Effective FY 2020, FPS successfully implemented a statistically driven, risk-based and operationally focused model to assess customer agencies for FPS basic security services. The annual assessment applies to all GSA-controlled space and agreements with non-GSA Federal facilities covered by FPS basic protective security services. In FY 2021, FPS will use this method to assess and collect basic security service fees for each customer agency, which includes four-years of workload data in the assessment (e.g., averaged over three years in FY 2020, four years in FY 2021, and eventually five years). Once the assessment is made, most assessments will not change during the year of collection. An individual customer's basic security service assessment is subject to change year-over-year based on the building inventory and changes in the overall revenue level. This methodology facilitates advanced planning for both FPS customers and FPS, which enables FPS to align resources to support security services in order to address the ever-evolving threat environment.

- Building-Specific Security Services: FPS uses building-specific security services to implement and maintain security requirements specifically designed for a facility in accordance with standards set by the Interagency Security Committee (ISC). Building-specific security services include acquisition, oversight, and administration of PSOs, security equipment installation, operations, maintenance and repair, consultation on security

fixtures, and contractor suitability determinations. FPS charges customer agencies for all direct costs incurred for the acquisition and procurement of PSO and TCM contracts within the requested building, facility, or campus for this service.

- Agency-Specific Security Services: Security Work Authorization (SWA) agreements between FPS and another Federal agency fund agency-specific security services. These security services are similar to building-specific services, but FPS performs these for an individual customer. Agency-specific security agreements may also include other reimbursable activity, such as Federal Emergency Management Administration (FEMA) mission assignments or with U.S. Customs and Border Protection for reimbursed special operations. FPS charges customer agencies for the direct costs incurred in the acquisition and procurement of PSO and TCM contracts within the tenant agency's portion of a building, facility, campuses, temporary locations or sites.

The table on the following page includes a list of the projected revenue by FPS customer agency for the FY 2019 Enacted, FY 2020 President's Budget, and the FY 2021 President's Budget Request. The table accounts for the change from the previous fee structure in FY 2019 to the basic security assessment that started in FY 2020 and carries forwarded into FY 2021.

Agency / Bureau ($ in Thousands)	FY 2019				FY 2020				FY 2021			
	OPS	PSO	TCM	Total	OPS	PSO	TCM	Total	OPS	PSO	TCM	Total
Department of Homeland Security	$49,005	$237,069	$9,727	$295,801	$63,275	$249,309	$2,933	$315,516	$71,746	$261,774	$3,079	$336,599
Social Security Administration	35,052	212,688	8,727	256,467	48,341	45,494	1,352	95,187	59,729	47,769	1,419	108,917
Department of Justice	48,990	125,106	5,133	179,229	51,202	120,659	1,938	173,799	49,403	126,691	2,035	178,130
Department of the Treasury	30,257	93,236	3,825	127,318	28,216	107,997	1,528	137,741	24,814	113,396	1,605	139,816
Department of Health & Human Services	18,998	81,165	3,330	103,493	18,459	80,764	910	100,134	16,680	84,802	956	102,437
Judiciary	38,002	50,539	2,074	90,615	34,690	41,605	2,775	79,070	29,381	43,685	2,914	75,980
General Services Administration	21,694	59,444	2,436	83,574	19,887	46,041	1,792	67,721	18,164	48,343	1,882	68,389
Department of Veterans Affairs	7,734	26,562	1,090	35,385	8,047	28,074	571	36,693	7,223	29,478	600	37,301
Environmental Protection Agency	6,889	26,834	1,101	34,824	6,573	22,917	522	30,012	5,343	24,063	548	29,954
Department of Agriculture	11,474	21,890	898	34,263	13,741	19,479	555	33,774	15,569	20,453	583	36,604
Department of Army	8,014	20,114	825	28,954	9,148	24,239	503	33,891	8,553	25,451	529	34,533
Office of the Secretary of Defense	8,211	19,484	799	28,494	9,026	19,839	443	29,307	9,208	20,831	465	30,504
Department of the Interior	11,695	14,461	593	26,750	15,054	11,795	602	27,450	17,603	12,385	632	30,619
Department of Commerce	9,325	15,485	635	25,446	9,173	15,346	331	24,849	7,560	16,113	347	24,021
Agency for International Development	1,823	15,775	647	18,246	1,793	14,753	386	16,932	1,331	15,491	406	17,228
Department of Labor	5,552	11,699	480	17,731	7,293	10,038	283	17,613	8,165	10,540	297	19,002
Department of Transportation	5,896	10,378	426	16,700	5,697	9,455	315	15,467	5,300	9,928	331	15,558
Nuclear Regulatory Commission	1,880	12,553	515	14,948	1,557	11,651	3	13,211	1,235	12,233	4	13,472
Department of Education	2,066	9,795	402	12,263	1,787	8,129	170	10,086	1,343	8,536	178	10,057
Independent U.S. Government Offices	2,250	8,879	363	11,492	2,827	9,419	62	12,308	2,322	9,890	65	12,278
Department of Housing And Urban Development	3,658	6,241	256	10,155	3,184	5,082	281	8,548	2,523	5,337	295	8,155
Department of Energy	5,195	3,343	137	8,675	3,457	3,590	123	7,170	2,537	3,770	129	6,436
Department of State	6,253	1,991	82	8,325	5,417	2,517	73	8,007	4,025	2,642	76	6,744
National Archives And Records Administration	4,458	3,597	148	8,203	3,808	4,046	58	7,911	2,358	4,248	60	6,666
Small Business Administration	1,443	4,350	178	5,971	2,261	3,991	85	6,337	2,921	4,190	89	7,201
Department of Navy	1,711	3,787	155	5,654	1,952	4,666	75	6,693	1,793	4,899	79	6,771
United States Postal Service	1,605	3,654	150	5,409	1,358	2,399	139	3,896	1,122	2,519	146	3,787
Executive Office of the President	533	3,817	157	4,507	737	3,323	34	4,094	727	3,489	36	4,252
National Labor Relations Board	744	3,101	127	3,972	661	1,904	68	2,633	563	1,999	71	2,633
Equal Employment Opportunity Commission	921	2,306	95	3,322	987	1,856	77	2,920	879	1,949	81	2,909
National Science Foundation	627	2,385	98	3,110	438	4,180	66	4,685	373	4,389	70	4,832
Architect of the Capitol	431	2,031	83	2,545	135	715	7	857	98	750	8	856
Federal Trade Commission	575	1,690	69	2,334	566	1,755	36	2,357	440	1,842	38	2,320
International Trade Commission	234	1,314	54	1,602	270	1,300	15	1,585	226	1,365	16	1,607
Office of Personnel Management	1,252	296	12	1,561	1,388	650	12	2,050	1,520	682	13	2,215
United States Congress	319	832	34	1,185	389	442	32	863	391	464	33	889
Department of Air Force	651	355	15	1,021	590	510	10	1,110	552	535	11	1,098
Consumer Product Safety Commission	211	653	27	891	140	818	46	1,004	156	859	49	1,063
Export - Import Bank of the United States	181	646	27	853	191	745	12	948	117	783	12	912
Tax Court of the United States	329	471	19	819	257	366	19	642	182	385	20	587
Federal Communications Commission	757	29	1	787	549	20	46	615	385	21	48	454
Federal Maritime Commission	77	576	24	676	136	529	5	670	149	556	5	710
Railroad Retirement Board	354	242	10	606	411	222	8	641	465	233	9	706
National Aeronautics And Space Administration	469	57	2	528	397	79	2	478	239	83	2	324
Smithsonian Institution	132	243	10	386	127	1,407	27	1,561	116	1,477	28	1,621
Government Accountability Office	164	205	8	377	186	200	12	398	206	210	13	430
Securities And Exchange Commission	219	135	6	360	310	132	5	447	255	139	5	399
Federal Mediation And Conciliation Service	167	114	5	286	443	3	1	447	732	3	1	736
Library of Congress	243	0	0	243	204	0	0	204	114	0	0	114
Merit Systems Protection Board	84	78	4	166	111	76	2	189	102	79	2	184
National Foundation On the Arts And Humanities	122	0	0	122	74	0	0	74	43	0	0	43
Federal Labor Relations Authority	55	64	3	121	67	46	6	119	79	48	6	134
Miscellaneous U.S. Commissions	34	65	6	105	38	0	0	38	28	0	0	28
Federal Retirement Thrift Investment Board	90	0	0	90	82	0	0	82	70	0	0	70
U.S. Office of Special Counsel	42	36	1	79	42	26	1	69	42	27	1	70
Government Publishing Office	9	26	1	35	8	22	0	31	7	23	0	30
Selective Service System	19	0	0	19	51	0	0	51	42	0	0	42
American Battle Monuments Commission	13	0	0	13	16	0	0	16	21	0	0	21
U.S. Court of International Trade					146	0	0	146	102	0	0	102
United States Court of Appeals for The Federal Circuit					118	0	0	118	115	0	0	115
Medicaid & Chip Payment & Access Commission					11	0	0	11	13	0	0	13
Other	6	0	0	6	0	203,781	4,672	208,453	0	185,250	3,822	189,072
Grand Total	$359,196	$1,121,883	$46,031	$1,527,110	$387,500	$1,148,400	$24,030	$1,559,930	$387,500	$1,177,100	$24,148	$1,588,748

Note: FY 2019 reflects enacted data. FY 2020 and FY 2021 are projections based on the new approach for Basic Security services. Projections of revenue collections for PSO listed above include increases for wage adjustments.

Note: The U.S. Court of International Trade and United States Court of Appeals for The Federal Circuit were covered under Judiciary in FY 2019.

Note: Medicaid & Chip Payment & Access Commission will be billed directly starting in FY 2020.

Federal Protective Services
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$1,527,110**	**$1,559,930**	**$1,588,748**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$245,115	$162,306	$164,923
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$1,772,225**	**$1,722,236**	**$1,753,671**
Collections – Reimbursable Resources	-	-	-
Collections – Other Sources	($94,349)	-	-
Total Budget Resources	**$1,677,876**	**$1,722,236**	**$1,753,671**
Obligations (Actual/Estimates/Projections)	$1,522,570	$1,564,313	$1,594,869
Personnel: Positions and FTE			
Enacted/Request Positions	1,602	1,602	1,602
Enacted/Request FTE	1,507	1,507	1,507
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	1,602	1,602	1,602
FTE (Actual/Estimates/Projections)	1,507	1,507	1,507

Federal Protective Service
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**1,602**	**1,507**	**$1,527,110**
FY 2020 Enacted	**1,602**	**1,507**	**$1,559,930**
FY 2021 Base Budget	**1,602**	**1,507**	**$1,559,930**
2020 Pay Raise	-	-	$4,170
2021 Pay Raise	-	-	$1,055
Contributions to ICE - IT Infrastructure	-	-	$58
FERS Agency Contribution	-	-	$50
Forecasted Contract Cost Increases for PSO	-	-	$28,700
Forecasted Increase for TCM Program	-	-	$118
Total, Pricing Increases	**-**	**-**	**$34,151**
FERS Agency Contribution - Collections Offset	-	-	($50)
Reduction in Contract Support Due to Efficiencies	-	-	($1,837)
Total, Pricing Decreases	**-**	**-**	**($1,887)**
Total Adjustments-to-Base	**-**	**-**	**$32,264**
FY 2021 Current Services	**1,602**	**1,507**	**$1,592,194**
Awards Spending Increase	-	-	$1,404
Total, Program Increases	**-**	**-**	**$1,404**
Reduction to FPS TACCOM Equipment and Support	-	-	($711)
Reduction to Operational Data and IT Support	-	-	($4,139)
Total, Program Decreases	**-**	**-**	**($4,850)**
FY 2021 Request	**1,602**	**1,507**	**$1,588,748**
FY 2020 To FY 2021 Change	**-**	**-**	**$28,818**

Federal Protective Service
Justification of Pricing Changes

Pricing Changes	FY 2021 President's Budget		
(Dollars in Thousands)	**Positions**	**FTE**	**Amount**
Pricing Change 1 - 2020 Pay Raise	-	-	**$4,170**
FPS Operations	-	-	$4,170
Operating Expenses	-	-	$4,170
Pricing Change 2 - 2021 Pay Raise	-	-	**$1,055**
FPS Operations	-	-	$1,055
Operating Expenses	-	-	$1,055
Pricing Change 3 - Contributions to ICE - IT Infrastructure	-	-	**$58**
FPS Operations	-	-	$58
Operating Expenses	-	-	$58
Pricing Change 4 - FERS Agency Contribution	-	-	**$50**
FPS Operations	-	-	$50
Operating Expenses	-	-	$50
Pricing Change 5 - FERS Agency Contribution - Collections Offset	-	-	**($50)**
FPS Operations	-	-	($50)
Operating Expenses	-	-	($50)
Pricing Change 6 - Forecasted Contract Cost Increases for PSO	-	-	**$28,700**
Countermeasures	-	-	$28,700
Protective Security Officers	-	-	$28,700
Pricing Change 7 - Forecasted Increase for TCM Program	-	-	**$118**
Countermeasures	-	-	$118
Technical Countermeasures	-	-	$118
Pricing Change 8 - Reduction in Contract Support Due to Efficiencies	-	-	**($1,837)**
FPS Operations	-	-	($1,837)
Operating Expenses	-	-	($1,837)
Total Pricing Changes	-	-	**$32,264**

Pricing Change 1 – 2020 Pay Raise: This increase adds to the FPS budget authority in support of the 3.1-percent pay raise during 2020 for Federal personnel.

Pricing Change 2 – 2021 Pay Raise: This increase adds to the FPS budget authority in support of the annualized 1-percent pay raise for Federal personnel.

Pricing Change 3 – Contributions to ICE – IT Infrastructure: This increase adds to the FPS budget authority towards the agency's portion of the Immigration and Customs Enforcement (ICE) contribution for IT infrastructure support.

Pricing Change 4 – FERS Agency Contribution: This increase adds to the FPS budget authority in support of the Office of Management and Budget guidance towards the Federal Employee Retirement System (FERS) agency contribution.

Pricing Change 5 – FERS Agency Contribution – Collections Offset: This decrease serves as an offset to the collections within FPS budget authority for the FERS agency contribution.

Pricing Change 6 – Forecasted Contract Cost Increases for PSO: This increase supports emerging new customer requirements and contract wage adjustments to FPS guard services.

Pricing Change 7 – Forecasted Increase for TCM Program: This increase supports annualization of expenses adjust for a slight uptick in forecasted demand for the number of planned TCM projects.

Pricing Change 8 – Reduction in Contract Support Due to Efficiencies: This decrease provides an offset to the budget authority within the FPS Operations PPA due to planned efficiencies from contract support.

