

Department of Homeland Security
Office of the Under Secretary for Management
Budget Overview



Fiscal Year 2018
Congressional Justification

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Office of the Under Secretary for Management
Appropriation Organization Structure

Organization Name	Level	Fund Type (* Includes Defense Funding)
Office of the Under Secretary for Management	Component	
Operations and Support	Appropriation	
Immediate Office of the Under Secretary of Management	PPA	Discretionary - Appropriation
Office of the Chief Readiness Support Officer	PPA	Discretionary - Appropriation
Office of the Chief Human Capital Officer	PPA	Discretionary - Appropriation
Office of the Chief Security Officer	PPA	Discretionary - Appropriation
Office of the Chief Procurement Officer	PPA	Discretionary - Appropriation
Office of the Chief Financial Officer	PPA	Discretionary - Appropriation
Office of the Chief Information Officer	PPA	Discretionary - Appropriation
Procurement, Construction, and Improvements	Appropriation	
Construction and Facility Improvements	PPA	Discretionary - Appropriation
Mission Support Assets and Infrastructure	PPA	Discretionary - Appropriation
Research and Development	Appropriation	Discretionary - Appropriation

Office of the Under Secretary for Management Strategic Context

Component Overview

The Under Secretary for Management (USM) is comprised of the following mission-oriented programs that support achievement of the DHS strategic missions, goals, and objectives.

Under Secretary for Management: The Under Secretary for Management (USM) program is responsible for Department-wide mission support services and oversight for all management functions. Key capabilities include information technology, budget and financial management, procurement and acquisition, human capital, security, and logistics and facilities.

Immediate Office of the Under Secretary for Management: The Immediate Office of the Under Secretary for Management's primary mission is to provide leadership and oversight for all Departmental management line of business functions, including information technology, security, budget and financial management, procurement and acquisition, human capital, and administrative services.

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; asset life-cycle management, including aircraft, motor vehicles, ships, boats and sensitive assets, real property, personal property, environmental management, historic preservation, and energy. The OCRSO 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 OCRSO team accomplishes this through building partnerships and collaboration, leveraging best practices, and fostering innovation.

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 the 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.

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 effectively deliver mission capability through the contracting of critical supplies and services.

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 HSPD-12 card issuance for the Department. Additionally, the OCSO provides liaison support to the intelligence community on security matters affecting DHS.

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. The OCFO provides timely, accurate, and actionable financial information to decision makers and stakeholders; integrates performance and develop 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.

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 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 mission is to provide DHS and its partners with the 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.

Mission Support Assets and Infrastructure: The Mission Support Assets and Infrastructure program acquires the enterprise assets and information technology systems and services that support business administrative services and back office operations.

Construction and Facility Improvements: The Construction and Facility Improvements program supports the improvement of existing owned or leased facilities and real property, and the construction of new facilities.

Component Contributions to Achieving Departmental Missions

The table below shows the alignment of the DMO programs to the DHS Missions and Mature and Strengthen Homeland Security.

Programs	DHS Missions					*Mature and Strengthen Homeland Security
	*Prevent Terrorism and Enhance Security	*Secure and Manage Our Borders	*Enforce and Administer Our Immigration Laws	*Safeguard and Secure Cyberspace	*Strengthen National Preparedness and Resilience	
Immediate Office of the Under Secretary for Management						100%
Office of the Chief Readiness Support Officer						100%
Office of the Chief Human Capital Officer						100%
Office of the Chief Procurement Officer						100%
Office of the Chief Security Officer						100%
Office of the Chief Financial Officer						100%
Office of the Chief Information Officer						100%
Mission Support Assets and Infrastructure						100%
Construction and Facility Improvements						100%

**Totals account for rounding*

Mature and Strengthen Homeland Security

Resources Requested

DMO resources supporting *Mature and Strengthen Homeland Security* are provided in the table below.

\$ in thousands

Program Name	FY 2016 Revised Enacted		FY 2017 Annualized CR		FY 2018 President's Budget	
	\$	FTE	\$	FTE	\$	FTE
Immediate Office of the Under Secretary for Management	3,732	17	3,291	17	6,867	24
Office of the Chief Readiness Support Officer	124,518	103	119,585	103	70,900	120
Office of the Chief Human Capital Officer	29,652	137	39,635	208	56,852	270
Office of the Chief Procurement Officer	60,369	308	96,000	558	102,615	533
Office of the Chief Security Officer	68,991	257	67,246	257	74,963	298
Office of the Chief Financial Officer	56,394	228	60,142	270	66,369	275
Office of the Chief Information Officer	396,692	382	379,115	401	320,110	495
Mission Support Assets and Infrastructure	70,932	-	71,558	-	69,988	-
Construction and Facility Improvements	125,801	-	125,562	-	-	-
Total	937,081	1,432	962,134	1,814	768,664	2,015

Performance Measures

For *Mature and Strengthen Homeland Security*, Management Measures are displayed to provide a more thorough context of expected performance results.

Management Measures

The Office of the Chief Financial Officer

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	<=\$56	<=\$62	<=\$62	<=\$61
Result:	N/A	N/A	\$57.38	\$52.95	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	<=\$160	<=\$160	<=\$150	<=\$50	<=\$50	<=\$50
Result:	\$68.64	\$113.67	\$23.89	\$52.81	N/A	N/A

Measure: Percent of vendors paid electronically						
Description: This measure reflects the percent of vendors that are paid using Electronic Funds Transfer for payment of invoices. The Debt Collection Improvement Act requires the use of Electronic Funds Transfer for most Federal payments. An Electronic Funds Transfer is any transmission of monies, other than by cash, check, or similar paper, made through an electronic means. The Treasury Department indicates that it costs the Government \$0.98 to issue a payment by check and \$0.10 to issue an Electronic Funds Transfer payment. Payments made electronically reduce the administrative cost to the Government.						
Fiscal Year:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	98%	98%	98%	98%	98%	98%
Result:	99.9%	99.8%	99.5%	99.9%	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	<9	<5	<2	<2	<2	<2
Result:	2	2	5	3	N/A	N/A

The Office of the Chief Human Capital Officer

Measure: Percent of favorable responses by DHS employees on the annual employee survey						
Description: This measure reflects the average percent of positive responses to the 39 questions which make up the four Human Capital Assessment and Accountability Framework Indices (HCAAF) on the annual employee survey. The U.S. Office of Personnel Management (OPM) has determined the make up of the four HCAAF Indices as: Leadership and Knowledge Management; Results-Oriented Performance Culture; Talent Management; and Job Satisfaction. Employee surveys are conducted annually to gauge employees' perceptions on whether they are effectively led and managed, if they have opportunities to grow professionally and advance in their careers, and if their contributions are valued and recognized. The survey results are used by DHS agency managers to address human capital management issues and improve agency performance in these areas.						
Fiscal Year:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	53%	54%	55%	56%	57%	58%
Result:	50%	48%	47%	50%	N/A	N/A
Measure: Percent of favorable responses by DHS employees on the Employee Engagement Index of the annual employee survey						
Description: This measure is based on positive response rates by DHS employees to the Employee Engagement Index of the annual Federal Employee Viewpoint Survey administered by the Office of Personnel Management. The Employee Engagement Index is comprised of three sub-indices – Leaders Lead, Supervisors, and Intrinsic Work Experiences.						
Fiscal Year:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	N/A	56%	57%	58%
Result:	N/A	N/A	N/A	56%	N/A	N/A

Measure: Percent of planned USSS Special Agents in the workforce						
Description: This measure gauges DHS’s ability to hire and retain an adequate number of USSS special agents (federal job series 1811) to perform their protective and investigative missions. USSS special agents perform a highly visible and critical mission that requires a specialized skill set that is often difficult to hire into the DHS workforce. This measure reflects the ability to both hire and retain special agents compared to the planned staffing level projected by the USSS. The fill rate measure is particularly useful for it gauges both our ability to hire and retain special agents compared to the planned staffing level projected by the USSS. These agents are critical to goals related to protecting the President and other key leaders, visiting dignitaries, special events, and a number of investigative activities.						
Fiscal Year:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	N/A	N/A	98.5%	98.5%
Result:	N/A	N/A	N/A	N/A	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	25%	25%	25%	25%	25%	25%
Result:	24.5%	27.6%	27.1%	24.1%	N/A	N/A

The Office of the Chief Information Officer

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	<=\$27	<=\$24	<=\$22	<=\$22
Result:	N/A	N/A	\$15.79	\$22.59	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	5	5	4.6	4.7	4.8	4.9
Result:	4.22	4.56	4.6	4.7	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	90%	100%	100%	100%
Result:	N/A	N/A	95%	98%	N/A	N/A

Measure: Percent of information technology endpoint assets migrated to the DHS Continuous Diagnostic and Mitigation dashboard (QTRLY)						
Description: This measure gauges the percent of IT endpoint assets, such as workstations, servers, and laptops that have implemented or receive coverage from the tools selected by DHS for the Federal Continuous Diagnostic and Mitigation (CDM) Phase I Program to replace the current DHS tools implemented by the Components that are disparate and cannot be normalized efficiently. This will create one tool set that all of DHS IT endpoints will be using to continuously monitor their assets’ security and mitigate vulnerabilities. The current expectation is to implement the tools at the Components through FY 2017. Implementing this also automates reporting to the Office of Management and Budget and Federal Network Resilience for Federal Information Security Management Act reporting.						
Fiscal Year:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	N/A	N/A	40%	75%
Result:	N/A	N/A	N/A	N/A	N/A	N/A

The Office of the Chief Procurement Officer

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	4	4	4	4	4	4
Result:	4	4	4	4	N/A	N/A

Measure: Past Performance Information Retrieval System (PPIRS) compliance rate						
Description: This measure depicts compliance with the requirement to evaluate and document federal contractor’s performance. These evaluations are performed in the Contractor Performance Assessment Reporting System and maintained in the Past Performance Information Retrieval System. The evaluations are used to inform future award decisions to ensure the government contracts with quality companies. This measure assesses component and overall DHS compliance with conducting contractor performance evaluations.						
Fiscal Year:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	83%	86%	89%	92%
Result:	N/A	N/A	83.1%	86.9%	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	94%	95%	95%	95%	95%	95%
Result:	94%	95%	95%	96%	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	67%	68%	65%	68%	69%	69%
Result:	70%	72.3%	70.5%	70.9%	N/A	N/A

Measure: Percent of environmentally preferable and sustainable purchasing actions						
Description: This measures gauges green purchases for sustainable acquisition. Green purchases are those products and services that utilize renewable energy technologies, energy efficiency, including using products containing energy-efficient standby power devices, and products that contain the use of recovered material, biobased products, and other materials that are environmentally preferable, and/or energy- and water-efficient. This measure helps to ensure compliance with the Office of Management and Budget's guidance to meet Presidential priorities for sustainable purchasing, which will promote energy and water efficiency, renewable energy, and foster markets for emerging technologies.						
Fiscal Year:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	95%	95%	95%	95%	95%	95%
Result:	99%	97%	100%	99%	N/A	N/A

The Office of the Chief Readiness and Support Officer

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	\$200,473	\$1,583,721	\$3,307,418	\$3,829,902	\$3,853,717
Result:	N/A	\$441,156	\$4,845,630	\$4,455,764	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	4%	5%	7%	11%	26%	29%
Result:	6%	30%	21%	20%	N/A	N/A

Measure: Square feet per person						
Description: This is an Office of Management and Budget (OMB) real property benchmark measure defined to compare performance across agencies. This measure tracks the square feet per person for agency office space, as defined by the new OMB MAX data center. 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	<=234	<=233	<=228	<=227
Result:	N/A	N/A	234	229	N/A	N/A

The Office of the Chief Security Officer

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	<=12	<=10	<=8	<=14	<=14
Result:	N/A	10	12	23*	N/A	N/A

*The Chief Security Officer (CSO) implemented a change in business process to more thoroughly investigate derogatory information that increased the time to conduct a suitability assessment in FY 2016. The CSO anticipates a decreased processing time in FY 2017.

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	90%	95%	100%	100%
Result:	N/A	N/A	90%	98%	N/A	N/A

The Office of Program Accountability and Risk Management

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	N/A	95%	100%	100%
Result:	N/A	N/A	N/A	100%	N/A	N/A

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Target:	N/A	N/A	N/A	<=9%	<=8%	<=7%
Result:	N/A	N/A	N/A	7%	N/A	N/A

**Office of the Under Secretary for Management
Budget Comparison and Adjustments**

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Operations and Support	1,457	1,432	\$737,848	1,814	1,814	\$762,518	2,070	2,015	\$696,131	256	201	(\$66,387)
Procurement, Construction, and Improvements	-	-	\$196,733	-	-	\$197,120	-	-	\$69,988	-	-	(\$127,132)
Research and Development	-	-	\$2,500	-	-	\$2,495	-	-	\$2,545	-	-	\$50
Total	1,457	1,432	\$937,081	1,814	1,814	\$962,133	2,070	2,015	\$768,664	256	201	(\$193,469)
Subtotal Discretionary - Appropriation	1,457	1,432	\$937,081	1,814	1,814	\$962,133	2,070	2,015	\$768,664	256	201	(\$193,469)

Office of the Under Secretary for Management Comparison of Obligations

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$931,862		
Transfers & Reprogrammings	\$5,900		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$681)		
Revised Enacted/Request	\$937,081	\$962,133	\$768,664
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$69,772	\$252,769	\$143,500
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$1,006,853	\$1,214,902	\$912,164
Collections – Reimbursable Resources	\$75,413	\$61,506	\$79,849
Total Budget Resources	\$1,082,266	\$1,276,408	\$992,013
Obligations (Actual/Projections/Estimates)	\$901,755	\$1,010,017	\$935,670
Personnel: Positions and FTE			
Enacted/Request Positions	1,457	1,814	2,070
Enacted/Request FTE	1,432	1,814	2,015
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	1,192	1,814	2,070
FTE (Actual/Estimates/Projections)	1,100	1,814	2,014

**Office of the Under Secretary for Management
Personnel Compensation and Benefits**

Pay Summary
Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Operations and Support	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84
Total	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84
Discretionary - Appropriation	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84

Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$147,005	\$184,482	\$223,586	\$39,104
11.3 Other than Full-Time Permanent	\$2,344	\$3,048	\$2,215	(\$833)
11.5 Other Personnel Compensation	\$1,870	\$2,071	\$2,926	\$855
12.1 Civilian Personnel Benefits	\$44,767	\$60,927	\$77,444	\$16,517
Total - Personnel Compensation and Benefits	\$195,986	\$250,528	\$306,171	\$55,643
Positions and FTE				
Positions - Civilian	1,457	1,814	2,070	256
FTE - Civilian	1,432	1,814	2,015	201

**Office of the Under Secretary for Management
Non Pay Budget Exhibits**

Non Pay Summary
Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Operations and Support	\$541,862	\$511,990	\$389,960	(\$122,030)
Procurement, Construction, and Improvements	\$196,733	\$197,120	\$69,988	(\$127,132)
Research and Development	\$2,500	\$2,495	\$2,545	\$50
Total	\$741,095	\$711,605	\$462,493	(\$249,112)
Discretionary - Appropriation	\$741,095	\$711,605	\$462,493	(\$249,112)

Non Pay by Object Class
Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$1,013	\$1,055	\$1,742	\$687
23.1 Rental Payments to GSA	\$22,664	\$16,419	\$16,867	\$448
23.2 Rental Payments to Others	\$1,603	\$1,014	\$893	(\$121)
23.3 Communications, Utilities, and Misc. Charges	\$6	\$6	\$138	\$132
24.0 Printing and Reproduction	\$104	\$123	\$92	(\$31)
25.1 Advisory and Assistance Services	\$237,448	\$206,221	\$139,146	(\$67,075)
25.2 Other Services from Non-Federal Sources	\$9,093	\$28,106	\$42,207	\$14,101
25.3 Other Goods and Services from Federal Sources	\$318,559	\$312,323	\$138,521	(\$173,802)
25.4 Operation and Maintenance of Facilities	\$2,816	\$773	\$2,220	\$1,447
25.5 Research and Development Contracts	\$2,500	\$2,495	\$2,545	\$50
25.6 Medical Care	\$27	\$27	\$45	\$18
25.7 Operation and Maintenance of Equipment	\$123,432	\$134,002	\$106,878	(\$27,124)
26.0 Supplies and Materials	\$1,416	\$1,646	\$930	(\$716)
31.0 Equipment	\$20,075	\$7,395	\$10,269	\$2,874
94.0 Financial Transfers	\$339	-	-	-
Total - Non Pay Object Classes	\$741,095	\$711,605	\$462,493	(\$249,112)

**Office of the Under Secretary for Management
Supplemental Budget Justification Exhibits**

Working Capital Fund

Dollars in Thousands

Appropriation and PPA	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Operations and Support	\$103,085	\$81,372	\$80,886
Immediate Office of the Under Secretary of Management	\$981	\$832	\$1,183
Office of the Chief Readiness Support Officer	\$3,604	\$3,192	\$4,219
Office of the Chief Human Capital Officer	\$8,390	\$8,380	\$8,045
Office of the Chief Security Officer	\$10,113	\$8,265	\$9,088
Office of the Chief Procurement Officer	\$10,085	\$13,971	\$12,944
Office of the Chief Financial Officer	\$9,175	\$7,785	\$6,933
Office of the Chief Information Officer	\$60,737	\$38,947	\$38,474
Total Working Capital Fund	\$103,085	\$81,372	\$80,886

Office of the Under Secretary for Management Status of Congressionally Requested Studies, Reports and Evaluations

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2016	11/30/2016	Monthly Budget Execution and Staffing Report 1- October 2016- PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2016	12/30/2016	Monthly Budget Execution and Staffing Report 2- November 2016 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2017	1/30/2017	Monthly Budget Execution and Staffing report 3- Decemebr 2016 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2017	3/2/2017	Monthly Budget Execution and Staffing Report 4- January 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p>	Transmitted

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			<p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	
2017	3/30/2017	Monthly Budget Execution and Staffing Report 5- February 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month</p>	Transmitted
2017	4/30/2017	Monthly Budget Execution and Staffing Report 6- March 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	Transmitted
2017	5/30/2017	Monthly Budget Execution and Staffing Report 7- April 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	In the component for draft and review
2017	6/30/2017	Monthly Budget Execution and Staffing Report 8-	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on</p>	In the component for draft and

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		May 2017 PL 114-113	<p>October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	review
2017	7/30/2017	Monthly Budget Execution and Staffing Report 9- June 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	In the component for draft and review
2017	8/30/2017	Monthly Budget Execution and Staffing Report 10- July 2017- PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	In the component for draft and review
2017	9/30/2017	Monthly Budget Execution and Staffing Report 11- August 2017 PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p>	In the component for draft and review
2017	10/30/2017	Monthly Budget	p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the	In the

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		Execution and Staffing Report 12-September 2017 PL 114-113	<p>Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 19 - Section 101. The Committee continues a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month.</p> <p>p. 25 - The Department shall continue providing monthly budget execution reports including staffing data as in prior years, in compliance with the included general provision.</p> <p>p. 138 - Section 513. The bill includes a provision requiring the Chief Financial Officer to submit monthly budget execution and staffing reports within 30 days after the close of each month</p>	component for draft and review
2017	1/31/2017	Component Obligation Plans-Q1-JES to PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP’s plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated.</p> <p>p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114–113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine. p.</p> <p>p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department’s classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&A quarterly obligation plans shall include cost data for individual programs and projects.</p>	N/A
2017	3/31/2017	Component Obligation Plans-Q1-JES to PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP’s plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated.</p> <p>p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114–113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the</p>	N/A

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			<p>Committee expects these plans to be timely given the established routine. p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department’s classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&A quarterly obligation plans shall include cost data for individual programs and projects.</p>	
2017	6/30/2017	Component Obligation Plans-Q2 JES to PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP’s plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated.</p> <p>p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114–113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine. p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department’s classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&A quarterly obligation plans shall include cost data for individual programs and projects.</p>	In the component for draft and review
2017	9/29/2017	Component Obligation Plans-Q3 JES to PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114–4, as modified by section 513 of Public Law 114–113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP’s plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated.</p> <p>p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114–113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine. p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department’s classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee</p>	In the component for draft and review

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			does not require an Intelligence Expenditure Plan for fiscal year 2017 the I&A quarterly obligation plans shall include cost data for individual programs and projects.	
2017	12/29/2017	Component Obligation Plans-Q4 JES to PL 114-113	<p>p. 15 - Bill language is retained requiring that Monthly Budget Execution and Staffing reports be submitted to the Committee within 30 days after the close of each month. These reports shall include the same level of detail required in section 513 of Public Law 114-4, as modified by section 513 of Public Law 114-113. Beginning on October 1, 2016, all required reports shall be submitted to the Committee in the new appropriations structure, as applicable, including the Monthly Budget Execution and Staffing reports and quarterly obligation plan updates.</p> <p>p. 22 - With regard to direction on the submission of expenditure plans provided under the Office of the Chief Financial Officer heading in title I of this report, the Committee directs that CBP's plan also include obligation and budget execution data by PPA, sub-PPA, project, and subproject or severable end item for multi-year funding appropriated in prior years, anticipated carryover, and the planned obligation of carryover in future years until all funds are obligated.</p> <p>p. 24 - The Department shall continue submitting obligation plans on a quarterly basis consistent with direction provided in the explanatory statement accompanying Public Law 114-113, including ensuring that the obligation plans are connected to activity-level details in the budget justification materials. For fiscal year 2017, the Committee expects these plans to be timely given the established routine. p.</p> <p>p. 27 - ANNUAL BUDGET JUSTIFICATIONS AND OBLIGATION PLANS - The Committee expects to receive the same level of information for the Department's classified budget as is required under the Chief Financial Officer both in annual budget justifications and quarterly obligation plans. Additionally, while the Committee does not require an Intelligence Expenditure Plan for fiscal year 2017, the I&A quarterly obligation plans shall include cost data for individual programs and projects.</p>	In the component for draft and review
2017	NTL 90 DAE	St. Elizabeth's Expenditure Plan	p. 22 - A general provision is included in the bill providing \$225,532,000 for costs associated with headquarters and mission support consolidation. The bulk of the fiscal year 2017 request is for a new FEMA headquarters at St. Elizabeths that is timed to address FEMA's lease expirations and will consolidate FEMA's current seven locations in Washington, DC. The Under Secretary shall submit an expenditure plan not later than 90 days after the date of enactment of this act detailing how these funds will be allocated, including a revised schedule and cost estimates for headquarters consolidation. The Department shall notify the Committee within 30 days of any deviation from the expenditure plan.	In DHS Clearance
2017	Within 30 days of deviation	St. Elizabeths Expenditure Plan- Notification of Deviation	p. 22 - A general provision is included in the bill providing \$225,532,000 for costs associated with headquarters and mission support consolidation. The bulk of the fiscal year 2017 request is for a new FEMA headquarters at St. Elizabeths that is timed to address FEMA's lease expirations and will consolidate FEMA's current seven locations in Washington, DC. The Under Secretary shall submit an expenditure plan not later than 90 days after the date of enactment of this act detailing how these funds will be allocated, including a revised schedule and cost estimates for headquarters consolidation. The Department shall notify the Committee within 30 days of any deviation from the expenditure plan.	In DHS Clearance
2017	11/14/2017	Conference Spending	p. 17 - Pursuant to section 739 of division E of Public Law 114-113 and prior appropriations Acts, the Department must submit reports to OIG regarding certain conference spending. To facilitate OIG's reporting to this Committee, the Department shall submit its annual report to OIG not later than 45 days after the end of the fiscal year.	In the component for draft and review
2017	With PB	Purchase of Usage of Ammunition-JES to PL 114-113	p. 25 - In addition, the Department shall adhere to statutory weapons and ammunition reporting requirement in Public Laws 113-76 and 114-4 respectively.	Transmitted

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2017	With PB	Purchase and Usage of Weapons- Public law 114-4 pg. 87; House Report 113-481 p. 14; Senate Report 113-198, p. 20	p. 25 - In addition, the Department shall adhere to statutory weapons and ammunition reporting requirement in Public Laws 113-76 and 114-4 respectively.	Transmitted
2017	3/31/2017	Reception and Representation Expenses-Q1- SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia	Transmitted
2017	6/30/2017	Reception and Representation- Expenses-Q2-SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia.	In the component for draft and review
2017	9/29/2017	Reception and Representation Expenses-Q3-SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia.	In the component for draft and review
2017	12/29/2017	Reception and Representation Expenses-Q4-SR 114-68	Page 10 - The Department shall continue to submit quarterly obligation reports to the Committee for all DHS reception and representation expenses as required in prior years. The Department shall refrain from using funds available for reception and representation to purchase unnecessary collectibles or memorabilia.	In the component for draft and review
2017	1/30/2017	WCF-Quarterly Execution Report-Q1- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department’s Working Capital Fund [WCF] that: extends the authority of the Department’s WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President’s fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department’s congressional justification accompanying the President’s fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	N/A
2017	4/30/2017	WCF-Quarterly Execution Report-Q2- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department’s Working Capital Fund [WCF] that: extends the authority of the Department’s WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President’s fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department’s congressional justification accompanying the President’s fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	N/A

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
2017	7/30/2017	WCF-Quarterly Execution Report-Q3- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department’s Working Capital Fund [WCF] that: extends the authority of the Department’s WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President’s fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department’s congressional justification accompanying the President’s fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	In the component for draft and review
2017	10/30/2017	WCF-Quarterly Execution Report-Q4- PL 114-113	p. 137. Section 504. The bill includes a provision relating to the Department’s Working Capital Fund [WCF] that: extends the authority of the Department’s WCF in fiscal year 2017; prohibits funds appropriated or otherwise made available to the Department from being used to make payments to the WCF, except for the activities and amounts allowed in the President’s fiscal year 2017 budget; makes WCF funds available until expended; ensures departmental components are only charged for direct usage of each WCF service; makes funds provided to the WCF available only for purposes consistent with the contributing component; and requires the WCF to be paid in advance or reimbursed at rates which will return the full cost of each service. The WCF table included in the Department’s congressional justification accompanying the President’s fiscal year 2017 budget shall serve as the control level for quarterly execution reports submitted to the Committee not later than 30 days after the end of each quarter. These reports shall identify any activity added or removed from the fund.	In the component for draft and review
2017	With PB	Future Years Homeland Security Program- PL 114-113	p. 25 - A statutory provision is also retained requiring the Secretary to submit a Future Years Homeland Security Program budget as part of the fiscal year 2018 budget justification. The report shall be provided in the same manner as prior year requirements and shall be in unclassified form so as to be accessible to the general public.	Transmitted
2017	Unspecified	Hiring Delays-Q1- Public Law 114-4 Joint Explanatory Statement p. 9; Senate Report 113-198 p. 23	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114–113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as “hiring hubs” which streamline the hiring process for qualified applicants. CBP’s multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	Transmitted
2017	Unspecified	Hiring Delays-Q2- Public Law 114-4 Joint Explanatory Statement p. 9;	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114–113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its	In the component for draft and review

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		Senate Report 113-198 p. 23	hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as ‘hiring hubs’ which streamline the hiring process for qualified applicants. CBP’s multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	
2017	Unspecified	Hiring Delays-Q3-Public Law 114-4 Joint Explanatory Statement p. 9; Senate Report 113-198 p. 23	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114-113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as ‘hiring hubs’ which streamline the hiring process for qualified applicants. CBP’s multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	In the component for draft and review
2017	Unspecified	Hiring Delays-Q4-Public Law 114-4 Joint Explanatory Statement p. 9; Senate Report 113-198 p. 23	p. 13 - As directed in a title I administrative provision, USM shall continue to provide updates on the hiring corrective plan and the development of hiring metrics, as detailed in the explanatory statement accompanying Public Law 114-113. p. 21 - HIRING DELAYS - Further, the Committee remains convinced that DHS needs better insights into its hiring processes, including regular monitoring of the time each step takes in the process, so that the process is transparent and appropriate officials are held accountable. The Committee directs the Department to continue working with all its components to develop consistent, repeatable metrics on hiring, attrition, and the onboarding process. CBP has made great strides in documenting its process, identifying chokepoints, attacking inefficiencies, and seeking new ways to bring qualified people on board, such as ‘hiring hubs’ which streamline the hiring process for qualified applicants. CBP’s multi-pronged approach, starting with the collection of relevant metrics, and follow-on efforts should be a model to other components. DHS is to brief the Committee not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire, provide quarterly metrics by component, and move toward monthly metrics reporting. CBP shall continue monthly reporting.	In the component for draft and review
2017	Unspecified	Administrative Leave 1-October 2016-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114-113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114-113, the Department	Transmitted

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
		2-November 2016-SR 114-264	shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	
2017	Unspecified	Administrative Leave 3-December 2016-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 4-January 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 5-February 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 6-March 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	Transmitted
2017	Unspecified	Administrative Leave 7-April 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 8-May 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 9-June 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 10-July 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 11-August 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	Unspecified	Administrative Leave 12-August 2017-SR 114-264	p. 22 - For the reasons outlined in the explanatory statement accompanying Public Law 114–113, the Department shall continue providing monthly data on the use of paid administrative leave for all periods beyond 1 month. Such information shall also be broken down by component.	In the component for draft and review
2017	NLT 120 DAE	Long-Term Details-SR 114-264	p. 22 - In addition, the Committee is interested in understanding the number of long-term detail assignments outside an employee’s home office or component that last longer than 3 years, to include assignments in other departments, agencies, and entities. Therefore, the Department is directed to provide data regarding long-term detailees not later than 120 days after the date of enactment of this act, to include a break-down by home office or	N/A

Fiscal Year	Due Date	Reference/Citation	Requirement	Status
			component, the receiving office or component, the grade level of the employees, and the authority for such detail. To the extent these details are reimbursable or the home office or component is not supporting the employee's salary and benefit costs, the data should note that fact.	
2017		Cybersecurity Improvements Expenditure Plan Execution		In the component for draft and review
2017		Cybersecurity Improvements Expenditure Plan Obligations-First Half		In the component for draft and review d
2017		Cybersecurity Improvements Expenditure Plan Obligations-Second Half		In DHS Clearance
2017	Unspecified	Independent Verification and Validation Agent- HR114-668	p. 17 - The Chief Information Officer, in coordination with the Chief Financial Officer and the Chief Procurement Officer, is directed to certify that an independent verification and validation agent is currently under contract for major information technology investments.	Transmitted
2017	NLT 90 DAE	Field Office Consolidation- HR114-668	p. 13 - Not later than 90 days after the date of enactment of this Act, DHS shall provide a plan to the Committee requiring all component-level field offices to consolidate space, services, and assets. This plan shall include a description of the departmental mechanisms used to direct the field offices to conduct these reviews such as existing and desired legislative authorities, management directives, and regional working groups, and a description of the methods the Department plans to use to ensure compliance.	Transmitted
2017	10/16/2017	Grants or Contracts- SR 114-264	p. 138 - Section 516. The bill includes a provision requiring the Secretary to submit a report to OIG listing all grants or contracts awarded by any means other than full and open competition for fiscal years 2017 and 2018. OIG is required to review the report to assess departmental compliance with applicable laws and regulations and report the results to the Committees on Appropriations no later than February 15, 2019.	In the component for draft and review

**Office of the Under Secretary for Management
Authorized/Unauthorized Appropriations**

Dollars in Thousands

Budget Activity	Last year of Authorization	Authorized Level	Appropriation in Last Year of Authorization	FY 2018 President's Budget
	Fiscal Year	Amount	Amount	Amount
Operations and Support	2002	N/A	N/A	\$696,131
Immediate Office of the Under Secretary	2002	N/A	N/A	\$6,867
Office of the Chief Readiness Officer	2002	N/A	N/A	\$70,900
Office of the Chief Human Capital Officer	2002	N/A	N/A	\$56,852
Office of the Chief Security Officer	2002	N/A	N/A	\$74,963
Office of the Chief Procurement Officer	2002	N/A	N/A	\$102,615
Office of the Chief Financial Officer	2002	N/A	N/A	\$66,369
Office of the Chief Information Officer	2002	N/A	N/A	\$317,565
Procurement, Construction, and Improvements	2002	N/A	N/A	\$69,988
Construction and Facilities Improvements	2002	N/A	N/A	\$ -
Mission Support Assets and Infrastructure	2002	N/A	N/A	\$69,988
Research and Development	2002	N/A	N/A	\$2,545
Total Direct Authorization/Appropriation		N/A	N/A	\$768,664

Office of the Under Secretary for Management
Proposed Legislative Language
Operations and Support

For necessary expenses of the Office of the Under Secretary for Management for operations and support, as authorized by sections 103 and 701 through 705 of the Homeland Security Act of 2002 (6 U.S.C. 113; 6 U.S.C. 341 through 345), [\$727,771,000] **\$696,131,000**, of which not to exceed \$2,000 shall be for official reception and representation expenses, **and of which \$227,516,000 shall remain available until September 30, 2019.** [: *Provided*, That of the total amount made available under this heading, \$102,513,000 shall be for minor procurements, construction, and improvements necessary for the operations and sustainment of Departmental facilities, of which \$2,931,000 shall remain available until September 30, 2018, solely for such expenses at the Nebraska Avenue Complex: *Provided further*, That \$227,576,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment including \$5,522,000 for the Human Resources Information Technology program and \$41,215,000 for Financial Systems Modernization: *Provided further*, that 15 days after the Committees on Appropriations of the Senate and the House of Representatives are notified, funds for Financial Systems Modernization may be transferred by the Secretary of Homeland Security between appropriations for the same purpose, notwithstanding section 503 of this Act: *Provided further*, That the Under Secretary for Management shall include in the President's budget proposal for fiscal year 2018, submitted pursuant to section 1105(a) of title 31, United States Code, a Comprehensive Acquisition Status Report, which shall include the information required under the heading "Office of the Under Secretary for Management" under title I of division D of the Consolidated Appropriations Act, 2012 (Public Law 112-74), and shall submit quarterly updates to such report not later than 45 days after the completion of each quarter.]

Language Provision	Explanation
... [\$727,771,000] \$696,131,000 , ...	Dollar change only. No substantial change proposed.
<p>... , and of which \$227,516,000 shall remain available until September 30, 2019. [: <i>Provided</i>, That of the total amount made available under this heading, \$102,513,000 shall be for minor procurements, construction, and improvements necessary for the operations and sustainment of Departmental facilities, of which \$2,931,000 shall remain available until September 30, 2018, solely for such expenses at the Nebraska Avenue Complex: <i>Provided further</i>, That \$227,576,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment including \$5,522,000 for the Human Resources Information Technology program and \$41,215,000 for Financial Systems Modernization:]</p>	<p>Simplifying and consolidating the language for the O&S two year funds. Dollar amount and dates updated. Human Resource Information Technology funds in the O&S account are now one-year funds.</p>
<p>[<i>Provided further</i>, that 15 days after the Committees on Appropriations of the Senate and the House of Representatives are notified, funds for Financial Systems Modernization may be transferred by the Secretary of Homeland Security between appropriations for the same purpose, notwithstanding section 503 of this Act:]</p>	<p>Financial Systems Modernization funds are requested within the USM PC&I account.</p>
<p>[<i>Provided further</i>, That the Under Secretary for Management shall include in the President's budget proposal for fiscal year 2018, submitted pursuant to section 1105(a) of title 31, United States Code, a Comprehensive Acquisition Status Report, which shall include the information required under the heading "Office of the Under Secretary for Management" under title I of division D of the Consolidated Appropriations Act, 2012 (Public Law 112-74), and shall submit quarterly updates to such report not later than 45 days after the completion of each quarter.]</p>	<p>Pursuant to the report language accompanying the FY 2017 DHS Appropriations Act, reporting requirements for an independent Comprehensive Acquisition Status Report were removed.</p>

Procurement, Construction, and Improvements

For necessary expenses of the Office of the Under Secretary for Management for procurement, construction, and improvements, as authorized by sections 103 and 701 through 705 of the Homeland Security Act of 2002 (6 U.S.C. 113; 6 U.S.C. 341 through 345), [\$144,789,000] **\$69,988,000**, to remain available until September 30, 2019.[: *Provided*, That of the total amount made available under this heading, \$125,950,000 shall remain available until expended for necessary expenses to plan, acquire, construct, renovate, remediate, equip, furnish, and occupy buildings and facilities for the consolidation of department headquarters at St. Elizabeths; and \$18,839,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment, software, services, and related activities for the Department of Homeland Security including \$4,079,000 for the Human Resources Information Technology program.]

Language Provision	Explanation
...[\$144,789,000] <u>\$69,988,000</u> ,...	Dollar change only. No substantial change proposed.
[: <i>Provided</i> , That of the total amount made available under this heading, \$125,950,000 shall remain available until expended for necessary expenses to plan, acquire, construct, renovate, remediate, equip, furnish, and occupy buildings and facilities for the consolidation of department headquarters at St. Elizabeths; and \$18,839,000 shall remain available until September 30, 2018, for development and acquisition of information technology equipment, software, services, and related activities for the Department of Homeland Security including \$4,079,000 for the Human Resources Information Technology program.]	Simplifying and consolidating the language for PC&I as two year funds.

Research and Development

For necessary expenses of the Office of the Under Secretary for Management for research and development, as authorized by sections 103 and 701 through 705 of the Homeland Security Act of 2002 (6 U.S.C. 113; 6 U.S.C. 341 through 345), [and Department-wide technology investments,][\$2,500,000] **\$2,545,000**, to remain available until September 30, [2018] **2019**.

Language Provision	Explanation
... [and Department-wide technology investments,] ...	
... [\$2,500,000] <u>\$2,545,000</u> ...	Dollar change only. No substantial change proposed.
... [2018] <u>2019</u> .	Date change only. No substantial change proposed.

Office of the Under Secretary for Management
Reimbursable Resources
Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	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 Financial Officer	Location	-	-	-	-	\$200	-	-	-	-	-	(\$200)
Department of Homeland Security - Federal Emergency Management Agency	Source	-	\$3,243	-	-	\$2,782	-	-	\$6,118	-	-	\$3,336
Operations and Support	Location	-	\$3,243	-	-	\$2,782	-	-	\$6,118	-	-	\$3,336
Office of the Chief Readiness Support Officer	Location	-	\$106	-	-	\$30	-	-	\$656	-	-	\$626
Office of the Chief Human Capital Officer	Location	-	\$53	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	\$769	-	-	-	-	-	\$212	-	-	\$212
Office of the Chief Financial Officer	Location	-	\$220	-	-	\$985	-	-	\$1,034	-	-	\$49
Office of the Chief Information Officer	Location	-	\$2,095	-	-	\$1,767	-	-	\$4,216	-	-	\$2,449
Department of Homeland Security - Federal Law Enforcement Training Center	Source	-	\$950	-	-	\$858	-	-	\$1,446	-	-	\$588
Operations and Support	Location	-	\$950	-	-	\$858	-	-	\$1,446	-	-	\$588
Office of the Chief Readiness Support Officer	Location	-	\$75	-	-	\$603	-	-	\$106	-	-	(\$497)
Office of the Chief Human Capital Officer	Location	-	\$1	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	\$78	-	-	-	-	-	\$82	-	-	\$82
Office of the Chief Financial Officer	Location	-	\$269	-	-	\$150	-	-	\$158	-	-	\$8
Office of the Chief Information Officer	Location	-	\$527	-	-	\$105	-	-	\$1,100	-	-	\$995
Department of Homeland Security - Transportation Security Administration	Source	-	\$7,059	-	-	\$15,453	-	-	\$16,686	-	-	\$1,233
Operations and Support	Location	-	\$7,059	-	-	\$15,453	-	-	\$16,686	-	-	\$1,233
Office of the Chief Readiness Support Officer	Location	-	\$106	-	-	-	-	-	-	-	-	-
Office of the Chief Human Capital Officer	Location	-	\$1,134	-	-	\$183	-	-	\$183	-	-	-
Office of the Chief Security Officer	Location	-	\$282	-	-	-	-	-	\$279	-	-	\$279
Office of the Chief Financial Officer	Location	-	\$1,047	-	-	\$13,547	-	-	\$14,224	-	-	\$677
Office of the Chief Information Officer	Location	-	\$4,490	-	-	\$1,723	-	-	\$2,000	-	-	\$277
Department of Homeland Security - US Immigration and Customs Enforcement	Source	-	\$20,144	-	-	\$2,523	-	-	\$4,344	-	-	\$1,821
Operations and Support	Location	-	\$20,144	-	-	\$2,523	-	-	\$4,344	-	-	\$1,821
Office of the Chief Readiness Support Officer	Location	-	\$138	-	-	\$34	-	-	\$201	-	-	\$167
Office of the Chief Human Capital Officer	Location	-	\$35	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	\$238	-	-	-	-	-	\$285	-	-	\$285
Office of the Chief Financial Officer	Location	-	\$178	-	-	\$436	-	-	\$458	-	-	\$22
Office of the Chief Information Officer	Location	-	\$19,555	-	-	\$2,053	-	-	\$3,400	-	-	\$1,347
Department of Homeland Security - Citizenship and Immigration Services	Source	-	\$5,982	-	-	\$5,923	-	-	\$7,846	-	-	\$1,923
Operations and Support	Location	-	\$5,982	-	-	\$5,923	-	-	\$7,846	-	-	\$1,923
Office of the Chief Readiness Support Officer	Location	-	\$106	-	-	\$162	-	-	\$64	-	-	(\$98)
Office of the Chief Human Capital Officer	Location	-	\$86	-	-	\$25	-	-	\$604	-	-	\$579
Office of the Chief Security Officer	Location	-	\$378	-	-	-	-	-	\$600	-	-	\$600
Office of the Chief Procurement Officer	Location	-	-	-	-	\$344	-	-	\$538	-	-	\$194
Office of the Chief Financial Officer	Location	-	\$172	-	-	\$141	-	-	\$144	-	-	\$3

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Information Officer Location	-	-	\$5,240	-	-	\$5,251	-	-	\$5,896	-	-	\$645
Department of Homeland Security - Science and Technology Source	-	-	\$2,110	-	-	\$1,054	-	-	\$2,033	-	-	\$979
Operations and Support Location	-	-	\$2,110	-	-	\$1,054	-	-	\$2,033	-	-	\$979
Office of the Chief Readiness Support Officer Location	-	-	-	-	-	-	-	-	\$91	-	-	\$91
Office of the Chief Human Capital Officer Location	-	-	\$65	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer Location	-	-	\$677	-	-	-	-	-	\$695	-	-	\$695
Office of the Chief Financial Officer Location	-	-	\$44	-	-	\$45	-	-	\$47	-	-	\$2
Office of the Chief Information Officer Location	-	-	\$1,324	-	-	\$1,009	-	-	\$1,200	-	-	\$191
Department of Homeland Security - United States Secret Service Source	-	-	\$558	-	-	\$85	-	-	\$259	-	-	\$174
Operations and Support Location	-	-	\$558	-	-	\$85	-	-	\$259	-	-	\$174
Office of the Chief Readiness Support Officer Location	-	-	\$106	-	-	-	-	-	\$102	-	-	\$102
Office of the Chief Human Capital Officer Location	-	-	\$11	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer Location	-	-	-	-	-	-	-	-	\$67	-	-	\$67
Office of the Chief Information Officer Location	-	-	\$441	-	-	\$85	-	-	\$90	-	-	\$5
Department of Homeland Security - Office of the Inspector General Source	-	-	\$998	-	-	-	-	-	\$397	-	-	\$397
Operations and Support Location	-	-	\$998	-	-	-	-	-	\$397	-	-	\$397
Office of the Chief Readiness Support Officer Location	-	-	-	-	-	-	-	-	\$223	-	-	\$223
Office of the Chief Human Capital Officer Location	-	-	\$103	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer Location	-	-	\$206	-	-	-	-	-	\$2	-	-	\$2
Office of the Chief Information Officer Location	-	-	\$689	-	-	-	-	-	\$172	-	-	\$172
Department of Homeland Security - United States Coast Guard Source	-	-	\$3,883	-	-	\$7,604	-	-	\$9,002	-	-	\$1,398
Operations and Support Location	-	-	\$3,883	-	-	\$7,604	-	-	\$9,002	-	-	\$1,398
Office of the Chief Readiness Support Officer Location	-	-	\$106	-	-	-	-	-	\$303	-	-	\$303
Office of the Chief Human Capital Officer Location	-	-	\$36	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer Location	-	-	\$113	-	-	-	-	-	\$131	-	-	\$131
Office of the Chief Financial Officer Location	-	-	\$3,129	-	-	\$7,208	-	-	\$7,568	-	-	\$360
Office of the Chief Information Officer Location	-	-	\$499	-	-	\$396	-	-	\$1,000	-	-	\$604
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$13,745	-	-	\$14,054	-	-	\$17,049	-	-	\$2,995
Operations and Support Location	-	-	\$13,745	-	-	\$14,054	-	-	\$17,049	-	-	\$2,995
Office of the Chief Readiness Support Officer Location	-	-	\$173	-	-	\$59	-	-	\$793	-	-	\$734
Office of the Chief Human Capital Officer Location	-	-	\$419	-	-	\$700	-	-	\$861	-	-	\$161
Office of the Chief Security Officer Location	-	-	\$3,425	-	-	\$4,560	-	-	\$3,027	-	-	(\$1,533)
Office of the Chief Procurement Officer Location	-	-	-	-	-	-	-	-	\$42	-	-	\$42
Office of the Chief Financial Officer Location	-	-	\$638	-	-	\$1,299	-	-	\$1,364	-	-	\$65
Office of the Chief Information Officer Location	-	-	\$9,090	-	-	\$7,436	-	-	\$10,962	-	-	\$3,526
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$5,127	-	-	\$3,866	-	-	\$2,921	-	-	(\$945)
Operations and Support Location	-	-	\$5,127	-	-	\$3,866	-	-	\$2,921	-	-	(\$945)
Office of the Chief Readiness Support Officer Location	-	-	\$453	-	-	\$553	-	-	\$26	-	-	(\$527)
Office of the Chief Human Capital Officer Location	-	-	\$79	-	-	\$82	-	-	\$82	-	-	-
Office of the Chief Security Officer Location	-	-	\$2,096	-	-	\$1,665	-	-	\$288	-	-	(\$1,377)
Office of the Chief Financial Officer Location	-	-	\$48	-	-	-	-	-	\$125	-	-	\$125
Office of the Chief Information Officer Location	-	-	\$2,451	-	-	\$1,566	-	-	\$2,400	-	-	\$834

Department of Homeland Security

Office of the Under Secretary for Management

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Office of the Secretary & Executive Management	Source	-	-	-	-	\$413	-	-	\$425	-	-	\$12
Operations and Support	Location	-	-	-	-	\$413	-	-	\$425	-	-	\$12
Office of the Chief Information Officer	Location	-	-	-	-	\$413	-	-	\$425	-	-	\$12
Department of Homeland Security - Office of the Under Secretary for Management	Source	-	\$32	-	-	\$2,571	-	-	\$3,000	-	-	\$429
Operations and Support	Location	-	\$32	-	-	\$2,571	-	-	\$3,000	-	-	\$429
Office of the Chief Information Officer	Location	-	\$32	-	-	\$2,571	-	-	\$3,000	-	-	\$429
Department of Homeland Security - Analysis and Operations	Source	-	\$8,854	-	-	\$2,532	-	-	\$4,443	-	-	\$1,911
Operations and Support	Location	-	\$8,854	-	-	\$2,532	-	-	\$4,443	-	-	\$1,911
Office of the Chief Readiness Support Officer	Location	-	\$68	-	-	\$203	-	-	\$216	-	-	\$13
Office of the Chief Human Capital Officer	Location	-	\$102	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	\$206	-	-	-	-	-	\$689	-	-	\$689
Office of the Chief Financial Officer	Location	-	\$35	-	-	\$36	-	-	\$38	-	-	\$2
Office of the Chief Information Officer	Location	-	\$8,443	-	-	\$2,293	-	-	\$3,500	-	-	\$1,207
Department of Interior - Department of the Interior	Source	-	\$3	-	-	-	-	-	\$205	-	-	\$205
Operations and Support	Location	-	\$3	-	-	-	-	-	\$205	-	-	\$205
Office of the Chief Readiness Support Officer	Location	-	\$3	-	-	-	-	-	\$205	-	-	\$205
Department of Transportation - Department of Transportation	Source	-	-	-	-	\$145	-	-	\$150	-	-	\$5
Operations and Support	Location	-	-	-	-	\$145	-	-	\$150	-	-	\$5
Office of the Chief Information Officer	Location	-	-	-	-	\$145	-	-	\$150	-	-	\$5
Executive Office of the President - Executive Office of the President	Source	-	\$378	-	-	-	-	-	\$128	-	-	\$128
Operations and Support	Location	-	\$378	-	-	-	-	-	\$128	-	-	\$128
Office of the Chief Security Officer	Location	-	\$378	-	-	-	-	-	\$128	-	-	\$128
General Services Administration - General Services Administration	Source	-	-	-	-	-	-	-	\$106	-	-	\$106
Operations and Support	Location	-	-	-	-	-	-	-	\$106	-	-	\$106
Office of the Chief Readiness Support Officer	Location	-	-	-	-	-	-	-	\$106	-	-	\$106
Department of Homeland Security - Office of Health Affairs	Source	-	\$546	-	-	-	-	-	\$155	-	-	\$155
Operations and Support	Location	-	\$546	-	-	-	-	-	\$155	-	-	\$155
Office of the Chief Readiness Support Officer	Location	-	\$280	-	-	-	-	-	-	-	-	-
Office of the Chief Human Capital Officer	Location	-	\$13	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	\$3	-	-	-	-	-	\$5	-	-	\$5
Office of the Chief Information Officer	Location	-	\$250	-	-	-	-	-	\$150	-	-	\$150
Department of Homeland Security - Domestic Nuclear Detection Office	Source	-	\$1,053	-	-	\$1,063	-	-	\$862	-	-	(\$201)
Operations and Support	Location	-	\$1,053	-	-	\$1,063	-	-	\$862	-	-	(\$201)
Office of the Chief Readiness Support Officer	Location	-	\$20	-	-	\$850	-	-	\$106	-	-	(\$744)
Office of the Chief Human Capital Officer	Location	-	\$19	-	-	-	-	-	-	-	-	-
Office of the Chief Security Officer	Location	-	\$2	-	-	-	-	-	\$4	-	-	\$4
Office of the Chief Financial Officer	Location	-	\$15	-	-	\$166	-	-	\$174	-	-	\$8
Office of the Chief Information Officer	Location	-	\$997	-	-	\$47	-	-	\$578	-	-	\$531

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Change		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Protective Service												
Source	-	-	-	-	-	\$380	-	-	\$1,273	-	-	\$893
Operations and Support	-	-	-	-	-	\$380	-	-	\$1,273	-	-	\$893
Office of the Chief Readiness Support Officer	-	-	-	-	-	-	-	-	\$234	-	-	\$234
Office of the Chief Human Capital Officer	-	-	-	-	-	\$333	-	-	\$396	-	-	\$63
Office of the Chief Security Officer	-	-	-	-	-	-	-	-	\$220	-	-	\$220
Office of the Chief Procurement Officer	-	-	-	-	-	\$20	-	-	\$20	-	-	-
Office of the Chief Financial Officer	-	-	-	-	-	\$27	-	-	\$396	-	-	\$369
Office of the Chief Information Officer	-	-	-	-	-	-	-	-	\$7	-	-	\$7
Office of the Director of National Intelligence												
Source	-	-	\$748	-	-	-	-	-	\$1,000	-	-	\$1,000
Operations and Support	-	-	\$748	-	-	-	-	-	\$1,000	-	-	\$1,000
Office of the Chief Security Officer	-	-	\$748	-	-	-	-	-	\$1,000	-	-	\$1,000
Total Collections	-	-	\$75,413	-	-	\$61,506	-	-	\$79,849	-	-	\$18,343

Department of Homeland Security
Office of the Under Secretary for Management
Operations and Support



Fiscal Year 2018
Congressional Justification

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Operations and Support

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Immediate Office of the Under Secretary of Management	17	17	\$3,732	17	17	\$3,291	31	24	\$6,867	14	7	\$3,576
Office of the Chief Readiness Support Officer	103	103	\$124,518	103	103	\$119,585	123	120	\$70,900	20	17	(\$48,685)
Office of the Chief Human Capital Officer	144	137	\$29,652	208	208	\$39,635	293	270	\$56,852	85	62	\$17,217
Office of the Chief Security Officer	257	257	\$68,991	257	257	\$67,246	313	298	\$74,963	56	41	\$7,717
Office of the Chief Procurement Officer	308	308	\$60,369	558	558	\$96,000	536	533	\$102,615	(22)	(25)	\$6,615
Office of the Chief Financial Officer	230	228	\$56,394	270	270	\$60,142	279	275	\$66,369	9	5	\$6,227
Office of the Chief Information Officer	398	382	\$394,192	401	401	\$376,619	495	495	\$317,565	94	94	(\$59,054)
Total	1,457	1,432	\$737,848	1,814	1,814	\$762,518	2,070	2,015	\$696,131	256	201	(\$66,387)
Subtotal Discretionary - Appropriation	1,457	1,432	\$737,848	1,814	1,814	\$762,518	2,070	2,015	\$696,131	256	201	(\$66,387)

Overview

The Operations & Support appropriation includes seven Program, Project, Activities (PPA), the PPAs are within the Under Secretary for Management (USM) and they are: Immediate Office of the Under Secretary for Management, Office of the Chief Readiness Support Officer, Office of the Chief Human Capital Officer, Office of the Chief Procurement Officer, Office of the Chief Financial Officer, Office of the Chief Information Officer, and Office of the Chief Security Officer.

The Department of Homeland Security (DHS) Management Directorate ensures delivery of effective and efficient business and management services throughout the Department, to enable the Department to achieve its mission to lead 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.

Immediate Office of the Under Secretary for Management

The primary mission of the Immediate Office of the Under Secretary for Management (IOUSM) is to provide leadership and oversight for all Departmental management lines of business including information technology, security, budget and financial management, procurement and acquisition, human capital, and administrative services.

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; asset life-cycle management, including aircraft, motor vehicles, ships, boats and sensitive assets, real property, personal property, environmental management, historic preservation, and energy. 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 team accomplishes this through building partnerships and collaboration, leveraging best practices, and fostering innovation.

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 the 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.

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 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.

Office of the Chief Security Officer

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.

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. 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.

Office of the Chief Information Officer

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's 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.

The Undersecretary for Management requests 2,070 positions, 2,015 full-time equivalents (FTE), and \$696.131 million for 2018 to continue its objective as outlined above in the Operations & Support appropriation.

Operations and Support Budget Authority and Obligations

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$732,629		
Transfers & Reprogrammings	\$5,900		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$681)		
Revised Enacted/Request	\$737,848	\$762,518	\$696,131
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$54,804	\$223,494	\$93,500
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$792,652	\$986,012	\$789,631
Collections – Reimbursable Resources	\$75,413	\$61,506	\$79,849
Total Budget Resources	\$868,065	\$1,047,518	\$869,480
Obligations (Actual/Projections/Estimates)	\$780,234	\$959,224	\$840,678
Personnel: Positions and FTE			
Enacted/Request Positions	1,457	1,814	2,070
Enacted/Request FTE	1,432	1,814	2,015
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	1,192	1,814	2,070
FTE (Actual/Estimates/Projections)	1,100	1,814	2,015

Operations and Support Collections - Reimbursable Resources

Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 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	-	-	\$3,243	-	-	\$2,782	-	-	\$6,118
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$950	-	-	\$858	-	-	\$1,446
Department of Homeland Security - Transportation Security Administration Source	-	-	\$7,059	-	-	\$15,453	-	-	\$16,686
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$20,144	-	-	\$2,523	-	-	\$4,344
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$5,982	-	-	\$5,923	-	-	\$7,846
Department of Homeland Security - Science and Technology Source	-	-	\$2,110	-	-	\$1,054	-	-	\$2,033
Department of Homeland Security - United States Secret Service Source	-	-	\$558	-	-	\$85	-	-	\$259
Department of Homeland Security - Office of the Inspector General Source	-	-	\$998	-	-	-	-	-	\$397
Department of Homeland Security - United States Coast Guard Source	-	-	\$3,883	-	-	\$7,604	-	-	\$9,002
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$13,745	-	-	\$14,054	-	-	\$17,049
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$5,127	-	-	\$3,866	-	-	\$2,921
Department of Homeland Security - Office of the Secretary & Executive Management Source	-	-	-	-	-	\$413	-	-	\$425
Department of Homeland Security - Office of the Under Secretary for Management Source	-	-	\$32	-	-	\$2,571	-	-	\$3,000
Department of Homeland Security - Analysis and Operations Source	-	-	\$8,854	-	-	\$2,532	-	-	\$4,443
Department of Interior - Department of the Interior Source	-	-	\$3	-	-	-	-	-	\$205
Department of Transportation - Department of Transportation Source	-	-	-	-	-	\$145	-	-	\$150
Executive Office of the President - Executive Office of the President Source	-	-	\$378	-	-	-	-	-	\$128
General Services Administration - General Services Administration Source	-	-	-	-	-	-	-	-	\$106
Department of Homeland Security - Office of Health Affairs Source	-	-	\$546	-	-	-	-	-	\$155
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$1,053	-	-	\$1,063	-	-	\$862
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	\$380	-	-	\$1,273
Office of the Director of National Intelligence Source	-	-	\$748	-	-	-	-	-	\$1,000
Total Collections	-	-	\$75,413	-	-	\$61,506	-	-	\$79,849

Operations and Support Summary of Budget Changes

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	1,457	1,432	\$732,629
Reprogramming from CBP to CRSO	-	-	\$2,900
Reprogramming from CRSO - OneNet	-	-	\$2,900
Reprogramming from NAC to CRSO	-	-	\$100
Total Above Threshold Reprogrammings/Transfers	-	-	\$5,900
FY 2016 Rescission	-	-	(\$681)
Total Rescissions	-	-	(\$681)
FY 2016 Revised Enacted	1,457	1,432	\$737,848
FY 2017 Annualized CR	1,814	1,814	\$762,518
FY 2018 Base Budget	1,814	1,814	\$762,518
Technical Adjustment	(37)	(37)	-
Realignment to CHCO from CIO due to CHCO WCF Activity Costs Removal	-	-	\$1
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	\$1,148
Transfer to A&O from CIO due to A&O WCF Activity Costs Removal	-	-	(\$22)
Transfer to A&O from CPO due to A&O WCF Activity Costs Removal	-	-	(\$4)
Transfer to A&O from CSO due to A&O WCF Activity Costs Removal	-	-	(\$10)
Transfer to CIO from A&O due to CIO WCF Activity Costs Removal	-	-	\$1,484
Transfer to CIO from OIG due to CIO WCF Activity Costs Removal	-	-	\$9
Transfer to CIO from S&T due to CIO WCF Activity Costs Removal	-	-	\$1,309
Transfer to OSEM/OGC from CFO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to OSEM/OGC from CHCO due to OGC WCF Activity Costs Removal	-	-	(\$3)
Transfer to OSEM/OGC from CIO due to OGC WCF Activity Costs Removal	-	-	(\$5)
Transfer to OSEM/OGC from CPO due to OGC WCF Activity Costs Removal	-	-	(\$13)
Transfer to OSEM/OGC from CRSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to OSEM/OGC from CSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$117
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$126

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$18
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$174
Transfer to USM/CHCO from A&O due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from CBP due to CHCO WCF Activity Costs Removal	-	-	\$2,015
Transfer to USM/CHCO from DNDO due to CHCO WCF Activity Costs Removal	-	-	\$35
Transfer to USM/CHCO from FEMA due to CHCO WCF Activity Costs Removal	-	-	\$414
Transfer to USM/CHCO from FLETC due to CHCO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CHCO from ICE due to CHCO WCF Activity Costs Removal	-	-	\$784
Transfer to USM/CHCO from NPPD due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$552
Transfer to USM/CHCO from NPPD OBIM due to CHCO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CHCO from OHA due to CHCO WCF Activity Costs Removal	-	-	\$8
Transfer to USM/CHCO from OIG due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from OSEM to CHCO WCF Activity Costs Removal	-	-	\$99
Transfer to USM/CHCO from S&T due to CHCO WCF Activity Costs Removal	-	-	\$55
Transfer to USM/CHCO from TSA due to CHCO WCF Activity Costs Removal	-	-	\$1,802
Transfer to USM/CHCO from USCG due to CHCO WCF Activity Costs Removal	-	-	\$242
Transfer to USM/CHCO from USCG due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$29
Transfer to USM/CHCO from USSS due to CHCO WCF Activity Costs Removal	-	-	\$438
Transfer to USM/CHCO of the WCF FTE due to CHCO WCF Activity Removal	37	37	-
Transfer to USM/CIO from OSEM due to CIO WCF Activity Costs Removal	-	-	\$911
Transfer to USM/CIO from CBP due to CIO WCF Activity Costs Removal	-	-	\$1,695
Transfer to USM/CIO from DNDO due to CIO WCF Activity Costs Removal	-	-	\$426
Transfer to USM/CIO from FEMA due to CIO WCF Activity Costs Removal	-	-	\$322
Transfer to USM/CIO from FLETC due to CIO WCF Activity Costs Removal	-	-	\$50
Transfer to USM/CIO from ICE due to CIO WCF Activity Costs Removal	-	-	\$755
Transfer to USM/CIO from NPPD due to FY 17 CJ WCF transfers for ELA	-	-	\$16
Transfer to USM/CIO from NPPD OBIM due to CIO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CIO from OHA due to CIO WCF Activity Costs Removal	-	-	\$238
Transfer to USM/CIO from TSA due to CIO WCF Activity Costs Removal	-	-	\$756
Transfer to USM/CIO from USCG due to CIO WCF Activity Costs Removal	-	-	\$325
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for Disaster Mgt	-	-	\$556

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for ELA	-	-	\$207
Transfer to USM/CIO from USSS due to CIO WCF Activity Costs Removal	-	-	\$250
Transfer to USM/CIO of the WCF FTE due to CIO WCF Activity Removal	94	94	-
Transfer to USM/CPO from A&O due to CPO WCF Activity Costs Removal	-	-	\$2
Transfer to USM/CPO from CBP due to CPO WCF Activity Costs Removal	-	-	\$523
Transfer to USM/CPO from DNDO due CPO WCF Activity Costs Removal	-	-	\$20
Transfer to USM/CPO from FEMA due to CPO WCF Activity Costs Removal	-	-	\$120
Transfer to USM/CPO from FLETC due to CPO WCF Activity Costs Removal	-	-	\$86
Transfer to USM/CPO from ICE due to CPO WCF Activity Costs Removal	-	-	\$184
Transfer to USM/CPO from NPPD due to FY 17 CJ WCF transfers for Procurement Ops	-	-	\$6,083
Transfer to USM/CPO from OHA due to CPO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CPO from S&T due to CPO WCF Activity Costs Removal	-	-	\$151
Transfer to USM/CPO from TSA due to CPO WCF Activity Costs Removal	-	-	\$235
Transfer to USM/CPO from USCG due to CPO WCF Activity Costs Removal	-	-	\$273
Transfer to USM/CPO from USSS due to CPO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CPO of the WCF FTE due to CPO WCF Activity Removal	7	7	-
Transfer to USM/CRSO from A&O due to CRSO WCF Activity Costs Removal	-	-	\$585
Transfer to USM/CRSO from CBP due to CRSO WCF Activity Costs Removal	-	-	\$98
Transfer to USM/CRSO from DNDO due to CRSO WCF Activity Costs Removal	-	-	\$92
Transfer to USM/CRSO from FEMA due to CRSO WCF Activity Costs Removal	-	-	\$176
Transfer to USM/CRSO from FLETC due to CRSO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CRSO from ICE due to CRSO WCF Activity Costs Removal	-	-	\$65
Transfer to USM/CRSO from NPPD OBIM due to CRSO WCF Activity Costs Removal	-	-	\$74
Transfer to USM/CRSO from OHA due to CRSO WCF Activity Costs Removal	-	-	\$109
Transfer to USM/CRSO from OIG due to CRSO WCF Activity Costs Removal	-	-	\$4
Transfer to USM/CRSO from OSEM to CRSO WCF Activity Costs Removal	-	-	\$946
Transfer to USM/CRSO from S&T due to CRSO WCF Activity Costs Removal	-	-	\$248
Transfer to USM/CRSO from TSA due to CRSO WCF Activity Costs Removal	-	-	\$58
Transfer to USM/CRSO from USCG due to CRSO WCF Activity Costs Removal	-	-	\$515
Transfer to USM/CRSO of the WCF FTE due to CRSO WCF Activity Removal	13	13	-
Transfer to USM/CSO from FLETC due to CSO WCF Activity Costs Removal	-	-	\$47

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CSO from A&O due to CSO WCF Activity Costs Removal	-	-	\$23
Transfer to USM/CSO from CBP due to CSO WCF Activity Costs Removal	-	-	\$1,060
Transfer to USM/CSO from DNDO due CSO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CSO from FEMA due to CSO WCF Activity Costs Removal	-	-	\$703
Transfer to USM/CSO from ICE due to CSO WCF Activity Costs Removal	-	-	\$593
Transfer to USM/CSO from NPPD OBIM due to CSO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CSO from OHA due to CSO WCF Activity Costs Removal	-	-	\$3
Transfer to USM/CSO from OIG due to CSO WCF Activity Costs Removal	-	-	\$11
Transfer to USM/CSO from OSEM due CSO WCF Activity Costs Removal	-	-	\$7
Transfer to USM/CSO from S&T due to CSO WCF Activity Costs Removal	-	-	\$18
Transfer to USM/CSO from TSA due to CSO WCF Activity Costs Removal	-	-	\$1,255
Transfer to USM/CSO from USSS due to CSO WCF Activity Costs Removal	-	-	\$118
Transfer to USM/CSO of the WCF FTE due to CSO WCF Activity Removal	26	26	-
Total Transfers	177	177	\$32,008
2017 Pay Annualization	-	-	\$1,309
2018 Pay Increase	-	-	\$3,353
Contract Cost Increases	-	-	\$1,321
FY 17 FPS Increases	-	-	\$508
Total, Pricing Increases	-	-	\$6,491
Non - Recur Continuous Monitoring	-	-	(\$2,000)
Non - Recur Cyber	-	-	(\$100,000)
Non - Recur for Data Act	-	-	(\$1,230)
Non - Recur for PARM enhancements	-	-	(\$196)
Non - Recur NAC Security Assessment	-	-	(\$3,979)
Non - Recur St. Es Development	-	-	(\$18,319)
Non - Recur St. Es TIP	-	-	(\$35,020)
Total, Pricing Decreases	-	-	(\$160,744)
Total Adjustments-to-Base	140	140	(\$122,245)
FY 2018 Current Services	1,954	1,954	\$640,273
USM - Center for International Safety and Security	10	5	\$1,528
USM - Data Management Integration	3	2	\$1,582

Budget Formulation Activity	Positions	FTE	Amount
USM - DHS One-Number	6	3	\$2,635
USM - DHS OneNet Enhancement	-	-	\$16,750
USM - Engagement and Effectiveness	8	4	\$1,000
USM - Enterprise Security Operation Center	-	-	\$11,000
USM - Human Resource Management Service Personnel	6	3	\$407
USM - Insider Threat	20	10	\$3,300
USM - Joint Duty Program	7	4	\$1,000
USM - Manpower Analysis and Requirements Program	13	7	\$4,504
USM - NAC Guard Force	-	-	\$4,000
USM - PARM Analytics Enhancement	8	5	\$2,710
USM - Regional Support	4	2	\$541
USM - Workforce Rightsizing	31	16	\$11,351
Total, Program Increases	116	61	\$62,308
USM - FY 17 Hiring freeze Reduction	-	-	(\$6,450)
Total, Program Decreases	-	-	(\$6,450)
FY 2018 Request	2,070	2,015	\$696,131
FY 2017 TO FY 2018 Change	256	201	(\$66,387)

The following Adjustments-to-Base are within the O&S appropriation:

- Transfer of \$0.4 million to CFO from the United States Coast Guard (USCG) and National Protection and Programs Directorate (NPPD) due to removing the Financial Operations and Working Capital Fund (WCF) Operations activities from the WCF and into direct appropriations in FY 17 budget request
- Transfers of \$0.6 million to CHCO from USCG and NPPD due to removing the Headquarters Human Capital Services activity from the WCF and into direct appropriations in FY 17 budget request
- Transfers of \$6.1 million to CPO from NPPD due to removing the Procurement Operations activity from the WCF and into direct appropriations in FY 17 budget request
- Transfers of \$0.8 million to CIO from USCG and NPPD due to removing the Enterprise License Agreement activity and the Disaster Management Activity from the WCF and into direct appropriations in FY 17 budget request.
- Transfers of \$23 million from various DHS components to USM due the removal of FTE and/or activities from the Working Capital Fund.