Federal Protective Service
Justification of Program Changes

Program Changes	FY 2021 President's Budget		
(Dollars in Thousands)	Positions	FTE	Amount
Program Change 1 - Awards Spending Increase	-	-	**$1,404**
FPS Operations	-	-	$1,404
Operating Expenses	-	-	$1,404
Program Change 2 - Reduction to FPS TACCOM Equipment and Support	-	-	**($711)**
FPS Operations	-	-	($711)
Operating Expenses	-	-	($711)
Program Change 3 - Reduction to Operational Data and IT Support	-	-	**($4,139)**
FPS Operations	-	-	($4,139)
Operating Expenses	-	-	($4,139)
Total Program Changes	-	-	**($3,446)**

Program Change 1 – Awards Spending Increase:

Description

The FY 2021 request includes an increase of $1.4M in offsetting collection authority within FPS Operations/FPS Operating Expenses PPA towards the General Schedule (GS) level staff awards from FY 2020 to FY 2021. The awards must be no less than one percentage point of the non-Senior Executive Service (non-SES), non-Senior Level (non-SL), and non-Scientific or Professional (non-ST) staffing levels.

Justification

This is in support of the President's Management Agenda (PMA) Workforce Cross-Agency Priority Goal that directs agencies to increase awards spending for Federal employee performance.

Performance

This proposed increase will have positive impacts on the agency's performance by rewarding employees for their achievements, innovation, and/or outstanding service.

Program Change 2 – Reduction to FPS TACCOM Equipment and Support:

Description

The FY 2021 request includes a reduction of $0.7M in offsetting collection authority within FPS Operations/FPS Operating Expenses PPA for FPS Tactical Communication (TACCOM) program for equipment and support. This legacy effort will end in FY 2021 with capabilities being provided in under the FPS TACCOM II follow-on program.

Justification

This decrease is reflective of the scheduled programmatic plans regarding investment cycles from the FY 2020 President's Budget into FY 2021 request.

Performance

This proposed decrease will have a minimal impact on the agency's performance, as the baseline will reflect the planned reduction in maintenance expenses for the TACCOM equipment and support effort.

<u>**Program Change 3 – Reduction to Operational Data and IT Support:**</u>

Description

The FY 2021 request includes a decrease of approximately $4.1M in offsetting collection authority within FPS Operations/FPS Operating Expenses PPA for Operational Data and IT Support. This reduction relates to the completion of one-time efforts to establish standards, practices and procedures involved with the FPS Basic Security Services assessment model.

Justification

This reflects a decrease of approximately one percent in FY 2021 from FY 2020, as this will reduce the one-time subject matter expertise for initiating the data integrity and process development involved with the prior year implementation of the FPS Basic Security Services assessment model.

Performance

This decrease is not expected to have a significant impact on the agency's ability to meet it responsibilities and obligations for auditability of the procedures and methods for information produced by the agency in support of the FPS Basic Security Services assessment model.

Federal Protective Service
Personnel Compensation and Benefits
Pay Summary

Organization (Dollars in Thousands)	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
FPS Operations	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15
Total	**1,602**	**1,507**	**$208,232**	**$138.16**	**1,602**	**1,507**	**$217,161**	**$144.09**	**1,602**	**1,507**	**$220,411**	**$146.24**	**-**	**-**	**$3,250**	**$2.15**
Discretionary - Offsetting Fee	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15

Pay by Object Class

Pay Object Classes (Dollars in Thousands)	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$131,306	$137,223	$141,657	$4,434
11.3 Other than Full-Time Permanent	$3,205	$3,379	-	($3,379)
11.5 Other Personnel Compensation	$23,574	$23,174	$25,369	$2,195
12.1 Civilian Personnel Benefits	$50,124	$53,362	$53,362	-
13.0 Benefits for Former Personnel	$23	$23	$23	-
Total - Personnel Compensation and Benefits	**$208,232**	**$217,161**	**$220,411**	**$3,250**
Positions and FTE				
Positions - Civilian	1,602	1,602	1,602	-
FTE - Civilian	1,507	1,507	1,507	-

Federal Protective Service
Permanent Positions by Grade-Appropriation

Grades and Salary Range *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
Total, SES	10	12	12	-
GS-15	44	43	43	-
GS-14	157	156	156	-
GS-13	380	380	380	-
GS-12	560	560	560	-
GS-11	91	91	91	-
GS-10	3	3	3	-
GS-9	135	135	135	-
GS-8	17	17	17	-
GS-7	181	181	181	-
GS-6	1	1	1	-
GS-5	23	23	23	-
Total Permanent Positions	**1,602**	**1,602**	**1,602**	**-**
Unfilled Positions EOY	95	95	95	-
Total Perm. Employment (Filled Positions) EOY	1,507	1,507	1,507	-
Position Locations				
Headquarters	303	303	303	-
U.S. Field	1,299	1,299	1,299	-
Averages				
Average Personnel Costs, ES Positions	171,394	176,700	178,025	1,325
Average Personnel Costs, GS Positions	88,598	92,630	93,325	695
Average Grade, GS Positions	12	12	12	-

Federal Protective Service
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
FPS Operations	$150,964	$170,339	$167,089	($3,250)
Countermeasures	$1,167,914	$1,172,430	$1,201,248	$28,818
Total	**$1,318,878**	**$1,342,769**	**$1,368,337**	**$25,568**
Discretionary - Offsetting Fee	$1,318,878	$1,342,769	$1,368,337	$25,568

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$8,924	$12,924	$12,994	$70
22.0 Transportation of Things	$10,653	$2,653	$2,653	-
23.1 Rental Payments to GSA	$25,504	$25,504	$25,504	-
23.2 Rental Payments to Others	$6	$6	$6	-
23.3 Communications, Utilities, and Misc. Charges	$21,518	$8,412	$8,427	$15
24.0 Printing and Reproduction	$143	$143	$143	-
25.1 Advisory and Assistance Services	$19,041	$44,677	$45,926	$1,249
25.2 Other Services from Non-Federal Sources	$1,177,977	$1,192,486	$1,215,633	$23,147
25.3 Other Goods and Services from Federal Sources	$5,552	$5,552	$5,620	$68
25.4 Operation and Maintenance of Facilities	$678	$678	$678	-
25.6 Medical Care	$5	$5	$5	-
25.7 Operation and Maintenance of Equipment	$32,200	$30,502	$31,493	$991
25.8 Subsistence & Support of Persons	$5,484	$522	$522	-
26.0 Supplies and Materials	$3,068	$2,893	$2,893	-
31.0 Equipment	$4,023	$12,587	$12,615	$28
32.0 Land and Structures	$4,087	$3,210	$3,210	-
42.0 Insurance Claims and Indemnities	$15	$15	$15	-
Total - Non Pay Object Classes	**$1,318,878**	**$1,342,769**	**$1,368,337**	**$25,568**

FPS Operations – PPA

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operating Expenses	1,602	1,507	$359,196	1,602	1,507	$387,500	1,602	1,507	$387,500	-	-	-
Total	**1,602**	**1,507**	**$359,196**	**1,602**	**1,507**	**$387,500**	**1,602**	**1,507**	**$387,500**	**-**	**-**	**-**
Subtotal Discretionary - Offsetting Fee	1,602	1,507	$359,196	1,602	1,507	$387,500	1,602	1,507	$387,500	-	-	-

PPA Level I Description

FPS is the DHS Secretary's resource for addressing Federal facility security across the homeland. FPS law enforcement operations encompass all aspects and resources required to deliver law enforcement protective services. To fulfill this critical mission, FPS Operations PPA provides the necessary funding for the agency's operational and mission support capabilities.

This PPA contains the follow Level II PPA:

Operating Expenses: The Level II PPA provides for Federal staff compensation and benefits; law enforcement operations, equipment, fleet and training; rent and facilities, IT and cyber-physical capabilities; and other mission support areas such as budgetary and revenue management activities, human capital, and customer engagement functions.

FPS Operations – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$359,196**	**$387,500**	**$387,500**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$81,417	$69,114	$71,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$440,613**	**$456,614**	**$458,500**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$440,613**	**$456,614**	**$458,500**
Obligations (Actual/Estimates/Projections)	$373,499	$387,614	$388,500
Personnel: Positions and FTE			
Enacted/Request Positions	1,602	1,602	1,602
Enacted/Request FTE	1,507	1,507	1,507
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	1,602	1,602	1,602
FTE (Actual/Estimates/Projections)	1,507	1,507	1,507

FPS Operations – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**1,602**	**1,507**	**$359,196**
FY 2020 Enacted	**1,602**	**1,507**	**$387,500**
FY 2021 Base Budget	**1,602**	**1,507**	**$387,500**
2020 Pay Raise	-	-	$4,170
2021 Pay Raise	-	-	$1,055
Contributions to ICE - IT Infrastructure	-	-	$58
FERS Agency Contribution	-	-	$50
Total, Pricing Increases	**-**	**-**	**$5,333**
FERS Agency Contribution - Collections Offset	-	-	($50)
Reduction in Contract Support Due to Efficiencies	-	-	($1,837)
Total, Pricing Decreases	**-**	**-**	**($1,887)**
Total Adjustments-to-Base	**-**	**-**	**$3,446**
FY 2021 Current Services	**1,602**	**1,507**	**$390,946**
Awards Spending Increase	-	-	$1,404
Total, Program Increases	**-**	**-**	**$1,404**
Reduction to FPS TACCOM Equipment and Support	-	-	($711)
Reduction to Operational Data and IT Support	-	-	($4,139)
Total, Program Decreases	**-**	**-**	**($4,850)**
FY 2021 Request	**1,602**	**1,507**	**$387,500**
FY 2020 To FY 2021 Change	**-**	**-**	**-**

FPS Operations – PPA
Personnel Compensation and Benefits
Pay Summary

Organization *(Dollars in Thousands)*	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
Operating Expenses	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15
Total	**1,602**	**1,507**	**$208,232**	**$138.16**	**1,602**	**1,507**	**$217,161**	**$144.09**	**1,602**	**1,507**	**$220,411**	**$146.24**	**-**	**-**	**$3,250**	**$2.15**
Discretionary - Offsetting Fee	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15

Pay by Object Class

Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$131,306	$137,223	$141,657	$4,434
11.3 Other than Full-Time Permanent	$3,205	$3,379	-	($3,379)
11.5 Other Personnel Compensation	$23,574	$23,174	$25,369	$2,195
12.1 Civilian Personnel Benefits	$50,124	$53,362	$53,362	-
13.0 Benefits for Former Personnel	$23	$23	$23	-
Total - Personnel Compensation and Benefits	**$208,232**	**$217,161**	**$220,411**	**$3,250**
Positions and FTE				
Positions - Civilian	1,602	1,602	1,602	-
FTE - Civilian	1,507	1,507	1,507	-

FPS Operations – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Operating Expenses	$150,964	$170,339	$167,089	($3,250)
Total	**$150,964**	**$170,339**	**$167,089**	**($3,250)**
Discretionary - Offsetting Fee	$150,964	$170,339	$167,089	($3,250)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$8,922	$12,922	$12,992	$70
22.0 Transportation of Things	$10,644	$2,644	$2,644	-
23.1 Rental Payments to GSA	$25,442	$25,442	$25,442	-
23.2 Rental Payments to Others	$6	$6	$6	-
23.3 Communications, Utilities, and Misc. Charges	$3,716	$3,716	$3,716	-
24.0 Printing and Reproduction	$143	$143	$143	-
25.1 Advisory and Assistance Services	$18,801	$44,437	$45,680	$1,243
25.2 Other Services from Non-Federal Sources	$38,838	$30,763	$25,237	($5,526)
25.3 Other Goods and Services from Federal Sources	$2,919	$2,919	$2,919	-
25.4 Operation and Maintenance of Facilities	$678	$678	$678	-
25.6 Medical Care	$5	$5	$5	-
25.7 Operation and Maintenance of Equipment	$30,919	$29,221	$30,184	$963
25.8 Subsistence & Support of Persons	$31	$31	$31	-
26.0 Supplies and Materials	$3,050	$2,875	$2,875	-
31.0 Equipment	$2,748	$11,312	$11,312	-
32.0 Land and Structures	$4,087	$3,210	$3,210	-
42.0 Insurance Claims and Indemnities	$15	$15	$15	-
Total - Non Pay Object Classes	**$150,964**	**$170,339**	**$167,089**	**($3,250)**

Operating Expenses - PPA Level II

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operating Expenses	1,602	1,507	$359,196	1,602	1,507	$387,500	1,602	1,507	$387,500	-	-	-
Total	**1,602**	**1,507**	**$359,196**	**1,602**	**1,507**	**$387,500**	**1,602**	**1,507**	**$387,500**	**-**	**-**	**-**
Subtotal Discretionary - Offsetting Fee	1,602	1,507	$359,196	1,602	1,507	$387,500	1,602	1,507	$387,500	-	-	-

PPA Level II Description

FPS is a national organization with Headquarters (HQ) in Washington, DC. FPS operates across 11 Regions and has two training facilities and four MegaCenters (dispatch centers) that are geographically dispersed across the nation. FPS HQ provides agency administration and communications, policy and strategic planning, budgetary and fiscal direction, oversight, training, and mission support to the regions, dispatch centers, and training facilities. FPS regions are operational entities and perform the mission of the organization. There is a shared responsibility between HQ and Regional offices for mission support, training and oversight of agency activities.

Operating Expense: FPS's Basic Security Services provide funding for annual operating expenses within the FPS Operating Expenses PPA. FPS may use any available prior year carryover or recovery funds for operations or other expenses related to activities involved with protecting Federal facilities. The sections below highlight the agency's priorities for funding mission critical functions and capabilities in FY 2019, FY 2020, and FY 2021. Below are high level details of each by fiscal year.

Expenditures impacting FY 2019:

- Program initiation and funding for TACCOM II investment of approximately $7.9 million.
- Launched MegaCenter Modernization with operational assessment and establishment of Computer Aided Dispatch (CAD) requirements. FPS anticipates the investment to upgrade the MegaCenters's technology to create efficiencies and reduce long-term costs of contract support.
- Began install of Telematics technology in FPS law enforcement vehicles.

Planned expenditures estimated in FY 2020:

- Federal personnel salary estimates include the 2020 pay raise of approximately $4.2 million and a shift from non-pay to pay of approximately $1.9 million to support personnel.

- Implemented the Basic Security assessment and new billing process.
- Begin acquisition development and design on FPS new Revenue Management System (RMS) to replace FPS Data System (FPSDS) with initial investment of approximately $2.0 million.

Projected expenditures in FY 2021:

- Federal personnel salary estimates include the 2021 pay raise of approximately $1.1 million.
- Federal personnel compensation for awards in 2021 at $1.4 million.
- Completing technology upgrade related to MegaCenter Modernization efforts will reduce investment needs by approximately $7.0 million in future years.
- Planned reduction of expenses and conversion of the DHS Working Capital Fund (WCF) in FY 2020 to separate enterprise-wide mission support expenses for FPS starting in FY 2021.
- Continue with RMS acquisition with approximately $4.8 million to support agile developed capabilities with system users.

The paragraphs below briefly describe FPS' critical activities:

Protective Security: FPS provides Basic Security Services including law enforcement operations, investigations, criminal intelligence and information sharing, K-9 operations, MegaCenter operations, critical incidents, and special security operations. Recent threats and attacks, both internationally and domestically, require FPS to invest an increasing amount of its law enforcement resources to respond rapidly to various locations across the country.

Facility Security Assessments: The cornerstone of FPS' protective security mission is the assessment of government facilities and their associated infrastructure. A Facility Security Assessment (FSA) is the FPS process to identify, analyze, and document the security related risks to a Federal facility, to communicate effectively those risks to facility tenants, and to recommend and monitor feasible and effective security solutions that mitigate the impact of any undesirable event, from terrorist attacks to natural disasters. FSAs are consistent with the ISC Risk Management Process for Federal Facilities (RMP). Requirements for the frequency of FSAs are driven by the ISC standards. High-risk facility (Facility Security Level (FSL) III, IV, and V) assessments occur every three years. FPS completes approximately 2,000 FSAs annually for Federal facilities with nearly 30-percent of those on high-risk facilities.

The FSA process looks not only at physical attributes, but also includes cyber-physical security questions for a Tier 1 (reference the three-tier table in the next few pages for details) to evaluate and assess building access control technologies within an FPS-protected facility. This process is a standardized comprehensive risk assessment that examines credible threats, vulnerabilities and consequences associated with each facility. FPS assesses each facility against a baseline level of protection and recommends countermeasures to mitigate the gaps identified to minimize vulnerabilities unique to the facility.

Law Enforcement Operations: FPS law enforcement personnel respond to thousands of incidences per year at Federal facilities and perform visible deterrence through mobile patrol and response activities. FPS law enforcement personnel analyze criminal intelligence, investigate threats made against Federal officials, and investigate incidents occurring in Federal facilities. Training, firearms, ammunition, and uniforms all support the ability of FPS law enforcement personnel to deploy each day to protect Federal facilities. FPS law enforcement also provides protection to a number of Congressional offices and to soft targets, on an "as-needed" basis. In addition, FPS works closely with the Administrative Office of the United States Courts and the U.S. Marshals Service to provide for the protection of Federal courthouses during high profile trials, involving terrorists, cartel drug lords, and other trials where protests or other security incidents may occur. Furthermore, FPS law enforcement provides active shooter awareness training, crime prevention, and occupant emergency planning for Federal tenants.

FPS also engages in protective assessment activities called Operation Mega Shield and Operation Shield at multiple FPS-protected facilities. Since 2014, these operations have involved tactical exercises that include deployments of a highly visible array of uniformed law enforcement personnel to validate and augment the effectiveness of FPS countermeasures. These deployments have also served to expand patrol and response operations through increased coverage and prepare FPS law enforcement personnel for rapid and coordinated response with other Federal, State, local, and tribal law enforcement personnel to emergencies or other urgent circumstances.

More specifically, Operation Shields are performed temporarily to enhance the protection of a Federal facility and the safety of the people inside. A Mega Shield event occurs when FPS teams up with Federal and non-Federal law enforcement partners to perform a joint operation. These operational deployments: (1) assess the effectiveness of PSOs in detecting the presence of unauthorized individuals or potentially disruptive or dangerous activities in or around Federal facilities, and their ability to prevent the introduction of prohibited items or harmful substances into the facilities; (2) provide a highly visible law enforcement presence; (3) possess the potential to disrupt terrorist and criminal activity; (4) expand patrol operations through increased coverage; and (5) collect and assimilate data to continually assess and improve FPS' ability to achieve its core mission: to secure facilities and safeguard occupants.

FPS law enforcement engages and provides security support during National Special Security Events (NSSE), Special Event Assessment Rating (SEAR), and other critical situations affecting the Federal community and the secure functioning of government services, including natural or man-made disasters. FPS may also deploy law enforcement officers to Federal facilities adjacent to national security events (e.g., the national conventions and inauguration held every four years), when there is a risk determination that an FPS deployment is necessary. In support of these and other protective security efforts, FPS employs over 80 explosive detection canine teams, eight large Mobile Command Vehicles (MCVs) and four smaller command vehicles. When requested, FPS also supports FEMA's hurricane disaster recovery and relief efforts. These events demonstrate the agency's agility and premier capabilities for law enforcement and protective security.

Investigations, Criminal Intelligence, & Information Sharing: The FPS Protective Investigation Program (PIP) is part of a larger system that FPS uses to protect government facilities and occupants through threat mitigation, criminal investigation, and a training program that strengthens agents' knowledge and skills in available threat mitigation strategies. The key functions of the PIP are to identify individuals that might pose a threat, investigate and assess those individuals, and implement a mitigation strategy designed to prevent an attack.

FPS agents are responsible for investigating a wide range of criminal and non-criminal activity, including felony crimes, assaults, burglary, thefts, threat of harm to Federal employees, inappropriate communications, bomb threats, and suspicious activities. Threats to harm Federal employees and inappropriate communications cases make up a substantial portion of basic criminal investigations.

FPS strategically assigns agents to the FBI Joint Terrorism Task Forces (JTTF) nationwide program. FPS leverages the resources of the FBI JTTFs and thousands of Federal, State, and local law enforcement agencies to mitigate threats and other criminal activity directed at Federal facilities. The JTTFs collect and share national security intelligence; respond to threats and incidents; conduct investigations; provide training to first responders; and conduct outreach to private sector and other partners to protect the nation's critical infrastructure. FPS agents serve as Task Force Officers (TFO) and participate in all aspects of JTTF activities and counterterrorism (CT) investigations. On a monthly basis, TFOs are directly involved in CT investigations with a nexus to Federal facilities. Under the FPS Suspicious Activity Reporting (SAR) Program FPS law enforcement officers and other Federal, State and local agencies use FBI eGuardian or directly contact JTTFs to report suspicious activity related to Federal facilities with a potential nexus to terrorism. FPS or other JTTF TFOs investigates these SARs.

FPS HQ intelligence analysts produce reports and briefings to apprise law enforcement officers and key stakeholders of the emerging threats and trends, basing these analyses on Intelligence Community and DHS Intelligence Enterprise raw and finished intelligence. In the regions, agents designated as Regional Intelligence Analysts collaborate with Federal, State, local and tribal law enforcement intelligence units and the national network of fusion centers to provide the most up-to-date local intelligence data to FPS law enforcement officers. The blending of national and local intelligence shapes FPS' protective security operational activities, including support to local special events that may pose risks to Federal facilities, employees and visitors seeking government services.

MegaCenter and Dispatch Radio Communications: FPS personnel are required to respond to a variety of incidents 24 hours a day. Some responses involve real-time criminal activity and others are done to protect life and property. To ensure around-the-clock assistance and response capabilities, FPS has four MegaCenters strategically located throughout the country. They provide a vital national radio communications link between FPS law enforcement personnel, the PSOs at posts, and other Federal, State, and local law enforcement entities. FPS' MegaCenters also facilitate the swift and efficient flow of information across the nation and territories.

Throughout the year, the MegaCenters monitor multiple types of alarm systems, closed-circuit television, and wireless dispatch communications within Federal facilities throughout the country. The alarm monitoring function and dispatch services for GSA and other Federally owned, leased, occupied or FPS-secured facilities provide a dedicated and specialized service to ensure prompt dispatch of law enforcement and emergency first responders to situations at those facilities. The MegaCenters handle incoming alarm signals that require action and FPS provides perimeter alarm monitoring and dispatch services as part of the Basic Security Services. FPS recovers the cost of an interior alarm system as well as the operations and maintenance (O&M) through the Building-Specific Security charges or through Agency-Specific Security charges.

In FY 2019, the four MegaCenters collectively monitored approximately 2.43 million incoming alarm signals that required an action by FPS. With that, FPS dispatched over 206 thousand calls for services with nearly 48 thousand events with an FPS response. In all, the four MegaCenters supported FPS law enforcement and protective security operations handling 1.62 million incoming/outgoing telephone calls and over 2.85 million incoming/outgoing radio calls.

Fleet Vehicles: FPS operates a fleet management program for law enforcement operations. FPS tracks and maintains a fleet of approximately 1,200 vehicles to ensure that FPS officers are able to respond and protect the people and buildings under its protection. FPS leases the majority of its fleet through GSA, except for specialty vehicles (e.g., MCVs and motorcycles), which FPS purchases since these are not available to lease through GSA. Vehicle leasing has the advantage of allowing FPS to routinely replace vehicles at the end of the lease period and normalize the cost over a three or five year period.

In FY 2019, FPS equipped 274 vehicles with Telematics and plans to upfit an additional 757 vehicles with the technology in FY 2020. The Telematics program improves FPS' ability to manage and optimize its fleet. The technology also provides efficient record keeping of current assets and captures data of underutilized assets. FPS began development of a draft Telematics Manual that will provide guidance to all FPS employees as it relates to the vehicle telematics program. FPS will publish the manual in mid-FY 2020.

As mentioned, the FPS fleet management program includes eight large 42-foot MCVs and four smaller SUV-based mobile communications vehicles called "Rabbits". The MCV program provides enhanced mobile facilities to locations where the communications infrastructure is inadequate, disrupted, or to support needed interoperability among law enforcement agencies. Strategically located at regional offices around the nation, each of the full-service MCVs supports a 600-mile response radius to ensure that FPS can provide service to any area of the continental U.S. within 24 hours driving time. The Rabbits offer most of the same communications capabilities as MCVs, but lack command and control space and workstations. However, the smaller, more rugged Rabbits, provide an ability to navigate tight spaces and unimproved roads to bring communications services into otherwise inaccessible areas. FPS has deployed MCVs during natural disasters and for special security events, including political party conventions, presidential inaugurations, major sporting events, and terrorist trials.

Cyber-Physical Security Support: The automation of facility systems has generated increased demand for technological capabilities within traditional security and law enforcement duties. Facilities and supporting systems continue to evolve, blurring the lines between physical and IT security. This FPS program addresses the risks to Federal facilities, securing building and security technology against potential threat to unauthorized access to information or control devices that could cause harm. FPS is upgrading its capabilities in order to prepare for the near future, as facilities now contain internet-connected, wireless, and mobile systems that control cameras, elevators, heating, ventilation, and air conditioning (HVAC) systems. These systems optimize energy efficiency and create comfortable and user-friendly workplaces and settings. They also make facilities more vulnerable to cyber-attacks by presenting unguarded "doors" for criminals, vandals, and terrorists to exploit. FPS' security mission requires FPS to remain consistently ahead of these complex and hybrid threats. Hackers might be able to get into the credit card systems through the HVAC because in many "intelligent" buildings, connecting these systems makes things easier to manage. Nevertheless, tightly connected systems pose a risk and require increased technological capabilities within traditional security and law enforcement duties. As a result, understanding the "Cyber hygiene" of facilities is essential. Facilities and supporting systems continue to evolve and blur the lines between physical and IT security. FPS addresses these risks to Federal facilities and secure building and technology against potential threat to unauthorized access that may cause harm.

FPS law enforcement is responsible for Tier 1 and 2 activities. The DHS Cybersecurity and Infrastructure Security Agency's National Cybersecurity and Communications Integration Center (NCCIC) conducts Tier 3 activities. The following table illustrates the Tier levels and primary responsibilities:

Level	Description	Output	Primary Responsibility
Tier 1	Data Collection and Triage	• Utilizes existing assessment method, but evaluates system connectivity • Structured inputs added to existing evaluation in the FPS Gateway/Modified Infrastructure Survey Tool.	FPS Inspectors
Tier 2	Initial Cybersecurity Assessment	• Evaluation of cyber specific threats toward systems, agencies, and facility coupled with vulnerability research and Interagency Security Committee specific countermeasures as applied to each system	FPS Advanced Technology Security Specialist (Inspectors w/Net+)
Tier 3	Advanced Cybersecurity Assessment	• Industrial Control Systems Cyber Emergency Response (ICS-CERT) Cybersecurity Evaluation Tool/Design Architecture Review/Network Architecture Validation	NCCIC (with FPS coordination)

Law Enforcement / Protective Security Training: FPS maintains training facilities at the Federal Law Enforcement Training Center (FLETC) and within the National Capital Region (NCR). At FLETC, FPS coordinates and conducts initial training for Inspectors through a 37-week comprehensive training program, which certifies them as Federal law enforcement officers and provide certificates in national weapons detection training, use of electronic control devices, alarm and video surveillance systems technology, and facility security assessments. At the NCR facility, FPS provides ongoing certification training for firearms qualifications and other law enforcement officer requirements. FPS also requires each law enforcement officer to attend in-service training annually and complete a more rigorous one-week training course every five-years.

In FY 2019, FPS created two new training program areas, dedicated training for 1811 Workforce and Computer Based Training (CBT) capability. Due to distance learning, FPS completed more law enforcement officer training than previous years. In addition, FPS increased tempo for explosive detection K-9 training, continued focus on officer and public safety in preparation and response to disaster and maintained officer skills proficiency training on lethal and less lethal weapons, defense and control tactics and active shooter response. In FY 2020 and FY 2021, FPS plans to expand its CBT capability to offer a subset of the new inspector training courses through distance learning.

Mission Support: FPS mission and business support activities include HQ leadership; management and operations; field operations oversight; resource management to include budget, finance, revenue, cost estimation, and performance management; logistics contracting and procurement; workforce planning/human capital coordination; program management; and acquisition program and information technology (IT) system planning and oversight. Financial and internal controls are critical to the achievement of the FPS mission. This focus is reflected in the planning and analytical rigor that underlies the emphasis placed on budgets, revenue and performance management, particularly with respect to ensuring: (1) financial transparency, (2) operational continuity, (3) responsiveness to customer demand and FPS direction, including surges, critical incidents, special events, and (4) the continuous realization of spending efficiencies. FPS manages its own critical operational systems, which are listed and described in the following:

Operational Systems

- *Modified Infrastructure Survey Tool*
- *Law Enforcement Information Management System*
- *Post Tracking System*
- *Tactical Communications - Equipment and Support*
- *Tactical Communications II*

The Modified Infrastructure Survey Tool (MIST) is an enhanced system that provides law enforcement with an automated capability to capture vulnerability information about a Federal facility and generate a vulnerability assessment as part of the overall FSA. MIST is an ISC compliant assessment tool and implemented risk assessment methodology that standardized how FSAs are performed, providing consistent results and tailored recommendations for countermeasures, and a transparent understanding of vulnerabilities and protective and mitigation strategies by stakeholders. MIST provides FPS with the means to conduct FSAs in a consistent, streamlined manner in accordance with the standards and criteria set forth by the ISC, and provide a defensible deliverable for inspectors to use when presenting their findings and making recommendations to stakeholders. Additionally, FPS has a MIST Question Set that incorporates cyber elements into FSAs contributing to an overall implementation strategy to integrate agency-wide cyber-physical security concepts across the workforce. In FY 2021, FPS will maintain planned O&M efforts for MIST.