- Realignment of \$23.9 million from CRSO St. Es Development costs to CRSO St. Elizabeths Support Costs
- Transfer of \$1.1 million from PC&I/CIO due to Policy, Architecture, and Governance program containing OS specific requirements
- Increase of \$0.5million for an increase in the Federal Protective Service fees
- Increase of \$3.4 million for 2018 pay increase
- Increase of \$1.3 million for annualization of 2017 pay raise
- Increase of \$1.3 million due to contract cost increases
- Non-Recur of \$2 million for CSO Continuous Monitoring
- Non-Recur of \$100 million for CIO Cyber Security Fund
- Non-Recur of \$4 million for CSO and CRSO NAC Security Assessment costs
- Non-Recur of \$53.3 million for CRSO St. Elizabeths Development
- Non-Recur of \$1.2 million for CPO Data Act
- Non-Recur of \$0.2 million for CPO PARM

The following Program Changes are within the O&S:

- Increase of \$4.5 million and 13/7 FTP/FTE for CFO/CHCO Manpower Analysis and Requirements program
- Increase of \$11.4 million and 31/16 FTP/FTE for IOUSM/CHCO Rightsizing Workforce
- Increase of \$1 million and 8/4 FTP/FTE for CHCO Engagement and Effectiveness
- Increase of \$1 million and 7/4 FTP/FTE for CHCO Joint Duty Program
- Increase of \$0.4 million and 6/3 FTP/FTE for CHCO Human Resource Management Service Personnel
- Increase of \$11 million for CIO Enterprise Security Operations Support
- Increase of \$16.8 million for CIO DHS OneNet
- Increase of \$2.7 million and 8/5 FTP/FTE for PARM Enhancement for Analytics
- Increase of \$1.6 million and 3/2 FTP/FTE for CRSO Data Management
- Increase of \$0.5million and 4/2 FTP/FTE for CRSO Regional Support
- Increase of \$1.5 million and 10/5 FTP/FTE for CSO Center for International Safety and Security
- Increase of \$3.3 million and 20/10 FTP/FTE for CSO Insider Threat Program
- Increase of \$2.6 million and 6/3 FTP/FTE for CFO DHS One-Number
- Increase of \$4 million for CSO NAC Guard Force
- Decrease of \$6.5 million required by the FY 17 Hiring Freeze
- Decrease of 37 FTP/FTE in a technical adjustment for CPO hollow positions

Working Capital Fund Transfers:

Requested transfers related to the DHS Working Capital Fund (WCF) are due to the efficiency reviews started in FY 2014 by the WCF team, the WCF Governance Board, and DHS senior leadership. The Department is seeking to streamline processes and alleviate issues created by funding through the WCF due to circular billing. For example, a service provider (Activity A) provides services to the FTE funded by another WCF activity (Activity B). Activity A is also a customer of the WCF who receives services from Activity B for IT services. When the Activity A increases its services it must bill Activity B, who has to recoup their full cost and therefore has to bill their customers for the increase; which includes Activity A. The Department has decided to remove the FTE and FTE related costs from the WCF and move to direct funding within the PPA responsible for providing the service. All services will continue to be provided by the applicable PPA to their current customer base, but the movement of funds from the WCF to the direct appropriation will allow for better management, flexibility, and customer service. Below is a summary of the WCF criteria for inclusion in the fund, per the DHS WCF Charter, and detail on the activities that were affected in FY 2018 WCF transfers.

The following standard criteria will be used to determine whether a service, program or activity may be financed through the WCF:

- Must provide goods or services needed on a recurring and relatively predictable basis within DHS and/or other federal government entities or other sources.
- Operation as a DHS WCF business area will result in a better service, improved value, and/or decreased costs to the federal government.
- Demand for goods or services must be from multiple customers within DHS and/or other federal government entities or other sources.
- Must use “Full Cost” methodology to identify costs of goods and services.
- Must possess the capability to charge fair and equitable prices to fully recover the full costs of the provided goods and services.

Rationale:

Based on the criteria noted above from the WCF Charter, the Department decided to remove certain activities which are noted below based on the following rationale:

- The activity does not result in better service, improved value, or decreased costs.
- Costs for operating the activity are not tied to customer demand, especially in the year of execution; yet bills are changed in the year of execution to redistribute costs.

- The activity does not provide needed flexibility to operate more effectively and efficiently and realign activities between customers as demand dictates.
- The activity causes numerous mid-year adjustments to customer bills based on actual use.

Activities where FTE were removed and program costs remain in the WCF:

- OCIO - DHS OneNet and NCRIO
- OCHCO - Human Capital Business Systems (HCBS), NFC Payroll, and e-Training
- OCSO - HSPD-12
- A&O - CLAN Operations
- OCRSO - Transit, Parking, Mail, and GSA Rent
- OCIO - Research Library Information Services (RLIS)

Activities which were entirely removed from the WCF:

- OSEM/OGC - Regulatory Services
- OCPO - Strategic Sourcing
- OCHCO - SES CDP and National Defense University (NDU)
- OCRSO - Sedan and Shuttle Services

Operations and Support Justification of Pricing Changes

Dollars in Thousands

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - 2017 Pay Annualization	-	-	\$1,309
Immediate Office of the Under Secretary of Management	-	-	\$14
Office of the Chief Readiness Support Officer	-	-	\$82
Office of the Chief Human Capital Officer	-	-	\$99
Office of the Chief Security Officer	-	-	\$173
Office of the Chief Procurement Officer	-	-	\$375
Office of the Chief Financial Officer	-	-	\$205
Office of the Chief Information Officer	-	-	\$361
Pricing Change 2 - 2018 Pay Increase	-	-	\$3,353
Immediate Office of the Under Secretary of Management	-	-	\$35
Office of the Chief Readiness Support Officer	-	-	\$245
Office of the Chief Human Capital Officer	-	-	\$333
Office of the Chief Security Officer	-	-	\$519
Office of the Chief Procurement Officer	-	-	\$709
Office of the Chief Financial Officer	-	-	\$556
Office of the Chief Information Officer	-	-	\$956
Pricing Change 3 - Contract Cost Increases	-	-	\$1,321
Office of the Chief Information Officer	-	-	\$1,321
Pricing Change 4 - FY 17 FPS Increases	-	-	\$508
Immediate Office of the Under Secretary of Management	-	-	\$18
Office of the Chief Readiness Support Officer	-	-	\$21
Office of the Chief Human Capital Officer	-	-	\$55
Office of the Chief Security Officer	-	-	\$107
Office of the Chief Procurement Officer	-	-	\$69
Office of the Chief Financial Officer	-	-	\$55
Office of the Chief Information Officer	-	-	\$183
Pricing Change 5 - Non - Recur Continuous Monitoring	-	-	(\$2,000)
Office of the Chief Security Officer	-	-	(\$2,000)
Pricing Change 6 - Non - Recur Cyber	-	-	(\$100,000)
Office of the Chief Information Officer	-	-	(\$100,000)
Pricing Change 7 - Non - Recur NAC Security Assessment	-	-	(\$3,979)
Office of the Chief Readiness Support Officer	-	-	(\$1,525)

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Office of the Chief Security Officer	-	-	(\$2,454)
Pricing Change 8 - Non - Recur St. Es Development	-	-	(\$18,319)
Office of the Chief Readiness Support Officer	-	-	(\$18,319)
Pricing Change 9 - Non - Recur St. Es TIP	-	-	(\$35,020)
Office of the Chief Readiness Support Officer	-	-	(\$35,020)
Pricing Change 10 - Non - Recur for Data Act	-	-	(\$1,230)
Office of the Chief Procurement Officer	-	-	(\$1,230)
Pricing Change 11 - Non - Recur for PARM enhancements	-	-	(\$196)
Office of the Chief Procurement Officer	-	-	(\$196)
Total Pricing Changes	-	-	(\$154,253)

Pricing Change Major Categories Definitions:

Pay Annualization: These costs are due to the timing of pay raises being on a calendar year and budgets are based on a fiscal year. The 25% of the fiscal year not requested in the previous year's request is requested here.

Pay Increases: These costs relate directly to the FY 2017 and FY 2018 pay raises approved by the President of the United States.

Contract Cost Increases: These costs are related to contract support where the contract costs are estimated to increase.

Non-Recur: Non-Recur costs are associated with costs of the program that are no longer needed due to pricing changes.

FPS Fee Increases: These costs represent approved fee increases for FPS services. FPS received approval to raise fees in FY 2017 and therefore there is an increase in pricing for the customers.

Operations and Support Justification of Program Changes

Dollars in Thousands

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Program Change 1 - USM - Center for International Safety and Security	10	5	\$1,528
Office of the Chief Security Officer	10	5	\$1,528
Program Change 2 - USM - DHS One-Number	6	3	\$2,635
Office of the Chief Financial Officer	6	3	\$2,635
Program Change 3 - USM - DHS OneNet Enhancement	-	-	\$16,750
Office of the Chief Information Officer	-	-	\$16,750
Program Change 4 - USM - Data Management Integration	3	2	\$1,582
Office of the Chief Readiness Support Officer	3	2	\$1,582
Program Change 5 - USM - Engagement and Effectiveness	8	4	\$1,000
Office of the Chief Human Capital Officer	8	4	\$1,000
Program Change 6 - USM - Enterprise Security Operation Center	-	-	\$11,000
Office of the Chief Information Officer	-	-	\$11,000
Program Change 7 - USM - FY 17 Hiring freeze Reduction	-	-	(\$6,450)
Office of the Chief Readiness Support Officer	-	-	(\$306)
Office of the Chief Human Capital Officer	-	-	(\$949)
Office of the Chief Security Officer	-	-	(\$683)
Office of the Chief Procurement Officer	-	-	(\$2,779)
Office of the Chief Financial Officer	-	-	(\$330)
Office of the Chief Information Officer	-	-	(\$1,403)
Program Change 8 - USM - Human Resource Management Service Personnel	6	3	\$407
Office of the Chief Human Capital Officer	6	3	\$407
Program Change 9 - USM - Insider Threat	20	10	\$3,300
Office of the Chief Security Officer	20	10	\$3,300
Program Change 10 - USM - Joint Duty Program	7	4	\$1,000
Office of the Chief Human Capital Officer	7	4	\$1,000
Program Change 11 - USM - Manpower Analysis and Requirements Program	13	7	\$4,504
Office of the Chief Human Capital Officer	10	5	\$1,248
Office of the Chief Financial Officer	3	2	\$3,256
Program Change 12 - USM - NAC Guard Force	-	-	\$4,000
Office of the Chief Security Officer	-	-	\$4,000
Program Change 13 - USM - PARM Analytics Enhancement	8	5	\$2,710
Office of the Chief Procurement Officer	8	5	\$2,710

Program Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Program Change 14 - USM - Regional Support	4	2	\$541
Office of the Chief Readiness Support Officer	4	2	\$541
Program Change 15 - USM - Workforce Rightsizing	31	16	\$11,351
Immediate Office of the Under Secretary of Management	14	7	\$3,696
Office of the Chief Human Capital Officer	17	9	\$7,655
Total Program Changes	116	61	\$55,858

Program Changes

#1 - CSO - Center for International Safety and Security (CISS)

Description

The OCSO is requesting \$1.5 million and 10 FTP/5 FTE to enhance and streamline the Department's protective activities associated with foreign national access to DHS information, facilities, programs, systems, and personnel. The CISS will provide capabilities and services for a collaborative security, intelligence, diplomatic, and immigration program to centrally manage foreign access screening, tracking, analysis, information sharing, issue resolution, and training services within the Department and partner agencies. It will create a dedicated link between DHS and external foreign access programs, with a common understanding of the threat environment through improved information sharing.

In addition, the program change will allow for the following new or expanded capabilities:

- New: Conducting risk based assessments and security support of critical programs associated with DHS Mission Essential Functions.
- New: Institutionalizing the prompt and thorough screening of foreign nationals and foreign entities officially engaging with DHS.
- New: Enhancing DHS's ability to counter the risks posed by direct access to foreign nationals and foreign entities through facilitating the creation and the broad dissemination of reports and alerts, preparing strategic assessments, and coordinating select initiatives.
- New: Reducing name check redundancies using a consistent methodology for identity verification and discrepancy reporting.
- Expanded: Enhancing DHS diplomacy by eliminating inconsistencies in security protocols and facilitating a more expedient and uniform screening process.

- Expanded: Providing expanded oversight that includes trend and risk analysis and prompt response to foreign access issues across the Department.
- Expanded: Conducting standardized methodology of screening foreign nationals and entities accessing DHS by creating a dedicated link between DHS and external foreign access programs.
- Expanded: Fostering and maintaining collaborative activities with stakeholders affected by foreign interaction and collaborate on the development of government-wide policy and guidance.

Justification

Pursuant to the intent of the DHS Foreign Access Management (FAM) Center of Excellence (COE), approved by the Secretary of Homeland Security in March 2014, the OCSO established the Center for International Security & Safety (CISS) concept. The objective of the CISS is to provide government-wide Foreign Access Management capabilities to support the needs of DHS and partner agencies.

The strategic objectives that guide the development of FAM capabilities are primarily twofold: to expand and expedite the delivery of risk-based security measures through real-time collaborative efforts, and to eliminate inefficiencies and unnecessary duplications of resources across DHS and partner agencies.

The CISS construct directly fosters and supports this strategic priority, addressing both mission and enabling objectives to address the full range of capabilities needed for FAM across DHS. It embodies a centralized strategy to oversee and manage foreign interaction with DHS, focusing on the ability to manage, track, screen, share information, and mitigate potential issues to ensure the protection of DHS assets, personnel, and information, and support the FAM needs of partner agencies.

As applied in other operational areas of the Department, the FAM enterprise can be more flexible, adaptive, and efficient in addressing diverse challenges if it acts as an integrated, mutually supporting network. Shared efforts will promote security and risk reduction approaches that are responsive to mission needs. The DHS ability to share and store information on foreign visits will increase our current capability to identify, deter, and detect unlawful activity that could cost the government millions of dollars in economic espionage, or compromise national security. An expanded FAM enterprise will generate an unprecedented amount of unclassified information that can be leverage by the Immigration enterprise.

Category	FY18 Request
Salaries & Expenses	\$973
Integrated Security Management System	\$555
Total Funding	\$1,528

Performance

Creation of a dedicated link between DHS Components and external programs in order to create a common understanding of the threat environment through improved intelligence and information sharing will result in:

- Reduction in screening processing time of cases;
- Reduction in both the administrative burden and cost avoidance associated with redundant screening activities, specifically those fee-based namecheck services procured from external agencies;
- Increased confidence in the completeness and accuracy of screening results;
- Provide decision-making support to organizational and immigration processes that would otherwise not have access to known derogatory data about a foreign individual;
- Provide in-house immigration expertise for the prompt identification of potential identity and immigration discrepancies.

#2 – CFO - Planning, Programming, Budgeting, and Execution (PPBE) “One-Number” Program**Description**

The OCFO requests \$2.6 million, 6 FTP, and 3 FTE to begin implementation of PPBE One-Number capability. The One-Number system shall 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 shall 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 shall have the capability to automate performance management procedures, query and report data, upload execution data from financial systems, and perform what-if scenarios and workforce modeling/pricing based on full time equivalent counts/payroll data and out-year inflation assumptions. Further, the system shall import and store actual financial execution data for analysis and decision making. DHS will acquire a solution with vendor expertise to deliver DHS required capability: 1) a foundational resource system with Planning and Programming functionality and PPBE structure, 2) budget-specific, execution data importing, and analysis forecasting tool functionality, and 3) performance management functionality. Delivery shall include pilot programs, test and evaluation and just-in-time training and materials for up to 600 personnel.

Justification

The DHS Financial Accountability Act of 2004 established the need for a 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.

Impact on Performance

Implementing the PPBE One-Number system shall increase DHS Headquarters and Component resourcing performance to include:

- Standardize the multi-year PPB formulation process and provide a resource structure to build a 20-year plan, 5-year program, and 1-year Budget as well as store actual execution data in one system that allows information for each of the PPBE phases to compliment and inform the other phases for enhanced decisions
- Produce products to include the congressional justifications and annual performance reports
- Maintain a data repository of all resource allocation decision and subsequent budget adjustments

- Automate budget formulation work flow between the DHS OCFO and the Components

Provide reporting, query, what-if, work-year modeling and pricing functions

#3 - CIO – DHS OneNet Enhancement**Description**

The CIO is requesting \$16.8 million to perform technical and security modernization to OneNet to maintain the critical integration and data exchange functions and to sustain federal security mandates necessary for safe and secure data exchange among Components including Trusted Internet Connection (TIC) 2.0 compliance. The OneNet network represents the Department’s full-scale move toward a DHS-consolidated information technology infrastructure, supporting the cross-organizational missions of protecting the homeland, deterring crime, detecting and countering threats, responding to natural disasters and myriad other responsibilities. This network implements the 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. This technology infrastructure and its supporting services provides network segmentation between Components to protect the various categories of controlled unclassified and classified information and streamlines appropriate sharing and discovery of information within the Departments and associated stakeholders.

The following are representative hardware and software modernizations necessary to ensure a future ability to meet customer and mission demands:

- OneNet Cisco Core Routers and Switches - \$3 million
- Cisco Enhanced Services and Maintenance Support - \$2.5 million
- OneNet VPN Refresh - \$1 million
- Policy Enforcement Point Redesign - \$4 million
- Enhanced Network and Application Monitoring and Reporting \$6.25 million

Justification

Additional funding for the OneNet program will allow DHS to continue modernizing the core network infrastructure, while optimizing performance to meet global mission needs; while still being mindful of information security, cost of ownership, reliability, individual needs, and user satisfaction. Moreover, this funding will allow the OneNet program to improve network support for DHS’s diverse mission needs in an increasingly complex environment.

The DHS OneNet is a Mission Essential System (MES) system that has continued to grow; adding connections to the network, larger bandwidth circuits, and increased throughput and capability as DHS’s mission requirements change. OneNet has also grown more complex with the addition of Managed Trusted Internet Protocol Service (MTIPS), Office365 connections and the movement of critical Component systems to Cloud service providers. The more complex the technology structure and architecture, the greater the

modernization investment to maintain parity with acceptable performance and reliability. The MTIPS provides new infrastructure for the aging Trusted Internet Connection for DHS and is a critical to the OneNet core infrastructure refresh plan.

Modernizing OneNet is vital in meeting customer mission needs for DHS and all Components. This additional funding will ensure the OneNet core infrastructure is modernized and maintained at levels compatible with current technology standards. The OneNet network is aging, with the average age of equipment (switches, routers, firewalls) between 7-11 years old. Industry best practices for network equipment modernization recommends that modernization of network components take place over 5-7 year cycles. Clearly, the gap needs to be closed if OneNet is to remain an integral and critical Mission Essential System across DHS.

Impact to Performance

Without funding to support modernization, there would be an adverse impact in OneNet's ability to provide reliable data sharing services to supported users resulting from increased latencies caused by circuit/bandwidth reductions and/or resizing. The foundational core of the network and application infrastructure (WAN, Internet, Remote Access) would be negatively impacted, resulting in DHS inability to continue to meet secure data sharing needs resulting from expanded global missions.

Without modernizing elements of the infrastructure and components that are reaching End of Life (EOL) support, DHS data exchange will be exposed to security vulnerabilities while users will experience increased network outages and latency. Furthermore, DHS will be limited in employing future network efficiency opportunities, unable to support increased Department and Component mission needs as mission services are migrated to the Cloud.

Delaying or ignoring technical modernization and servicing of end of life equipment will jeopardize the ability to provide appropriate and timely access and information sharing for other Federal, State, local, and tribal organizations and inherently impact DHS' ability to support mission needs. Specifically, this will result in equipment failures, performance delays, poor user experience, security vulnerabilities, and the inability to support mission users. The OneNet program supports immediate mission requirements for secure and reliable data exchange; however, without proper modernization of the core infrastructure it will succumb to security vulnerabilities, failure to comply with user service agreements and the inability to support a single consistent governance model centrally administered by the OCIO, with well-understood publicized and enforced policies and standards.

#4 – CRSO - Data Management Integration

Description

The OCRSO requests \$1.6 million and 3 FTP/2FTE for the addition of operational data & research analysts and for Consolidated Asset Portfolio & Sustainability Information System (CAPSIS) data warehousing, maintenance, and hosting. The new analysts will go to the Systems and Information Integration Office in support of the DHS mission, mission support integration, field efficiency, and asset management initiatives. These analysts, who are targeted at the GS-12/13 level, are necessary for MGMT and OCRSO to execute Priority #5 of the Resource Planning Guidance, “Strengthen Analytic and Requirements Capabilities to Inform Decisions.”

Data and information is foundational to everything OCRSO does and is used to support the following:

- Directly supports the Field Efficiency initiative which looks across the Department’s entire 100 million square foot real property portfolio to find opportunities for co-location and consolidation and vastly reduce our owned and leased real property footprint.
- Collects the utility invoices for the energy operations and sustainability performance of the DHS real estate portfolio to allow for nation-wide analysis and negotiation of energy rates.
- OCRSO will soon complete an initiative that provides current data on DHS personnel in our facilities to include numbers and series. This information is not only critical for space utilization, but also for responding to national events, so we can provide full visibility and impacts into Departmental capabilities, and input into the Department’s Common Operating Picture and Continuity of Operations.
- OCRSO has begun outfitting 52,000 DHS motor vehicles with telematics (over 10,000 vehicles are already equipped). This technology generates huge amounts of vehicle data daily, including fuel consumption, vehicle maintenance requirements, and utilization.. This ensures that the Department is better able to oversee and manage DHS vehicle data.
- All DHS aviation and marine assets and their related performance, inventory, and utilization details will be tracked within our data systems.
- The entire DHS personal property inventory, including sensitive assets such as firearms, is tracked in our expanding data system. This accounts for approximately 3.5 million inventory items that are updated on a periodic basis ranging from nightly to monthly.
- OCRSO is testing innovative data visualization opportunities that will combine all the data we collect in DHS and layer that with other geospatial information available from other government sources to provide a near real-time view of our entire asset portfolio and allow for unprecedented planning and response capabilities.

The above represents a massive amount of incoming data that must be properly managed, monitored and interpreted to be useful to DHS leadership across all Components.

Justification

OCRSO has developed an enterprise asset and sustainability database that houses enterprise-wide data for DHS buildings, vehicles, aviation, marine, people, and all other major assets. This foundational system, the CAPSIS, also feeds the USM's MGMT Cube system. CAPSIS requires the capability to operate as the day-to-day centralized information management hub that matures information technology systems, data, processes, services, and governance that drive affordable readiness and integration across OCRSO missions, programs, and stakeholders. Further, this item implements the DHS Analytic Agenda and provides OCRSO and USM the capability to allow the Department to take full advantage of its vast data resources to inform decision-making across DHS missions.

Category	FY18 Request
Salaries & Expenses	\$210
Data Warehouse Maintenance & Support contract	\$800
hosting services	\$572
Total Funding	\$1,582

Performance

This resource request is essential for OCRSO deliver systems and data management, integration, and to position data and information as a strategic asset for decision-making. These resources are necessary to facilitate the DHS enterprise analytic agenda and associated activities, such as:

- Manage the performance metrics information for the entire DHS motor vehicle fleet, including daily fuel consumption and other telematics information for 52,000 vehicles;
- Improve information management for all DHS aviation and marine assets; capture and synthesize information from every DHS Component's real property system to better analyze and manage consolidation and colocation opportunities across a one million square foot real property portfolio in support of OMB's "Reduce the Footprint" requirement and the Department's Field Efficiency initiative.

The data & research analysts will perform the following functions:

- Understand fundamentals and data architecture and forecast the relative impacts of changes to data variables on existing data systems
- Estimate cost, sustainability, resiliency and operational efficacy impacts of proposed changes to the DHS real and personal

property portfolios

- Model real and personal property data and their associated variables (e.g., cost, sustainability, resiliency and operational efficacy) to forecast future outcomes and conduct predictive analyses
- Ingest decentralized data from dozens of disparate Component system and convert it into interoperable, uniform information that can be leveraged by DHS leaders to make decisions about the DHS real and personal property portfolios
- Enhance outcome measurement across the management lines business (e.g., finance, information technology, procurement, etc.)
- Develop comprehensive performance dashboards to support strategic-level decision making across management lines of business (e.g., finance, information technology, procurement, etc.)
- Incorporate data results into models with the capability to forecast future outcomes and conduct predictive analyses
- Enhance the development of standard performance measurement as applied to the multi-billion dollar DHS real and personal property portfolios

OCRSO has embarked on an aggressive strategy to better integrate its vast real property and asset portfolio. Improved data management and analytics are foundational to the success of this strategy. OCRSO is harnessing innovative data management technologies, has begun positioning the Department to provide valuable data across all asset categories and is becoming the primary source for integrating all that data. However, data and information without skilled professionals to creatively manipulate, interpret, and employ it in innovative ways leaves the Department in a weaker position. Without the people to manage the increasing amounts of information being drawn from our Components, OCRSO cannot effectively execute its mission and properly manage its asset portfolio. Additionally, it would improve the ability to utilize data as a means to drive decision making in strategic areas such as mission support integration, field efficiency, and asset management initiatives.

#5 – CHCO - Engagement and Effectiveness**Description**

The Office of the Chief Human Capital Officer requests \$1 million and 8 FTP/4 FTE to better serve the Department's needs in developing and managing an engagement strategy with DHS employees. MGMT is moving from a Federal Employee Viewpoint Survey (FEVS) administration and analysis function to standing up a dedicated integrated engagement function under the Chief Learning Officer's Strategic Learning and Development organization.

Justification

DHS consistently ranks at the bottom of government-wide FEVS scores, garnering significant attention from oversight bodies, press, and taxpayers. Despite efforts within DHS components to increase training effectiveness and improve communication vehicles, employee satisfaction with factors that primarily involve issues of pay, reward, performance management, training, and leadership continue to receive low scores. Currently, FEVS survey administration is resourced with 3 FTE. To support the development of a Department-wide Engagement and Effectiveness (EE) function, resources and funding are required.

The requested resources are necessary to provide and support:

- Strategic Integration - liaison between human capital functions, DHS reporting, innovator, communication, and change management;
- FEVS Survey Administration - results/analysis, and required action plans;
- Innovation Lab and Studies - designing and supporting interventions to identify model organizations, and increase performance and engagement in at-risk organizations.

Requested funding for contract support will provide instruction, program facilitation, delivery of the product, and manage logistics related to Annual FEVS Data Analysis; Annual Innovation Lab & Studies; and Annual Communications & Change Management.

Category	FY18 Request
Salaries & Expenses	\$615
Travel	\$2
Training	\$2
Working Capital Fund	\$81
Contract Support	\$300
Total Funding	\$1,000

Performance

Currently, OCHCO is resourced solely for FEVS administration, data review, and data for Congressional and other oversight reporting. As such, OCHCO is not able to create, develop, implement, and manage initiatives that the survey reveals would benefit the Department by increasing engagement. Additionally, OCHCO is not resourced to play an integrative role between the many disciplines that impact engagement, or lead components in a strategic path forward to bring economies of scale or efficiencies to bear.

The EE function will be aligned to the Strategic Learning Development & Engagement's (SLDE) Leader Development and Effectiveness Program, to ensure a systems-focused emphasis on the critical role that leaders play in creating an environment and practices that foster an engaged, high-performing workforce. Additionally, the EE function will serve both as a policy and strategy organization, providing direction and support to component-level engagement efforts, and will further fill a vacuum within OCHCO as an integrator between the Learning & Development, Diversity & Inclusion, Leader & Executive Effectiveness, Executive Resources, and Performance Management functions, ensuring that DHS-wide efforts, taskings, and outcomes reflect a synergistic efficiency between these overlapping functional areas, that are too often currently siloed in their approach to component relations and leadership.

#6 - CIO - Enterprise Security Operations Center (ESOC)**Description**

The OCIO requests \$11 million in the DHS Enterprise Security Operations Center (ESOC). The ESOC is the first line of defense for the DHS enterprise. ESOC monitors networks, servers, databases, desktops and other endpoints. In the past year, the ESOC has seen an increase in intrusion attempts through various means such as phishing and social engineering. ESOC also has a new mission responsibility for assessing and inspecting over 1400 contractors' networks that process, store, and/or transmit DHS data.

Increased funding will provide specialized contractor staffing and software tools to keep pace with the contemporary threat environment. In addition to staffing support, the ESOC will also upgrade software and hardware to operate and maintain its intrusion detection and prevention systems, email and web traffic security tools, malware reversing tools, as well as upgrade licenses for network logs and increase data storage capacity.

Justification

In response to the 2015 Office of Personnel Management cybersecurity breach, departments and agencies have sought to significantly enhance their network security. Ever-evolving operational threats combined with new mandates require additional funding to enable ESOC to stay abreast of potential breaches. The DHS Chief Procurement Officer issued class deviation from the Homeland Security Acquisition Regulation (HSAR 15-01), *Safeguarding of Sensitive Information*, requiring all DHS contractors working on contracts that have been determined to be "high risk" to safeguard sensitive information and to maintain certain cyber security standards. To comply with HSAR 15-01, the DHS ESOC is responsible for assessing and inspecting over 1400 contractors' networks that process, store, and/or transmit DHS data.

To comply with HSAR 15-01, DHS ESOC requires \$1.5M for the following:

- \$1.0M - Incident Response and Triage expertise
- \$.5M - Remote incident response fly-away kit maintenance and upgrades

The ESOC is challenged with insufficient analysis and oversight to maintain DHS's defense against new technologies, tactics and adversaries. To respond effectively to the rapidly changing and increasingly complex threat landscape, the DHS ESOC requires \$9M to enhance the following capabilities:

- \$7M - Event logging: Event logging provides a standard, centralized way for applications and operating systems to record important software and hardware events. They are essential for security operations. Current estimates project that, due to the addition of Managed Trusted Internet Protocol Service (MTIPS) and OneNet logs, the DHS ESOC's logging retention

window will be reduced from approximately 30 days to approximately 7 days. In order to adhere to DHS log retention policy and to aid with investigations, the ESOC needs to procure the following:

- \$5M – Expand event logging licenses (Splunk software)
- \$2M - Storage Area Network hardware for increased log retention
- \$1M - Malware Analysis: The DHS ESOC currently has a deficiency due to its inability to detonate and analyze malicious web-based content prior to it entering DHS networks. To address this, we need to procure FireEye Web and Incident Response software tools and licenses.
- \$1M Event/Incident logging and web-based malware expertise.

This specific request is one of many pieces required to achieve ESOC's strategic vision and is part of the strategic vision in that it supports the Department's ultimate enterprise logging strategy. The enterprise logging strategy seeks to leverage the Department's buying power to purchase licenses and storage to log events across the 7 operational components and DHS HQ. The ESOC's five-year strategy includes finding efficiencies and eliminating redundancies across the twelve component SOCs in order to improve the Department's security posture in the most cost-efficient manner.

Performance

Without operating and maintaining the DHS ESOC's technology in fiscal year 2018, the Department will be exposed to vulnerabilities as the attacks, and the sophistication of those attacks, continue to grow every year. Additionally, this highly specialized technical expertise is not readily available within the federal workforce. Demand among other federal agencies for the limited quantity of skilled federal employees is high and leads to hiring backlogs which impact mission accomplishment. The additional contract support will enable the DHS ESOC to:

- Improve detection and analysis of cyber-attacks by capturing all network traffic.
- Eliminate current blind spots and enhance visibility in trusted internet traffic by decrypting advanced malware.
- Strengthen intrusion, detection and prevention of cyber-attacks and safely provide access to internet applications by enabling the Department to detect and respond to network intrusions.
- Protect against advanced malicious logic by inspecting and stopping malicious content.
- Take a proactive security posture by tracking the evolution of cyber threats through the auditing of security logs and records.
- Employ additional security engineers to install and manage cybersecurity tools.
- Improve the operational reliability and the security posture of its E-mail Secure Gateway capabilities – one of the major threat vectors.
- Implement and integrate Trusted Internet Connection 2.0 Hygiene (TIC 2.0) and Eisenstein E3A capabilities, to further enhance existing Cybersecurity features, such as Anti-Virus, Malware, and Data Loss Prevention (DLP) capabilities.

#7 – USM – FY 17 Hiring Freeze Reductions**Description**

In FY 2017, the President issued a Presidential Memorandum which ordered a freeze on federal hiring in most federal agencies. This affected the Department in that it caused a 3 month pause in hiring. As a result, the FY 2018 budget submission was reduced by \$6.5 million. All USM Lines of Business applied the reduction to existing programs to minimize the effects of the change without reducing FTP or FTE.

Justification

In the FY 2018 budget request, the USMs offices have made a concerted effort to fully fund all positions in order to achieve their long time hiring goals. The office's costed out actual on boards, as of the end of March 2017, current vacancies, and new positions. The offices made decisions to reduce general expenditures (travel, supplies, contracts, etc.) in order to meet the office's topline budget, while fully funding their requested positions.

Specifically, the USMs offices took reductions in the following:

- Training programs
- Maintenance office supplies
- Supplies
- Various Subscriptions
- Licenses
- Internship programs
- Recruitment events
- Continuous Evaluation
- Independent Studies
- Policy Development
- Contractor Support

Impact on Performance

The USM will be able to manage the mandated \$6.5 million reduction through natural attrition and expenses reduction. The leadership's priority is to hire the workforce that has been severely lacking in the past few years and therefore will work to fund all positions and take necessary reductions where applicable to achieve that goal.

#8 - CHCO - Human Resource Management Service Personnel**Description**

The Office of the Chief Human Capital Officer requests \$0.4 million, and 6 FTP/3 FTE to support the Drug-Free Workplace Program as well as Human Resources Classification, Staffing, Recruiting, Payroll, and Performance Management functions within the Human Resource Management Service Division (HRMS). Specifically these positions will perform functions related to the following:

- Delegated examining
- Government-wide mandatory coding for all identified Cyber positions
- Mandatory guidance and use of the Office Personnel Management (OPM) Position Sensitivity Designation Tool
- Increased emphasis on implementing and ensuring security of personnel data and other PII/SPII ,
- Identification of competitive levels for all serviced positions
- Preparation and implementation of DHS' Strategic Workforce Planning and manpower requirements and allocations program

Justification

HRMS is currently beyond maximum capacity in all functional areas. Staff members work excessive hours to try to meet customer demands, but are still not satisfying many of their needs. This is exacerbated by the competition for human resources professionals, currently a mission critical occupation. Backfilling positions at appropriate grade levels, implementing sound position management to maintain those employees, and ensuring proper/ongoing training will ensure consistency in operations and sound succession management. This strategy further supports engagement, and thereby, should lead to higher Federal Employee Viewpoint Survey scores.

The needs of our servicing components continue to increase and additional positions are needed to match the recruitment efforts. Requests for filling vacancies has more than doubled since FY 2015 (from approximately 49 per month in FY 2015 to approximately 118 per month in FY 2017) as the Department emphasizes the hiring of critical personnel and therefore OCHCO is estimating that the number of recruitment actions will continue to increase. Therefore the demand on OCHCO to for filling positions as quickly as possible will need to be met by the HRMS personnel. The Chief Human Capital Officer has set an expectation that HRMS fill the positions in a timely manner; adding the additional FTEs will ensure that this expectation is fulfilled.

Performance

HRMS was recently audited by the OPM and certified as compliant. Our goals are to continue to maintain a compliant program; ensure staff have the resources to do their jobs effectively and smartly; stabilize hiring/retention; continue to improve efficiencies and processes; and implement new laws, rules, regulations, and best practices. Additional resources will ensure that HRMS is able to reduce time-to-hire for supported HQ organizations as well as fully implement and appropriately resource strategic initiatives, such as

enhanced manpower tracking, the HQ and HRMS Human Capital Strategic Plans, Drug Testing Program, and Employee Engagement/Performance/Awards ceremonies and activities.

Additional CHCO staff is required to meet the Department's human capital needs. With additional staff, CHCO will be able to provide greater human resource guidance, streamline functions, and develop and implement best practices to ensure that all organizations within the Department are appropriately staffed to fulfill their respective mission set. As we lean forward, we will be able to help our customers project and meet their future staffing goals and assist with alignment to budgets to personnel.

#9 – CSO - Insider Threat Program (ITP)**Description**

The CSO is requesting \$3.3 million and 20 FTP/10 FTE to increase its manpower; refresh current hardware and software for the Douglas System; design and create an effective Data Management System; and gain warm/hot backup capability. The 20 FTP are planned as follows: (4) GS-14s, (10) GS12-13s and (6) GS-7/9/11. The request would provide critical augmentation to current staffing levels to cover the expansive growth of the program. The additional staff will allow the DHS ITP to mitigate insider threats that could generate from many different vectors. The current level of staffing is inadequate to properly address rising threats, obligations, and responsibilities required for the DHS ITP. Movement to another secure facility within the area of the NAC is required since the DHS ITP has outgrown the space in its current location. New areas have been identified and Concept of Operations (CONOPS) as well as plans for movement are underway. The technical refresh of equipment/hardware for the Douglas System is required to keep operational levels current and to absorb the expected workload growth once coverage on the unclassified networks is realized. A proper Data Management system is required to successfully document, record, and store functional requirements, events, inquiries, and investigations that will be shared with other DHS entities. Finally, a backup system that features warm/hot backup capability is necessary in the event of a Continuity of Operations/Continuity of Government (COOP/COG) event that would require little to no down time for the ITP tools and systems.

Justification

The Secretary of DHS signed a memorandum effectively increasing the scope of the Insider Threat Program (ITP) mission from safeguarding and protecting classified information and systems to all unclassified and classified threats by DHS personnel. This change of definition will require all functional areas to be covered to protect DHS information, personnel, and assets. Movement from a small community of coverage to that of a much larger scale will bring with it significant challenges that will not be met unless proper personnel, space, refreshed systems, and upgraded capabilities are realized. If these changes are not funded or met, the program will not be able to successfully fulfill its mission requirements or mandates.

Category	FY18 Request
Salaries & Expenses	\$1,700
Hardware/Software Refresh	\$1,100
Data Mgt Syst Design	\$500
Total Funding	\$3,300

Performance

The DHS Insider Threat Program (ITP), through the Insider Threat Operations Center (ITOC), is charged with covering all insider threats across the DHS enterprise. This is in response to a memorandum signed by the Secretary of DHS that changes the definition of the DHS ITP from covering insider threats by covered individuals on only classified networks; to all threats across the department on all networks. The operational impact of receiving these positions will be immediate and allow the ITOC to provide coverage to all networks from an analytical, management and threat analysis standpoint. It will provide necessary assets to mitigate possible threats from acts of terrorism, espionage, sabotage, unauthorized disclosure, workplace violence, organized crime activity, and support to lawful investigations. Should this measure not be funded, an equally or greater negative impact in terms of risk to the department and the inability to effectively cover the mandate set down by the DHS Secretary will be realized. Fewer analysts, program/project leads and integrated support will not allow the DHS ITP to fulfill critical mission tasks as currently identified. Additionally, this funding will be used for movement of the ITP to a different location at the NAC that will accommodate all staff since the current placement is inadequate to house all ITP staff members. A refresh of software and hardware for the Douglas system will be required as well as the purchase of a proper Data Management System.

#10 – CHCO - Joint Duty Program**Description**

The Office of the Chief Human Capital Officer requests \$1 million and 7 FTP/4 FTE to establish and implement a Joint Duty (JD) Program. This funding will allow OCHCO to develop program policy, structure, and operations to enable enterprise-wide management/administration of the program in a similar fashion as the Senior Executive Service Candidate Development Program (SES-CDP) program. The funding will allow for staffing and minor contractual support related to developing/integrating/enabling a system to manage a Joint-Duty model for the application, and selection process for reimbursable and non-reimbursable details within DHS. The purpose of the program is to allow for cross-component staffing (such as temporary details and rotational opportunities) for the purpose of including broader perspectives in the performance of the work, especially from other operational components.

The JD Program will target joint rotational opportunities for GS 13 – SES (and equivalent) of 1-2 years in length, and will provide employees who successfully complete requirements with a “JD credit/designation” that may provide preferences in promotional opportunities. This program will also be one vehicle to meet the requirements in the Executive Order on Strengthening the Senior Executive Service specifying 15% of an agency’s SES population must utilize rotations. The JD work group has recommended the addition of resources to stand up the Office of Primary Responsibility (OPR), run the JD and Rotations program, and implement the SES-specific portion of these programs.

Justification

The April 22, 2014, Memorandum on Strengthening Departmental Unity of Effort, the 2014 Quadrennial Homeland Security Report (QHSR), and other associated documents have established the need to enhance the Department’s effectiveness and efficiency through greater unity of effort. A cadre of leaders and staff experienced and trained in conducting multi-Component activities can serve as a critical enabler towards that goal. To that end, the FY2017-2021 DHS Resource Planning Guidance directed a Winter Study to review federal joint duty programs and best practices and to determine how the Department could leverage a comprehensive joint duty program to: 1) enhance operations and mission execution; 2) support unity of effort; and 3) enhance leadership and professional development opportunities.

The Winter Study concluded that a joint duty program could be successfully implemented across the Department’s operational Components and headquarters elements. The JD Program will be implemented by: establishing a centralized capability to manage a joint duty program; developing governance documents such as a JD Policy, Management Directive and Instruction; and developing a detailed, phased approach to implementation.

The JD Program will develop a cadre of 21st century DHS leadership that is experienced and qualified in multi-component and/or multi-agency operations and trained in cross-cutting, multi-disciplined homeland security skill sets. The Program will be applicable to

all DHS Components, and will focus on increasing Operating Component representation in DHS Headquarters Components, the Joint Task Forces, and other joint organizations as appropriate. The JD Program manager, in coordination with Components, will identify the specific billets in Headquarters Components and other joint organizations to be filled by joint staff.

Category	FY18 Request
Salaries & Expenses	\$677
Travel	\$10
Training	\$7
Supplies	\$2
Working Capital Fund	\$70
Contract Support	\$234
Total Funding	\$1,000

Performance

The requested resources will allow DHS to develop a culture of a unified DHS workforce that has the perspective and capability to think globally and act locally. It requires a focused investment in career-broadening experiences that build unity in DHS leaders (program targets GS 13 – SES, and equivalent). Future leaders benefit from cross-component opportunities that develop their skills and competencies in such a way that they bring a greater breadth and depth of synergized knowledge to their decisions, promoting desired results. DHS would benefit from a workforce with greater agility, which enhances the ability to manage not only day-to-day integrated priorities, but also to more easily mobilize and bring necessary talent to bear on multiple fronts when preparing for or addressing crisis.

#11 – CFO/CHCO - Manpower Analysis and Requirements Program**Description**

The OCFO requests \$3.3 million, 3 FTP, and 2 FTE and the OCHCO requests \$1.2 million, 10 FTP, and 5 FTE to establish an effective program to standardize manpower management across the Components, to integrate staffing requirements, position management, and organizational structure with the Planning, Programming, Budgeting and Execution (PPBE) process, and facilitate ad hoc reporting and analysis among the OCFO, OCHCO, and Components. Fundamentally, this requires a corporate adoption of an automated position management tool, or database, that can document staffing requirements, authorized (affordable) staffing levels, and onboard staffing. Dissemination of this tool across the DHS enterprise, along with its maintenance and enhancements, will require IT support and expertise from multiple organizations within the Under Secretary for Management portfolio (particularly, OCFO, OCHCO, and OCIO), and coordination among related equities across the Components. This cost and effort will be most predominant at ramp-up and rollout, but will subside as the tool and business processes mature in the O&M phase. This initiative does not create a new system, but rather modifies and assumes the cost avoidance of creating a new database by using an existing and extremely useful tool that is already in place and working within the Department.

Justification

In April 2015, the Deputy's Management Action Group (DMAG) directed USM to conduct two studies entitled the Workforce Mix and Baseline studies. The purpose of the Workforce Mix study was to identify the tools and processes used throughout to determine the need for staffing to perform DHS missions. A key objective of this study was to identify the extent to which statistically-based models and other techniques were used to compute and forecast staffing requirements. The intent of the Workforce Baseline study was to determine the extent to which the Department had integrated its human capital and financial management processes, particularly regarding position documentation and workforce pricing.

The Workforce Baseline study revealed considerable inconsistencies across the department with respect to workforce pricing. As discussed earlier, position documentation, and in turn, financial management is not informed by statements of staffing requirements. The Workforce Baseline study consequently bridges the gap from staffing requirements, determined through tools identified during the Workforce Mix study, and position documentation to financial pricing and budget execution.

Since the Department's inception in 2003, DHS's human capital management efforts have received considerable scrutiny from Congress and other oversight bodies. The lack of clear policies and a single office of primary responsibility" for manpower management has led to inconsistent and poorly documented organizational structures, and the lack of taxonomy for functional analysis, other than occupational series. Establishing a manpower and organization (M&O) capability for the Department, along with

a program management staff that develops and acculturates consistent, operationally-focused policies for managing manpower, will improve the effectiveness of DHS's management programs by ensuring manpower resources are directed to the department's most critical priorities.

To better determine staffing requirements across DHS and manage positions and budget, DHS must invest in new, overarching policy and reporting management, as well as standardize position and manpower management, to provide accurate data to better justify agency staffing resource needs within the PPBE framework. Providing additional staffing to develop a DHS-wide manpower management capability will help clarify the differences between positions (spaces) and people (faces) throughout the Department. Clear documentation of staffing needs, including the rules governing the linkage of missions and functions to staffing via mathematical models, and tools and processes to link staffing to financial requirements, are essential to ensure current and future DHS missions are adequately resourced.

Category	FY18 Request
CFO - Salaries & Expenses	\$255
CFO – Contract Support	\$3,000
CHCO - Salaries & Expenses	\$1,249
Total Funding	\$4,504

Performance

Implementing a manpower management program for the Department will facilitate pre-planning of hiring and financial planning, thereby improving the Department's ability to posture human and financial resources to meet operational needs. A key benefit of this proposal will be providing the ability to incorporate the results of component staffing models into position documentation.

Developing a position documentation system with clear DHS-wide rules understood by all will allow the Department to identify how many positions will be required in what timeframe, at what location, and what grade level to accommodate the increased workload. This visibility, in turn, gives the human resources community visibility of future resource requirements, allowing them to partner with their customers to provide consultative services.

The additional resources and funding for the CFO office will be used to provide manpower modeling and financial analysis capability. These positions will be added to the Program Analysis and Evaluation (PA&E) Division within CFO. The contract services will provide for the development and implementation of a workforce staffing modeling system. The additional resources and funding for the CHCO office will be used to develop centralized DHS policy, provide technical direction and support (particularly in model development and integration), and cross-pollination of component practices to develop DHS-wide policies and procedures. The CHCO investment will serve as a force multiplier by providing tools and techniques to integrate staffing models into position documentation, which will in turn enhance hiring planning and budget/financial planning and programming.

#12 - CSO – NAC GUARD FORCE**Description of Item**

The OCSO requests \$4 million to increase the guard service at the Nebraska Avenue Complex (NAC). In FY 2015, the United States Secret Service (USSS) was requested to conduct a security assessment of the NAC. Following the completion of this assessment, several recommendations were provided to address the security vulnerabilities and risks of its findings. A need to increase the physical security presence to deter and detect unlawful entry, increase response capabilities and awareness, and increase response timelines in the event of an emergency were identified. These recommendations were taken into consideration when requesting vendor proposals for a new contract. In light of the new requirements, the annual cost of the contract was significantly higher than previously estimated. The Office of the Chief Security Officer is requesting an additional \$4 million to fund the increased post hours and presence at the campus for the protection of DHS personnel, assets, and information.

Justification

The NAC serves as the Department's headquarters and is vital to the success of the Department's mission to secure the homeland. As the Department's headquarters, it houses several key executive personnel including the Secretary and the DHS Chief of Intelligence. As a level 5 security campus, the NAC is required to stay in compliance with the security requirements to effectively mitigate any security risks posed to the Department. The ability to mitigate emergencies, control access, and manage an in-depth security approach is critical to safeguarding the Department's information and personnel that are critical to national security.

Performance Impact

The completed technical evaluation of the new contract included the enhanced security recommendations of the USSS assessment. If the additional funding is not provided, the OCSO will be required to reduce the post hours, and manpower, required to secure the campus. This would degrade the ability to deter and detect unlawful entry, increase response times to emergencies, and provide insufficient countermeasures during a crisis event. Overall, the campus security vulnerabilities would not be addressed and leave the campus at risk to a national security incident.

#13 – CPO - PARM Analytics Enhancement

The OCPO is requesting \$2.7 million and 8/5 FTP/FTE in order to maintain and expand upon the current level of services the Office of Program Accountability and Risk Management (PARM) provides to the DHS acquisition community. Obtaining this additional funding would provide for the following:

- **Scheduling Cell:** The scheduling personnel (5 FTP) will establish a scheduling capability within PARM. This scheduling subject matter expert (SME) will review and evaluate every major acquisition program's integrated master schedule, support improved schedule planning, maintain consistent monitoring of acquisition program schedules and develop/provide the scheduling training to the acquisition community.
- **IT/Technology Tools:** The IT Specialist will provide PARM with enhanced ability to oversee the Department's information technology acquisitions. Information technology programs makeup more than half of the programs on the Master Acquisition Oversight List. Additionally, this staff will support the development of processes and tools to support improved acquisition monitoring and reporting, as well as automation of new and existing processes.
- **System Engineering:** The Systems Engineering SMEs (3 FTP) will provide improved support for acquisition program system engineering planning. Further, the Systems Engineers will review, evaluate and monitor the ongoing systems engineering reviews of each program and report on the programs progress towards meeting its execution goals. This SME will develop and provide the systems engineering training to the acquisition community.
- **Logistics:** The Logistics SME will support program logistics planning, as well as review, evaluate and monitor the ongoing logistics activities of the Department's acquisition programs. The Logistics SME will ensure programs are properly tracking spares and other logistical items to maintain the functionality of systems. The Logistics SME will develop/provide the logistics training to the acquisition community.
- **Contracting Officer's Representative (COR):** The Contract Specialist will review all program acquisition plans to ensure compliance and coordination with other acquisition planning activities. Additionally, the Contract Specialist will coordinate development of PARM contracts and monitor contractor performance through the life of PARM contract.
- **Financial Management:** The Financial Management Specialist will provide increased financial management support, review, and oversight for the Department's acquisition programs.
- **Tracking Support:** These resources will provide tracking and monitoring action items, acquisition documentation, acquisition decision memoranda, and other acquisition process activities such as Acquisition Review Board Scheduling. Additional support will provide tracking and monitoring of Government Accountability Office and Inspector General audit recommendations, Congressional responses and other necessary Senior Leadership and oversight inquiries.

Justification

The additional personnel will increase PARM's ability to perform Red Teaming activities. Red Teams are groups of subject matter experts (SME) that review, evaluate and support new or troubled programs. PARM will deploy Red Teams to address both broad and specific issues in the establishment of new programs, as well as, provide corrective action for troubled programs and those in breach.

Impact on Performance

Without the additional personnel, PARM will not be able to effectively address both broad and specific issues in the establishment of new programs. Additionally, it will not be able to provide corrective actions for troubled programs and those in breach.

#14 – OCRSO - Regional Support**Description**

The OCRSO requests \$0.5 million and 4 FTP/2 FTE to establish regional mission support coordinator positions that will work in key areas to serve as a conduit across Components. By working in the region, the mission support coordinators will reduce DHS mission support costs and provide the Management Directorate with better understanding and knowledge of day to day functions and needs of DHS Operational Components.

When implemented, the program will increase the rate in which real property costs are reduced through increased square foot per person utilization and regional cross-Component colocation by facilitating and coordinating real property planning as a single DHS portfolio. Presently, Components independently manage and regionally plan real property, which hampers the sharing of office space, and causes inefficient administrative redundancies when planning with GSA and opportunity costs when investing in workplace transformation tools and services such as IT equipment and modern furniture.

Additionally, this program will increase efficiencies and avoid costs through integrated workplace planning by leveraging colocation opportunities to introduce shared services, such as facility maintenance services, and consolidate/coordinate assets, such as warehouses and SCIFs.

Justification

In FY 2015, CRSO began a program to increase efficiencies in the field. They began pilot programs to coordinate efforts across a region to minimize duplication where efficiencies could be found in the area of services and facilities (space utilization). In the FY 2017 House Report, the Department was directed to develop, and report on, a plan requiring all field offices to consolidate space, services, and assets.

This program is necessary in order to accomplish FY18-22 Resource Planning Guidance (RPG) objective 6, “Maturing & Strengthening: Mature and Strengthen Homeland Security,” by planning, facilitating, and implementing workspace and warehouse footprint reduction, regional support consolidation, and cost effective relocation of functions to strengthen department-wide logistical capabilities at lower operational costs.

By hiring and placing regional mission support coordinators in four key regions (to be determined), this program will reduce costs and strengthen the mission by integrating mission support in ways that:

- Improve homeland security capabilities;
- Integrate common business functions/services and logistics;
- Increase timely and coordinated mission support decision making;
- Reduce unnecessary administrative redundancy and costs.

Ultimately, the regional mission support coordinators, targeted at the GS-14 level, will ensure regional, integrated planning occurs across Components so that DHS mission requirements are delivered in the most efficient manner and at the lowest possible cost.

Performance

This program will achieve the above priorities by placing mission support coordinators in key regions where DHS has multiple component operations to strengthen cross-Component missions by implementing Field Efficiency recommendations that achieve savings in areas/services that include:

- Property/Asset management,
- Vehicle fleet and motor pool services,
- Logistics management and planning.

This program will enable resources to be reinvested in the Department’s highest priority operational activities outlined in the FY18-22 RPG by reducing regional administrative and logistical overlap, duplication, and inefficiencies. Additionally, this program will advance OMB goals that include Freeze the Footprint/Reduce the Footprint, government-wide shared services, and facility consolidation/colocation opportunities.

#15 – IOUSM/OCHCO – Workforce Rightsizing**Description**

The IOUSM requests \$3.7 million, 14 FTP, and 7 FTE and OCHCO requests \$7.7 million, 17 FTP, and 9 FTE for FY 2018. IOUSMs request will fund positions that were previously covered by detailees, allow the office to rightsize the current workforce (i.e. FTE grade structure), and be used for development and operations and maintenance of automation tools (Exec Sec tool to assist in the Congressional clearance processes, the suspension and disbarment tool, and a Congressional reports dashboard). OCHCO positions will allow for maintaining current operational levels, sustain funding for vital programs that are critical to retaining a skilled workforce, and provide funding for critical vacancies to support hiring across the Department.

Justification**IOUSM**

The IOUSM is supported by thirteen positions that are detailed from the other PPAs within the USM and sometimes other DHS Components. A staffing analysis was done to right-size the office, bringing important skillsets onto the team that do not currently exist (i.e., technical writer and event planner) and resuming the funding of the Deputy Under Secretary for Management position. The IOUSM is working to build a career path for interns to grow in offices such as Communications, Executive Secretariat, and Management Integration and requires the staffing and resources to support the initiatives.

The O&M funding relieves a burden created by the manual processes that are in place for tracking and maintaining Congressional requests for reports, getbacks, Questions for the Record (QFRs), and other materials. These items are currently tracked in manual spreadsheets across multiple lines of business. The process is cumbersome and causes significant room for error and backlog. The IOUSM needs an automated tracking tool that can be used by all lines of business. These tools will significantly reduce the manual processes, improve accountability and transparency, and allow staff efficiency.

Receiving these funds will also reduce the administrative burden on the MGMT lines of business and increase accountability of the IOUSM for time and attendance, performance management, and other administrative responsibilities. It will also enable IOUSM to quickly backfill vacancies without relying on the lines of business to advertise for us.

Category	FY18 Request
Salaries & Expenses	\$2,100
Automation Tool	\$400
Contract Support	\$800
Working Capital Fund	\$400
Total Funding	\$3,700

OCHCO

The OCHCO provides overall management and administration for the Department's human capital. In FY 2015, the OCHCO issued the FY 2015-2019 Human Capital Strategic Plan, which includes four cross-cutting enterprise goals that address the human capital environment challenges and will help DHS to realize its human capital vision of becoming an employer of choice and to set the standard for human capital excellence.

The adjustment will allow OCHCO to maintain current operational levels, sustain funding for vital programs that are critical to retaining a skilled workforce, and provide funding for critical vacancies to support the OCHCO mission. Resources will be used to:

- Fund OCHCO salaries and benefits requirements to include rightsizing actual position/grade requirements and filling critical vacancies to support emergent requirements and skills gaps in support of the Department, and create the opportunity to use Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay (VERA/VSIP) to restructure the organization, while also ensuring that sufficient staffing is in place to respond to implementation of executive orders.
- Provide vital programs that are critical to OCHCO's mission and have been funded previously only by forgoing filling vacant positions. These programs are:
 - SES Certification
 - SL/ST Performance Appraisal Assessment Tool (PAAT) Audit Support
 - SES Audit Support/ Find plans for Certification
 - Benchmarking Data Analytics Reporting
 - Systems Security/Compliance Fees
 - Tableau - Tableau organizes large datasets and displays them in simple ways that are accessible to the public.

Category	FY18 Request
Salaries & Expenses	\$3,000
Travel	\$3
Training	\$7
Supplies	\$3
Working Capital Fund	\$170
Contract Requirements	\$4,520
Total Funding	\$7,700

This funding will right-size OCHCO by correcting an error in grade distribution in previous years which allocated costs related to 40 positions at the GS-11 level and below resulting in a shortfall of salary and benefit funding, as well as appropriate level of expertise for positions that were required at the GS-13 and 14 levels. This distribution inaccurately reflected actual programmatic needs – analysis to improve organization structure against requirements resulted in the need to right-size the organization by reflecting updated grade distribution of positions ensuring that OCHCO can provide the right level of Department-wide expertise.

This funding will provide OCHCO with the necessary resources to assist Components in recruiting the right people with the right skill sets to meet the everyday challenges and growing demands being placed on the Department to secure the homeland from a broad range of threats – from terrorism to natural disasters. Specifically, additional funds will staff requirements that will directly improve time to hire, enable OCHCO to address mandatory initiatives to develop and implement either new programs (i.e. rotations, Succession Planning, Talent Management) or expand on existing programs (i.e. Joint Duty Onboarding), as well as expand and develop the Human Capital Policy Oversight Program. This funding is critical to ensure that DHS-wide labor and employee relations functions and programs throughout the Department in the Components are compatible and consistent with existing laws, regulations, directives and orders, and where deficiencies are recognized, appropriate measures are taken to correct them. Finally, with extensive growth and recruitment, OCHCO must be positioned to support personnel through the development and consistent implementation of Work Life and Employee Assistance Programs while ensuring that DHS-wide Employee Assistance Program functions and programs throughout the Department in the Components are compatible and consistent with existing laws, regulations, directives and orders, and where deficiencies are recognized, appropriate measures are taken to correct them.

Performance

The additional personnel and contracts are necessary to help improve the hiring within the Department; providing this funding to support these vacancies will help close gaps in critical areas and improve OCHCO's overall effectiveness by reducing time to hire, increase effectiveness in developing new programs such as succession planning/talent management, as well as expanding and improving existing programs such as cybersecurity initiatives, Labor Employee Relations, and public/private facing websites.

Operations and Support Personnel Compensation and Benefits

Pay Summary *Dollars in Thousands*

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Immediate Office of the Under Secretary of Management	17	17	\$2,202	\$129.53	17	17	\$2,481	\$145.94	31	24	\$4,204	\$175.17	14	7	\$1,723	\$29.23
Office of the Chief Readiness Support Officer	103	103	\$15,532	\$150.8	103	103	\$17,199	\$166.98	123	120	\$19,154	\$159.62	20	17	\$1,955	(\$7.36)
Office of the Chief Human Capital Officer	144	137	\$16,460	\$120.15	208	208	\$24,834	\$119.39	293	270	\$41,099	\$152.22	85	62	\$16,265	\$32.83
Office of the Chief Security Officer	257	257	\$35,581	\$138.45	257	257	\$36,390	\$141.6	313	298	\$40,341	\$135.37	56	41	\$3,951	(\$6.23)
Office of the Chief Procurement Officer	308	308	\$38,257	\$124.21	558	558	\$68,741	\$123.19	536	533	\$77,898	\$146.15	(22)	(25)	\$9,157	\$22.96
Office of the Chief Financial Officer	230	228	\$37,955	\$166.47	270	270	\$38,876	\$143.99	279	275	\$39,694	\$144.34	9	5	\$818	\$0.35
Office of the Chief Information Officer	398	382	\$49,999	\$130.89	401	401	\$62,007	\$154.63	495	495	\$83,781	\$169.25	94	94	\$21,774	\$14.62
Total	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84
Discretionary - Appropriation	1,457	1,432	\$195,986	\$136.86	1,814	1,814	\$250,528	\$138.11	2,070	2,015	\$306,171	\$151.95	256	201	\$55,643	\$13.84

Narrative Explanation of Changes by Organization – Pay Cost Drivers:

- **FTE Change FY 2017-2018:** The major driver of the increase in FTE from FY 2017 to FY 2018 is due to the transfer of 177 FTE from the DHS Working Capital Fund to the USM direct appropriation and program change increases in all PPAs, except CIO, where FTE are requested. In addition, USM is requesting 116 new positions which contribute to the increased FTE.
- **PCB Change FY 2017-2018:** The major driver of the increase in PCB from FY 2017 to FY 2018 is due to the transfer of 177 FTE from the DHS Working Capital Fund to the USM direct appropriation and program change increases in all PPAs, except CIO, where FTE are requested.
- **Average Cost Change FY 2017-2018:** The major driver of the increase in Average Cost from FY 2017 to FY 2018 is due to the transfer of 177 FTE from the DHS Working Capital Fund to the USM direct appropriation and program change increases in all PPAs where FTE are requested. In addition, USM is requesting 116 new positions which contribute to the increased cost.