The Law Enforcement Information Management System (LEIMS) system provides FPS with investigative case management, incident reporting, and activity tracking for its investigators and inspectors. LEIMS allows FPS investigators and inspectors to generate actionable business intelligence and implement modern resource allocation. FPS invested in this capability to serve as its case management system, as the replacement to the out of date legacy Treasury Law Enforcement System, known as TECS. LEIMS is a modernized case management system designed as a single system to track all incidents, case management, and non-traditional law enforcement and security activities. FPS requires a robust, enterprise, activity-based law enforcement information management system that will capture the full complement of physical security and law enforcement tasks. Without this capability, FPS would experience a decline in operational productivity and perpetuate the fragmentation of critical information that is at the center of FPS' ability to provide a safe and secure environment for its stakeholders.

The Post Tracking System (PTS) system is a web application to support PSO oversight and management. PTS provides FPS with the capabilities to monitor remotely thousands of FPS guard posts in real-time to ensure that the post has a qualified PSO. This feature streamlines FPS' oversight efforts as well as integration of suitability and security clearance data for making eligibility determinations to staff guard posts. Additionally, this feature is possible through the enhanced capability of allowing users to use their DHS Personal Identity Verification (PIV) cards for verification and authorization to obtain system access. PTS also provides associated business workflows, analytics, and reports in support of FPS operations and mission support users. For instance, PTS allows FPS to gather automatically and store data needed to validate contract invoices, respond to data calls, provide management reports, and analyze performance.

The FPS Tactical Communications (TACCOM) equipment and support program is a legacy effort that provides a centralized dispatch and land mobile radio capability that supports 11 regions and FPS Headquarters (HQ) as well as office-to-officer and officer-to-officer communications. The

TACCOM Land Mobile Radio (LMR) communications system is a vital link to performing FPS's mission of securing and protecting the federal workforce and federal facilities. The O&M aspect of TACCOM includes: system maintenance, tactical form-fit-function technology refresh, and emergency and day-to-day operations and support. FY 2021 will be the last year for the FPS TACCOM equipment and support program. The following fiscal year, the remaining effort will move and reside in FPS TACCOM II.

The TACCOM II program is a follow-on effort that provides tactical form-fit-function technology refresh with future system maintenance, including day-to-day operations and support via government Full Time Equivalents (FTE's) and contracted field support technicians initially established by the FPS TACCOM Equipment and Support investment. TACCOM II will provide a centralized dispatch and land mobile radio capability that supports FPS Headquarters (HQ) and its eleven (11) regions, including office-to-officer and officer-to-officer communications. The TACCOM II LMR communications system is a vital link to performing FPS's mission of securing and protecting the Federal workforce and facilities.

FPS also manages its own mission support systems, which are listed and described in the following:

Mission Support Systems

- *Training and Academy Management System*
- *FPS Data System/Revenue Management System*
- *Operational Support Systems*

The Training and Academy Management System (TAMS) system provides FPS with a platform to manage its training and academy function to include creating, managing, delivering and recording training critical to its workforce of law enforcement officers and contract PSOs. The system also assists with overseeing and validating training and certification requirements. Law enforcement and security agencies are required to demonstrate how they train their law enforcement personnel, to what standards they train their law enforcement staff and how those standards are achieved. Additionally, TAMS provides FPS the capabilities to improve systems for complex training course scheduling and resource management, manage training and certification requirements and records, and assess training effectiveness. TAMS allows FPS to conduct real time reporting on law enforcement and protective security staff training and their certification status, training curriculum and content, and detailed training delivery history including student progress and results, and instructor information. FPS long-term plans are to have this automated tool be interoperable with both LEIMS and PTS.

The FPS Data System (FPSDS) is a legacy web-based application used to collect data required for generating monthly invoices as part of FPS' billing and revenue business operations. In FY 2019, FPS initiated an effort to examine its business needs and to document requirements for a replacement system to FPSDS. In FY 2020 and FY 2021, FPS will continue to build upon this initiative, while maintaining FPSDS during the effort, which will be reflected as a mixed life cycle investment. The new replacement system will be known as the Revenue Management System (RMS).

The Operational Support Systems (OSS) is a family of applications and systems within the four FPS MegaCenters which collect and maintain basic information on law enforcement and security activities at Federal buildings nationwide. FPS Headquarters uses the data to analyze trends in criminal

activity, assess the security in local areas, and assist in solving criminal cases. The OSS is made up of several stand-alone systems such as, Daily Operations Log (DOL), Web-Based Records Management System (WebRMS), and Security Information System (SIS), which provides the MegaCenters with current IT technology and operational tools to perform day to day operational duties such as answering alarms, assigning Case Control Numbers (CCN's), field operational activity and tracking, compiling and creating reports, tracking workload and assigning officers to calls, recording radio and telephone traffic, etc.

Operating Expenses – PPA Level II
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	**1,602**	**1,507**	**$359,196**
FY 2020 Enacted	**1,602**	**1,507**	**$387,500**
FY 2021 Base Budget	**1,602**	**1,507**	**$387,500**
2020 Pay Raise	-	-	$4,170
2021 Pay Raise	-	-	$1,055
Contributions to ICE - IT Infrastructure	-	-	$58
FERS Agency Contribution	-	-	$50
Total, Pricing Increases	**-**	**-**	**$5,333**
FERS Agency Contribution - Collections Offset	-	-	($50)
Reduction in Contract Support Due to Efficiencies	-	-	($1,837)
Total, Pricing Decreases	**-**	**-**	**($1,887)**
Total Adjustments-to-Base	**-**	**-**	**$3,446**
FY 2021 Current Services	**1,602**	**1,507**	**$390,946**
Awards Spending Increase	-	-	$1,404
Total, Program Increases	**-**	**-**	**$1,404**
Reduction to FPS TACCOM Equipment and Support	-	-	($711)
Reduction to Operational Data and IT Support	-	-	($4,139)
Total, Program Decreases	**-**	**-**	**($4,850)**
FY 2021 Request	**1,602**	**1,507**	**$387,500**
FY 2020 To FY 2021 Change	**-**	**-**	**-**

Operating Expenses – PPA Level II
Personnel Compensation and Benefits
Pay Summary

Organization *(Dollars in Thousands)*	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
Operating Expenses	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15
Total	**1,602**	**1,507**	**$208,232**	**$138.16**	**1,602**	**1,507**	**$217,161**	**$144.09**	**1,602**	**1,507**	**$220,411**	**$146.24**	**-**	**-**	**$3,250**	**$2.15**
Discretionary - Offsetting Fee	1,602	1,507	$208,232	$138.16	1,602	1,507	$217,161	$144.09	1,602	1,507	$220,411	$146.24	-	-	$3,250	$2.15

* 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 *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 - FY 2021 Change
11.1 Full-time Permanent	$131,306	$137,223	$141,657	$4,434
11.3 Other than Full-Time Permanent	$3,205	$3,379	-	($3,379)
11.5 Other Personnel Compensation	$23,574	$23,174	$25,369	$2,195
12.1 Civilian Personnel Benefits	$50,124	$53,362	$53,362	-
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Total - Personnel Compensation and Benefits	**$208,232**	**$217,161**	**$220,411**	**$3,250**
Positions and FTE				
Positions - Civilian	1,602	1,602	1,602	-
FTE - Civilian	1,507	1,507	1,507	-

Pay Cost Drivers

Pay Cost Drivers (Dollars in Thousands)	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate	FTE	Amount	Rate
Law Enforcement	1,134	$162,623	$143.41	1,134	$169,603	$149.56	1,134	$172,141	$151.80	-	$2,538	$2.24
Non-Law Enforcement	373	$45,609	$122.28	373	$47,558	$127.50	373	$48,270	$129.41	-	$712	$1.91
Total Pay Cost Drivers	**1,507**	**$208,232**	**$138.18**	**1,507**	**$217,161**	**$144.10**	**1,507**	**$220,411**	**$146.26**	**-**	**$3,250**	**$2.16**

Explanation of Pay Cost Drivers

Law Enforcement: FPS law enforcement officers fill many roles including Inspectors, Criminal Investigators, K-9 Officers, District and Area Commanders.

Non-Law Enforcement: Non-law enforcement personnel provide support that sustains the mission and fill many roles including Mission Support Branch Chiefs, Budget Analysts, Contract Specialists, Human Capital support, IT Specialists, and Personnel Security Specialists.

Operating Expenses – PPA Level II
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Operating Expenses	$150,964	$170,339	$167,089	($3,250)
Total	**$150,964**	**$170,339**	**$167,089**	**($3,250)**
Discretionary - Offsetting Fee	$150,964	$170,339	$167,089	($3,250)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$8,922	$12,922	$12,992	$70
22.0 Transportation of Things	$10,644	$2,644	$2,644	-
23.1 Rental Payments to GSA	$25,442	$25,442	$25,442	-
23.2 Rental Payments to Others	$6	$6	$6	-
23.3 Communications, Utilities, and Misc. Charges	$3,716	$3,716	$3,716	-
24.0 Printing and Reproduction	$143	$143	$143	-
25.1 Advisory and Assistance Services	$18,801	$44,437	$45,680	$1,243
25.2 Other Services from Non-Federal Sources	$38,838	$30,763	$25,237	($5,526)
25.3 Other Goods and Services from Federal Sources	$2,919	$2,919	$2,919	-
25.4 Operation and Maintenance of Facilities	$678	$678	$678	-
25.6 Medical Care	$5	$5	$5	-
25.7 Operation and Maintenance of Equipment	$30,919	$29,221	$30,184	$963
25.8 Subsistence & Support of Persons	$31	$31	$31	-
26.0 Supplies and Materials	$3,050	$2,875	$2,875	-
31.0 Equipment	$2,748	$11,312	$11,312	-
32.0 Land and Structures	$4,087	$3,210	$3,210	-
42.0 Insurance Claims and Indemnities	$15	$15	$15	-
Total - Non Pay Object Classes	**$150,964**	**$170,339**	**$167,089**	**($3,250)**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 202021 Total Changes
Nationwide IT Capabilities, Infrastructure, Operations and Maintenance	$42,328	$56,907	$56,907	-
MegaCenter Dispatch Operations	$19,885	$22,123	$19,500	($2,623)
Rent – GSA	$25,442	$25,442	$25,442	-
Working Capital Fund	$10,709	$11,037	-	($11,037)
Enterprise-wide Mission Support Costs	-	-	$10,267	$10,267
Other	$52,600	$54,830	$54,973	$143
Total – Non Pay Cost Drivers	**$150,964**	**$170,339**	**$167,089**	**($3,250)**

Explanation of Non Pay Cost Drivers

Nationwide IT Capabilities, Infrastructure, Operations and Maintenance: FPS requires IT upgrades/refreshes for equipment (laptops, etc.), contributions to infrastructure/cloud capabilities, and systems O&M support, such as connectivity, help desk and system monitoring/patching to maintain service availability for its HQ and regional offices. No growth planned in the nationwide IT line-item from FY 2020 to FY 2021.

MegaCenter/Dispatch Operations: FPS MegaCenters are in operation 24 hours a day, 7 days a week, providing a vital communications link between FPS law enforcement personnel, PSOs manning posts at or patrolling in Federal facilities, other Federal, State and local law enforcement entities, and facilitate the swift and efficient flow of information across the nation and territories. FPS MegaCenters also monitor multiple types of alarm systems, closed circuit television, and wireless dispatch communications within Federal facilities throughout the nation. FPS anticipates a cost reduction from FY 2020 to FY 2021 due to benefits from the modernization effort. With that, FPS will continue to receive operational support from its four MegaCenters in FY 2021.

Rent – GSA: FPS occupies approximately 905,000 square feet of operational and support space obtained through GSA. FPS derives rent costs from annual estimates provided by GSA and DHS Management.

Working Capital Fund (WCF): FPS provides funding to the DHS WCF, a managed account from which a full range of oversight support services such as finance, accounting, and personnel administration. DHS employs algorithms to assess charges, which ends in FY 2020.

Enterprise-wide Mission Support Costs: Starting in FY 2021, FPS will continue to provide funding to support the agency in the following categories enterprise-wide efforts for human capital functions, personnel security and staff badges, financial and IT system contributions, and transit subsidy expenses for the Federal workforce. These expense items were previously captured in the WCF line above.

Other: FPS plans for nominal increase in costs across its remaining miscellaneous expenses in FY 2021, which are anticipated in order to continue to provide uninterrupted mission delivery for law enforcement and protective security services.

Countermeasures – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Protective Security Officers	-	-	$1,121,883	-	-	$1,148,400	-	-	$1,177,100	-	-	$28,700
Technical Countermeasures	-	-	$46,031	-	-	$24,030	-	-	$24,148	-	-	$118
Total	-	-	**$1,167,914**	-	-	**$1,172,430**	-	-	**$1,201,248**	-	-	**$28,818**
Subtotal Discretionary - Offsetting Fee	-	-	$1,167,914	-	-	$1,172,430	-	-	$1,201,248	-	-	$28,818

PPA Level I Description

FPS employs both human and non-human countermeasures as a part of its customized protective security services. The human countermeasures are the contracted Protective Security Officers and the non-human capabilities are the Technical Countermeasures. The goal of these services is to provide a comprehensive risk-based approach to facility protection allowing FPS to prioritize its operations to prevent, detect, assess, respond to, and disrupt criminal and other incidents endangering the Federal community.

This PPA contains the following Level II PPAs:

Protective Security Officers (PSOs): This supports the FPS contract guards assigned to designated posts at Federal facilities.

Technical Countermeasures (TCM): This supports the FPS TCM equipment and capabilities located at Federal facilities.

The Countermeasures PPA uses the following two recovery charging categories in FPS' budget authority to collect for security services:

- FPS provides building-specific security services in accordance with security requirements generated through an FSA or customer request. FPS distributes building costs to tenants based on their portion of square footage from the GSA Occupancy Agreements and recovers direct contract costs on a monthly basis.

- FPS negotiates agency-specific security, also called tenant-specific security, via Security Work Authorizations (SWAs) or reimbursable agreements between FPS and another Federal agency. The security service charges are similar to building-specific, but FPS provides these to an individual customer rather than the facility. FPS collects the direct costs of the security services customers request on a monthly basis.

Countermeasures – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$1,167,914**	**$1,172,430**	**$1,201,248**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$163,698	$93,192	$93,923
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Reprogrammings/Transfers	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$1,331,612**	**$1,265,622**	**$1,295,171**
Collections – Reimbursable Resources	-	-	-
Collections – Other Sources	($94,349)	-	-
Total Budget Resources	**$1,237,263**	**$1,265,622**	**$1,295,171**
Obligations (Actual/Estimates/Projections)	$1,149,071	$1,176,699	$1,206,369
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Countermeasures – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$1,167,914**
FY 2020 Enacted	-	-	**$1,172,430**
FY 2021 Base Budget	-	-	**$1,172,430**
Forecasted Contract Cost Increases for PSO	-	-	$28,700
Forecasted Increase for TCM Program	-	-	$118
Total, Pricing Increases	-	-	**$28,818**
Total Adjustments-to-Base	-	-	**$28,818**
FY 2021 Current Services	-	-	**$1,201,248**
FY 2021 Request	-	-	**$1,201,248**
FY 2020 To FY 2021 Change	-	-	**$28,818**

Countermeasures – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Protective Security Officers	$1,121,883	$1,148,400	$1,177,100	$28,700
Technical Countermeasures	$46,031	$24,030	$24,148	$118
Total	**$1,167,914**	**$1,172,430**	**$1,201,248**	**$28,818**
Discretionary - Offsetting Fee	$1,167,914	$1,172,430	$1,201,248	$28,818

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	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	$2	$2	-
22.0 Transportation of Things	$9	$9	$9	-
23.1 Rental Payments to GSA	$62	$62	$62	-
23.3 Communications, Utilities, and Misc. Charges	$17,802	$4,696	$4,711	$15
25.1 Advisory and Assistance Services	$240	$240	$246	$6
25.2 Other Services from Non-Federal Sources	$1,139,139	$1,161,723	$1,190,396	$28,673
25.3 Other Goods and Services from Federal Sources	$2,633	$2,633	$2,701	$68
25.7 Operation and Maintenance of Equipment	$1,281	$1,281	$1,309	$28
25.8 Subsistence & Support of Persons	$5,453	$491	$491	-
26.0 Supplies and Materials	$18	$18	$18	-
31.0 Equipment	$1,275	$1,275	$1,303	$28
Total - Non Pay Object Classes	**$1,167,914**	**$1,172,430**	**$1,201,248**	**$28,818**

Protective Security Officers – PPA Level II
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Protective Security Officers	-	-	$1,121,883	-	-	$1,148,400	-	-	$1,177,100	-	-	$28,700
Total	**-**	**-**	**$1,121,883**	**-**	**-**	**$1,148,400**	**-**	**-**	**$1,177,100**	**-**	**-**	**$28,700**
Subtotal Discretionary - Offsetting Fee	-	-	$1,121,883	-	-	$1,148,400	-	-	$1,177,100	-	-	$28,700

PPA Level II Description

FPS PSO Level II PPA provides funding for contract guard services, which are a key ongoing component of FPS' protective security mission. When customer agencies request guard services, FPS deploys PSOs for temporary assignments to assist with protective security activities, such as during high profile trials and in support of the FEMA's hurricane recovery efforts. Individual risk assessments, combined with specific customer requirements drive the placement of PSO posts. With that, PSOs provide:

- Access control by ensuring access to secured areas in accordance to access control procedures;
- Control center operations by integrating multiple countermeasures through monitoring of security equipment and facilitating communication with other posts or law enforcement as necessary;
- Patrol and response by patrolling and monitoring facilities for safety, security, and enforcement purposes;
- Screening by identifying and interdicting unlawful, dangerous, or prohibited items to ensure that they do not enter a secured area; and
- Visitor processing by identifying and documenting visiting individuals.

Protective Security Officers – PPA Level II
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$1,121,883**
FY 2020 Enacted	-	-	**$1,148,400**
FY 2021 Base Budget	-	-	**$1,148,400**
Forecasted Contract Cost Increases for PSO	-	-	$28,700
Total, Pricing Increases	-	-	**$28,700**
Total Adjustments-to-Base	-	-	**$28,700**
FY 2021 Current Services	-	-	**$1,177,100**
FY 2021 Request	-	-	**$1,177,100**
FY 2020 To FY 2021 Change	-	-	**$28,700**

Protective Security Officers – PPA Level II
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Protective Security Officers	$1,121,883	$1,148,400	$1,177,100	$28,700
Total	**$1,121,883**	**$1,148,400**	**$1,177,100**	**$28,700**
Discretionary - Offsetting Fee	$1,121,883	$1,148,400	$1,177,100	$28,700

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	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	$2	$2	-
23.3 Communications, Utilities, and Misc. Charges	$35	$35	$36	$1
25.2 Other Services from Non-Federal Sources	$1,119,369	$1,145,886	$1,174,523	$28,637
25.3 Other Goods and Services from Federal Sources	$2,455	$2,455	$2,517	$62
25.7 Operation and Maintenance of Equipment	$3	$3	$3	-
25.8 Subsistence & Support of Persons	$16	$16	$16	-
26.0 Supplies and Materials	$3	$3	$3	-
Total - Non Pay Object Classes	**$1,121,883**	**$1,148,400**	**$1,177,100**	**$28,700**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 202021 Total Changes
Protective Security Officer Contracts	$1,121,883	$1,148,400	$1,177,100	$28,700
Total – Non Pay Cost Drivers	**$1,121,883**	**$1,148,400**	**$1,177,100**	**$28,700**

Explanation of Non Pay Cost Driver

Protective Security Officer Contracts: The services provided under the PSO contracts are a key component of the execution of FPS' security mission. Individual risk assessments combined with the specific customer requirements of each facility drive the placement of PSO-staffed security posts at different facilities. PSOs help minimize specific vulnerabilities to identified credible threats. From FY 2020 into FY 2021, FPS forecast for a standardize increase of approximately 2.5% in requested budget authority for expenses associated with PSO contracts.

Technical Countermeasures – PPA Level II

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Technical Countermeasures	-	-	$46,031	-	-	$24,030	-	-	$24,148	-	-	$118
Total	**-**	**-**	**$46,031**	**-**	**-**	**$24,030**	**-**	**-**	**$24,148**	**-**	**-**	**$118**
Subtotal Discretionary - Offsetting Fee	-	-	$46,031	-	-	$24,030	-	-	$24,148	-	-	$118

PPA Level II Description

FPS TCM Level II PPA allows the agency to provide an integrated and cost-effective level of protection. TCM includes alarm systems, magnetometers, Intrusion Detection Systems (IDS), X-ray machines, Video Surveillance System (VSS) (formerly referred to as Closed Circuit Video) equipment, Physical Access Control Systems (PACS) and associated infrastructure. TCM program includes design, implementation, project/equipment oversight, and on-going collaboration with Federal partners.

FPS is responsible for installing and maintaining appropriate technical countermeasures to mitigate threats to Federal facilities by enhancing the protective security posture across the facility portfolio. FPS customers reimburse FPS for TCM costs through the monthly invoicing process.

The presence of antiquated technology and equipment that has reached and/or exceeded its intended useful life (much of the equipment is over 10 years old), has created significant risks by degrading the ability to deter, negate, and detect credible threats to Federal facilities, personnel, information and equipment. Older analog technology is not supported by manufacturers, integrators or installers. Therefore, it is necessary for FPS to continue updating TCM projects with digital technology and equipment in order to address the evolving threat environment by enhancing its ability to secure Federal facilities. This upgrade and refresh effort would assist in lowering security risks to facilities by addressing technology obsolescence, TCM requirement gaps, and facilitate real-time intelligence and information sharing. FPS will continue to provide limited ongoing support to TCM modernization efforts by considering facility security levels and operability of existing systems.

Technical Countermeasures – PPA Level II
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$46,031**
FY 2020 Enacted	-	-	**$24,030**
FY 2021 Base Budget	-	-	**$24,030**
Forecasted Increase for TCM Program	-	-	$118
Total, Pricing Increases	-	-	**$118**
Total Adjustments-to-Base	-	-	**$118**
FY 2021 Current Services	-	-	**$24,148**
FY 2021 Request	-	-	**$24,148**
FY 2020 To FY 2021 Change	-	-	**$118**

Technical Countermeasures – PPA Level II
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Total Changes
Technical Countermeasures	$46,031	$24,030	$24,148	$118
Total	**$46,031**	**$24,030**	**$24,148**	**$118**
Discretionary - Offsetting Fee	$46,031	$24,030	$24,148	$118

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 2021 Change
22.0 Transportation of Things	$9	$9	$9	-
23.1 Rental Payments to GSA	$62	$62	$62	-
23.3 Communications, Utilities, and Misc. Charges	$17,767	$4,661	$4,675	$14
25.1 Advisory and Assistance Services	$240	$240	$246	$6
25.2 Other Services from Non-Federal Sources	$19,770	$15,837	$15,873	$36
25.3 Other Goods and Services from Federal Sources	$178	$178	$184	$6
25.7 Operation and Maintenance of Equipment	$1,278	$1,278	$1,306	$28
25.8 Subsistence & Support of Persons	$5,437	$475	$475	-
26.0 Supplies and Materials	$15	$15	$15	-
31.0 Equipment	$1,275	$1,275	$1,303	$28
Total - Non Pay Object Classes	**$46,031**	**$24,030**	**$24,148**	**$118**

Non Pay Cost Drivers

Non Pay Cost Drivers *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 Enacted	FY 2021 President's Budget	FY 2020 to FY 202021 Total Changes
Technical Countermeasure Contracts	$46,031	$24,030	$24,148	$118
Total – Non Pay Cost Drivers	**$46,031**	**$24,030**	**$24,148**	**$118**

Explanation of Non Pay Cost Driver

Technical Countermeasure Contracts: Funding for TCM contracts allows FPS to procure and maintain technical security equipment, install or upgrade required infrastructure to support equipment networking, and equipment end of life replacement. From FY 2020 to FY 2021, FPS forecast a slight increase of approximately 0.5% in requested budget authority for TCM projects in support of customers and tenant agencies.

Department of Homeland Security

Working Capital Fund

Fiscal Year 2021
Congressional Justification

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Working Capital Fund
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Fee for Service Activity	-	-	$403,844	-	-	$403,844	-	-	-	-	-	($403,844)
Government Wide Mandated Service Activity	-	-	$8,733	-	-	$8,733	-	-	-	-	-	($8,733)
DHS Cross Cutting Activities	-	-	$11,913	-	-	-	-	-	-	-	-	-
Total	**-**	**-**	**$424,490**	**-**	**-**	**$412,577**	**-**	**-**	**-**	**-**	**-**	**($412,577)**
Subtotal Discretionary - Appropriation	-	-	$424,490	-	-	$412,577	-	-	-	-	-	($412,577)

The FY 2021 Request dissolves the Working Capital Fund (WCF) based on strategic reviews that were conducted by the Department and the Working Capital Fund Governance Board. As a result, no funds are included in FY 2021. All activities will be removed from the WCF through base transfers from DHS Components to the servicing Management Offices for the WCF Fee-for-Service and Government-Wide Mandated Services.

The following three Fee for Service activities will be reimbursed through Inter-Agency Agreements (IAA's): Transit Benefits Program, Flexible Spending Plan, and Finance and Accounting Shared Services.

Additionally, costs associated with the Classified Network Operations (C-LAN) will be removed from the WCF and transferred to Analysis & Operations (A&O), as they will assume responsibility for providing this service DHS-wide.

Working Capital Fund
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$424,490**	**$412,577**	-
Carryover and/or Recoveries (Actual/Estimates/Projections)	$93,490	$1,000	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$517,980**	**$413,577**	-
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$517,980**	**$413,577**	-
Obligations (Actual/Estimates/Projections)	$516,980	$413,577	-
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Working Capital Fund
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$424,490**
FY 2020 Enacted	-	-	**$412,577**
FY 2021 Base Budget	-	-	**$230,057**
Transfer for WCF Removals from Components/BFELOB to MGMT/OS/OCIO	-	-	($92)
Transfer for WCF Removals from Components/BI to MGMT/OS/OCSO	-	-	($3,032)
Transfer for WCF Removals from Components/e-Gov Benefits to MGMT/OS/OCHCO	-	-	($137)
Transfer for WCF Removals from Components/e-Gov IAE to MGMT/OS/OCFO	-	-	($471)
Transfer for WCF Removals from Components/e-IFAE to MGMT/OS/OCPO	-	-	($884)
Transfer for WCF Removals from Components/e-Rulemaking to MGMT/OS/OCIO	-	-	($291)
Transfer for WCF Removals from Components/e-Training to MGMT/OS/OCHCO	-	-	($3,981)
Transfer for WCF Removals from Components/EHRI to MGMT/OS/OCHCO	-	-	($3,819)
Transfer for WCF Removals from Components/FMLOB to MGMT/OS/OCIO	-	-	($157)
Transfer for WCF Removals from Components/Geospatial to MGMT/OS/OCIO	-	-	($188)
Transfer for WCF Removals from Components/GSA Rent to MGMT/OS/OCRSO	-	-	($80,150)
Transfer for WCF Removals from Components/HCBS to MGMT/OS/OCHCO	-	-	($4,550)
Transfer for WCF Removals from Components/HQLDP to MGMT/OS/OCHCO	-	-	($40)
Transfer for WCF Removals from Components/HRLOB to MGMT/OS/OCHCO	-	-	($231)
Transfer for WCF Removals from Components/HSPD-12 to MGMT/OS/OCSO	-	-	($18,226)
Transfer for WCF Removals from Components/ICF to MGMT/OS/OCFO	-	-	($994)
Transfer for WCF Removals from Components/Mail to MGMT/OS/OCRSO	-	-	($7,067)
Transfer for WCF Removals from Components/NCRIO to MGMT/OS/OCIO	-	-	($31,099)
Transfer for WCF Removals from Components/PMLOB to MGMT/OS/OCFO	-	-	($68)
Transfer for WCF Removals from Components/RLIS to MGMT/OS/OCIO	-	-	($6,047)
Transfer for WCF Removals from Components/USAJOBS to MGMT/OS/OCHCO	-	-	($1,188)
Transfer for WCF Removals from WCF to MGMT/OS	-	-	($67,345)
Total Transfers	-	-	**($230,057)**
Total Adjustments-to-Base	-	-	**($230,057)**
FY 2021 Request	-	-	**-**
FY 2020 To FY 2021 Change	-	-	**($412,577)**