Operations and Support
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$147,005	\$184,482	\$223,586	\$39,104
11.3 Other than Full-Time Permanent	\$2,344	\$3,048	\$2,215	(\$833)
11.5 Other Personnel Compensation	\$1,870	\$2,071	\$2,926	\$855
12.1 Civilian Personnel Benefits	\$44,767	\$60,927	\$77,444	\$16,517
Total - Personnel Compensation and Benefits	\$195,986	\$250,528	\$306,171	\$55,643
Positions and FTE				
Positions - Civilian	1,457	1,814	2,070	256
FTE - Civilian	1,432	1,814	2,015	201

**Operations and Support
Permanent Positions by Grade-Appropriation**

Grades and Salary Range	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
Total, SES	55	59	63	4
Total, EX	3	2	2	-
GS-15	381	452	484	32
GS-14	449	522	620	98
GS-13	274	352	422	70
GS-12	102	171	197	26
GS-11	47	112	122	10
GS-9	102	92	100	8
GS-8	2	4	4	-
GS-7	36	36	42	6
GS-6	2	-	-	-
GS-5	2	1	1	-
GS-4	2	11	12	1
Other Graded Positions	-	-	1	1
Total Permanent Positions	1,457	1,814	2,070	256
Position Locations				
Headquarters	1,457	1,814	2,070	256

Operations and Support Non Pay Budget Exhibits

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Immediate Office of the Under Secretary of Management	\$1,530	\$810	\$2,663	\$1,853
Office of the Chief Readiness Support Officer	\$108,986	\$102,386	\$51,746	(\$50,640)
Office of the Chief Human Capital Officer	\$13,192	\$14,801	\$15,753	\$952
Office of the Chief Security Officer	\$33,410	\$30,856	\$34,622	\$3,766
Office of the Chief Procurement Officer	\$22,112	\$27,259	\$24,717	(\$2,542)
Office of the Chief Financial Officer	\$18,439	\$21,266	\$26,675	\$5,409
Office of the Chief Information Officer	\$344,193	\$314,612	\$233,784	(\$80,828)
Total	\$541,862	\$511,990	\$389,960	(\$122,030)
Discretionary - Appropriation	\$541,862	\$511,990	\$389,960	(\$122,030)

Operations and Support Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$1,013	\$1,055	\$1,742	\$687
23.1 Rental Payments to GSA	\$22,664	\$16,419	\$16,867	\$448
23.2 Rental Payments to Others	\$1,603	\$1,014	\$893	(\$121)
23.3 Communications, Utilities, and Misc. Charges	\$6	\$6	\$138	\$132
24.0 Printing and Reproduction	\$104	\$123	\$92	(\$31)
25.1 Advisory and Assistance Services	\$166,516	\$145,790	\$85,712	(\$60,078)
25.2 Other Services from Non-Federal Sources	\$9,093	\$25,224	\$40,538	\$15,314
25.3 Other Goods and Services from Federal Sources	\$192,758	\$186,655	\$136,745	(\$49,910)
25.4 Operation and Maintenance of Facilities	\$2,816	\$773	\$2,220	\$1,447
25.6 Medical Care	\$27	\$27	\$45	\$18
25.7 Operation and Maintenance of Equipment	\$123,432	\$128,886	\$95,738	(\$33,148)
26.0 Supplies and Materials	\$1,416	\$1,540	\$816	(\$724)
31.0 Equipment	\$20,075	\$4,478	\$8,414	\$3,936
94.0 Financial Transfers	\$339	-	-	-
Total - Non Pay Object Classes	\$541,862	\$511,990	\$389,960	(\$122,030)

*Immediate Office of the Under Secretary of Management – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Immediate Office of the Under Secretary of Management	17	17	\$3,732	17	17	\$3,291	31	24	\$6,867	14	7	\$3,576
Total	17	17	\$3,732	17	17	\$3,291	31	24	\$6,867	14	7	\$3,576
Subtotal Discretionary - Appropriation	17	17	\$3,732	17	17	\$3,291	31	24	\$6,867	14	7	\$3,576

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

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$3,393		
Transfers & Reprogrammings	\$339		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$3,732	\$3,291	\$6,867
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$3,732	\$3,291	\$6,867
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$3,732	\$3,291	\$6,867
Obligations (Actual/Projections/Estimates)	\$3,730	\$3,289	\$6,863
Personnel: Positions and FTE			
Enacted/Request Positions	17	17	31
Enacted/Request FTE	17	17	24
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	10	17	31
FTE (Actual/Estimates/Projections)	13	17	24

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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	17	17	\$3,393
BTR to IOUSM	-	-	\$339
Total Below Threshold Reprogrammings	-	-	\$339
FY 2016 Revised Enacted	17	17	\$3,732
FY 2017 Annualized CR	17	17	\$3,291
FY 2018 Base Budget	17	17	\$3,291
Realignment to CHCO from IOUSM due to CHCO WCF Activity Costs Removal	-	-	(\$74)
Realignment to CIO from IOUSM due to CIO WCF Activity Costs Removal	-	-	(\$39)
Realignment to CRSO from IOUSM due to CRSO WCF Activity Costs Removal	-	-	(\$74)
Total Transfers	-	-	(\$187)
2017 Pay Annualization	-	-	\$14
2018 Pay Increase	-	-	\$35
FY 17 FPS Increases	-	-	\$18
Total, Pricing Increases	-	-	\$67
Total Adjustments-to-Base	-	-	(\$120)
FY 2018 Current Services	17	17	\$3,171
USM - Workforce Rightsizing	14	7	\$3,696
Total, Program Increases	14	7	\$3,696
FY 2018 Request	31	24	\$6,867
FY 2017 TO FY 2018 Change	14	7	\$3,576

PPA Description

Immediate Office of the Under Secretary for Management

The IOUSM requests \$6.9 million, 31 FTP, and 24 FTE for FY 2018.

IOUSM ensures the offices within the USM function effectively and efficiently in support of the Department. The requested funding will allow the IOUSM to continue to oversee the functions of the Management Directorate offices; further DHS efforts to enhance functional integration; respond quickly to inquiries from within and outside the Department; and identify and track performance related to the responsibilities of the Department. The USM 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.

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

Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Immediate Office of the Under Secretary of Management	17	17	\$2,202	\$129.53	17	17	\$2,481	\$145.94	31	24	\$4,204	\$175.17	14	7	\$1,723	\$29.23
Total	17	17	\$2,202	\$129.53	17	17	\$2,481	\$145.94	31	24	\$4,204	\$175.17	14	7	\$1,723	\$29.23
Discretionary - Appropriation	17	17	\$2,202	\$129.53	17	17	\$2,481	\$145.94	31	24	\$4,204	\$175.17	14	7	\$1,723	\$29.23

NARRATIVE EXPLANATION OF CHANGES

Immediate Office of the Under Secretary for Management:

- **FTE Change FY 2017-2018:** The driver of this increase in FTE from FY 2017 to FY 2018 is the addition of 14 FTP to rightsize the IOUSM office and eliminate the reliance on detailees.
- **PCB Change FY 2017-2018:** The increase in PCB is due to the dollars that followed the FTE for the program change increase related to rightsizing IOUSM. In addition, there are increases for the 2017 annualization of FTE and the FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The increase in FTP/FTE cost is due to the dollars that followed the FTE for the program change increase related to rightsizing IOUSM. In addition, there are increases for the 2017 annualization of FTE and the FY 2018 pay increase.

Immediate Office of the Under Secretary of Management – PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$1,402	\$1,586	\$3,002	\$1,416
11.3 Other than Full-Time Permanent	\$112	\$112	\$112	-
11.5 Other Personnel Compensation	\$39	\$39	\$39	-
12.1 Civilian Personnel Benefits	\$649	\$744	\$1,051	\$307
Total - Personnel Compensation and Benefits	\$2,202	\$2,481	\$4,204	\$1,723
Positions and FTE				
Positions - Civilian	17	17	31	14
FTE - Civilian	17	17	24	7

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

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Immediate Office of the Under Secretary of Management	\$1,530	\$810	\$2,663	\$1,853
Total	\$1,530	\$810	\$2,663	\$1,853
Discretionary - Appropriation	\$1,530	\$810	\$2,663	\$1,853

**Immediate Office of the Under Secretary of Management – PPA
Non Pay by Object Class**

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$8	\$8	\$19	\$11
23.1 Rental Payments to GSA	\$346	-	-	-
25.1 Advisory and Assistance Services	\$3	\$3	\$3	-
25.2 Other Services from Non-Federal Sources	\$10	-	-	-
25.3 Other Goods and Services from Federal Sources	\$775	\$796	\$2,635	\$1,839
25.4 Operation and Maintenance of Facilities	\$18	-	-	-
25.7 Operation and Maintenance of Equipment	\$20	-	-	-
26.0 Supplies and Materials	\$11	\$3	\$6	\$3
94.0 Financial Transfers	\$339	-	-	-
Total - Non Pay Object Classes	\$1,530	\$810	\$2,663	\$1,853

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$981	\$810	\$1,183	\$373
Automation Tools	\$0	\$0	\$400	\$400
Contract Support	\$0	\$0	\$800	\$800
Other Costs	\$549	\$0	\$280	\$280
Total – Non Pay Cost Drivers	\$1,530	\$810	\$2,663	\$1,853

NARRATIVE EXPLANATION OF CHANGES

Immediate Office of the Under Secretary for Management:

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Automation Tools – These are tools to streamline MGMT front office efforts in managing the Directorate’s many requirements for reporting and analysis. This is a new request for FY 2018.
- **FY 2018 Non- Pay Cost Driver-** Contract Support – These are program management support services. This is part of the effort to right-size the funding in the MGMT front office. Previously these were funded by the MGMT lines of business, which put a strain on their resources.

Office of the Chief Readiness Support Officer - PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Readiness Support Officer	103	103	\$124,518	103	103	\$119,585	123	120	\$70,900	20	17	(\$48,685)
Total	103	103	\$124,518	103	103	\$119,585	123	120	\$70,900	20	17	(\$48,685)
Subtotal Discretionary - Appropriation	103	103	\$124,518	103	103	\$119,585	123	120	\$70,900	20	17	(\$48,685)

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

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$121,569		
Transfers & Reprogrammings	\$2,949		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$124,518	\$119,585	\$70,900
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$12,010	\$105,021	\$67,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$136,528	\$224,606	\$137,900
Collections – Reimbursable Resources	\$1,740	\$2,494	\$3,432
Total Budget Resources	\$138,268	\$227,100	\$141,332
Obligations (Actual/Projections/Estimates)	\$90,831	\$160,028	\$124,000
Personnel: Positions and FTE			
Enacted/Request Positions	103	103	123
Enacted/Request FTE	103	103	120
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	87	103	123
FTE (Actual/Estimates/Projections)	88	103	120

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

Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency Source	-	-	\$106	-	-	\$30	-	-	\$656
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$75	-	-	\$603	-	-	\$106
Department of Homeland Security - Transportation Security Administration Source	-	-	\$106	-	-	-	-	-	-
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$138	-	-	\$34	-	-	\$201
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$106	-	-	\$162	-	-	\$64
Department of Homeland Security - Science and Technology Source	-	-	-	-	-	-	-	-	\$91
Department of Homeland Security - United States Secret Service Source	-	-	\$106	-	-	-	-	-	\$102
Department of Homeland Security - Office of the Inspector General Source	-	-	-	-	-	-	-	-	\$223
Department of Homeland Security - United States Coast Guard Source	-	-	\$106	-	-	-	-	-	\$303
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$173	-	-	\$59	-	-	\$793
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$453	-	-	\$553	-	-	\$26
Department of Homeland Security - Analysis and Operations Source	-	-	\$68	-	-	\$203	-	-	\$216
Department of Interior - Department of the Interior Source	-	-	\$3	-	-	-	-	-	\$205
General Services Administration - General Services Administration Source	-	-	-	-	-	-	-	-	\$106
Department of Homeland Security - Office of Health Affairs Source	-	-	\$280	-	-	-	-	-	-
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$20	-	-	\$850	-	-	\$106
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	-	-	-	\$234
Total Collections	-	-	\$1,740	-	-	\$2,494	-	-	\$3,432

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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	103	103	\$121,569
Reprogramming from CBP to CRSO	-	-	\$2,900
Reprogramming from NAC to CRSO	-	-	\$100
Total Above Threshold Reprogrammings/Transfers	-	-	\$3,000
BTR to IOUSM	-	-	(\$51)
Total Below Threshold Reprogrammings	-	-	(\$51)
FY 2016 Revised Enacted	103	103	\$124,518
FY 2017 Annualized CR	103	103	\$119,585
FY 2018 Base Budget	103	103	\$119,585
Realignment to CHCO from CRSO due to CHCO WCF Activity Costs Removal	-	-	(\$10)
Realignment to CIO from CRSO due to CIO WCF Activity Costs Removal	-	-	(\$187)
Realignment to CPO from CRSO due to CPO WCF Activity Costs Removal	-	-	(\$4)
Realignment to CRSO from CFO due to CRSO WCF Activity Costs Removal	-	-	\$205
Realignment to CRSO from CHCO due to CRSO WCF Activity Costs Removal	-	-	\$117
Realignment to CRSO from CIO due to CRSO WCF Activity Costs Removal	-	-	\$391
Realignment to CRSO from CPO due to CRSO WCF Activity Costs Removal	-	-	\$274
Realignment to CRSO from CSO due to CRSO WCF Activity Costs Removal	-	-	\$188
Realignment to CRSO from IOUSM due to CRSO WCF Activity Costs Removal	-	-	\$74
Realignment to CSO from CRSO due to CSO WCF Activity Costs Removal	-	-	(\$3)
Transfer to OSEM/OGC from CRSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CRSO from A&O due to CRSO WCF Activity Costs Removal	-	-	\$585
Transfer to USM/CRSO from CBP due to CRSO WCF Activity Costs Removal	-	-	\$98
Transfer to USM/CRSO from DNDO due to CRSO WCF Activity Costs Removal	-	-	\$92
Transfer to USM/CRSO from FEMA due to CRSO WCF Activity Costs Removal	-	-	\$176
Transfer to USM/CRSO from FLETC due to CRSO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CRSO from ICE due to CRSO WCF Activity Costs Removal	-	-	\$65

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CRSO from NPPD OBIM due to CRSO WCF Activity Costs Removal	-	-	\$74
Transfer to USM/CRSO from OHA due to CRSO WCF Activity Costs Removal	-	-	\$109
Transfer to USM/CRSO from OIG due to CRSO WCF Activity Costs Removal	-	-	\$4
Transfer to USM/CRSO from OSEM to CRSO WCF Activity Costs Removal	-	-	\$946
Transfer to USM/CRSO from S&T due to CRSO WCF Activity Costs Removal	-	-	\$248
Transfer to USM/CRSO from TSA due to CRSO WCF Activity Costs Removal	-	-	\$58
Transfer to USM/CRSO from USCG due to CRSO WCF Activity Costs Removal	-	-	\$515
Transfer to USM/CRSO of the WCF FTE due to CRSO WCF Activity Removal	13	13	-
Total Transfers	13	13	\$4,014
2017 Pay Annualization	-	-	\$82
2018 Pay Increase	-	-	\$245
FY 17 FPS Increases	-	-	\$21
Total, Pricing Increases	-	-	\$348
Non - Recur NAC Security Assessment	-	-	(\$1,525)
Non - Recur St. Es Development	-	-	(\$18,319)
Non - Recur St. Es TIP	-	-	(\$35,020)
Total, Pricing Decreases	-	-	(\$54,864)
Total Adjustments-to-Base	13	13	(\$50,502)
FY 2018 Current Services	116	116	\$69,083
USM - Data Management Integration	3	2	\$1,582
USM - Regional Support	4	2	\$541
Total, Program Increases	7	4	\$2,123
USM - FY 17 Hiring freeze Reduction	-	-	(\$306)
Total, Program Decreases	-	-	(\$306)
FY 2018 Request	123	120	\$70,900
FY 2017 TO FY 2018 Change	20	17	(\$48,685)

PPA Description

The OCRSO requests \$70.9 million, 123 FTP, and 120 FTE for FY 2018.

OCRSO detailed breakout: (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$124,518	\$119,585	\$70,900
Salaries & Benefits	\$15,532	\$17,199	\$20,739
Working Capital Fund	\$3,604	\$3,192	\$4,219
Front Office (travel, training, supplies, FO)	\$506	\$285	\$400
Sustainability & Environmental (SEP) Office	\$2,183	\$637	\$375
Facilities & Operations Support (F&OS)	\$1,641	\$1,680	\$2,600
Asset & Logistics (A&L)	\$6,718	\$3,954	\$3,268
HQ Consolidation - Construction	\$77,378	\$77,231	\$0
HQ Consolidation -Support	\$12,500	\$12,476	\$36,368
Nebraska Avenue Complex	\$4,456	\$2,931	\$2,931
1. FY 17 & 18 are budget estimates and may change with actual execution			

Sustainability and Environmental Programs (SEP): SEP provides oversight, assessment, and guidance over DHS sustainability and environmental programs, which include: Energy Management, Environmental Planning & Historic Preservation, and Environmental Compliance & Sustainability Programs. SEP responsibilities and authorities include: (1) the development and promulgation of consistent and correct policies to ensure Departmental compliance with laws, regulations, Executive Orders, and sound business practices; (2) consolidating DHS environmental, energy, and sustainability data into meaningful information and reporting at the Departmental level; (3) developing and deploying fact based analytical and planning processes; and (4) providing strategic guidance and oversight to ensure effective management of the Department's SEP program portfolios.

Facilities & Operational Support (F&OS): F&OS provides effective delivery of Department facilities, real property, and mission support services through integration and central management of corporate or shared services within the National Capitol 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. The day-to-day services include mail screening and

delivery operations, the transit subsidy benefits program, employee parking, executive sedan, employee shuttle, executive dining facility, Federal Occupational Health clinics, occupational health and safety, facilities management, DHS switchboard, and real property oversight and support within the NCR.

F&OS is also responsible for managing the Financial and Business elements for the Office of the Chief Readiness Support Officer organization to ensure proper oversight and collaboration for all OCRSO funding. Additionally, the Office provides management of space assignments, occupancy agreements, and planning for all requirements, as well as project management, move management, furniture services, and cost controls for HQ NCR component offices. The Office of Headquarters Projects focuses on HQ consolidation at the St. Elizabeths campus as well as providing project management services for all DHS headquarters locations within the NCR. The Office of HQ Real Property is also responsible for providing oversight and guidance for the Department's 100 million square foot portfolio to include space standards, ensuring the Department is aligned to the "Reduce the Footprint" initiative, while working with GSA to develop regional footprint plans that mirror the Department's NCR real property portfolio plan. The approach of OCRSO is to strengthen these support services through an integrated portfolio approach and by building stronger relationships with other DHS support organizations while aggressively driving down costs without sacrificing readiness.

Assets & Logistics (A&L): A&L is responsible for the policy, management, and oversight of the DHS enterprise-wide real property portfolio (both owned and leased), including 52,000 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 "Reduce the Footprint" initiative, while working with GSA to develop regional footprint plans that mirror the Department's NCR real property portfolio plan. A&L also serves to integrate various logistics functions through its Logistics Integration Office, which focuses on fuel-sharing, vehicle telematics, and personal protective equipment. The Office of Plans leads the Department-wide Field Efficiency Initiative, which is focused on consolidation and colocation of facilities and mission support shared services. This is achieved through identifying opportunities for shared mission support services across the components, developing and implementing common business practices, achieving total asset visibility across all DHS asset categories, and making data-driven decisions. The goal in each of these areas is to identify opportunities for greater efficiency (e.g., shared facilities, greater standardization of assets) and then to guide the development and implementation of a plan to realize that efficiency. The efficiencies are focused on achieving affordable readiness meeting mission needs at the lowest cost.

HEADQUARTERS CONSOLIDATION

The HQ Consolidation Project requests \$36.4 million, 0 FTP, and 0 FTE for FY 2018.

OCRSO HQ Consolidation detailed breakout: (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$89,878	\$89,707	\$36,368
Construction:	\$77,378	\$77,231	\$0
Fee: GSA Management Fee (MI)	\$5,989	\$7,205	\$0
Outfitting Costs	\$20,959	\$25,021	\$0
IT Equipment	\$23,269	\$26,416	\$0
Security Equipment	\$2,422	\$3,240	\$0
Construction Commissioning (Testing all systems)	\$701	\$1,326	\$0
Move Costs - Physical Move (Planner, boxes, equip, etc.)	\$6,432	\$5,116	\$0
Fee: GSA RWA fee	\$7,480	\$8,907	\$0
Decommissioning	\$2,000	\$0	\$0
Furniture	\$2,700	\$0	\$0
Information Technology	\$5,426	\$0	\$0
Support Costs:	\$12,500	\$12,476	\$36,368
Physical Security - Guard Services	\$7,800	\$9,726	\$21,655
Personnel Costs	\$0	\$750	\$2,343
IT O&M	\$2,500	\$2,000	\$4,618
Prior Occupancy Utilities	\$1,700	\$0	\$1,500
Campus O&M	\$500	\$0	\$6,252
1. FY 17 & 18 are budget estimates and may change with actual execution			

The focus of the DHS Headquarters (HQ) Consolidation Project funding in FY18 is sustaining the operational environment. DHS will continue to implement colocation of the Department and Component Headquarters through lease consolidation and build-out of the St. Elizabeths campus. The project enhances effectiveness through consolidation of HQ and Component executive leadership, operations coordination, policy and program management, and mission execution. DHS objective is to optimize the real estate portfolio by

increasing utilization efficiency with the integration of mobile workplace strategies.

This PPA supports the sustainment of efforts for the DHS Headquarters at St. Elizabeths for facility maintenance, project management, and space allocation and standards. According to the Enhanced Plan, St. Elizabeths will house 17,000 employees in 12,800 seats. The unification and consolidation of over 24 agencies will potentially reduce or eliminate 40 different DHS locations throughout the NCR, greatly reducing the DHS organizational footprint. All of the DHS community will play a role in the Colocation Plan, although some components may be affected more than others.

The majority of the funds requested in FY 2018 will support physical security operations campus wide. Completion of the Center Building in FY 2018 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 with the operational Munro Building. This 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 SCIF areas, etc.).

A sub-set of the physical security is additional personnel required to mitigate the risks and vulnerabilities that an expanded operational campus, and current construction schedule, will impose on the physical security operations at St. Elizabeths. DHS's objective is to replicate the success, organizational structure, and function of the Nebraska Avenue Complex 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.

This PPA will also continue to support the expanding electronic physical security systems operations and maintenance (O&M). With the expanding perimeter and increase in systems/devices to support the Center Building physical security, a proportionate increase is required to continue to operate and maintain these critical systems. Also upon installation of information technology and electronic physical security equipment (in advance of Center Building occupancy), GSA must energize the Heating, Ventilation and Air Conditioning (HVAC) systems to prevent overheating. During testing, burn-in etc., GSA requires the tenants to pay for these overtime utilities that support tenant installed equipment. While normal occupant related overtime utilities are charged in conjunction with rent, the cost of overtime utilities prior to occupancy must be paid from support costs.

Lastly, this PPA funds the 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.

The FY 2018 budget does not include funding for new development of the DHS Consolidated Headquarters at St. Elizabeths. The FY 2018 budget for St. Elizabeths only includes \$36.4 million in support costs.

NEBRASKA AVENUE COMPLEX

The DHS NAC requests \$2.9 million, 0 FTP, and 0 FTE for FY 2018.

OCRSO Nebraska Ave Complex detailed breakout: (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$4,456	\$2,931	\$2,931
Recurring Services include:	\$1,499	\$1,499	\$925
Emergency Service Center	\$132	\$132	\$135
Elevator maintenance and upgrades	\$40	\$40	\$40
Escorts to support contractors to visit secure spaces	\$71	\$71	\$100
Moving contracts within NAC campus	\$350	\$350	\$500
Professional engineering & technical services	\$750	\$750	\$0
Emergency generator maintenance contract and services	\$156	\$156	\$150
HVAC/UPS repairs in LAN Rooms- place on maintenance contracts	\$892	\$892	\$1,580
Ongoing Renovations/Reconfigurations/ Facility Projects	\$238	\$238	\$300
Campus wide accessibility review and ADA related projects	\$10	\$10	\$0
Non-GSA O&M	\$150	\$150	\$45
Tree Trimming	\$30	\$30	\$15
Carpet and Paint Refresh	\$100	\$100	\$50
Gym Equipment Maintenance	\$12	\$12	\$16
NAC Security Assessment	\$1,525	\$0	\$0
1. FY 17 & 18 are budget estimates and may change with actual execution			

The NAC will continue to serve as the headquarters facility for DHS for the better part of FY 2018. The NAC and other locations operate at nearly full capacity in order to meet the Department's current space demands. . 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 will need to continue to invest in the NAC to sustain operational capabilities. Funding is required to support facilities and operational maintenance of the NAC.

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

Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Readiness Support Officer	103	103	\$15,532	\$150.8	103	103	\$17,199	\$166.98	123	120	\$19,154	\$159.62	20	17	\$1,955	(\$7.36)
Total	103	103	\$15,532	\$150.8	103	103	\$17,199	\$166.98	123	120	\$19,154	\$159.62	20	17	\$1,955	(\$7.36)
Discretionary - Appropriation	103	103	\$15,532	\$150.8	103	103	\$17,199	\$166.98	123	120	\$19,154	\$159.62	20	17	\$1,955	(\$7.36)

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Readiness Support Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 7 FTP related to the Data Mgt and Regional Support program changes and the transfer of 13 FTP/FTE from the CRSO WCF activities to the CRSO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 7 FTP related to the Data Mgt and Regional Support program changes and the transfer of 13 FTP/FTE from the CRSO WCF activities to the CRSO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the increase in FTP/FTE cost from FY 2017 to FY 2018 is the addition of 7 FTP related to the Data Mgt and Regional Support program changes and the transfer of 13 FTP/FTE from the CRSO WCF activities to the CRSO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.

Office of the Chief Readiness Support Officer-PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$11,848	\$13,106	\$13,769	\$663
11.3 Other than Full-Time Permanent	\$179	\$179	\$20	(\$159)
11.5 Other Personnel Compensation	-	-	\$350	\$350
12.1 Civilian Personnel Benefits	\$3,505	\$3,914	\$5,015	\$1,101
Total - Personnel Compensation and Benefits	\$15,532	\$17,199	\$19,154	\$1,955
Positions and FTE				
Positions - Civilian	103	103	123	20
FTE - Civilian	103	103	120	17

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

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Readiness Support Officer	\$108,986	\$102,386	\$51,746	(\$50,640)
Total	\$108,986	\$102,386	\$51,746	(\$50,640)
Discretionary - Appropriation	\$108,986	\$102,386	\$51,746	(\$50,640)

Office of the Chief Readiness Support Officer – PPA
Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$60	\$60	\$100	\$40
23.1 Rental Payments to GSA	\$7,549	\$1,618	\$1,500	(\$118)
24.0 Printing and Reproduction	\$5	\$5	\$5	-
25.1 Advisory and Assistance Services	\$3,615	\$3,124	\$3,206	\$82
25.2 Other Services from Non-Federal Sources	\$263	\$203	\$4,440	\$4,237
25.3 Other Goods and Services from Federal Sources	\$94,368	\$95,956	\$38,689	(\$57,267)
25.4 Operation and Maintenance of Facilities	\$1,525	-	\$643	\$643
25.7 Operation and Maintenance of Equipment	\$1,226	\$1,100	\$2,802	\$1,702
26.0 Supplies and Materials	\$127	\$110	\$98	(\$12)
31.0 Equipment	\$248	\$210	\$263	\$53
Total - Non Pay Object Classes	\$108,986	\$102,386	\$51,746	(\$50,640)

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
St. Es Development & Support Costs	\$89,878	\$89,707	\$36,368	(\$53,339)
Working Capital Fund Contributions	\$3,604	\$3,192	\$4,219	\$1,027
Nebraska Avenue Complex	\$4,456	\$2,931	\$2,931	\$0
HQ Sedan	\$0	\$0	\$1,384	\$1,384
HQ Shuttle	\$0	\$0	\$955	\$955
Other Costs	\$11,048	\$6,556	\$5,889	(\$667)
Total – Non Pay Cost Drivers	\$108,986	\$102,386	\$51,746	(\$50,640)

NARRATIVE EXPLANATION OF CHANGES**Office of the Chief Readiness Support Officer:**

- **FY 2018 Non- Pay Cost Driver-** St. Elizabeths Development and Support Costs - Funds support physical security operations campus wide. Completion of the Center Building in FY 2018 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 with the operational Munro Building. This 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 SCIF areas, etc.). The FY 2018 budget does not include funding for new development of the DHS Consolidated Headquarters at St. Elizabeths.
- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Nebraska Avenue Complex – HQ facility for DHS, this funding provides facilities and operational maintenance of the NAC.
- **FY 2018 Non- Pay Cost Driver-** HQ Sedan- CRSO administers the Executive Transportation Service for authorized senior officials who travel between various locations during the course of conducting their official Government duties. Cost reflects removal of FTE and Contract resources from WCF to direct appropriation.
- **FY 2018 Non- Pay Cost Driver-** HQ Shuttle- Provides DHS employees and its contractors a reliable and safe mode of transportation to the various DHS components throughout the NCR: Cost reflects removal of FTE and Contract resources from WCF to direct appropriation.

Office of the Chief Human Capital Officer - PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Human Capital Officer	144	137	\$29,652	208	208	\$39,635	293	270	\$56,852	85	62	\$17,217
Total	144	137	\$29,652	208	208	\$39,635	293	270	\$56,852	85	62	\$17,217
Subtotal Discretionary - Appropriation	144	137	\$29,652	208	208	\$39,635	293	270	\$56,852	85	62	\$17,217

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

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$29,697		
Transfers & Reprogrammings	(\$45)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$29,652	\$39,635	\$56,852
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$2,458	\$2,323	\$1,500
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$32,110	\$41,958	\$58,352
Collections – Reimbursable Resources	\$2,156	\$1,323	\$2,126
Total Budget Resources	\$34,266	\$43,281	\$60,478
Obligations (Actual/Projections/Estimates)	\$31,829	\$41,781	\$59,400
Personnel: Positions and FTE			
Enacted/Request Positions	144	208	293
Enacted/Request FTE	137	208	270
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	103	208	293
FTE (Actual/Estimates/Projections)	97	208	270

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

Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency Source	-	-	\$53	-	-	-	-	-	-
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$1	-	-	-	-	-	-
Department of Homeland Security - Transportation Security Administration Source	-	-	\$1,134	-	-	\$183	-	-	\$183
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$35	-	-	-	-	-	-
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$86	-	-	\$25	-	-	\$604
Department of Homeland Security - Science and Technology Source	-	-	\$65	-	-	-	-	-	-
Department of Homeland Security - United States Secret Service Source	-	-	\$11	-	-	-	-	-	-
Department of Homeland Security - Office of the Inspector General Source	-	-	\$103	-	-	-	-	-	-
Department of Homeland Security - United States Coast Guard Source	-	-	\$36	-	-	-	-	-	-
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$419	-	-	\$700	-	-	\$861
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$79	-	-	\$82	-	-	\$82
Department of Homeland Security - Analysis and Operations Source	-	-	\$102	-	-	-	-	-	-
Department of Homeland Security - Office of Health Affairs Source	-	-	\$13	-	-	-	-	-	-
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$19	-	-	-	-	-	-
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	\$333	-	-	\$396
Total Collections	-	-	\$2,156	-	-	\$1,323	-	-	\$2,126

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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	144	137	\$29,697
BTR to IOUSM	-	-	(\$45)
Total Below Threshold Reprogrammings	-	-	(\$45)
FY 2016 Revised Enacted	144	137	\$29,652
FY 2017 Annualized CR	208	208	\$39,635
FY 2018 Base Budget	208	208	\$39,635
Realignment to CHCO from CFO due to CHCO WCF Activity Costs Removal	-	-	\$16
Realignment to CHCO from CIO due to CHCO WCF Activity Costs Removal	-	-	\$23
Realignment to CHCO from CPO due to CHCO WCF Activity Costs Removal	-	-	\$26
Realignment to CHCO from CRSO due to CHCO WCF Activity Costs Removal	-	-	\$10
Realignment to CHCO from CSO due to CHCO WCF Activity Costs Removal	-	-	\$10
Realignment to CHCO from IOUSM due to CHCO WCF Activity Costs Removal	-	-	\$74
Realignment to CIO from CHCO due to CIO WCF Activity Costs Removal	-	-	(\$288)
Realignment to CPO from CHCO due to CPO WCF Activity Costs Removal	-	-	(\$1)
Realignment to CRSO from CHCO due to CRSO WCF Activity Costs Removal	-	-	(\$117)
Realignment to CSO from CHCO due to CSO WCF Activity Costs Removal	-	-	(\$3)
Transfer to OSEM/OGC from CHCO due to OGC WCF Activity Costs Removal	-	-	(\$3)
Transfer to USM/CHCO from A&O due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from CBP due to CHCO WCF Activity Costs Removal	-	-	\$2,015
Transfer to USM/CHCO from DNDO due to CHCO WCF Activity Costs Removal	-	-	\$35
Transfer to USM/CHCO from FEMA due to CHCO WCF Activity Costs Removal	-	-	\$414
Transfer to USM/CHCO from FLETC due to CHCO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CHCO from ICE due to CHCO WCF Activity Costs Removal	-	-	\$784
Transfer to USM/CHCO from NPPD due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$552
Transfer to USM/CHCO from NPPD OBIM due to CHCO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CHCO from OHA due to CHCO WCF Activity Costs Removal	-	-	\$8

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CHCO from OIG due to CHCO WCF Activity Costs Removal	-	-	\$49
Transfer to USM/CHCO from OSEM to CHCO WCF Activity Costs Removal	-	-	\$99
Transfer to USM/CHCO from S&T due to CHCO WCF Activity Costs Removal	-	-	\$55
Transfer to USM/CHCO from TSA due to CHCO WCF Activity Costs Removal	-	-	\$1,802
Transfer to USM/CHCO from USCG due to CHCO WCF Activity Costs Removal	-	-	\$242
Transfer to USM/CHCO from USCG due to FY 17 CJ WCF transfers for HQ HCS	-	-	\$29
Transfer to USM/CHCO from USSS due to CHCO WCF Activity Costs Removal	-	-	\$438
Transfer to USM/CHCO of the WCF FTE due to CHCO WCF Activity Removal	37	37	-
Total Transfers	37	37	\$6,369
2017 Pay Annualization	-	-	\$99
2018 Pay Increase	-	-	\$333
FY 17 FPS Increases	-	-	\$55
Total, Pricing Increases	-	-	\$487
Total Adjustments-to-Base	37	37	\$6,856
FY 2018 Current Services	245	245	\$46,491
USM - Engagement and Effectiveness	8	4	\$1,000
USM - Human Resource Management Service Personnel	6	3	\$407
USM - Joint Duty Program	7	4	\$1,000
USM - Manpower Analysis and Requirements Program	10	5	\$1,248
USM - Workforce Rightsizing	17	9	\$7,655
Total, Program Increases	48	25	\$11,310
USM - FY 17 Hiring freeze Reduction	-	-	(\$949)
Total, Program Decreases	-	-	(\$949)
FY 2018 Request	293	270	\$56,852
FY 2017 TO FY 2018 Change	85	62	\$17,217

PPA Description

OCHCO requests \$56.9 million, 293 FTP, and 270 FTE for FY 2018.

OCHCO detailed breakout: (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$29,654	\$39,635	\$56,853
Salaries & Benefits	\$16,460	\$24,834	\$37,592
Working Capital Fund	\$8,390	\$8,380	\$8,045
Cyber Initiative	\$305	\$1,571	\$3,500
HQ Human Capital Services	\$0	\$270	\$1,751
Human Capital Policy Programs	\$0	\$130	\$554
Strategic Workforce Planning & Analysis	\$0	\$81	\$493
Strategic Learning & Development	\$0	\$26	\$1,091
Human Resource Information Technology	\$4,499	\$4,343	\$3,827
1. FY 17 & 18 are budget estimates and may change with actual execution			

Cyber Statutory Authority Program:

The Cyber Statutory Authority Program (CSAP) was created to design and implement a new excepted service personnel system, as authorized by the Border Patrol Agent Pay Reform Act of 2014 (Pub. L. 113-277, Sec. 3). CSAP leads the Department's cybersecurity workforce planning and analysis efforts to gain better insight into the cybersecurity work being performed across DHS Components. CSAP supports the current and future DHS cybersecurity workforce by developing and implementing human capital strategies, policies, and programs related to recruitment, retention, training, workforce analysis, and pipeline development.

Human Resources Management Services:

Human Resources Management Services (HRMS) provide processing of personnel actions, employee labor relations, and benefits services to HQ customers only. HRMS encompasses staffing and recruitment; position classification/position management; performance management; payroll and personnel action processing; employee and labor relations support; retirements and benefits support; time and attendance support; delegated examining unit (DEU) administration, audits, and quality control services;

Employee Assistance Program (EAP) services; and new employee and other leadership/supervisory training to support ongoing initiatives.

Human Capital Policy and Programs:

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, integrity and accountability. 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 Workforce Planning and Analysis:

Strategic Workforce Planning and Analysis (SWPA) is responsible for providing an integrated and consistent strategic human capital framework, planning for the DHS workforce, ensuring the proper mix of federal employees and contractors, and determining the number of workers and specific competencies and skills needed to reduce the Department's mission risk. SWPA improves responsiveness, consistency, accuracy, and value of human capital data reporting by leading a DHS-wide human capital data governance process, deploying a dashboard with key performance measures, and conducting department-wide data analysis to enable sound workforce decisions in support of the DHS mission. SWPA will be establishing a manpower and organization (M&O) capability for the Department, along with a program management staff that develops and acculturates consistent, operationally-focused policies for managing manpower to improve the effectiveness of DHS's management programs by ensuring manpower resources are directed to the department's most critical priorities

Strategic Learning and Development and Engagement:

Strategic Learning and 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, and Mandatory Training. SLDE also designs and manages DHS-wide employee engagement initiatives, a coaching community of practice, centralized cohort succession programs, and the five-level DHS Leader Development Program (LDP), which provides an integrated framework that sustains a high-performing, diverse, engaged, and inspiring cadre of leaders now and into the future. In FY18, SLDE will include the Employee Engagement and Effectiveness to work on the improvement of the Federal Employee Viewpoint Surveys, and the Joint Duty program to provide career enhancement opportunities, foster collaboration, and provide future leaders with Department-wide experience.

Strategic Recruitment Diversity and Inclusion:

The Office of 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. The DHS Veterans Employment Program Office (VEPO) within SRDI leads the department's execution of the Government-wide Veterans Recruitment and Employment Strategic Plan, including leading efforts to meet the President's Council on Veterans Employment hiring goals for veterans and veterans with disabilities. Also, housed in SRDI is the DHS Headquarters Anti-Harassment Unit (DHS HQ AHU), which supports the Department's mission to provide an inclusive and harassment-free environment through independent and objective management fact-findings and harassment prevention awareness for DHS headquarters.

Human Resource Information Technology:

For FY 2018, DHS leadership made a strategic decision to leave the Human Resources Information Technology (HRIT) program in OCHO. HRIT personnel provide leadership and enterprise IT solutions to enable core HR functionality and data access efficiency. The program manages, in partnership with the Operational Components and the Office of the Chief Information Officer, the Department's HRIT portfolio and consolidates, integrates, and modernizes core HR systems by planning, acquiring, configuring, implementing, and supporting the ongoing operation of enterprise HRIT systems and services. The HRIT program in the Operations and Support account includes the operations and support of this program. For a description of the acquisition, please see the DMO Procurement, Construction, and Improvements Congressional Justification.

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

Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Human Capital Officer	144	137	\$16,460	\$120.15	208	208	\$24,834	\$119.39	293	270	\$41,099	\$152.22	85	62	\$16,265	\$32.83
Total	144	137	\$16,460	\$120.15	208	208	\$24,834	\$119.39	293	270	\$41,099	\$152.22	85	62	\$16,265	\$32.83
Discretionary - Appropriation	144	137	\$16,460	\$120.15	208	208	\$24,834	\$119.39	293	270	\$41,099	\$152.22	85	62	\$16,265	\$32.83

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Human Capital Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 25 FTP related to the EE, JD, Manpower, rightsizing, and HRMS program changes and the transfer of 37 FTP/FTE from the CHCO WCF activities to the CHCO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 25 FTP related to the EE, JD, Manpower, rightsizing, and HRMS program changes and the transfer of 37 FTP/FTE from the CHCO WCF activities to the CHCO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the increase in FTP/FTE cost from FY 2017 to FY 2018 is the addition of 25 FTP related to the EE, JD, Manpower, rightsizing, and HRMS program changes and the transfer of 37 FTP/FTE from the CHCO WCF activities to the CHCO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.

Office of the Chief Human Capital Officer – PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$12,827	\$18,162	\$30,522	\$12,360
11.3 Other than Full-Time Permanent	-	\$625	\$19	(\$606)
11.5 Other Personnel Compensation	-	\$75	\$490	\$415
12.1 Civilian Personnel Benefits	\$3,633	\$5,972	\$10,068	\$4,096
Total - Personnel Compensation and Benefits	\$16,460	\$24,834	\$41,099	\$16,265
Positions and FTE				
Positions - Civilian	144	208	293	85
FTE - Civilian	137	208	270	62

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

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Human Capital Officer	\$13,192	\$14,801	\$15,753	\$952
Total	\$13,192	\$14,801	\$15,753	\$952
Discretionary - Appropriation	\$13,192	\$14,801	\$15,753	\$952

Office of the Chief Human Capital Officer – PPA
Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$54	\$120	\$93	(\$27)
23.2 Rental Payments to Others	\$1,482	-	-	-
24.0 Printing and Reproduction	\$10	\$29	\$47	\$18
25.1 Advisory and Assistance Services	\$3,811	-	-	-
25.2 Other Services from Non-Federal Sources	-	\$4,455	\$5,373	\$918
25.3 Other Goods and Services from Federal Sources	\$7,719	\$9,945	\$10,073	\$128
25.4 Operation and Maintenance of Facilities	\$30	\$30	-	(\$30)
25.7 Operation and Maintenance of Equipment	\$1	\$1	-	(\$1)
26.0 Supplies and Materials	\$81	\$200	\$167	(\$33)
31.0 Equipment	\$4	\$21	-	(\$21)
Total - Non Pay Object Classes	\$13,192	\$14,801	\$15,753	\$952

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$8,390	\$8,380	\$8,045	\$(335)
Cyber Statutory Authority Implementation	\$0	\$1,571	\$3,500	\$1,929
Staffing Licenses	\$289	\$226	\$289	\$63
Staffing and Acquisition Services	\$760	\$375	\$375	\$0
Other Costs	\$3,753	\$4,249	\$3,544	\$(705)
Total – Non Pay Cost Drivers	\$13,192	\$14,801	\$15,753	\$952

NARRATIVE EXPLANATION OF CHANGES**Office of the Chief Human Capital Officer:**

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Cyber Security Authority Implementation Plan - to design and implement a new excepted service personnel system, as authorized by the Border Patrol Agent Pay Reform Act of 2014. Cyber Security Authority Implementation Plan - The current contract vehicle for the CyberStatutory Authority Program will be re-competed in FY2018 - the increase of \$49K represents a less than 2% inflation increase anticipated in the cost.
- **FY 2018 Non- Pay Cost Driver-** Staffing Licenses - Staffing Licenses, such as CyberFeds/Workers Comp, NFC Axis, Rumba, USA Staffing, will realize an increase based on two factors: Primarily the change in cost is related to updated cost per license by the provider; additional the \$63K includes additional licenses that will be needed to support work volume to support MGMT.
- **FY 2018 Non- Pay Cost Driver-** Staffing and Acquisition Services - These are services with OPM that are provided for functions that DHS does not have the onboard skill set to perform. This will remain at the same level from FY 2017 to FY 2018, as OCHCO is seeking to build capacity in-house to meet MGMT requirements; funding will enable OCHCO to surge as needed with contract support.

Office of the Chief Security Officer –PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Security Officer	257	257	\$68,991	257	257	\$67,246	313	298	\$74,963	56	41	\$7,717
Total	257	257	\$68,991	257	257	\$67,246	313	298	\$74,963	56	41	\$7,717
Subtotal Discretionary - Appropriation	257	257	\$68,991	257	257	\$67,246	313	298	\$74,963	56	41	\$7,717

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

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$69,120		
Transfers & Reprogrammings	(\$129)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$68,991	\$67,246	\$74,963
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$68,991	\$67,246	\$74,963
Collections – Reimbursable Resources	\$9,599	\$6,225	\$7,714
Total Budget Resources	\$78,590	\$73,471	\$82,677
Obligations (Actual/Projections/Estimates)	\$78,553	\$73,450	\$82,650
Personnel: Positions and FTE			
Enacted/Request Positions	257	257	313
Enacted/Request FTE	257	257	298
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	227	257	313
FTE (Actual/Estimates/Projections)	219	257	298

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

Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency Source	-	-	\$769	-	-	-	-	-	\$212
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$78	-	-	-	-	-	\$82
Department of Homeland Security - Transportation Security Administration Source	-	-	\$282	-	-	-	-	-	\$279
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$238	-	-	-	-	-	\$285
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$378	-	-	-	-	-	\$600
Department of Homeland Security - Science and Technology Source	-	-	\$677	-	-	-	-	-	\$695
Department of Homeland Security - United States Secret Service Source	-	-	-	-	-	-	-	-	\$67
Department of Homeland Security - Office of the Inspector General Source	-	-	\$206	-	-	-	-	-	\$2
Department of Homeland Security - United States Coast Guard Source	-	-	\$113	-	-	-	-	-	\$131
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$3,425	-	-	\$4,560	-	-	\$3,027
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$2,096	-	-	\$1,665	-	-	\$288
Department of Homeland Security - Analysis and Operations Source	-	-	\$206	-	-	-	-	-	\$689
Executive Office of the President - Executive Office of the President Source	-	-	\$378	-	-	-	-	-	\$128
Department of Homeland Security - Office of Health Affairs Source	-	-	\$3	-	-	-	-	-	\$5
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$2	-	-	-	-	-	\$4
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	-	-	-	\$220
Office of the Director of National Intelligence Source	-	-	\$748	-	-	-	-	-	\$1,000
Total Collections	-	-	\$9,599	-	-	\$6,225	-	-	\$7,714

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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	257	257	\$69,120
BTR to IOUSM	-	-	(\$129)
Total Below Threshold Reprogrammings	-	-	(\$129)
FY 2016 Revised Enacted	257	257	\$68,991
FY 2017 Annualized CR	257	257	\$67,246
FY 2018 Base Budget	257	257	\$67,246
Realignment to CHCO from CSO due to CHCO WCF Activity Costs Removal	-	-	(\$10)
Realignment to CIO from CSO due to CIO WCF Activity Costs Removal	-	-	(\$456)
Realignment to CPO from CSO due to CPO WCF Activity Costs Removal	-	-	(\$4)
Realignment to CRSO from CSO due to CRSO WCF Activity Costs Removal	-	-	(\$188)
Realignment to CSO from CFO due to CSO WCF Activity Costs Removal	-	-	\$5
Realignment to CSO from CHCO due to CSO WCF Activity Costs Removal	-	-	\$3
Realignment to CSO from CIO due to CSO WCF Activity Costs Removal	-	-	\$24
Realignment to CSO from CPO due to CSO WCF Activity Costs Removal	-	-	\$10
Realignment to CSO from CRSO due to CSO WCF Activity Costs Removal	-	-	\$3
Transfer to A&O from CSO due to A&O WCF Activity Costs Removal	-	-	(\$10)
Transfer to OSEM/OGC from CSO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CSO from FLETC due to CSO WCF Activity Costs Removal	-	-	\$47
Transfer to USM/CSO from A&O due to CSO WCF Activity Costs Removal	-	-	\$23
Transfer to USM/CSO from CBP due to CSO WCF Activity Costs Removal	-	-	\$1,060
Transfer to USM/CSO from DNDO due CSO WCF Activity Costs Removal	-	-	\$5
Transfer to USM/CSO from FEMA due to CSO WCF Activity Costs Removal	-	-	\$703
Transfer to USM/CSO from ICE due to CSO WCF Activity Costs Removal	-	-	\$593
Transfer to USM/CSO from NPPD OBIM due to CSO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CSO from OHA due to CSO WCF Activity Costs Removal	-	-	\$3
Transfer to USM/CSO from OIG due to CSO WCF Activity Costs Removal	-	-	\$11

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CSO from OSEM due CSO WCF Activity Costs Removal	-	-	\$7
Transfer to USM/CSO from S&T due to CSO WCF Activity Costs Removal	-	-	\$18
Transfer to USM/CSO from TSA due to CSO WCF Activity Costs Removal	-	-	\$1,255
Transfer to USM/CSO from USSS due to CSO WCF Activity Costs Removal	-	-	\$118
Transfer to USM/CSO of the WCF FTE due to CSO WCF Activity Removal	26	26	-
Total Transfers	26	26	\$3,227
2017 Pay Annualization	-	-	\$173
2018 Pay Increase	-	-	\$519
FY 17 FPS Increases	-	-	\$107
Total, Pricing Increases	-	-	\$799
Non - Recur Continuous Monitoring	-	-	(\$2,000)
Non - Recur NAC Security Assessment	-	-	(\$2,454)
Total, Pricing Decreases	-	-	(\$4,454)
Total Adjustments-to-Base	26	26	(\$428)
FY 2018 Current Services	283	283	\$66,818
USM - Center for International Safety and Security	10	5	\$1,528
USM - Insider Threat	20	10	\$3,300
USM - NAC Guard Force	-	-	\$4,000
Total, Program Increases	30	15	\$8,828
USM - FY 17 Hiring freeze Reduction	-	-	(\$683)
Total, Program Decreases	-	-	(\$683)
FY 2018 Request	313	298	\$74,963
FY 2017 TO FY 2018 Change	56	41	\$7,717

PPA Description

The OCSO requests \$74.9 million, 313 FTP, and 298 FTE for FY 2018.

OCSO detailed breakout: (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Total	\$68,991	\$67,246	\$74,963
Salaries & Benefits	\$35,581	\$36,390	\$40,343
Working Capital Fund	\$10,113	\$8,265	\$9,088
Executive Operations	\$70	\$70	\$80
Enterprise Security Operations and Support	\$224	\$188	\$228
Threat Management Operations	\$360	\$355	\$3,302
HQ Support	\$21,643	\$20,978	\$20,922
Security, Suitability, & Credentialing LoB	\$1,000	\$1,000	\$1,000
1. FY 17 & 18 are budget estimates and may change with actual execution			

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 Headquarter (HQ) Offices and Directorates; while also developing, implementing, and promulgating Department-wide policies, standards, and business practices designed to effectively and efficiently safeguard the Department's personnel, assets, facilities, and information.

The OCSO also provides a multitude of security services directly supporting the missions and objectives of DHS Components and DHS HQ Offices and Directorates. The integration of these services is provided within the following disciplines:

Executive Operations:

Executive Operations includes the Strategic Operations Division, Business Operations Division, and Emergency Preparedness. Strategic Operations identifies and manages security endeavors to bring about more inclusive, broader, and longer-range perspectives. 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.

Enterprise Security Operations & Support:

Enterprise Security Operations & Support (ESOS) ensures that strategic and operational mandates for the 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 composed of the Compliance/Standards and Training Division, which provides training and compliance inspections for the Department. The National Security Services Division manages three principle areas of focus: physical security projects, industrial security oversight, and security policy for all disciplines. The Enterprise Security Services Division (ESSD) oversees two major enterprise capabilities: implementation and maintenance of the Integrated Security Management System used by the entire Department for suitability, fitness, and clearance processing; and the Personal Identity Verification card issuance infrastructure. ESSD also works with the Components to modernize the Physical Access Control Systems infrastructure across the Department.

Threat Management Operations:

Threat Management Operations is composed of the Internal Security Division (ISD) and the Center for International Safety and Security (CISS). The ISD conducts complex investigations for the protection of classified information and potential violations of law. ISD is responsible for the Insider Threat Program, Investigations, and Cyber Forensics. Cyber Forensics provides OCSO the capability to conduct investigations of electronic media. The CISS is responsible for executing the DHS's Foreign Access Management (FAM) mission and screens, tracks, correlates, and analyzes official foreign access to the U.S. Government. CISS includes the Technical Surveillance Countermeasures function with the capability to detect surveillance devices within DHS and other locations.

Headquarters Support:

Headquarters Support is composed of the Personnel Security Division (PSD), the Headquarters Security Services Division (HSSD), and the Nebraska Avenue Complex (NAC), Force Protection Division (NAC FPB). 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. NAC FPB is responsible for the physical security of the NAC, and visitor and access control of the campus.

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

As in previous years, OCSO will execute an expenditure transfer of \$1 million 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).

**Office of the Chief Security Officer - PPA
Personnel Compensation and Benefits**

Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Security Officer	257	257	\$35,581	\$138.45	257	257	\$36,390	\$141.6	313	298	\$40,341	\$135.37	56	41	\$3,951	(\$6.23)
Total	257	257	\$35,581	\$138.45	257	257	\$36,390	\$141.6	313	298	\$40,341	\$135.37	56	41	\$3,951	(\$6.23)
Discretionary - Appropriation	257	257	\$35,581	\$138.45	257	257	\$36,390	\$141.6	313	298	\$40,341	\$135.37	56	41	\$3,951	(\$6.23)

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Security Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 30 FTP related to program changes for CISS and ITP, as well as the transfer of 26 FTP/FTE from the CSO WCF activities to the CSO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 30 FTP related to program changes for CISS and ITP, as well as the transfer of 26 FTP/FTE from the CSO WCF activities to the CSO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the decrease in FTP/FTE cost from FY 2017 to FY 2018 is due to the relative cost for the additional FTP, which are onboarding at lower grades, and the lapse of on board time.

Office of the Chief Security Officer – PPA
Pay by Object Class

Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$26,205	\$26,803	\$27,540	\$737
11.3 Other than Full-Time Permanent	\$62	\$62	\$426	\$364
11.5 Other Personnel Compensation	\$866	\$884	\$323	(\$561)
12.1 Civilian Personnel Benefits	\$8,448	\$8,641	\$12,052	\$3,411
Total - Personnel Compensation and Benefits	\$35,581	\$36,390	\$40,341	\$3,951
Positions and FTE				
Positions - Civilian	257	257	313	56
FTE - Civilian	257	257	298	41

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

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Security Officer	\$33,410	\$30,856	\$34,622	\$3,766
Total	\$33,410	\$30,856	\$34,622	\$3,766
Discretionary - Appropriation	\$33,410	\$30,856	\$34,622	\$3,766

Office of the Chief Security Officer – PPA
Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$190	\$190	\$227	\$37
23.1 Rental Payments to GSA	\$3,339	\$3,489	\$3,777	\$288
23.3 Communications, Utilities, and Misc. Charges	-	-	\$118	\$118
25.1 Advisory and Assistance Services	\$6,183	\$4,748	\$1,495	(\$3,253)
25.2 Other Services from Non-Federal Sources	-	\$9,421	\$18,275	\$8,854
25.3 Other Goods and Services from Federal Sources	\$22,798	\$12,680	\$10,124	(\$2,556)
25.6 Medical Care	-	-	\$18	\$18
25.7 Operation and Maintenance of Equipment	\$22	-	\$78	\$78
26.0 Supplies and Materials	\$184	\$184	\$207	\$23
31.0 Equipment	\$694	\$144	\$303	\$159
Total - Non Pay Object Classes	\$33,410	\$30,856	\$34,622	\$3,766

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
NAC Guard Force	\$10,153	\$9,755	\$16,413	\$6,658
Working Capital Fund Contributions	\$10,113	\$8,265	\$9,088	\$823
HQ Background Investigation	\$4,946	\$4,137	\$3,896	(\$241)
Insider Threat Program	\$0	\$0	\$2,030	\$2,030
Other Costs	\$8,198	\$8,699	\$3,195	(\$5,504)
Total - Non Pay Cost Drivers	\$33,410	\$30,856	\$34,622	\$3,766

NARRATIVE EXPLANATION OF CHANGES**Office of the Chief Security Officer:**

- **FY 2018 Non- Pay Cost Driver-** NAC Guard Force – this contract supports the contractors needed to protect the DHS HQ. FY 2017 is the base year of new a contract. FY 2017 cost includes old contractor cost, transition cost and new contractor cost. The new contract has a 16 month period of performance.
- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** HQ Background Investigations - Cost of Background Investigations through OPM.
- **FY 2018 Non- Pay Cost Driver-** Insider Threat - DHS Insider Threat Program (ITP), through the Insider Threat Operations Center (ITOC), is charged with covering all insider threats across the DHS enterprise. Increase is in order to refresh current hardware and software and design and create an effective Data Management System. This is a program change for FY 2018

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

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Procurement Officer	308	308	\$60,369	558	558	\$96,000	536	533	\$102,615	(22)	(25)	\$6,615
Total	308	308	\$60,369	558	558	\$96,000	536	533	\$102,615	(22)	(25)	\$6,615
Subtotal Discretionary - Appropriation	308	308	\$60,369	558	558	\$96,000	536	533	\$102,615	(22)	(25)	\$6,615

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

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$60,630		
Transfers & Reprogrammings	(\$114)		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$147)		
Revised Enacted/Request	\$60,369	\$96,000	\$102,615
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$60,369	\$96,000	\$102,615
Collections – Reimbursable Resources	-	\$364	\$600
Total Budget Resources	\$60,369	\$96,364	\$103,215
Obligations (Actual/Projections/Estimates)	\$60,147	\$96,100	\$103,000
Personnel: Positons and FTE			
Enacted/Request Positions	308	558	536
Enacted/Request FTE	308	558	533
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	241	558	536
FTE (Actual/Estimates/Projections)	225	558	533

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

Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	-	-	-	\$344	-	-	\$538
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	-	-	-	-	-	-	\$42
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	\$20	-	-	\$20
Total Collections	-	-	-	-	-	\$364	-	-	\$600

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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	308	308	\$60,630
BTR to IOUSM	-	-	(\$114)
Total Below Threshold Reprogrammings	-	-	(\$114)
FY 2016 Rescission	-	-	(\$147)
Total Rescissions	-	-	(\$147)
FY 2016 Revised Enacted	308	308	\$60,369
FY 2017 Annualized CR	558	558	\$96,000
FY 2018 Base Budget	558	558	\$96,000
Technical Adjustment	(37)	(37)	-
Realignment to CHCO from CPO due to CHCO WCF Activity Costs Removal	-	-	(\$26)
Realignment to CIO from CPO due to CIO WCF Activity Costs Removal	-	-	(\$536)
Realignment to CPO from CFO due to CPO WCF Activity Costs Removal	-	-	\$3
Realignment to CPO from CHCO due to CPO WCF Activity Costs Removal	-	-	\$1
Realignment to CPO from CIO due to CPO WCF Activity Costs Removal	-	-	\$76
Realignment to CPO from CRSO due to CPO WCF Activity Costs Removal	-	-	\$4
Realignment to CPO from CSO due to CPO WCF Activity Costs Removal	-	-	\$4
Realignment to CRSO from CPO due to CRSO WCF Activity Costs Removal	-	-	(\$274)
Realignment to CSO from CPO due to CSO WCF Activity Costs Removal	-	-	(\$10)
Transfer to A&O from CPO due to A&O WCF Activity Costs Removal	-	-	(\$4)
Transfer to OSEM/OGC from CPO due to OGC WCF Activity Costs Removal	-	-	(\$13)
Transfer to USM/CPO from A&O due to CPO WCF Activity Costs Removal	-	-	\$2
Transfer to USM/CPO from CBP due to CPO WCF Activity Costs Removal	-	-	\$523
Transfer to USM/CPO from DNDO due CPO WCF Activity Costs Removal	-	-	\$20
Transfer to USM/CPO from FEMA due to CPO WCF Activity Costs Removal	-	-	\$120
Transfer to USM/CPO from FLETC due to CPO WCF Activity Costs Removal	-	-	\$86
Transfer to USM/CPO from ICE due to CPO WCF Activity Costs Removal	-	-	\$184
Transfer to USM/CPO from NPPD due to FY 17 CJ WCF transfers for Procurement Ops	-	-	\$6,083

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CPO from OHA due to CPO WCF Activity Costs Removal	-	-	\$9
Transfer to USM/CPO from S&T due to CPO WCF Activity Costs Removal	-	-	\$151
Transfer to USM/CPO from TSA due to CPO WCF Activity Costs Removal	-	-	\$235
Transfer to USM/CPO from USCG due to CPO WCF Activity Costs Removal	-	-	\$273
Transfer to USM/CPO from USSS due to CPO WCF Activity Costs Removal	-	-	\$46
Transfer to USM/CPO of the WCF FTE due to CPO WCF Activity Removal	7	7	-
Total Transfers	7	7	\$6,957
2017 Pay Annualization	-	-	\$375
2018 Pay Increase	-	-	\$709
FY 17 FPS Increases	-	-	\$69
Total, Pricing Increases	-	-	\$1,153
Non - Recur for Data Act	-	-	(\$1,230)
Non - Recur for PARM enhancements	-	-	(\$196)
Total, Pricing Decreases	-	-	(\$1,426)
Total Adjustments-to-Base	(30)	(30)	\$6,684
FY 2018 Current Services	528	528	\$102,684
USM - PARM Analytics Enhancement	8	5	\$2,710
Total, Program Increases	8	5	\$2,710
USM - FY 17 Hiring freeze Reduction	-	-	(\$2,779)
Total, Program Decreases	-	-	(\$2,779)
FY 2018 Request	536	533	\$102,615
FY 2017 TO FY 2018 Change	(22)	(25)	\$6,615

PPA Description

The OCPO requests \$102.6 million, 536 FTP, and 533 FTE for FY 2018.

OCPO detailed breakout: (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$60,516	\$96,000	\$102,615
Salaries and Benefits	\$38,257	\$68,741	\$77,307
Working Capital Fund	\$10,085	\$13,971	\$12,944
Front Office Support	\$3,064	\$1,075	\$1,126
Procurement Operations	\$1,940	\$2,042	\$1,126
Policy and Acquisition Workforce	\$2,463	\$2,322	\$2,447
Acquisition Professional Career Program	\$180	\$465	\$1,126
Oversight and Strategic Support	\$2,293	\$1,600	\$1,652
Strategic Programs Division	\$0	\$1,550	\$1,652
Office of Small and Disadvantage Business	\$116	\$116	\$116
Program Analysis and Risk Management	\$2,118	\$4,118	\$3,118
1. FY 16 Revised Enacted above does not include the Sec. 505 rescission. 2. FY 17 & 18 are budget estimates and may change with actual execution			

The OCPO manages and oversees the procurement function within the Department. OCPO activities include issuing acquisition policy for the Department, overseeing the contracting process, creating and managing DHS-wide strategic sourcing vehicles, growing the acquisition workforce through the Acquisition Professional Career Program (APCP), and leading the engagement effort to reach out to local and nationwide firms that seek to do business with the Department. Working collaboratively with the Office of Small and Disadvantaged Business Utilization (OSDBU), DHS has maximized contracting opportunities under all available socio-economic programs. OCPO's priority is to deliver results for its DHS customers in support of their missions and subsequently the broad mission of DHS.

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. The OCOS manages all budget activities for the OCPO, to include the administration and management of the OCPO annual budget. They also oversee and manage a robust employee engagement program for OCPO employees that take into consideration results of various personnel surveys. This program consists of activities at all levels within OCPO that are designed to empower employees and enhance creativity and productivity. The OCOS manages all logistical activities in support of the OCPO to include office space (existing and renovations), telephone services, information technology (IT) equipment, timecard management, training opportunities, and coordination and transit benefits. The OCOS also manages the Executive Assistants who support the Chief Procurement Officer and Deputy Chief Procurement Officer with calendar management, travel arrangements, car service coordination, and special projects. The OCOS manages the Executive Secretariat function for the OCPO 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 OCOS supports the OCPO's strategic goals and initiatives through special projects and leading efforts to achieve positive results

Procurement Operations:

OPO provides operational procurement services for all Headquarters offices, including the Office of the Secretary, the USM, Domestic Nuclear Detection Office, Science & Technology Directorate, Office of Health Affairs, and the National Protection and Programs Directorate.

OPO provides full service acquisition support to Headquarters (HQ) Components. This includes a range of activities from acquisition planning and awarding to contract administration, acquisition management services for Department-wide acquisition initiatives identified by both the Chief Information Officer, and the various commodity councils within DHS that promote cost savings and small business participation. OPO also awards and administers grants and cooperative agreements to support major research and development initiatives for DHS. As a business advisor, OPO provides a full spectrum of tools and support to ensure on-time and quality execution of acquisition requirements. OPO's focus is primarily the contracting functions; however, some of the support provided by OPO specializes in other business processes, such as small business support, cost and pricing, training support, systems support, workload and procurement metric tracking, and business operations.

Policy and Acquisition Workforce:

OCPO issues DHS's acquisition regulations and policies to sustain a transparent and fair procurement process. OCPO innovates to reduce processing times and reduces redundant steps in order to minimize the cost of awarding and administering DHS contracts.

Homeland Security Acquisition Institute:

OCPO leads career development and training initiatives for the DHS acquisition workforce via its Homeland Security Acquisition Institute (HSAI). HSAI certifies workforce members at increasing levels of competence and validates education, experience, and training requirements. HSAI hosts acquisition courses, workshops, and other learning opportunities for the DHS acquisition workforce and the workforces of other Federal agencies. To promote the efficiency and effectiveness of the HSAI program, OCPO partners with DHS OCHCO, the Federal Acquisition Institute, and the Defense Acquisition University to ensure training courses and materials are consistent, high quality, and available for delivery through multiple media (e.g., teleconferencing, webinars, etc.)

Acquisition Professional Career Program:

The OCPO's Acquisition Professional Career Program (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, to include 1102 - the human capital job series number for contracting - and is currently preparing 116 professionals for permanent positions within the DHS' components within the next three years.

OCPO detailed breakout APCP FTE:	FY16	FY17	FY18
Total Number of APCP 1102s On-Board at Start of FY	52	72	91
Total Number of APCP non-1102s On-Board at Start of FY	18	44	14
Total Number of APCP 1102s Hired	20	20	7
Total Number of APCP non-1102s Hired	26	10	4
Total Number of APCP 1102s Graduated	0	26	0
Total Number of APCP non-1102s Graduated	0	4	0
<i>Total Number of APCP 1102s as of September 30</i>	<i>72</i>	<i>66</i>	<i>98</i>
<i>Total Number of APCP non-1102s as of September 30</i>	<i>44</i>	<i>50</i>	<i>18</i>
<i>Grand Total Number of APCPs as of September 30</i>	<i>116</i>	<i>116</i>	<i>116</i>

Oversight, Systems and Support:

OCPO provides internal controls over the acquisition process in accordance with Office of Management and Budget circular A-123 *Management's Responsibility for Internal Control*. OCPO ensures quality and compliance for nine contracting activities across DHS. OCPO periodically 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. OCPO 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. It also provides direct support to DHS major acquisition program offices and the contracting activities in planning and executing complex acquisition programs.

Acquisition Systems:

OCPO supports program customers across the DHS enterprise by managing acquisition management systems that process and capture data that is imperative to operations and planning. Examples of such systems include the contract writing systems, past performance information systems, and ad hoc systems to support the effective analysis and management of procurement information.

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. OSDBU assists OCPO in designing Department-wide contract vehicles that help DHS programs find and contract with outstanding small businesses.

Program Accountability and Risk Management (PARM):

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. PARM assumes responsibility for the quarterly completion of the Acquisition Program Health Assessment (APHA) and the Congressionally-mandated Comprehensive Acquisition Status Report (CASR). PARM provides acquisition decision support for acquisitions with a Life Cycle Cost greater than \$300 million and other special interest acquisitions to the Chief Acquisition Officer (CAO) and Acquisition Review Board (ARB) in accordance with DHS Acquisition Policy. PARM monitors the planning and execution of major acquisition programs, including major system contracts throughout the entire acquisition lifecycle. PARM also 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.

Strategic Sourcing:

OCPO saves DHS more than \$425 million each fiscal year by creating and managing DHS-wide contract vehicles. These strategic sourcing contracts reduce DHS's contract award transaction costs and leverage DHS' collective buying power for common products and services.

Industry Engagement:

OCPO is a recognized leader across the federal government in its engagement with firms that do business, or seek to do business, with the government. OCPO regularly hosts 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
Personnel Compensation and Benefits**

Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Procurement Officer	308	308	\$38,257	\$124.21	558	558	\$68,741	\$123.19	536	533	\$77,898	\$146.15	(22)	(25)	\$9,157	\$22.96
Total	308	308	\$38,257	\$124.21	558	558	\$68,741	\$123.19	536	533	\$77,898	\$146.15	(22)	(25)	\$9,157	\$22.96
Discretionary - Appropriation	308	308	\$38,257	\$124.21	558	558	\$68,741	\$123.19	536	533	\$77,898	\$146.15	(22)	(25)	\$9,157	\$22.96

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Procurement Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 8 FTP related to the PARM program changes and the transfer of 7 FTP/FTE from the CPO WCF activities to the CPO direct appropriation. In the formulation of the FY 2018 budget, CPO determined they had a total of 37 hollow positions and therefore removed those positions.
- **PCB Change FY 2017-2018:** The driver of the decrease in PCB from FY 2017 to FY 2018 is the accurate costing of the FTP for FY 2018. In FY 2017 costs not related to PCB were included in the PCB budget object class reporting.
- **Average Cost Change FY 2017-2018:** The driver of the decrease in FTP/FTE cost from FY 2017 to FY 2018 is the accurate costing of the FTP for FY 2018. In FY 2017 costs not related to PCB were included in the PCB budget object class reporting, as well as the relative cost for the additional FTP are less due to lower grades and lapse of on board time.