Working Capital Fund
Justification of Transfers

Transfers *(Dollars in Thousands)*	FY 2021 CJ - Working Capital Fund		
	Positions	FTE	Amount
Transfer 1 - Transfer for WCF Removals from Components/BFELOB to MGMT/OS/OCIO	-	-	**($92)**
Government Wide Mandated Service Activity	-	-	($92)
Transfer 2 - Transfer for WCF Removals from Components/BI to MGMT/OS/OCSO	-	-	**($3,032)**
Fee for Service Activity	-	-	($3,032)
Transfer 3 - Transfer for WCF Removals from Components/EHRI to MGMT/OS/OCHCO	-	-	**($3,819)**
Government Wide Mandated Service Activity	-	-	($3,819)
Transfer 4 - Transfer for WCF Removals from Components/FMLOB to MGMT/OS/OCIO	-	-	**($157)**
Government Wide Mandated Service Activity	-	-	($157)
Transfer 5 - Transfer for WCF Removals from Components/GSA Rent to MGMT/OS/OCRSO	-	-	**($80,150)**
Fee for Service Activity	-	-	($80,150)
Transfer 6 - Transfer for WCF Removals from Components/Geospatial to MGMT/OS/OCIO	-	-	**($188)**
Government Wide Mandated Service Activity	-	-	($188)
Transfer 7 - Transfer for WCF Removals from Components/HCBS to MGMT/OS/OCHCO	-	-	**($4,550)**
Fee for Service Activity	-	-	($4,550)
Transfer 8 - Transfer for WCF Removals from Components/HQLDP to MGMT/OS/OCHCO	-	-	**($40)**
Fee for Service Activity	-	-	($40)
Transfer 9 - Transfer for WCF Removals from Components/HRLOB to MGMT/OS/OCHCO	-	-	**($231)**
Government Wide Mandated Service Activity	-	-	($231)
Transfer 10 - Transfer for WCF Removals from Components/HSPD-12 to MGMT/OS/OCSO	-	-	**($18,226)**
Fee for Service Activity	-	-	($18,226)
Transfer 11 - Transfer for WCF Removals from Components/ICF to MGMT/OS/OCFO	-	-	**($994)**
Government Wide Mandated Service Activity	-	-	($994)
Transfer 12 - Transfer for WCF Removals from Components/Mail to MGMT/OS/OCRSO	-	-	**($7,067)**
Fee for Service Activity	-	-	($7,067)
Transfer 13 - Transfer for WCF Removals from Components/NCRIO to MGMT/OS/OCIO	-	-	**($31,099)**
Fee for Service Activity	-	-	($31,099)
Transfer 14 - Transfer for WCF Removals from Components/PMLOB to MGMT/OS/OCFO	-	-	**($68)**
Government Wide Mandated Service Activity	-	-	($68)
Transfer 15 - Transfer for WCF Removals from Components/RLIS to MGMT/OS/OCIO	-	-	**($6,047)**

Transfers *(Dollars in Thousands)*	FY 2021 CJ - Working Capital Fund		
	Positions	**FTE**	**Amount**
Fee for Service Activity	-	-	($6,047)
Transfer 16 - Transfer for WCF Removals from Components/USAJOBS to MGMT/OS/OCHCO	**-**	**-**	**($1,188)**
Government Wide Mandated Service Activity	-	-	($1,188)
Transfer 17 - Transfer for WCF Removals from Components/e-Gov Benefits to MGMT/OS/OCHCO	**-**	**-**	**($137)**
Government Wide Mandated Service Activity	-	-	($137)
Transfer 18 - Transfer for WCF Removals from Components/e-Gov IAE to MGMT/OS/OCFO	**-**	**-**	**($471)**
Government Wide Mandated Service Activity	-	-	($471)
Transfer 19 - Transfer for WCF Removals from Components/e-IFAE to MGMT/OS/OCPO	**-**	**-**	**($884)**
Government Wide Mandated Service Activity	-	-	($884)
Transfer 20 - Transfer for WCF Removals from Components/e-Rulemaking to MGMT/OS/OCIO	**-**	**-**	**($291)**
Government Wide Mandated Service Activity	-	-	($291)
Transfer 21 - Transfer for WCF Removals from Components/e-Training to MGMT/OS/OCHCO	**-**	**-**	**($3,981)**
Fee for Service Activity	-	-	($3,981)
Transfer 22 - Transfer for WCF Removals from WCF to MGMT/OS	**-**	**-**	**($67,345)**
Fee for Service Activity	-	-	($67,226)
Government Wide Mandated Service Activity	-	-	($119)
Total Transfers	**-**	**-**	**($230,057)**

Transfer 1 – 22 - Transfer for WCF Removals: These transfers represent funds removed from the WCF to the MGMT offices due to the dissolution of the Working Capital Fund in FY 2021.

			HQ Leadership Development Program (HQLDP)	Research Library & Information Services (RLIS)	National Capital Region Infrastructure Operations (NCRIO)	Homeland Security Presidential Directive (HSPD-12)	e-Training	Mail	Background Investigations (BI)	Total
WCF PPA										
Fee for Service										
PPA- Fee-for-Service	**GSA Rent**	**Human Capital Business Systems (HCBS)**								
U.S. Customs & Border Protection	698,421	1,754,525	-	1,171,350	-	4,961,159	1,533,472	2,217,117	-	12,336,044
Federal Law Enforcement Training Center	-	33,762	-	100,247	-	200,859	29,566	13,838	-	378,272
U.S. Immigration & Customs Enforcement	583,850	677,815	-	3,077,147	1,647	3,165,985	593,576	1,366,309	-	9,466,329
Transportation Security Administration	904,301	1,496,551	-	828,422	-	4,478,928	1,310,000	1,185,768	-	10,203,970
Federal Emergency Management Agency	544,651	303,251	-	133,163	-	5,126,177	265,562	874,726	-	7,247,530
Operations Coordination and Intel & Analysis	9,906,054	24,331	22,224	20,466	13,653,727	99,566	21,307	78,795	1,453,275	25,279,745
Office of the Inspector General	-	20,685	-	46,795	-	65,753	18,115	112,692	83,416	347,456
Science & Technology Direcrtorate	9,174,749	12,470	11,390	4,014	11,674,935	87,837	10,919	67,652	1,250,496	22,294,462
U.S. Coast Guard	52,251,228	219,728	-	663,199	-	-	192,420	1,110,494	-	54,437,069
Countering Weapons of Mass Destruction (CWMD)	6,087,173	6,943	6,342	2,209	5,768,975	39,364	6,080	39,944	244,697	12,201,727
Component Total PPA Fee-for-Service	**80,150,427**	**4,550,061**	**39,956**	**6,047,012**	**31,099,284**	**18,225,628**	**3,981,017**	**7,067,335**	**3,031,884**	**154,192,604**
MGT - Office of the Under Secretary for Management	1,477,721	810	740	4,696	286,568	1,061	3,560	7,091	-	1,782,247
MGT - Office of Chief Security Officer	4,083,011	8,477	7,743	49,096	4,393,229	-	4,808	70,923	-	8,617,287
MGT - Office of Chief Readiness Support Officer	-	3,153	2,880	18,264	1,959,517	12,477	4,577	-	-	2,000,868
MGT - Office of Chief Human Capital Officer	2,747,262	-	-	48,593	3,574,305	19,901	-	89,823	-	6,479,884
MGT - Office of Chief Procurement Officer	3,507,005	13,771	12,579	79,845	4,615,878	42,484	10,224	40,517	-	8,322,303
MGT - Office of Chief Financial Officer	2,937,744	6,972	6,369	40,383	5,225,590	32,939	8,425	15,145	-	8,273,567
MGT - Office of Chief Information Officer	8,955,679	12,903	11,786	-	-	173,054	9,277	41,552	-	9,204,251
MGT - Office of Biometric Identity Management	2,292,069	4,658	4,255	111,853	54,675	43,295	2,724	36,502	293,003	2,843,034
OSEM - Office of the Secretary	990,163	434	396	137	687,336	1,560	4,634	-	-	1,684,660
OSEM - Office of the Deputy Secretary	187,163	145	132	46	72,409	373	521	-	-	260,789
OSEM - Office of Executive Secretariat	330,332	1,013	925	320	181,110	2,619	2,090	64,026	-	582,435
OSEM - Chief of Staff	323,508	376	344	119	388,098	1,934	576	-	-	714,955
OSEM - Office of CIS Ombudsman	417,007	752	687	237	291,736	2,495	550	9,230	-	722,694
OSEM - Office of Civil Rights & Liberties	910,099	2,748	2,510	10,824	1,313,296	8,484	1,598	75,507	-	2,325,066
OSEM - Office of Legislative Affairs	703,657	723	661	233	354,043	1,872	436	3,257	-	1,064,882
OSEM - Office of General Counsel	2,237,783	2,546	2,325	314,928	1,933,157	7,486	2,299	106,399	-	4,606,923
OSEM - Office of Public Affairs	614,373	694	634	219	347,330	1,560	717	14,411	-	979,938
OSEM - Privacy	392,081	1,099	1,004	1,169	533,459	3,868	1,456	39,193	-	973,329
OSEM - Office of Strategy, Policy, and Plans	2,339,493	4,542	4,149	1,445	2,200,358	13,912	2,685	12,595	-	4,579,179
OSEM - Office of Partnership and Engagement	600,162	1,302	1,189	411	597,509	2,932	943	2,678	-	1,207,126
MGMT Total PPA Fee-for-Service	**26,000,491**	**50,744**	**46,352**	**352,730**	**20,109,762**	**325,211**	**43,595**	**301,553**	**293,003**	**47,523,441**
OSEM Total PPA Fee-for-Service	**10,045,821**	**16,374**	**14,956**	**330,088**	**8,899,841**	**49,095**	**18,505**	**327,296**	**-**	**19,701,976**
Total PPA Fee-for-Service	**116,196,739**	**4,617,179**	**101,264**	**6,729,830**	**60,108,887**	**18,599,934**	**4,043,117**	**7,696,184**	**3,324,887**	**221,418,021**

WCF PPA

Govt-Wide Mandated

PPA Government Wide Mandated Service	Interagency Council Funding (ICF)	USAJOBS	Enterprise HR Integration (EHRI)	e-Rulemaking	Human Resource Line of Business (HRLOB)	e-Gov Benefits	Financial Management Line of Business (FMLOB)	Geospatial Line of Business (GEOLOB)	Budget Formulation & Execution Line of Business (BFELOB)	e-Gov Integrated Financial Assistance Environment (e-IFAE)	Performance Management Line of Business (PMLOB)	e-Gov Integrated Awards Environment (e-Gov IAE)	Total
U.S. Customs & Border Protection	305,700	458,205	1,472,744	89,482	89,222	52,684	48,155	57,835	28,275	-	21,022	67,328	2,690,652
Federal Law Enforcement Training Center	6,999	8,817	28,340	2,049	1,717	1,014	1,103	1,324	647	-	481	4,175	56,666
U.S. Immigration & Customs Enforcement	156,934	177,016	568,956	45,936	34,469	20,353	24,721	29,690	14,515	19	10,792	42,799	1,126,200
Transportation Security Administration	141,511	390,834	1,256,201	41,422	76,104	44,937	22,291	26,772	13,089	-	9,731	47,089	2,069,981
Federal Emergency Management Agency	284,798	79,196	254,548	83,363	15,421	9,106	44,863	53,880	26,342	460,403	19,585	650,537	1,982,042
Operations Coordination and Intel & Analysis	4,639	6,354	20,423	1,358	1,237	731	731	878	429	-	319	-	37,099
Office of the Inspector General	2,534	5,402	17,363	742	1,052	621	399	479	234	-		716	29,542
Science & Technology Directorate	10,683	3,256	10,467	3,127	634	374	1,683	2,021	988	2,019	735	290	36,277
U.S. Coast Guard	72,191	57,383	184,439	21,131	11,174	6,598	11,372	13,658	6,677	5,084	4,964	70,035	464,706
Countering Weapons of Mass Destruction (CWMD)	8,091	1,813	5,828	2,369	353	208	1,274	1,531	749	2,940	556	1,063	26,775
Component Total PPA Government Wide Mandated Service	**994,080**	**1,188,276**	**3,819,309**	**290,979**	**231,383**	**136,626**	**156,592**	**188,068**	**91,945**	**470,465**	**68,185**	**884,032**	**8,519,940**
MGT - Office of the Under Secretary for Management	142	212	680	41	41	24	22	27	13	-	-	-	1,202
MGT - Office of Chief Security Officer	1,445	2,214	7,115	423	431	255	228	273	134	-	-	-	12,518
MGT - Office of Chief Readiness Support Officer	6,163	824	2,647	1,804	160	95	971	1,166	570	-	-	-	14,400
MGT - Office of Chief Human Capital Officer	1,971	-	-	577	-	252	310	373	182	-	-	-	3,665
MGT - Office of Chief Procurement Officer	1,890	3,596	11,559	553	700	414	298	358	175	-	-	-	19,543
MGT - Office of Chief Financial Officer	-	1,821	5,853	348	355	209	187	225	110	-	-	-	9,108
MGT - Office of Chief Information Officer	7,044	3,370	10,831	-	656	-	-	-	-	-	-	-	21,901
MGT - Office of Biometric Identity Management	4,584	1,216	3,910	1,342	238	140	722	867	424	-	-	-	13,443
OSEM - Office of the Secretary	187	113	364	55	22	13	29	35	17	-	-	-	835
OSEM - Office of the Deputy Secretary	17	38	122	5	7	4	3	3	2	-	-	-	201
OSEM - Office of Executive Secretariat	97	264	850	28	51	30	15	18	9	-	-	-	1,362
OSEM - Chief of Staff	27	99	316	8	19	11	4	5	2	-	-	-	491
OSEM - Office of CIS Ombudsman	108	196	631	32	38	23	17	20	10	-	-	-	1,075
OSEM - Office of Civil Rights & Liberties	381	718	2,307	112	140	83	60	72	35	-	-	-	3,908
OSEM - Office of Legislative Affairs	91	189	607	27	37	22	14	17	8	-	-	-	1,012
OSEM - Office of General Counsel	356	665	2,137	104	129	77	56	67	33	-	-	-	3,624
OSEM - Office of Public Affairs	93	181	583	27	35	21	15	18	9	-	-	-	982
OSEM - Privacy	136	287	923	40	56	33	21	26	13	-	-	-	1,535
OSEM - Office of Strategy, Policy, and Plans	635	1,186	3,813	186	231	136	100	120	59	-	-	-	6,466
OSEM - Office of Partnership and Engagement	232	340	1,093	68	66	39	37	44	21	-	-	-	1,940
MGMT Total PPA Government Wide Mandated Service	**23,239**	**13,253**	**42,595**	**5,088**	**2,581**	**1,389**	**2,738**	**3,289**	**1,608**	**-**	**-**	**-**	**95,780**
OSEM Total PPA Government Wide Mandated Service	**2,360**	**4,276**	**13,746**	**692**	**831**	**492**	**371**	**445**	**218**	**-**	**-**	**-**	**23,431**
Total PPA Government Wide Mandated Service	**1,019,679**	**1,205,805**	**3,875,650**	**296,759**	**234,795**	**138,507**	**159,701**	**191,802**	**93,771**	**470,465**	**68,185**	**884,032**	**8,639,151**