Office of the Chief Procurement Officer – PPA

Pay by Object Class

Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$29,983	\$51,449	\$58,784	\$7,335
11.3 Other than Full-Time Permanent	\$590	\$590	-	(\$590)
11.5 Other Personnel Compensation	\$267	\$267	\$847	\$580
12.1 Civilian Personnel Benefits	\$7,417	\$16,435	\$18,267	\$1,832
Total - Personnel Compensation and Benefits	\$38,257	\$68,741	\$77,898	\$9,157
Positions and FTE				
Positions - Civilian	308	558	536	(22)
FTE - Civilian	308	558	533	(25)

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

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Procurement Officer	\$22,112	\$27,259	\$24,717	(\$2,542)
Total	\$22,112	\$27,259	\$24,717	(\$2,542)
Discretionary - Appropriation	\$22,112	\$27,259	\$24,717	(\$2,542)

Office of the Chief Procurement Officer – PPA
Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$186	\$50	\$27	(\$23)
23.2 Rental Payments to Others	\$65	\$65	-	(\$65)
24.0 Printing and Reproduction	\$50	\$50	-	(\$50)
25.1 Advisory and Assistance Services	\$5,018	\$5,115	\$8,791	\$3,676
25.2 Other Services from Non-Federal Sources	\$6,072	\$6,967	\$1,508	(\$5,459)
25.3 Other Goods and Services from Federal Sources	\$9,938	\$14,159	\$14,329	\$170
25.4 Operation and Maintenance of Facilities	\$89	\$89	-	(\$89)
25.7 Operation and Maintenance of Equipment	\$154	\$154	-	(\$154)
26.0 Supplies and Materials	\$540	\$610	\$60	(\$550)
31.0 Equipment	-	-	\$2	\$2
Total - Non Pay Object Classes	\$22,112	\$27,259	\$24,717	(\$2,542)

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$10,085	\$13,971	\$12,944	(\$1,027)
Contract Closeout	\$0	\$4,371	\$4,428	\$57
Certification of Acquisition Workforce	\$5,360	\$5,184	\$3,352	(\$1,832)
eContract filing system	\$2,566	\$2,100	\$2,566	\$466
Sev1Tech	\$1,148	\$1,148	\$1,168	\$20
Other Costs	\$3,100	\$485	\$259	(\$226)
Total – Non Pay Cost Drivers	\$22,259	\$27,259	\$24,717	\$(2,524)

NARRATIVE EXPLANATION OF CHANGES**Office of the Chief Procurement Officer:**

- **FY 2018 Non- Pay Cost Driver** - Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver** - Contract Closeout – This relates to the contract support used in OPO to work on closing out contracts. Fluctuation is due to increased workload.
- **FY 2018 Non- Pay Cost Driver** – This relates to the acquisition workforce certifications for DHS 1102s. Certifications are still required, however some classes are conducted virtually and do not need a classroom instructor.
- **FY 2018 Non- Pay Cost Driver** - eContract filing system - estimated due to the requirement to add software based on perceived need.
- **FY 2018 Non- Pay Cost Driver** - Sev1Tec - This is for PARM contractor support and is estimated to nominally increase due to administrative fees associated with the contract.

Office of the Financial Officer – PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Financial Officer	230	228	\$56,394	270	270	\$60,142	279	275	\$66,369	9	5	\$6,227
Total	230	228	\$56,394	270	270	\$60,142	279	275	\$66,369	9	5	\$6,227
Subtotal Discretionary - Appropriation	230	228	\$56,394	270	270	\$60,142	279	275	\$66,369	9	5	\$6,227

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

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$56,420		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$26)		
Revised Enacted/Request	\$56,394	\$60,142	\$66,369
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	\$29,249	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$56,394	\$89,391	\$66,369
Collections – Reimbursable Resources	\$5,795	\$24,240	\$25,731
Total Budget Resources	\$62,189	\$113,631	\$92,100
Obligations (Actual/Projections/Estimates)	\$62,156	\$112,495	\$92,015
Personnel: Positions and FTE			
Enacted/Request Positions	230	270	279
Enacted/Request FTE	228	270	275
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	207	270	279
FTE (Actual/Estimates/Projections)	198	270	275

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

Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 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	-	-	\$220	-	-	\$985	-	-	\$1,034
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$269	-	-	\$150	-	-	\$158
Department of Homeland Security - Transportation Security Administration Source	-	-	\$1,047	-	-	\$13,547	-	-	\$14,224
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$178	-	-	\$436	-	-	\$458
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$172	-	-	\$141	-	-	\$144
Department of Homeland Security - Science and Technology Source	-	-	\$44	-	-	\$45	-	-	\$47
Department of Homeland Security - United States Coast Guard Source	-	-	\$3,129	-	-	\$7,208	-	-	\$7,568
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$638	-	-	\$1,299	-	-	\$1,364
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$48	-	-	-	-	-	\$125
Department of Homeland Security - Analysis and Operations Source	-	-	\$35	-	-	\$36	-	-	\$38
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$15	-	-	\$166	-	-	\$174
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	\$27	-	-	\$396
Total Collections	-	-	\$5,795	-	-	\$24,240	-	-	\$25,731

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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	230	228	\$56,420
FY 2016 Rescission	-	-	(\$26)
Total Rescissions	-	-	(\$26)
FY 2016 Revised Enacted	230	228	\$56,394
FY 2017 Annualized CR	270	270	\$60,142
FY 2018 Base Budget	270	270	\$60,142
Realignment to CHCO from CFO due to CHCO WCF Activity Costs Removal	-	-	(\$16)
Realignment to CIO from CFO due to CIO WCF Activity Costs Removal	-	-	(\$354)
Realignment to CPO from CFO due to CPO WCF Activity Costs Removal	-	-	(\$3)
Realignment to CRSO from CFO due to CRSO WCF Activity Costs Removal	-	-	(\$205)
Realignment to CSO from CFO due to CSO WCF Activity Costs Removal	-	-	(\$5)
Transfer to OSEM/OGC from CFO due to OGC WCF Activity Costs Removal	-	-	(\$2)
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$117
Transfer to USM/CFO from NPPD due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$126
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for Financial Ops	-	-	\$18
Transfer to USM/CFO from USCG due to FY 17 CJ WCF transfers for WCF Ops	-	-	\$174
Total Transfers	-	-	(\$150)
2017 Pay Annualization	-	-	\$205
2018 Pay Increase	-	-	\$556
FY 17 FPS Increases	-	-	\$55
Total, Pricing Increases	-	-	\$816
Total Adjustments-to-Base	-	-	\$666
FY 2018 Current Services	270	270	\$60,808
USM - DHS One-Number	6	3	\$2,635
USM - Manpower Analysis and Requirements Program	3	2	\$3,256
Total, Program Increases	9	5	\$5,891

Budget Formulation Activity	Positions	FTE	Amount
USM - FY 17 Hiring freeze Reduction	-	-	(\$330)
Total, Program Decreases	-	-	(\$330)
FY 2018 Request	279	275	\$66,369
FY 2017 TO FY 2018 Change	9	5	\$6,227

PPA Description

The OCFO requests \$66.4 million and 279 FTP, and 275 FTE for FY 2018.

OCFO detailed breakout: (In Thousands)	FY16 Revise Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$56,420	\$60,142	\$66,369
Salaries & Benefits	\$37,955	\$38,876	\$39,693
Working Capital Fund Contributions	\$9,175	\$7,785	\$6,933
Budget	\$181	\$181	\$719
Program, Analysis, & Evaluation	\$1,293	\$1,889	\$4,350
Cost Analysis Division	\$1,339	\$1,339	\$3,653
Financial Management	\$3,258	\$4,565	\$4,565
Financial Operations	\$19	\$119	\$1,077
Financial Assistance Policy Oversight	\$25	\$25	\$26
Risk Management & Assurance	\$2,681	\$3,588	\$3,588
GAO/OIG Audit Liaison	\$19	\$19	\$19
Resource Mgt Transformation Office	\$475	\$1,738	\$1,738
Workforce Development		\$8	\$8
1. FY 16 Revised enacted above does not include the Sec. 505 rescission. 2. FY 17 & 18 are budget estimates and may change with actual execution.			

Budget Office:

The Budget division serves the entire department by providing guidance for formulating all phases of budget and to ensure that the execution of budgets are effectively and efficiently completed, to include technical review analysis. They assist the OCFO and the components in the presentation of submissions to the Office of Management and Budget (OMB) and Congress. Through their efforts, and by working with component offices, they determine that sufficient resources are available to support activities of the appropriate fiscal year, to include coordinating and reviewing apportionments, reappropriations, and allotments for all DHS appropriations. The Budget Office coordinates and reviews budget execution for each Component and appropriation; conducts spend plan and execution reviews, and acts on requests for modifications. This division also conducts special studies and analyses of the execution of financial plans and recommends reprogramming as necessary for effective funds utilization. In addition, they collaborate with Program Analysis & Evaluation (PA&E) and DHS Components to formulate the 5-year resource allocation plans (RAP) submissions by ensuring the component submissions properly reflect DHS requirements. Finally, this division manages and coordinates components' input into MAX, the online budget data system, and analyzes budgetary impact of pending legislation, testimony, and other documents.

Program Analysis and Evaluation (PA&E):

The PA&E division develops and performs analyses and evaluations of alternative plans, programs, personnel levels, and budget submissions for the Department in relation to homeland security objectives, projected threats, vulnerability assessments, estimated costs, resource constraints, and the most recent homeland security strategy. They provide guidance and oversee the development of the Future Years Homeland Security Program (FYHSP) of the Department by leading the performance measurement and reporting for DHS mission-oriented programs and overseeing preparation of the DHS performance plan and other performance reporting. They develop and promote improved analytical tools and methods for analyzing homeland security planning and resource allocations. This division also integrates performance measurement into strategic planning, resource allocation, program evaluation, evaluation of management personnel, and the culture of DHS. They act as the Deputy Performance Improvement Officer (PIO) in order to supervise performance management activities, provide advice on program performance goals, convene responsible parties to assess and improve program performance, and guide the use of performance measures in personnel performance appraisals. Finally, this division improves strategic analysis and Department-wide acquisition decision-making through capabilities and requirements analysis.

Cost Analysis Division (CAD):

The Cost Analysis Division advises the Undersecretary for Management, Chief Financial Officer, and Component Acquisition Executives on cost estimating and analysis issues. They lead the Department in cost estimating and analysis policy, policy implementation, and guidance. They review, analyze, and evaluate Program Life Cycle Cost Estimates (LCCEs) and ensure the cost of DHS programs are presented to the Acquisition Decision Authority and CFO accurately and completely to support

acquisition and resource decisions. Finally, they advise the Homeland Security Acquisition Institute (HSAI) on career field certification, training, and education for the cost estimating and analysis community.

Financial Management (FM):

The 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, and coordinates the Department's participation in government-wide financial management initiatives. This division prepares the Department's consolidated financial statements and other required financial information, including the Annual Financial Report. 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, providing training and internal controls that provide reasonable assurance that the objectives of the Bankcard Program are met, and ensuring that fraudulent or improper use and untimely payment are identified in a timely manner and appropriate corrective action is taken.

Risk Management and Assurance (RM&A):

The 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.

Financial Assistance Policy and Oversight (FAPO):

The 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 reporting requirements of the Federal Financial Accountability and Transparency Act of 2006 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 Operations (FO):

The FO division oversees budget formulation and execution for Departmental Management Operations (DMO) offices, which includes the Under Secretary for Management and the Offices of the Secretary and Executive Management (OSEM). 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 USM and OSEM, to include Congressional reports, responses to inquiries, Questions for the Record (QFRs), 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, and travel management. This division also oversees and manages the budget formulation and execution of the WCF. Additionally, Financial Operations performs all functions related to financial services, which include the payment, travel, obligation, and reimbursable management processes. They are responsible for working with offices to resolve any issues related to these areas, as well as the financial service provider who maintains the financial system. Lastly, this office performs internal control audits and financial statement audit follow-up for DMO offices that provide reasonable assurance on internal controls over financial reporting and operations.

GAO and 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.

Resource Management Transformation (RMT):

RMT oversees and provides guidance for Financial Systems Modernization efforts in conjunction with the FM division. They also oversee and develop business intelligence activities and capabilities, including developing executive reporting capabilities and implementing tracking databases.

Workforce Development (WDD):

The 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
Personnel Compensation and Benefits**

Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Financial Officer	230	228	\$37,955	\$166.47	270	270	\$38,876	\$143.99	279	275	\$39,694	\$144.34	9	5	\$818	\$0.35
Total	230	228	\$37,955	\$166.47	270	270	\$38,876	\$143.99	279	275	\$39,694	\$144.34	9	5	\$818	\$0.35
Discretionary - Appropriation	230	228	\$37,955	\$166.47	270	270	\$38,876	\$143.99	279	275	\$39,694	\$144.34	9	5	\$818	\$0.35

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Financial Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the addition of 3 FTP related to program changes for manpower analysis and 6 FTP increase due to One Number.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the addition of 3 FTP related to program changes for manpower analysis. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the increase in FTP/FTE cost from FY 2017 to FY 2018 is the addition of 3 FTP related to program changes for manpower analysis and the 6 FTP increase due to One Number. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.

Office of the Chief Financial Officer – PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$27,972	\$27,771	\$28,195	\$424
11.3 Other than Full-Time Permanent	\$1,017	\$1,030	\$1,080	\$50
11.5 Other Personnel Compensation	\$351	\$356	\$373	\$17
12.1 Civilian Personnel Benefits	\$8,615	\$9,719	\$10,046	\$327
Total - Personnel Compensation and Benefits	\$37,955	\$38,876	\$39,694	\$818
Positions and FTE				
Positions - Civilian	230	270	279	9
FTE - Civilian	228	270	275	5

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

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Financial Officer	\$18,439	\$21,266	\$26,675	\$5,409
Total	\$18,439	\$21,266	\$26,675	\$5,409
Discretionary - Appropriation	\$18,439	\$21,266	\$26,675	\$5,409

Office of the Chief Financial Officer – PPA
Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$20	\$20	\$41	\$21
23.1 Rental Payments to GSA	\$2,387	\$2,386	\$2,390	\$4
23.2 Rental Payments to Others	\$56	\$56	-	(\$56)
24.0 Printing and Reproduction	\$35	\$35	\$36	\$1
25.1 Advisory and Assistance Services	\$6,250	\$8,811	\$6,977	(\$1,834)
25.2 Other Services from Non-Federal Sources	\$338	\$338	\$5,652	\$5,314
25.3 Other Goods and Services from Federal Sources	\$8,859	\$9,289	\$11,199	\$1,910
25.4 Operation and Maintenance of Facilities	\$96	\$96	\$96	-
25.6 Medical Care	\$27	\$27	\$27	-
26.0 Supplies and Materials	\$165	\$105	\$153	\$48
31.0 Equipment	\$206	\$103	\$104	\$1
Total - Non Pay Object Classes	\$18,439	\$21,266	\$26,675	\$5,409

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$9,175	\$7,785	\$6,933	(\$852)
Financial Management Program and Systems Support	\$3,258	\$5,398	\$4,373	(\$1,025)
Cost Estimating Support	\$1,339	\$1,294	\$4,303	\$3,009
Financial Management Contractor Support	\$3,507	\$1,850	\$3,362	\$1,512
DHS One-Number	\$0	\$0	\$2,635	\$2,635
Other Costs	\$18,465	\$21,266	\$26,675	\$5,409
Total – Non Pay Cost Drivers	\$18,465	\$21,266	\$26,675	\$5,409

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Financial Officer:

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** Program Management and Systems Support - Contractor support for eTravel, Financial Systems Modernization and Business Intelligence. Contracts were reduced to rebalance between pay and non-pay requirements.
- **FY 2018 Non- Pay Cost Driver-** Cost Estimating Support- Provides services to aid in accurate cost analysis and decision making.
- **FY 2018 Non- Pay Cost Driver-** Financial Management Contractor Support - Cost for accounting and financial management contractor support. Contracts increased due to increased support requirements needed.

Office of the Chief Information Officer– PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Office of the Chief Information Officer	398	382	\$394,192	401	401	\$376,619	495	495	\$317,565	94	94	(\$59,054)
Total	398	382	\$394,192	401	401	\$376,619	495	495	\$317,565	94	94	(\$59,054)
Subtotal Discretionary - Appropriation	398	382	\$394,192	401	401	\$376,619	495	495	\$317,565	94	94	(\$59,054)

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

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$391,800		
Transfers & Reprogrammings	\$2,900		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	(\$508)		
Revised Enacted/Request	\$394,192	\$376,619	\$317,565
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$40,336	\$86,901	\$25,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$434,528	\$463,520	\$342,565
Collections – Reimbursable Resources	\$56,123	\$26,860	\$40,246
Total Budget Resources	\$490,651	\$490,380	\$382,811
Obligations (Actual/Projections/Estimates)	\$452,988	\$472,081	\$372,750
Personnel: Positions and FTE			
Enacted/Request Positions	398	401	495
Enacted/Request FTE	382	401	495
Onboard and Actual FTE; Includes Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	317	401	495
FTE (Actual/Estimates/Projections)	260	401	495

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

Dollars in Thousands

Collections	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Department of Homeland Security - Federal Emergency Management Agency Source	-	-	\$2,095	-	-	\$1,767	-	-	\$4,216
Department of Homeland Security - Federal Law Enforcement Training Center Source	-	-	\$527	-	-	\$105	-	-	\$1,100
Department of Homeland Security - Transportation Security Administration Source	-	-	\$4,490	-	-	\$1,723	-	-	\$2,000
Department of Homeland Security - US Immigration and Customs Enforcement Source	-	-	\$19,555	-	-	\$2,053	-	-	\$3,400
Department of Homeland Security - Citizenship and Immigration Services Source	-	-	\$5,240	-	-	\$5,251	-	-	\$5,896
Department of Homeland Security - Science and Technology Source	-	-	\$1,324	-	-	\$1,009	-	-	\$1,200
Department of Homeland Security - United States Secret Service Source	-	-	\$441	-	-	\$85	-	-	\$90
Department of Homeland Security - Office of the Inspector General Source	-	-	\$689	-	-	-	-	-	\$172
Department of Homeland Security - United States Coast Guard Source	-	-	\$499	-	-	\$396	-	-	\$1,000
Department of Homeland Security - National Protection and Programs Directorate Source	-	-	\$9,090	-	-	\$7,436	-	-	\$10,962
Department of Homeland Security - US Customs and Border Protection Source	-	-	\$2,451	-	-	\$1,566	-	-	\$2,400
Department of Homeland Security - Office of the Secretary & Executive Management Source	-	-	-	-	-	\$413	-	-	\$425
Department of Homeland Security - Office of the Under Secretary for Management Source	-	-	\$32	-	-	\$2,571	-	-	\$3,000
Department of Homeland Security - Analysis and Operations Source	-	-	\$8,443	-	-	\$2,293	-	-	\$3,500
Department of Transportation - Department of Transportation Source	-	-	-	-	-	\$145	-	-	\$150
Department of Homeland Security - Office of Health Affairs Source	-	-	\$250	-	-	-	-	-	\$150
Department of Homeland Security - Domestic Nuclear Detection Office Source	-	-	\$997	-	-	\$47	-	-	\$578
Department of Homeland Security - Federal Protective Service Source	-	-	-	-	-	-	-	-	\$7
Total Collections	-	-	\$56,123	-	-	\$26,860	-	-	\$40,246

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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	398	382	\$391,800
Reprogramming from CRSO - OneNet	-	-	\$2,900
Total Above Threshold Reprogrammings/Transfers	-	-	\$2,900
FY 2016 Rescission	-	-	(\$508)
Total Rescissions	-	-	(\$508)
FY 2016 Revised Enacted	398	382	\$394,192
FY 2017 Annualized CR	401	401	\$376,619
FY 2018 Base Budget	401	401	\$376,619
Realignment to CHCO from CIO due to CHCO WCF Activity Costs Removal	-	-	(\$22)
Realignment to CIO from CFO due to CIO WCF Activity Costs Removal	-	-	\$354
Realignment to CIO from CHCO due to CIO WCF Activity Costs Removal	-	-	\$288
Realignment to CIO from CPO due to CIO WCF Activity Costs Removal	-	-	\$536
Realignment to CIO from CRSO due to CIO WCF Activity Costs Removal	-	-	\$187
Realignment to CIO from CSO due to CIO WCF Activity Costs Removal	-	-	\$456
Realignment to CIO from IOUSM due to CIO WCF Activity Costs Removal	-	-	\$39
Realignment to CPO from CIO due to CPO WCF Activity Costs Removal	-	-	(\$76)
Realignment to CRSO from CIO due to CRSO WCF Activity Costs Removal	-	-	(\$391)
Realignment to CSO from CIO due to CSO WCF Activity Costs Removal	-	-	(\$24)
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	\$1,148
Transfer to A&O from CIO due to A&O WCF Activity Costs Removal	-	-	(\$22)
Transfer to CIO from A&O due to CIO WCF Activity Costs Removal	-	-	\$1,484
Transfer to CIO from OIG due to CIO WCF Activity Costs Removal	-	-	\$9
Transfer to CIO from S&T due to CIO WCF Activity Costs Removal	-	-	\$1,309
Transfer to OSEM/OGC from CIO due to OGC WCF Activity Costs Removal	-	-	(\$5)
Transfer to USM/CIO from OSEM due to CIO WCF Activity Costs Removal	-	-	\$911
Transfer to USM/CIO from CBP due to CIO WCF Activity Costs Removal	-	-	\$1,695

Budget Formulation Activity	Positions	FTE	Amount
Transfer to USM/CIO from DNDO due to CIO WCF Activity Costs Removal	-	-	\$426
Transfer to USM/CIO from FEMA due to CIO WCF Activity Costs Removal	-	-	\$322
Transfer to USM/CIO from FLETC due to CIO WCF Activity Costs Removal	-	-	\$50
Transfer to USM/CIO from ICE due to CIO WCF Activity Costs Removal	-	-	\$755
Transfer to USM/CIO from NPPD due to FY 17 CJ WCF transfers for ELA	-	-	\$16
Transfer to USM/CIO from NPPD OBIM due to CIO WCF Activity Costs Removal	-	-	\$1
Transfer to USM/CIO from OHA due to CIO WCF Activity Costs Removal	-	-	\$238
Transfer to USM/CIO from TSA due to CIO WCF Activity Costs Removal	-	-	\$756
Transfer to USM/CIO from USCG due to CIO WCF Activity Costs Removal	-	-	\$325
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for Disaster Mgt	-	-	\$556
Transfer to USM/CIO from USCG due to FY 17 CJ WCF transfers for ELA	-	-	\$207
Transfer to USM/CIO from USSS due to CIO WCF Activity Costs Removal	-	-	\$250
Transfer to USM/CIO of the WCF FTE due to CIO WCF Activity Removal	94	94	-
Total Transfers	94	94	\$11,778
2017 Pay Annualization	-	-	\$361
2018 Pay Increase	-	-	\$956
Contract Cost Increases	-	-	\$1,321
FY 17 FPS Increases	-	-	\$183
Total, Pricing Increases	-	-	\$2,821
Non - Recur Cyber	-	-	(\$100,000)
Total, Pricing Decreases	-	-	(\$100,000)
Total Adjustments-to-Base	94	94	(\$85,401)
FY 2018 Current Services	495	495	\$291,218
USM - DHS OneNet Enhancement	-	-	\$16,750
USM - Enterprise Security Operation Center	-	-	\$11,000
Total, Program Increases	-	-	\$27,750
USM - FY 17 Hiring freeze Reduction	-	-	(\$1,403)
Total, Program Decreases	-	-	(\$1,403)
FY 2018 Request	495	495	\$317,565
FY 2017 TO FY 2018 Change	94	94	(\$59,054)

PPA Description

The OCIO requests \$317.6 million, 495 FTP, 495 FTE for FY 2018.

OCIO detailed breakout: (in thousands)	FY 16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$394,700	\$376,620	\$317,565
Salaries & Benefits	\$49,999	\$62,006	\$83,782
Operations	\$68,011	\$43,048	\$45,566
Front Office	\$3,122	\$5,161	\$3,156
Secretary's Travel Team	\$1,008	\$839	\$1,013
Security Management	\$1,139	\$980	\$1,144
COOP	\$1,751	\$1,729	\$1,759
BPO	\$254	\$20	\$20
Working Capital Fund Contributions	\$60,737	\$34,319	\$38,474
IT Governance	\$4,812	\$4,593	\$4,523
Digital Services	\$1,159	\$1,159	\$1,999
Enterprise Architecture	\$7,684	\$9,841	\$7,469
Accessibility	\$3,736	\$2,019	\$1,993
Infrastructure Transformation Program	\$35,822	\$37,747	\$20,123
Continuous Diagnostic and Mitigation	\$0	\$2,500	\$5,000
Data Center Operations	\$8,367	\$7,694	\$6,387
Risk Management - Data Center Security	\$0	\$3,066	\$1,852
Information Security	\$101,085	\$76,600	\$15,264
Homeland Secure Data Network (HSDN)	\$40,494	\$40,601	\$39,879

Sharing and Safeguarding Classified Info (Post Wikileaks)	\$12,800	\$13,481	\$12,606
Communication Security	\$1,638	\$1,629	\$1,613
Information Sharing	\$59,093	\$70,636	\$69,509
Service Delivery	\$11,128	\$12,195	\$12,010
Records and Information Management (RIM)	\$107	\$108	\$0
Policy, Architecture, and Governance	\$3,880	\$8,911	\$4,575
Identity, Credential, and Access Management	\$6,461	\$11,460	\$11,286
DHS Data Framework	\$7,025	\$7,250	\$6,584
COP	\$2,462	\$3,001	\$3,236
HSIN	\$24,980	\$24,861	\$29,011
Geospatial	\$3,050	\$2,850	\$2,807
<ol style="list-style-type: none"> 1. FY 16 Revised Enacted above does not include the Sec. 505 rescission. 2. FY 17 & 18 are budget estimates and may change with actual execution 			

The OCIO office supports development, implementation, and maintenance of IT functional services, including enterprise architecture, DHS data framework, information sharing, IT strategic policy and planning, performance measurement, portfolio management, and digital transformation. It also covers geospatial technologies, application delivery, enterprise hosting, and portal consolidation. Also managed through this PPA is the Office of Accessible Systems & Technology (OAST). OAST provides guidance and oversight to all DHS Components on implementing and maintaining initiatives to ensure electronic and technological information is accessible to DHS employees and customers with disabilities.

This PPA provides funding for the following key program areas:

Operations:

The Front Office provides the salaries and benefits for the positions and FTE that support the programs within OCIO, overhead associated with the positions, and operational costs; such as travel for the Secretary's executive team, shared services, and payments to the DHS Working Capital Fund. Mission Support provides funding for executive leadership, technology management, acquisition and financial support functions for all offices within the OCIO. It covers payments for most WCF services, such as rent, mail services, contracting support, and financial management support received from other management lines of business. It also includes funding for the Secretary's executive travel team, which provides DHS leadership with secure telecommunications

capabilities.

In addition to salaries and expenses, the Front Office includes funding for IT security and continuity operations, providing alternate sites with necessary IT communications capabilities to support emergency operations during periods of activation by the President or the DHS Secretary for Continuity of Operations (COOP). In accordance with *Presidential Decision Directive 67, Federal Continuity Directive 1 (FCD1)*, and *Homeland Security Presidential Directive (HSPD)-20: National Continuity Policy*, Federal agencies are mandated to develop COOP plans. A COOP facilitates the performance of, and is crucial to, the business continuity of the Department's critical systems. A COOP functions during an emergency or any other situation that may disrupt normal operation. As such, IT is a critical element of business continuity.

IT Governance

Enterprise Business Management Office (EBMO)

EBMO provides Information Technology program management support services to the OCIO, DHS Management, and Component programs to maximize DHS IT program efficiency and effectiveness. EBMO's program management support provides Departmental IT strategic planning, performance measurement, resource management and analysis, enterprise portfolio governance, program governance oversight, acquisition review assistance, policy and compliance support services. EBMO oversees the drafting, vetting and submission of IT policy aimed to support IT execution. EBMO also implements Information Technology portfolio reviews for the Department which include tracking and analyzing cost savings realized by the Department as a result of IT Reform initiatives. The office continues standing up Department-wide Executive Steering Committees (ESCs) to provide further visibility and program governance of major IT investments for senior leadership in support of the Department's overall mission. The ESCs are decision-making bodies that provide oversight and collaboration for respective programs. ESC membership consists of Senior Executive Leadership across the Department to ensure cross-functional participation.

In conjunction with the Office of the Chief Financial Officer, EBMO provides Capital Planning and Investment Control (CPIC) support to all Components to ensure effective resource allocation across the Department's IT investment portfolios. EBMO is responsible for conducting annual IT Portfolio Assessments. In conjunction with the Office of the Chief Financial Officer, EMBO works on the IT elements of the DHS budget during the PPBE process to ensure CIO oversight of budget request for IT Programs. EMBO submits the annual IT investment business cases – Exhibit 300s and Exhibit 53s to OMB and implements IT Reform Act initiatives including the Federal Information Technology Acquisition Reform Act (FITARA).

Digital Services

The Office of the Chief Technology (OCTO) and DHS Digital Services are responsible for the Digital Transformation of DHS. This includes a combination of re-engineering and deployment of digital technology and uses design, technology, and data to improve performance. DHS Digital Service initiatives leverage advances in technology - such as cloud services, data analytics, mobility, artificial intelligence, and smart embedded devices - to improve mission performance, customer relationships, and internal processes.

Specifically, OCTO provides:

- **Program Oversight & Support:** The OCTO engages mission programs, leveraging oversight and collaboration mechanisms, to guide decisions towards digital transformation goals. The office provides expertise and resources to help programs improve outcomes, while encouraging innovation and modern best practices by providing program-level support for 'interventions' in acutely troubled programs. Specific examples include:
 - An iterative and incremental approach to developing IT capabilities where requirements and solutions evolve through collaboration between self-organizing and cross-functional teams. Agile development promotes continuous adaptive planning, development, testing, and delivery/integration, and encourages rapid and flexible response to change. Agile is not one specific methodology, but is a conceptual framework implemented through various agile methods that promote delivering working, tested, deployable IT solutions on an incremental basis to increase value, visibility, and adaptability, and to reduce program/project risk.
 - The current Agile Acquisition Pilot Programs include: Transportation Security Administration (TSA) Technology Infrastructure Modernization Program (TIM); Immigration and Customs Enforcement (ICE) Student Exchange Visitor Information System Modernization Program (SEVIS); Federal Emergency Management Agency (FEMA) National Flood Insurance Program (NFIP); United States Citizenship and Immigration Services (USCIS) Verification Modernization Program (VER MOD); and FEMA Grants Management Modernization Program (GMM). The overarching goals of the Agile Acquisition Pilot Program include: reducing acquisition cycle time, streamlining document processes, and enabling best practices and information sharing across the component programs. As of April 2017, the average reduction in cycle time is 30%, in some instances saving programs a year's worth of funding.
- **Process & Organizational Change:** OCTO leverages technology, data, and design to re-engineer and automate key processes, to improve collaboration and productivity, and provides an in-depth understanding of mission needs gained through Program Oversight and EA. OCTO drives changes in policy and organizational structures to support other elements of the Digital Transformation. Specific examples include: System Engineering Life Cycle (SELC) governance, Agile governance, analysis and compliance, and Agile program support.
- **Digital Talent:** In cooperation with Human Capital personnel and processes, OCTO facilitates the recruitment, selection, placement, and empowerment of a skilled digital workforce through modern tools and work environments. Specific examples

include: recruiting, onboarding, workforce development, and creating an innovative and inclusive culture.

This work is an important part of the Digital Services of DHS to enhance customer experience, mission delivery, and business processes by combining digital technology activity with strong business and technology leadership.

Enterprise Architecture:

Enterprise Architecture (EA) establishes a Department-wide roadmap to improve mission effectiveness and efficiency, eliminate stove-piped or redundant systems, and increase system interoperability and information sharing. EA achieves this by providing a blueprint for systematically defining DHS's baseline IT environment, target environment, and transition plans for implementing mission-critical capabilities. EA ensures the essential evolution of information systems and the development of a common IT environment. Specific examples include: Enterprise Architecture Governance Board, Joint Requirements Council (JRC) enterprise architect support, data and EA modeling support, segment architecture, architecture consultation and analysis, Technology Reference Model, Enterprise Architecture Information Repository, Capabilities and Activities Catalogue, DHS collaborative architecture methodology, and data governance.

Accessibility

The Office of Accessible Systems & Technology (OAST) is dedicated to guiding and supporting all DHS Components in removing barriers to information access and employment of qualified individuals with disabilities in accordance with Section 508 of the Rehabilitation Act requirements. OAST strives to ensure that electronic and information 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. Every DHS employee and customer must be able to readily access information and data relevant to their job or needs including those with disabilities.