Office of Chief Human Capital Officer

MGMT WCF Transfers Summary Chart

Component	Human Capital Business Systems	HQ Leadership Development Program	e-Training	USA Jobs	e-HR Integration	Human Resources LOB	Total
U.S. Customs & Border Protection	1,754,525	-	1,533,472	458,205	1,472,744	89,222	5,308,168
Federal Law Enforcement Training Center	33,762	-	29,566	8,817	28,340	1,717	102,202
U.S. Immigration & Customs Enforcement	677,815	-	593,576	177,016	568,956	34,469	2,051,832
Transportation Security Administration	1,496,551	-	1,310,000	390,834	1,256,201	76,104	4,529,690
Federal Emergency Management Agency	303,251	-	265,562	79,196	254,548	15,421	917,978
Operations Coordination and Intel & Analysis	24,331	22,224	21,307	6,354	20,423	1,237	95,876
Office of the Inspector General	20,685	-	18,115	5,402	17,363	1,052	62,617
Science & Technology Directorate	12,470	11,390	10,919	3,256	10,467	634	49,136
U.S. Coast Guard	219,728	-	192,420	57,383	184,439	11,174	665,144
Countering Weapons of Mass Destruction (CWMD)	6,943	6,342	6,080	1,813	5,828	353	27,359
Component Total	**4,550,061**	**39,956**	**3,981,017**	**1,188,276**	**3,819,309**	**231,383**	**13,810,002**
Office of the Under Secretary for Management	810	740	3,560	212	680	41	6,043
Office of Chief Security Officer	8,477	7,743	4,808	2,214	7,115	431	30,788
Office of Chief Readiness Support Officer	3,153	2,880	4,577	824	2,647	160	14,241
Office of Chief Human Capital Officer	-	-	-	-	-	-	-
Office of Chief Procurement Officer	13,771	12,579	10,224	3,596	11,559	700	52,429
Office of Chief Financial Officer	6,972	6,369	8,425	1,821	5,853	355	29,795
Office of Chief Information Officer	12,903	11,786	9,277	3,370	10,831	656	48,823
Office of Biometric Identity Management	4,658	4,255	2,724	1,216	3,910	238	17,001
Office of the Secretary	434	396	4,634	113	364	22	5,963
Office of the Deputy Secretary	145	132	521	38	122	7	965
Office of Executive Secretariat	1,013	925	2,090	264	850	51	5,193
Chief of Staff	376	344	576	99	316	19	1,730
Office of CIS Ombudsman	752	687	550	196	631	38	2,854
Office of Civil Rights & Liberties	2,748	2,510	1,598	718	2,307	140	10,021
Office of Legislative Affairs	723	661	436	189	607	37	2,653
Office of General Counsel	2,546	2,325	2,299	665	2,137	129	10,101
Office of Public Affairs	694	634	717	181	583	35	2,844
Privacy	1,099	1,004	1,456	287	923	56	4,825
Office of Strategy, Policy, and Plans	4,542	4,149	2,685	1,186	3,813	231	16,606
Office of Partnership and Engagement	1,302	1,189	943	340	1,093	66	4,933
MGMT Total	**50,744**	**46,352**	**43,595**	**13,253**	**42,595**	**2,581**	**267,808**
OSEM Total	**16,374**	**14,956**	**18,505**	**4,276**	**13,746**	**831**	**68,688**
Total Transfers	**4,617,179**	**101,264**	**4,043,117**	**1,205,805**	**3,875,650**	**234,795**	**14,146,498**

Office of Chief Information Officer

MGMT WCF Transfers Summary Chart

Component	Research Library & Information Services	NCR Infrastructure Operations	e-Rulemaking	e-Gov Benefits	Financial Management LOB	Geospatial LOB	Budget Formulation and Execution LOB	Total
U.S. Customs & Border Protection	1,171,350	-	89,482	52,684	48,155	57,835	28,275	1,447,781
Federal Law Enforcement Training Center	100,247	-	2,049	1,014	1,103	1,324	647	106,384
U.S. Immigration & Customs Enforcement	3,077,147	1,647	45,936	20,353	24,721	29,690	14,515	3,214,009
Transportation Security Administration	828,422	-	41,422	44,937	22,291	26,772	13,089	976,933
Federal Emergency Management Agency	133,163	-	83,363	9,106	44,863	53,880	26,342	350,717
Operations Coordination and Intel & Analysis	20,466	13,653,727	1,358	731	731	878	429	13,678,320
Office of the Inspector General	46,795	-	742	621	399	479	234	49,270
Science & Technology Directorate	4,014	11,674,935	3,127	374	1,683	2,021	988	11,687,142
U.S. Coast Guard	663,199	-	21,131	6,598	11,372	13,658	6,677	722,635
Countering Weapons of Mass Destruction (CWMI	2,209	5,768,975	2,369	208	1,274	1,531	749	5,777,315
Component Total	**6,047,012**	**31,099,284**	**290,979**	**136,626**	**156,592**	**188,068**	**91,945**	**38,010,506**
Office of the Under Secretary for Management	4,696	286,568	41	24	22	27	13	291,391
Office of Chief Security Officer	49,096	4,393,229	423	255	228	273	134	4,443,638
Office of Chief Readiness Support Officer	18,264	1,959,517	1,804	95	971	1,166	570	1,982,387
Office of Chief Human Capital Officer	48,593	3,574,305	577	252	310	373	182	3,624,592
Office of Chief Procurement Officer	79,845	4,615,878	553	414	298	358	175	4,697,521
Office of Chief Financial Officer	40,383	5,225,590	348	209	187	225	110	5,267,052
Office of Chief Information Officer	-	-	-	-	-	-	-	-
Office of Biometric Identity Management	111,853	54,675	1,342	140	722	867	424	170,023
Office of the Secretary	137	687,336	55	13	29	35	17	687,622
Office of the Deputy Secretary	46	72,409	5	4	3	3	2	72,472
Office of Executive Secretariat	320	181,110	28	30	15	18	9	181,530
Chief of Staff	119	388,098	8	11	4	5	2	388,247
Office of CIS Ombudsman	237	291,736	32	23	17	20	10	292,075
Office of Civil Rights & Liberties	10,824	1,313,296	112	83	60	72	35	1,324,482
Office of Legislative Affairs	233	354,043	27	22	14	17	8	354,364
Office of General Counsel	314,928	1,933,157	104	77	56	67	33	2,248,422
Office of Public Affairs	219	347,330	27	21	15	18	9	347,639
Privacy	1,169	533,459	40	33	21	26	13	534,761
Office of Strategy, Policy, and Plans	1,445	2,200,358	186	136	100	120	59	2,202,404
Office of Partnership and Engagement	411	597,509	68	39	37	44	21	598,129
MGMT Total	**352,730**	**20,109,762**	**5,088**	**1,389**	**2,738**	**3,289**	**1,608**	**20,476,604**
OSEM Total	**330,088**	**8,899,841**	**692**	**492**	**371**	**445**	**218**	**9,232,147**
Total Transfers	**6,729,830**	**60,108,887**	**296,759**	**138,507**	**159,701**	**191,802**	**93,771**	**67,719,257**

Office of Chief Financial Officer				
MGMT WCF Transfers Summary Chart				
Component	Interagency Council Funding	e-Integrated Financial Assistance Environment	Performamce Management LOB	Total
U.S. Customs & Border Protection	305,700	-	21,022	326,722
Federal Law Enforcement Training Center	6,999	-	481	7,480
U.S. Immigration & Customs Enforcement	156,934	19	10,792	167,745
Transportation Security Administration	141,511	-	9,731	151,242
Federal Emergency Management Agency	284,798	460,403	19,585	764,786
Operations Coordination and Intel & Analysis	4,639	-	319	4,958
Office of the Inspector General	2,534	-	-	2,534
Science & Technology Directorate	10,683	2,019	735	13,437
U.S. Coast Guard	72,191	5,084	4,964	82,239
Countering Weapons of Mass Destruction (CWMD)	8,091	2,940	556	11,587
Component Total	**994,080**	**470,465**	**68,185**	**1,532,730**
Office of the Under Secretary for Management	142	-	-	142
Office of Chief Security Officer	1,445	-	-	1,445
Office of Chief Readiness Support Officer	6,163	-	-	6,163
Office of Chief Human Capital Officer	1,971		-	1,971
Office of Chief Procurement Officer	1,890	-	-	1,890
Office of Chief Financial Officer	-	-	-	-
Office of Chief Information Officer	7,044	-	-	7,044
Office of Biometric Identity Management	4,584	-	-	4,584
Office of the Secretary	187	-	-	187
Office of the Deputy Secretary	17	-	-	17
Office of Executive Secretariat	97	-	-	97
Chief of Staff	27	-	-	27
Office of CIS Ombudsman	108	-	-	108
Office of Civil Rights & Liberties	381	-	-	381
Office of Legislative Affairs	91	-	-	91
Office of General Counsel	356	-	-	356
Office of Public Affairs	93	-	-	93
Privacy	136	-	-	136
Office of Strategy, Policy, and Plans	635	-	-	635
Office of Partnership and Engagement	232	-	-	232
MGMT Total	**23,239**	**-**	**-**	**23,239**
OSEM Total	**2,360**	**-**	**-**	**2,360**
Total Transfers	**1,019,679**	**470,465**	**68,185**	**1,558,329**

Office of Chief Security Officer			
MGMT WCF Transfers Summary Chart			
Component	HSPD-12	Background Investigations	Total
U.S. Customs & Border Protection	4,961,159	-	4,961,159
Federal Law Enforcement Training Center	200,859	-	200,859
U.S. Immigration & Customs Enforcement	3,165,985	-	3,165,985
Transportation Security Administration	4,478,928	-	4,478,928
Federal Emergency Management Agency	5,126,177	-	5,126,177
Operations Coordination and Intel & Analysis	99,566	1,453,275	1,552,841
Office of the Inspector General	65,753	83,416	149,169
Science & Technology Directorate	87,837	1,250,496	1,338,333
U.S. Coast Guard	-	-	-
Countering Weapons of Mass Destruction (CWMD)	39,364	244,697	284,061
Component Total	**18,225,628**	**3,031,884**	**21,257,512**
Office of the Under Secretary for Management	1,061	-	1,061
Office of Chief Security Officer	-	-	-
Office of Chief Readiness Support Officer	12,477	-	12,477
Office of Chief Human Capital Officer	19,901	-	19,901
Office of Chief Procurement Officer	42,484	-	42,484
Office of Chief Financial Officer	32,939	-	32,939
Office of Chief Information Officer	173,054	-	173,054
Office of Biometric Identity Management	43,295	293,003	336,298
Office of the Secretary	1,560	-	1,560
Office of the Deputy Secretary	373	-	373
Office of Executive Secretariat	2,619	-	2,619
Chief of Staff	1,934	-	1,934
Office of CIS Ombudsman	2,495	-	2,495
Office of Civil Rights & Liberties	8,484	-	8,484
Office of Legislative Affairs	1,872	-	1,872
Office of General Counsel	7,486	-	7,486
Office of Public Affairs	1,560	-	1,560
Privacy	3,868	-	3,868
Office of Strategy, Policy, and Plans	13,912	-	13,912
Office of Partnership and Engagement	2,932	-	2,932
MGMT Total	**325,211**	**293,003**	**618,214**
OSEM Total	**49,095**	-	**49,095**
Total Transfers	**18,599,934**	**3,324,887**	**21,924,821**

Office of Chief Readiness Support Officer			
MGMT WCF Transfers Summary Chart			
Component			
	GSA Rent	Mail	Total
U.S. Customs & Border Protection	698,421	2,217,117	2,915,538
Federal Law Enforcement Training Center	-	13,838	13,838
U.S. Immigration & Customs Enforcement	583,850	1,366,309	1,950,159
Transportation Security Administration	904,301	1,185,768	2,090,069
Federal Emergency Management Agency	544,651	874,726	1,419,377
Operations Coordination and Intel & Analysis	9,906,054	78,795	9,984,849
Office of the Inspector General	-	112,692	112,692
Science & Technology Directorate	9,174,749	67,652	9,242,401
U.S. Coast Guard	52,251,328	1,110,494	53,361,822
Countering Weapons of Mass Destruction (CWMD)	6,087,173	39,944	6,127,117
Component Total	**80,150,527**	**7,067,335**	**87,217,862**
Office of the Under Secretary for Management	1,477,721	7,091	1,484,812
Office of Chief Security Officer	4,083,011	70,923	4,153,934
Office of Chief Readiness Support Officer	-	-	-
Office of Chief Human Capital Officer	2,747,262	89,823	2,837,085
Office of Chief Procurement Officer	3,507,005	40,517	3,547,522
Office of Chief Financial Officer	2,937,744	15,145	2,952,889
Office of Chief Information Officer	8,955,679	41,552	8,997,231
Office of Biometric Identity Management	2,292,069	36,502	2,328,571
Office of the Secretary	990,163	-	990,163
Office of the Deputy Secretary	187,163	-	187,163
Office of Executive Secretariat	330,332	64,026	394,358
Chief of Staff	323,508	-	323,508
Office of CIS Ombudsman	417,007	9,230	426,237
Office of Civil Rights & Liberties	910,099	75,507	985,606
Office of Legislative Affairs	703,657	3,257	706,914
Office of General Counsel	2,237,783	106,399	2,344,182
Office of Public Affairs	614,373	14,411	628,784
Privacy	392,081	39,193	431,274
Office of Strategy, Policy, and Plans	2,339,493	12,595	2,352,088
Office of Partnership and Engagement	600,162	2,678	602,840
MGMT Total	**26,000,491**	**301,553**	**26,302,044**
OSEM Total	**10,045,821**	**327,296**	**10,373,117**
Total Transfers	**116,196,839**	**7,696,184**	**123,893,023**

Office of Chief Procurement Officer	
MGMT WCF Transfers Summary Chart	
Component	e-Gov Integrated Awards Environment
U.S. Customs & Border Protection	67,328
Federal Law Enforcement Training Center	4,175
U.S. Immigration & Customs Enforcement	42,799
Transportation Security Administration	47,089
Federal Emergency Management Agency	650,537
Operations Coordination and Intel & Analysis	-
Office of the Inspector General	716
Science & Technology Directorate	290
U.S. Coast Guard	70,035
Countering Weapons of Mass Destruction (CWMD)	1,063
Component Total	**884,032**
Office of the Under Secretary for Management	-
Office of Chief Security Officer	-
Office of Chief Readiness Support Officer	
Office of Chief Human Capital Officer	-
Office of Chief Procurement Officer	-
Office of Chief Financial Officer	-
Office of Chief Information Officer	-
Office of Biometric Identity Management	-
Office of the Secretary	-
Office of the Deputy Secretary	-
Office of Executive Secretariat	-
Chief of Staff	-
Office of CIS Ombudsman	-
Office of Civil Rights & Liberties	-
Office of Legislative Affairs	-
Office of General Counsel	-
Office of Public Affairs	-
Privacy	-
Office of Strategy, Policy, and Plans	-
Office of Partnership and Engagement	-
MGMT Total	-
OSEM Total	-
Total Transfers	884,032.00

Working Capital Fund
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 CJ Submission	FY 2020 to FY 2021 Total Changes
Fee for Service Activity	$403,844	$403,844	-	($403,844)
Government Wide Mandated Service Activity	$8,733	$8,733	-	($8,733)
DHS Cross Cutting Activities	$11,913	-	-	-
Total	**$424,490**	**$412,577**	**-**	**($412,577)**
Discretionary - Appropriation	$424,490	$412,577	-	($412,577)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 OMB Submission	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$157	$157	-	($157)
22.0 Transportation of Things	$150	$150	-	($150)
23.1 Rental Payments to GSA	$161,745	$161,745	-	($161,745)
23.3 Communications, Utilities, and Misc. Charges	$2,425	$2,425	-	($2,425)
24.0 Printing and Reproduction	$18,682	$18,682	-	($18,682)
25.1 Advisory and Assistance Services	$28,591	$23,624	-	($23,624)
25.2 Other Services from Non-Federal Sources	$69,833	$62,887	-	($62,887)
25.3 Other Goods and Services from Federal Sources	$62,110	$62,110	-	($62,110)
25.4 Operation and Maintenance of Facilities	$6	$6	-	($6)
25.5 Research and Development Contracts	$4,764	$4,764	-	($4,764)
25.6 Medical Care	$1	$1	-	($1)
25.7 Operation and Maintenance of Equipment	$69,227	$69,227	-	($69,227)
26.0 Supplies and Materials	$2,604	$2,604	-	($2,604)
31.0 Equipment	$4,195	$4,195	-	($4,195)
Total - Non Pay Object Classes	**$424,490**	**$412,577**	**-**	**($412,577)**

Fee for Service Activity – PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Fee for Service Activity	-	-	$403,844	-	-	$403,844	-	-	-	-	-	($403,844)
Total	**-**	**-**	**$403,844**	**-**	**-**	**$403,844**	**-**	**-**	**-**	**-**	**-**	**($403,844)**
Subtotal Discretionary - Appropriation	-	-	$403,844	-	-	$403,844	-	-	-	-	-	($403,844)

PPA Level I Description

With the removal of all activities from the Working Capital Fund, no funds are included in the FY 2021 Request. The Fee for Service Activity includes 13 separate activities, that provide or coordinate delivery of a specific service or benefit. DHS Components will transfer funds to the servicing Management offices for these activities.

The following three Fee-for Service activities will continue via Interagency Agreements (IAAs): Transit Benefits, Flexible Spending Plan, and Finance and Accounting Shared Services.

The C-LAN operations activity will be directly transferred to Analysis & Operations (A&O).

Finance & Accounting Shared Services

Description of Service: The Immigration and Customs Enforcement (ICE)/Office of Financial Management (OFM) will utilize an Interagency Agreements (IAAs) to provide the following services for its DHS Component customers: Financial Processing, Financial Analysis and Reporting, Financial Policy and Procedure, Administration, and External Reviews & Inquiries.

Financial Processing: Activities include cash management, debit voucher processing, reimbursable & receivables, Intra-Governmental Payment and collection (IPAC) and non-224 (collection and disbursement), obligation management, payroll accounting, permanent change station coordination, government cards processing, invoice payment, Federal Financial Management System (FFMS) on-site support, collections and reimbursable agreements, and budgetary resources.

Financial Analysis and Reporting: Includes issue resolution, general ledger maintenance, DHS and Treasury financial reporting, financial data management, financial analysis, audit support, trading partner reconciliation, and capitalized property.

Financial Policies and Procedures: In conjunction with all involved parties, ICE supports the implementation of any new or modified financial management procedure for processing and reporting financial transactions. In addition, ICE works to establish appropriate policies, procedures, and standards for business process activities.

Administration: (including Customer Service): ICE provides administrative tasks associated with ongoing management and resourcing of financial operations on behalf of the DHS customers. Examples of these activities include Continuity of Operations Planning (COOP), customer outreach and evaluation of services, and financial management group meetings.

External Reviews and Inquiries: When appropriate, ICE provides responses to financial management and reporting related questions and data requests from external sources including independent auditors, the Inspector General's Office (IG), Government Accountability Office (GAO), and Congressional offices and staff.

Financial Systems: ICE provides financial system support tasks to include hosting and maintenance of FFMS; administration of contract for FFMS training; FFMS and E-travel User Access; FFMS and E-travel Help Desk; support of DHS systems modernization efforts; and system updates and enhancements.

Flexible Spending Accounts (FSA)

Description of Service: FSAs are employee-funded accounts that are used by the account holder to pay for medical expenses and dependent care costs that are not reimbursed by another source. Contributions to the account are from an employee's pre-taxed salary. This account includes an administrative fee and will be managed by OCHCO through an IAA.

Transit Subsidy Services

Description of Service: The Transit Subsidy Program encourages Federal employees to commute to work via public transportation. This program provides a subsidy to all eligible Federal employees, who commute to and from work on a regular basis using rapid transit, public or commuter buses, commuter rail, incorporated vanpools, or any combination of the above. This service helps reduce petroleum consumption, traffic congestion, and air pollution by taking vehicles off the road that are otherwise used in daily commuting. The transit subsidy services activity will be provided through an IAA with the Office of Chief Readiness Support Office (OCRSO).

Fee for Service Activity – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$403,844**	**$403,844**	**-**
Carryover and/or Recoveries (Actual/Estimates/Projections)	$91,490	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$495,334**	**$403,844**	**-**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$495,334**	**$403,844**	**-**
Obligations (Actual/Estimates/Projections)	$495,334	$403,844	-
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Fee for Service Activity – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$403,844**
FY 2020 Enacted	-	-	**$403,844**
FY 2021 Base Budget	-	-	**$221,418**
Transfer for WCF Removals from Components/BI to MGMT/OS/OCSO	-	-	($3,032)
Transfer for WCF Removals from Components/e-Training to MGMT/OS/OCHCO	-	-	($3,981)
Transfer for WCF Removals from Components/GSA Rent to MGMT/OS/OCRSO	-	-	($80,150)
Transfer for WCF Removals from Components/HCBS to MGMT/OS/OCHCO	-	-	($4,550)
Transfer for WCF Removals from Components/HQLDP to MGMT/OS/OCHCO	-	-	($40)
Transfer for WCF Removals from Components/HSPD-12 to MGMT/OS/OCSO	-	-	($18,226)
Transfer for WCF Removals from Components/Mail to MGMT/OS/OCRSO	-	-	($7,067)
Transfer for WCF Removals from Components/NCRIO to MGMT/OS/OCIO	-	-	($31,099)
Transfer for WCF Removals from Components/RLIS to MGMT/OS/OCIO	-	-	($6,047)
Transfer for WCF Removals from WCF to MGMT/OS	-	-	($67,226)
Total Transfers	-	-	**($221,418)**
Total Adjustments-to-Base	-	-	**($221,418)**
FY 2021 Request	-	-	**-**
FY 2020 To FY 2021 Change	-	-	**($403,844)**

Fee for Service Activity – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 CJ Submission	FY 2020 to FY 2021 Total Changes
Fee for Service Activity	$403,844	$403,844	-	($403,844)
Total	**$403,844**	**$403,844**	**-**	**($403,844)**
Discretionary - Appropriation	$403,844	$403,844	-	($403,844)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 OMB Submission	FY 2020 to FY 2021 Change
21.0 Travel and Transportation of Persons	$157	$157	-	($157)
22.0 Transportation of Things	$150	$150	-	($150)
23.1 Rental Payments to GSA	$161,745	$161,745	-	($161,745)
23.3 Communications, Utilities, and Misc. Charges	$2,425	$2,425	-	($2,425)
24.0 Printing and Reproduction	$18,682	$18,682	-	($18,682)
25.1 Advisory and Assistance Services	$23,624	$23,624	-	($23,624)
25.2 Other Services from Non-Federal Sources	$59,095	$59,095	-	($59,095)
25.3 Other Goods and Services from Federal Sources	$57,169	$57,169	-	($57,169)
25.4 Operation and Maintenance of Facilities	$6	$6	-	($6)
25.5 Research and Development Contracts	$4,764	$4,764	-	($4,764)
25.6 Medical Care	$1	$1	-	($1)
25.7 Operation and Maintenance of Equipment	$69,227	$69,227	-	($69,227)
26.0 Supplies and Materials	$2,604	$2,604	-	($2,604)
31.0 Equipment	$4,195	$4,195	-	($4,195)
Total - Non Pay Object Classes	**$403,844**	**$403,844**	**-**	**($403,844)**

Government Wide Mandated Service Activity - PPA

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization *(Dollars in Thousands)*	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
Government Wide Mandated Service Activity	-	-	$8,733	-	-	$8,733	-	-	-	-	-	($8,733)
Total	-	-	**$8,733**	-	-	**$8,733**	-	-	**-**	-	-	**($8,733)**
Subtotal Discretionary - Appropriation	-	-	$8,733	-	-	$8,733	-	-	-	-	-	($8,733)

PPA Level I Description

With the removal of all activities from the Working Capital Fund, no funds are included in the FY 2021 Request. The Government-Wide Mandated Service Activity includes 12 separate activities, that provide or coordinate delivery of a specific service or benefit. DHS Components will transfer funds to the servicing Management offices for these activities.

Government Wide Mandated Service Activity – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$8,733**	**$8,733**	-
Carryover and/or Recoveries (Actual/Estimates/Projections)	$1,000	$1,000	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$9,733**	**$9,733**	**-**
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$9,733**	**$9,733**	**-**
Obligations (Actual/Estimates/Projections)	$8,733	$9,733	-
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

Government Wide Mandated Service Activity – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	Positions	FTE	Amount
FY 2019 Enacted	-	-	**$8,733**
FY 2020 Enacted	-	-	**$8,733**
FY 2021 Base Budget	-	-	**$8,639**
Transfer for WCF Removals from Components/BFELOB to MGMT/OS/OCIO	-	-	($92)
Transfer for WCF Removals from Components/e-Gov Benefits to MGMT/OS/OCHCO	-	-	($137)
Transfer for WCF Removals from Components/e-Gov IAE to MGMT/OS/OCFO	-	-	($471)
Transfer for WCF Removals from Components/e-IFAE to MGMT/OS/OCPO	-	-	($884)
Transfer for WCF Removals from Components/e-Rulemaking to MGMT/OS/OCIO	-	-	($291)
Transfer for WCF Removals from Components/EHRI to MGMT/OS/OCHCO	-	-	($3,819)
Transfer for WCF Removals from Components/FMLOB to MGMT/OS/OCIO	-	-	($157)
Transfer for WCF Removals from Components/Geospatial to MGMT/OS/OCIO	-	-	($188)
Transfer for WCF Removals from Components/HRLOB to MGMT/OS/OCHCO	-	-	($231)
Transfer for WCF Removals from Components/ICF to MGMT/OS/OCFO	-	-	($994)
Transfer for WCF Removals from Components/PMLOB to MGMT/OS/OCFO	-	-	($68)
Transfer for WCF Removals from Components/USAJOBS to MGMT/OS/OCHCO	-	-	($1,188)
Transfer for WCF Removals from WCF to MGMT/OS	-	-	($119)
Total Transfers	-	-	**($8,639)**
Total Adjustments-to-Base	-	-	**($8,639)**
FY 2021 Request	-	-	-
FY 2020 To FY 2021 Change	-	-	**($8,733)**

Government Wide Mandated Service Activity – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 CJ Submission	FY 2020 to FY 2021 Total Changes
Government Wide Mandated Service Activity	$8,733	$8,733	-	($8,733)
Total	**$8,733**	**$8,733**	**-**	**($8,733)**
Discretionary - Appropriation	$8,733	$8,733	-	($8,733)

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 OMB Submission	FY 2020 to FY 2021 Change
25.2 Other Services from Non-Federal Sources	$3,792	$3,792	-	($3,792)
25.3 Other Goods and Services from Federal Sources	$4,941	$4,941	-	($4,941)
Total - Non Pay Object Classes	**$8,733**	**$8,733**	**-**	**($8,733)**

DHS Cross Cutting Activities - PPA

Budget Comparison and Adjustments
Comparison of Budget Authority and Request

Organization	FY 2019 Enacted			FY 2020 Enacted			FY 2021 President's Budget			FY 2020 to FY 2021 Total Changes		
(Dollars in Thousands)	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
DHS Cross Cutting Activities	-	-	$11,913	-	-	-	-	-	-	-	-	-
Total	**-**	**-**	**$11,913**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Subtotal Discretionary - Appropriation	-	-	$11,913	-	-	-	-	-	-	-	-	-

PPA Level I Description

The DHS Crosscutting activities included two Department-Wide programs that were removed from the WCF in FY 2020.

DHS Cross Cutting Activities – PPA
Budget Authority and Obligations

Budget Authority *(Dollars in Thousands)*	FY 2019	FY 2020	FY 2021
Enacted/Request	**$11,913**	-	-
Carryover and/or Recoveries (Actual/Estimates/Projections)	$1,000	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	**$12,913**	-	-
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	**$12,913**	-	-
Obligations (Actual/Estimates/Projections)	$12,913	-	-
Personnel: Positions and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

DHS Cross Cutting Activities – PPA
Summary of Budget Changes

Budget Formulation Activity *(Dollars in Thousands)*	**Positions**	**FTE**	**Amount**
FY 2019 Enacted	-	-	$11,913
FY 2020 Enacted	-	-	-
FY 2021 Base Budget	-	-	-
FY 2021 Request	-	-	-
FY 2020 To FY 2021 Change	-	-	-

DHS Cross Cutting Activities – PPA
Non Pay Budget Exhibits
Non Pay Summary

Organization *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 CJ Submission	FY 2020 to FY 2021 Total Changes
DHS Cross Cutting Activities	$11,913	-	-	-
Total	**$11,913**	**-**	**-**	**-**
Discretionary - Appropriation	$11,913	-	-	-

Non Pay by Object Class

Non-Pay Object Classes *(Dollars in Thousands)*	FY 2019 Enacted	FY 2020 President's Budget	FY 2021 OMB Submission	FY 2020 to FY 2021 Change
25.1 Advisory and Assistance Services	$4,967	-	-	-
25.2 Other Services from Non-Federal Sources	$6,946	-	-	-
Total - Non Pay Object Classes	**$11,913**	**-**	**-**	**-**