OAST consists of the Program Management Services (including reasonable accommodations assessments), IT Governance, the Accessibility Compliance Center of Excellence divisions, and the Interagency Trusted Tester Program, (ITTP). The Program Management division is responsible for: strategic planning, administrative support, contract management, asset management, administrative operations, Accessibility Help Desk operations, training and education, and outreach and awareness.

Infrastructure Transformation Program (ITP)

ITP is responsible for implementing the Department's vision of "One Infrastructure." ITP is a major DHS investment with a Life Cycle Cost Estimate of \$2.6 billion. ITP provides support a reliable, resilient, and secure DHS-wide data network that streamlines appropriate sharing and discovery of information within the Department and associated organizations, such as State and local law enforcement agencies. The core of this unified environment is the consolidation of legacy networks into one enterprise-wide, integrated network called OneNet. Major services provided under ITP include:

- DHS Wide Area Network (WAN) services, including configuration management, engineering, technical requirements analysis and OneNet integration services;
- Network and security operations centers – Enterprise Network Operations Center (NOC) and Security Operation Center (SOC);
- Traffic modeling and performance analysis;
- Network Management and IP address administration.

The OneNet NOC and Enterprise SOC monitor and manage DHS's centralized systems and network infrastructure. Incident response and detection is coordinated and escalated within the network security and computing service groups, depending on the nature of the breach or failure. The OneNet NOC works with Component NOCs, Enterprise Data Operations Centers, and the Enterprise Operations Center to coordinate service restorations and troubleshooting. DHS is implementing enhancements to OneNet to meet unique Component security requirements and OMB mandates. These enhancements include the migration from the government owned and operated Trusted Internet Connections to a Managed Trusted Internet Protocol Service (MTIPS), High Assurance Gateway (HAG) upgrades to include utilizing Workplace as a Service (WPaaS), which is a managed Virtual Desktop Infrastructure (VDI), and Policy Enforcement Point upgrades to provide increased capacity, performance and capabilities. OneNet is also enabling seamless connectivity to the cloud service providers as more cloud services are procured by the DHS Components

The HAG provides selected DHS personnel with access to malicious and prohibited websites that would typically introduce risks into the Enterprise. The HAG allows access to information in a secure virtual environment, protects the user's workstation from any malicious attacks, and provides compensating controls for anonymous Internet site access.

Email services provide additional and comprehensive communication ability across DHS and to external Federal, state, local, tribal, international, and private sector partners. Email legacy systems are consolidated within DHS as the Email as a Service (EaaS) capability which is deployed at the Enterprise Data Centers (EDC). Email services enable personnel to access critical business communications and are designed to deliver greater security, availability, and reliability. Major email services include a consolidated DHS-wide Global Address List, a standard email-naming convention, and a DHS-wide email platform. DHS is also planning a migration to Microsoft Office 365 offered in the Microsoft cloud environment. This will provide enhanced capabilities as a service to DHS.

Continuous Diagnostics and Mitigation

The Continuous Diagnostics and Mitigation (CDM) Program, centrally managed by the Department of Homeland Security is intended to create a common baseline of cybersecurity capability and protection across the Federal Government. The program provides federal departments and agencies 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. The CDM tools also allow departments and

agencies to better manage their IT assets, helping to reduce their overall attack surface.

The CDM tools provide near real-time awareness of DHS networks and environments. Data from the tools are automatically ingested into the Component CDM Dashboard. The DHS Dashboard provides current visibility into the overall organization's security posture based on a 72 hour data currency. With the full implementation of CDM, data from the individual agency dashboards across the federal government will be aggregated into one federal-level dashboard with planned synchronization every 8 hours. The Federal Dashboard is maintained by the Federal CDM Program Management Office and allows DHS to monitor and respond to federal cybersecurity threats and incidents much more quickly and efficiently.

The CDM Program is currently managed under three phases. Since FY 2013, Congress has supported all three phases of CDM.

Three Phases of CDM are:

- Phase 1 is “what is on your network.” The tools allow agencies figure out the number of agency computers, what software those computers run, and if they are vulnerable to attack. The result for this improved asset management is that it immediately reduces an agency's attack surface.
- Phase 2 is “who is on your network.” The tools allow agencies to better manage users and their accounts, including those privileged users with enhanced network access. There is a further reduction in an agency's attack surface by limiting user based vulnerabilities.
- Phase 3 is “what is happening on your network.” The tools allow agencies to strengthen the management of events/incidents, border protection, and the entire security lifecycle. In addition, the automation of the tools in phases 1, 2, and 3 will enable agencies to conduct ongoing assessment of their networks, leading directly to enabling agencies to manage assessment and accreditation of their networks on a close to real-time basis rather than periodic assessments.

Historically, it has taken agencies days or weeks to determine that cybersecurity incidents have occurred in their environment. Once fully deployed, the CDM Program will shorten this timeframe to hours and minutes.

DHS, through the CDM program, also provides support for training and governance activities, ensuring that CDM deployments and governance activities reinforce agency responsibilities for Information Security Continuous Monitoring as identified in OMB 14-03 as well as in the Federal Information Security Modernization Act of 2014.

Data Center Operations

DHS is in the process of consolidating the Department's legacy data centers into the Enterprise Data Centers (EDCs), known as DC1 Stennis, MS) and DC2 (Clarksville, VA). This is in alignment with the Federal Data Center Consolidation Initiative (FDCCI) and its follow-on, the Data Center Optimization Initiative (DCOI). Support at the EDC includes management and control of DC hardware, operating systems software, and environmental systems. In addition, both DCs are prepared to support a higher density virtual environment from both an infrastructure and managed-service perspective. 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. DC1 and DC2 have the ability to continuously synchronize applications based upon mission requirements. The purpose of DC consolidation is to ensure DHS has a seamless disaster recovery capability and to significantly enhance the cyber security posture of DHS systems. DHS DC capabilities provide personnel the tools to successfully and efficiently manage service delivery and support activities.

Major services provided by DC1 and DC2 include capacity and availability management; system management and administration; hardware/software maintenance; facility monitoring, security management; and disaster recovery management and testing. Infrastructure and Security Activities funds DC consolidation and assists migrating DC environments to the EDC. Data Center operations support the management and oversight of the EDC, including necessary maintenance, upgrades and infrastructure projects for HQ and Components.

Information Security

Through the Information Security Program, the Chief Information Security Officer (CISO) ensures a secure and trusted computing environment, which enables the Department to use information systems resources effectively to achieve its mission.

The Information Security Program ensures protection of sensitive information and allows sharing of all mission-related data. It also ensures compliance with the FISMA and with National Institute of Standards and Technology (NIST) security policies and requirements. The Information Security Program develops and documents Departmental information security requirements; develops enterprise security management tools; and oversees the implementation of information security systems supporting Departmental Operations.

Specifically, the Information Security Program provides:

- *Security Policy* and guidance to ensure protection of DHS information resources that help secure the Homeland. The CISO provides a waiver and exception process to document and manage mitigation of system control weaknesses. The program also develops the Department-wide system configuration guidance that provides baseline security configuration for the

Department's hardware and software.

- *Security Architecture* that supports development of secure enterprise information-sharing capabilities and their integration with the DHS Enterprise Architecture Technical Reference Model (TRM), System Engineering Life Cycle (SELC) methodology, and the Capital Planning and Investment Control (CPIC) and acquisition processes. The CISO supports the Department's mission by protecting its information and IT resources (e.g. systems, network resources, and supporting data).
- *Compliance and Technology* includes oversight, measurement, validation, and reporting of information systems security throughout the Department, including management of the FISMA System Inventory, Security Authorizations (Sas) and Plan of Actions and Milestones (POA&Ms), and IT audit management and Federal reporting. This includes FISMA reporting and the implementation of continuous monitoring for the Department.
- *DHS IT Security Awareness, Training, and Education* to ensure DHS complies with all Federal regulations and OMB and NIST guidance governing IT security training, and Departmental standardization of security training content development.
- *National Security Systems (NSS) Risk Management* to support risk acceptance and system authorization decisions for classified systems. The program supports secure integrated operations of classified systems and National Security Information across the Department and participates in National-level NSS governance.

Homeland Secure Data Network (HSDN)

HSDN enables Department of Homeland Security offices and Components, other Federal departments and 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. HSDN is strengthening its relationship to Secret Internet Protocol Router Network (SIPRNet) to enable trusted access by Fusion Centers to SIPRNet resources, Executive Order 13587: *Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information* recognized HSDN as the primary Secret network for non-Defense and non-Intelligence Federal departments and agencies. HSDN is advancing its sharing and safeguarding posture by adopting the Department of Defense (DoD) as the Common Service Provider for hard-token based Public Key Infrastructure (PKI) authentication, advancing access management solutions, and improving auditing and monitoring capabilities.

HSDN has established 632 sites, comprised of 5,985 workstations, across the United States. The program has established user accounts for approximately 8,900 end-users who currently log on and exchange information across both HSDN and the broader Secret-level community in performing daily missions. Since April 2012, the number of HSDN workstations OCIO supports has increased by 211 percent and the number of HSDN end-users that OCIO supports has increased by 121 percent. HSDN currently

operates on a continuous basis, 24 hours a day, 7 days a week.

Sharing and Safeguarding Classified Information

The Sharing and Safeguarding Classified Information program directly supports Executive Order 13587, which directs structural reforms to improve information security across the Federal Government. The program funds five DHS-wide initiatives related to safeguarding classified information: Removable Media, Reduce Anonymity, Access Control, Enterprise Audit, and Insider Threat:

- *Removable Media* is supported by four activities: automated lock down of drives, data loss prevention, system alerts, and cross domain services, all of which prevent DHS networks and information resources from being vulnerable to the mass removal of classified information.
- *Reduce Anonymity* is supported by three activities: Hard token PKI, authentication, and consolidation of information resources. This is critical to DHS's connection to all other Federal classified networks such as Joint Worldwide Intelligence Communications System (JWICS) and Secure Internet Protocol Router Network (SIPRnet). These programs enable DHS to ensure that all Federal agencies that use DHS HSDN and state, local, and tribal information sharing environment users gain access to mission critical data resident on servers that use PKI (e.g., DOD).
- *Access Control* is supported by two activities: access control (the ability to gain access to needed resources) and data discoverability (the ability to find resources and only the resources one is allowed). This allows DHS to maintain interoperability with other Federal networks which have implemented controls. With this interoperability, DHS will be able to provide adequate access control.
- *Enterprise Audit* is used to protect national intelligence, identify threats, detect and deter penetration of classified resources, and reveal misuse and identity usage trends, thereby tying all the other initiatives together. DHS will remain connected to other Department and agencies networks, (e.g., JWICS, SIPRnet) and comply with Federal mandates.
- *Insider Threat* is classified and additional information can be provided under separate cover.

Communication Security

The Homeland Security Communications Security (COMSEC) Central Office of Record (COR) was established in accordance with national policy as delineated in the interagency *Committee on National Security Systems Instruction (CNSSI) 4005*. The DHS Management Directive 4300B provides guidance for administering the National Security Policies required to provide for accounting, safeguarding, and management control over COMSEC keying material, controlled cryptographic items, and secure communications

equipment. The COR provides consolidated COMSEC accounting services and training, and assists in acquisition and maintenance of COMSEC equipment for the Department. Additionally, the COR develops and publishes policy and procedures for the operation and use of COMSEC equipment and cryptographic keying material within DHS, ensuring compliance with National and Departmental policies and procedures.

To comply with the joint DoD and National Security Agency (NSA) Crypto Modernization program, DHS continues to migrate legacy encryptors, and COMSEC accounting infrastructure. The transition to modern cryptographic equipment and account management includes systems such as the Network-Centric Key Management Infrastructure (KMI) and the COMSEC Accounting, Reporting Distribution System (CARDS), both of which are emerging and critical components of the Global Information Grid. This migration is essential to the success of the Department by enabling and equipping the DHS COMSEC COR and accounts to migrate to new systems affording DHS the opportunity to automate, streamline, and restructure the COMSEC distribution and accounting infrastructure.

Information Sharing and Services Office (IS²O)

IS²O delivers the services required by the homeland security enterprise for mission, business management and information technology support. Public safety and homeland security professionals across the whole enterprise rely on IS²O systems and services like the Homeland Security Information Network (HSIN), the Geospatial Management Office (GMO) and the National Information Exchange Model (NIEM) and the Data Framework, to effectively carry out their missions. These programs provide a common vocabulary and processes to enable information to be accurately shared between systems, make it possible for information to be accessed and shared between systems without affecting data integrity, and enable easier access to information across jurisdictional boundaries, while ensuring security. IS²O identity and software solutions reduce the number of unique credentials homeland security professionals are required to remember and maintain, and consolidate identity, credential and access technologies so users can securely access information and resources through its Identity Services Branch (ISB). IS²O provides tailorable solutions for the DHS enterprise to share, analyze, present and store business management data, and streamlines infrastructure requirements to decrease costs while maintaining services levels, through its Enterprise Platform Systems and Services Branch (EPSS). IS²O also ensures efficient and effective management of DHS through its Information Management Services Branch (IMS). IMS equips DHS with effective and adaptive records and information management, making it easier to access operational data and respond to information requests. IMS maintains the DHS library and delivers subject matter expertise to strengthen and expand the information sharing environment, and provides high quality, cost effective, print, graphic and multimedia services for all of DHS. Finally, IS²O is updating and modernizing DHS' human resources information technology to increase its flexibility and responsiveness.

Mission Systems and Services Division (MSSD)

MSSD delivers mission-critical platforms and services for information sharing across the entire Homeland Security Enterprise.

The DHS Data Framework delivers data and information integration, and provides mission users the ability to access, search, manipulate and analyze different data sets, ensures that accurate and timely information is viewable and in a clear and accessible

format, pools mission-critical data on high and low sides, guaranteeing appropriate access, supports high-side vetting and entity correlation, uses dynamic access controls and data tags, and enforces full policy compliance.

The Geospatial Management Office delivers geospatial analysis, visualization, mapping and collaboration capabilities by providing enterprise access to mission-essential geospatial data, visualization and collaboration features, and training to support geospatial capabilities.

The Homeland Security Information Network delivers collaboration and situational awareness capabilities for the whole homeland security enterprise. It is currently used in all 78 fusion centers, delivering centralized Request for Information (RFI) services nationwide, direct support to major national events and unplanned incidents, and currently gaining 1200 new users per month.

The National Information Exchange Model delivers information exchange for the homeland security and public safety enterprise by ensuring data can cut across organizational boundaries using a common reusable vocabulary without loss of authority over home systems. NIEM is currently engaged in 19 federal agencies, delivering critical exchange for suspicious activity reporting, requests for information and general law enforcement data exchange, with over 3000 international users.

Enterprise Information Technology Services Division (EITSD)

IS²O's EITSD delivers IT services that enable key elements of secure, reliable information sharing across the DHS enterprise and its partners.

Identity Services Branch (ISB) 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. It does so in four overarching ways:

- By delivering Identity, Credential, and Access Management (ICAM) across the enterprise, ISB provides Department-wide ICAM coordination and implementation guidance in support of meeting federal and Department goals/objectives while maintaining consistency across Components. ISB ensures consistency of ICAM services across DHS Components through shared governance, reporting and processes, and provides support of ICAM services across all fabrics.
- By serving as the one stop shop for system access, IBS provides users the access required to perform necessary job duties and allows DHS to track appropriateness of access, increases visibility into user access and automates account creation and removal, enables detailees from other government agencies to access the DHS network using their other government agency issued credential, and allows users easier access to approved resources to perform job duties upon onboarding.

- ISB directly enables secure information sharing through delivery of digital certificates on Personal Identity Verification (PIV) card to provide secure and encrypted communication between DHS systems, applications, and users. Doing so supports faster, more reliable shared identity data through a secure data exchange, and provides a composite view of identity traits from multiple DHS systems/sources to support access control decisions based on real-time information.
- Finally, through delivery of strong authentication, IBS grants access based on who you are, reduces dependence on manual validation of need-to-know, provides secure one-time login for multiple applications on the DHS network with a user's PIV card, saves time and reduces cost and provides secure access to DHS resources on mobile devices, and increases productivity for a distributed workforce.

Enterprise Platform & Software Services (EPSS), also called Service Delivery, provides customer centric enterprise services for efficiently sharing, analyzing, presenting and storing of DHS business management data, in four key ways.

- By supporting Digital workflow efficiency, EPSS streamlines complex business process workflows, and provides multi-level Case and Relationship Management (CRM) that allows users to make informed decisions.
- By enabling decision support, EPSS provides tools to visualize data for information sharing and reporting, and integrates dashboards and reporting to enable decision making support.
- EPSS also supports DHS public web presence by providing an integrated secure platform, hosting, tools and processes supporting application lifecycle management for public-facing websites, and fast, reliable and secure content delivery offering protection against sophisticated attacks.
- Finally, EPSS supports robust and secure IT infrastructure by providing availability and capacity for multiple applications and streamlines application deployment and data migration, and enabling customers to respond faster to changing business requirements.

Enterprise Business Services Division (EBS) delivers platforms, standards and applications for DHS enterprise business management solutions, for such functions as information management and human resources.

Information Management Services (IMS) provides the Department of Homeland Security enterprise-wide services and guidance required to effectively manage information according to federal and DHS regulations, mandates and policies. IMS consists of Records and Information Management, Research Library and Information Services and Printing & Graphics Services.

Records and Information Management (RIM) provides guidance on how to best apply RIM policies and processes supports standardizing and unifying practices and raising visibility and awareness of RIM within DHS organizations,

and agile, effective, and adaptive RIM resources to advance mission operations, increase accountability, preserve knowledge and foster public trust.

Printing & Graphics Management (PMG) provides highest quality, economical, effective and efficiently procured print, graphics and multimedia products and services to the DHS enterprise, sets policy on printing expectations and standards, and maintains policy on DHS formatting standards for optimized mission effectiveness through shared printing and graphics services and interoperability.

Policy, Architecture and Governance, Information Assurance and Security Division, Support Services Division

In addition to IS²O's three main divisions (MSSD, EITSD, and EBSD), its operations are supported by its Policy, Architecture and Governance group (PAG), its Information Assurance and Security Division (IASD), and its Systems Support Division (SSD).

PAG delivers IS²O strategic planning, coordination and enterprise architecture. It coordinates IS²O-wide policy development and compliance activities, supports all aspects of enterprise architecture, coordinates and manages IS²O governance bodies and activities, supports IS²O program assessment, strategic planning and program assessment, facilitates escalated business intake processes, manages IS²O's Executive Secretariat activities, and coordinates IS²O communications and branding strategy.

IASD serves as the security conduit for all of IS²O's divisions and customer programs. It provides security compliance support for all internal IS²O customers, security liaison support to IS²O enterprise customers, security program, engineering and software support, acts as steward for risk management, supports change and configuration management, and serves as IS²O liaison for DHS enterprise security stakeholders.

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

Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted				FY 2017 Annualized CR				FY 2018 President's Budget				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Office of the Chief Information Officer	398	382	\$49,999	\$130.89	401	401	\$62,007	\$154.63	495	495	\$83,781	\$169.25	94	94	\$21,774	\$14.62
Total	398	382	\$49,999	\$130.89	401	401	\$62,007	\$154.63	495	495	\$83,781	\$169.25	94	94	\$21,774	\$14.62
Discretionary - Appropriation	398	382	\$49,999	\$130.89	401	401	\$62,007	\$154.63	495	495	\$83,781	\$169.25	94	94	\$21,774	\$14.62

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Information Officer:

- **FTE Change FY 2017-2018:** The driver of the increase in FTE from FY 2017 to FY 2018 is the transfer of 94 FTP/FTE from the CIO WCF activities to the CIO direct appropriation.
- **PCB Change FY 2017-2018:** The driver of the increase in PCB from FY 2017 to FY 2018 is the transfer of 94 FTP/FTE from the CIO WCF activities to the CIO direct appropriation. In addition, there are increases for the 2016 & 2017 annualization of FTE, 2017 pay increase, and FY 2018 pay increase.
- **Average Cost Change FY 2017-2018:** The driver of the decrease in FTP/FTE cost from FY 2017 to FY 2018 is due to the relative cost for the additional FTP are less due to lower grades and lapse of on board time.

Office of the Chief Information Officer – PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$36,768	\$45,605	\$61,774	\$16,169
11.3 Other than Full-Time Permanent	\$384	\$450	\$558	\$108
11.5 Other Personnel Compensation	\$347	\$450	\$504	\$54
12.1 Civilian Personnel Benefits	\$12,500	\$15,502	\$20,945	\$5,443
Total - Personnel Compensation and Benefits	\$49,999	\$62,007	\$83,781	\$21,774
Positions and FTE				
Positions - Civilian	398	401	495	94
FTE - Civilian	382	401	495	94

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

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Office of the Chief Information Officer	\$344,193	\$314,612	\$233,784	(\$80,828)
Total	\$344,193	\$314,612	\$233,784	(\$80,828)
Discretionary - Appropriation	\$344,193	\$314,612	\$233,784	(\$80,828)

Office of the Chief Information Officer – PPA
Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$495	\$607	\$1,235	\$628
23.1 Rental Payments to GSA	\$9,043	\$8,926	\$9,200	\$274
23.2 Rental Payments to Others	-	\$893	\$893	-
23.3 Communications, Utilities, and Misc. Charges	\$6	\$6	\$20	\$14
24.0 Printing and Reproduction	\$4	\$4	\$4	-
25.1 Advisory and Assistance Services	\$141,636	\$123,989	\$65,240	(\$58,749)
25.2 Other Services from Non-Federal Sources	\$2,410	\$3,840	\$5,290	\$1,450
25.3 Other Goods and Services from Federal Sources	\$48,301	\$43,830	\$49,696	\$5,866
25.4 Operation and Maintenance of Facilities	\$1,058	\$558	\$1,481	\$923
25.7 Operation and Maintenance of Equipment	\$122,009	\$127,631	\$92,858	(\$34,773)
26.0 Supplies and Materials	\$308	\$328	\$125	(\$203)
31.0 Equipment	\$18,923	\$4,000	\$7,742	\$3,742
Total - Non Pay Object Classes	\$344,193	\$314,612	\$233,784	(\$80,828)

Office of the Chief Information Officer – PPA
Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Working Capital Fund Contributions	\$60,737	\$38,947	\$38,474	(\$473)
Homeland Secure Data Network (HSDN)	\$40,602	\$40,602	\$39,879	(\$723)
Infrastructure Transformation Program	\$40,137	\$37,747	\$33,094	(\$4,653)
Homeland Security Information Network (HSIN)	\$26,264	\$24,861	\$29,011	\$4,150
Sharing and Safeguarding Classified Information	\$13,481	\$13,481	\$12,606	(\$875)
Other Costs	\$163,480	\$158,975	\$80,719	(\$78,256)
Total – Non Pay Cost Drivers	\$344,701	\$314,613	\$233,783	(\$80,830)

NARRATIVE EXPLANATION OF CHANGES

Office of the Chief Information Officer:

- **FY 2018 Non- Pay Cost Driver-** Working Capital Fund Contributions – Contributions to the WCF for services provided.
- **FY 2018 Non- Pay Cost Driver-** 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
- **FY 2018 Non- Pay Cost Driver-** Infrastructure Transformation Program - CIO will refresh aging network infrastructure and implement network performance enhancements
- **FY 2018 Non- Pay Cost Driver-** HSIN - Procurement of engineering and software tools to provide a secure and trusted national platform that enables Sensitive but Unclassified (SBU) information sharing and analysis
- **FY 2018 Non- Pay Cost Driver-** Sharing & Safeguarding - Support contracts in these offices were reduced to accommodate funding in other lines within OCIO

Department of Homeland Security
Office of the Under Secretary of Management
Procurement, Construction, and Improvements



Fiscal Year 2018
Congressional Justification

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Procurement, Construction, and Improvements
Budget Comparison and Adjustments
Comparison of Budget Authority and Request
Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Construction and Facility Improvements	\$125,801	\$125,562	-	(\$125,562)
Mission Support Assets and Infrastructure	\$70,932	\$71,558	\$69,988	(\$1,570)
Total	\$196,733	\$197,120	\$69,988	(\$127,132)
Discretionary - Appropriation	\$196,733	\$197,120	\$69,988	(\$127,132)

Overview

Within the Under Secretary for Management's Procurement, Construction, & Improvements (PC&I) appropriation there are multiple programs and investments managed by the Office of the Chief Information Officer (CIO), the Office of the Chief Human Capital Officer (CHCO), the Office of the Chief Financial Officer (CFO), and the Office of the Chief Readiness Support Officer (CRSO).

Office of the Chief Resource Support Officer

CRSO manages the Headquarters (HQ) Consolidation project for the National Capital Region (NCR). CRSO PC&I funds the effort to consolidate the Department's multiple scattered leases in the NCR to a significantly reduced number of co-located sites and consolidate the offices at the St. Elizabeth's campus. In conjunction with General Services Administration (GSA) funding, this appropriation contributes to the outfitting of the completed buildings in order to facilitate occupation. The purpose of the HQ Consolidation - Construction request is to continue development of the DHS Consolidated Headquarters at St. Elizabeths by providing the construction funds necessary for planning, operational development, and engineering prior to sustainment. The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.

Office of the Chief Information Officer

The Department of Homeland Security (DHS) CIO, 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 mission is to provide DHS and its partners with the 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. DHS has a vital mission: to secure the nation from the many threats it faces. The DHS vision is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards. These overarching goals are the basis for the

IT mission and IT vision set forth in this document; the strategies and actions of the DHS CIO community are rooted in and aligned with the founding principles and highest priorities of Homeland Security. CIO PC&I provides funds necessary for the planning, operational development, engineering, and purchase of one or more assets (which hereinafter also refers to end items) prior to sustainment. Information Technology (IT) - related PC&I consists of one or more end items which provide useful software and/or hardware in an operational (production) environment, including non-tangible assets.

Office of the Chief Financial Officer

CFO PC&I funding provides support to 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. For FY 2018, Financial Systems Modernization (FSM) funding will be used to continue to implement a financial solution for the Federal Emergency Management Administration (FEMA), Transportation Security Administration (TSA), the United States Coast Guard (USCG), and the management of the current Domestic Nuclear Detection Office (DNDO) baseline solution.

Office of the Chief Human Capital Officer

CHCO PC&I funds the Human Resource Information Technology (HRIT) portfolio. HRIT is a collection of Information Technology programs, projects, and initiatives with the goal of improving Human Resources (HR) responsiveness, minimizing errors, and providing decision makers with visibility to the DHS workforce. In FY 2017, DHS senior leadership reviewed the HRIT program and made a strategic decision to leave the program with CHCO. FY 2018 HRIT funding will be used for three critical Human Capital Strategic Improvement Opportunities (SIOs): 1) End-to-End (E2) Hiring Security Classification and Background Investigation, 2) Human Capital Data Management, and 3) Onboarding/Off-boarding.

Procurement, Construction, and Improvements
Budget Authority and Obligations

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$196,733		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$196,733	\$197,120	\$69,988
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$14,968	\$29,275	\$50,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$211,701	\$226,395	\$119,988
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$211,701	\$226,395	\$119,988
Obligations (Actual/Projections/Estimates)	\$121,521	\$50,793	\$94,992
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
Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$196,733
FY 2016 Revised Enacted	-	-	\$196,733
FY 2017 Annualized CR	-	-	\$197,120
FY 2018 Base Budget	-	-	\$1,148
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	(\$1,148)
Total Transfers	-	-	(\$1,148)
Total Adjustments-to-Base	-	-	(\$1,148)
Common Operating Picture	-	-	\$1,164
Customer Engagement	-	-	\$4,516
Data Framework	-	-	\$3,451
DHS One Net	-	-	\$8,250
Financial Systems Modernization	-	-	\$42,233
Geospatial	-	-	\$1,453
Homeland Security Information Network	-	-	\$871
Human Resource Investment Technology	-	-	\$4,679
Identity, Credential, & Access Management	-	-	\$1,596
Innovation & Engineering	-	-	\$1,775
Total Investment Elements	-	-	\$69,988
FY 2018 Request	-	-	\$69,988
FY 2017 TO FY 2018 Change	-	-	(\$127,132)

Procurement, Construction, and Improvements
Non Pay Budget Exhibits

Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.1 Advisory and Assistance Services	\$70,932	\$60,431	\$53,434	(\$6,997)
25.2 Other Services from Non-Federal Sources	-	\$2,882	\$1,669	(\$1,213)
25.3 Other Goods and Services from Federal Sources	\$125,801	\$125,668	\$1,776	(\$123,892)
25.7 Operation and Maintenance of Equipment	-	\$5,116	\$11,140	\$6,024
26.0 Supplies and Materials	-	\$106	\$114	\$8
31.0 Equipment	-	\$2,917	\$1,855	(\$1,062)
Total - Non Pay Object Classes	\$196,733	\$197,120	\$69,988	(\$127,132)

**Procurement, Construction, and Improvements
Capital Investments Exhibits**

Capital Investments

Dollars in Thousands

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
St. Elizabeths Headquarters	024-000001025	2	Procurement	IT	Yes	\$125,801	\$125,562	-
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	\$15,676	\$16,440	\$22,205
Financial Systems Modernization - Components	024-000001080	2	Procurement	IT	Yes	\$52,977	\$52,850	\$42,233
Human Resources Information Technology (HRIT)	024-000001226	2	Procurement	IT	Yes	\$2,279	\$2,268	\$4,679
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	-	-	\$871

*Construction and Facility Improvements – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
St. Elizabeths Headquarters	\$125,801	\$125,562	-	(\$125,562)
Total	\$125,801	\$125,562	-	(\$125,562)
Discretionary - Appropriation	\$125,801	\$125,562	-	(\$125,562)

**Construction and Facility Improvements – PPA
Budget Authority and Obligations**

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$125,801		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$125,801	\$125,562	-
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$125,801	\$125,562	-
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$125,801	\$125,562	-
Obligations (Actual/Projections/Estimates)	\$64,896	-	-
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)	-	-	-

Construction and Facility Improvements – PPA
Summary of Budget Changes

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$125,801
FY 2016 Revised Enacted	-	-	\$125,801
FY 2017 Annualized CR	-	-	\$125,562
FY 2018 Base Budget	-	-	-
FY 2018 Request	-	-	-
FY 2017 TO FY 2018 Change	-	-	(\$125,562)

**Construction and Facility Improvements – PPA
Non Pay Budget Exhibits**

Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.3 Other Goods and Services from Federal Sources	\$125,801	\$125,562	-	(\$125,562)
Total - Non Pay Object Classes	\$125,801	\$125,562	-	(\$125,562)

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
St. Elizabeths Development	\$125,801	\$125,562	\$0	\$(125,562)
Total – Non Pay Cost Drivers	\$125,801	\$125,562	\$0	\$(125,562)

NARRATIVE EXPLANATION OF CHANGES

FY 2018 Non- Pay Cost Driver- The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.

Construction and Facility Improvements – PPA
Capital Investments Exhibits

Capital Investments
Dollars in Thousands

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
St. Elizabeths Headquarters	024-000001025	2	Procurement	IT	Yes	\$125,801	\$125,562	-

St. Elizabeths Headquarters - Transition – Investment

Capital Investments Exhibits

Procurement/Acquisition Programs**St. Elizabeth’s Headquarters****Procurement, Construction, and Improvements Funding**

N/A

Investment Description

The FY 2016 enacted and FY 2017 President’s budget requests supported the HQ Consolidation’s Enhanced Plan, created in 2014 by DHS and GSA, in coordination with the Office of Management and Budget (OMB), to re-evaluate the previous St. Elizabeths plan of record. The Enhanced Plan implements flexible workplace strategies and revised space standards to increase utilization, reduce overall construction and recover the schedule as possible due to reductions in FY 2011 through FY 2015 appropriations. The Enhanced Plan realigns the commercial lease expirations that have become out of sync. The plan focuses on the most pressing lease expirations in sequential order to avoid or minimize the potential for short term lease extensions, which cost more. The FY 2017 request addressed the next priority lease expirations with the construction of a new FEMA Headquarters at St. Elizabeths. This new facility will consolidate FEMA’s current two locations.

DHS occupies over approximately 50 locations throughout the NCR which adversely affects critical communication and coordination across DHS Components. To support the incident management and command-and-control requirements of our mission, the Department plans to consolidate executive leadership and operational management at St. Elizabeths and realign and consolidate the real estate portfolio to reduce cost.

The original schedule was to complete the St. Elizabeths development in FY 2016. However, the plan was revised to a more fiscally manageable approach in FY 2013. The revised plan proposed to complete smaller segments that would extend the timeline to FY 2026 and increase the projected estimate from the original \$3.4 billion to \$4.5 billion due to inflationary increases only (no change in requirements). In 2014, GSA and DHS, in coordination with OMB, completed a further headquarters consolidation update, known as the Enhanced Plan, which increases efficiency and reduces the timeline for completion.

The focus of the DHS Headquarters Consolidation Project is the co-location of the Department through lease consolidation and build out of the St. Elizabeths campus. The DHS HQ Consolidation Project enhances effectiveness by consolidation of HQ and Component executive leadership, operations coordination, policy and program management, and “mission execution” personnel who require a

secure setting. DHS will optimize the real estate portfolio by increasing utilization efficiency by integrating mobile workplace strategies. The funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths through construction funds necessary for planning, operational development, and engineering prior to sustainment was not included in FY 2018 budget.

OCRSO HQ Consolidation detailed breakout (PCI): (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$125,801	\$125,562	\$0
Construction:			
Construction (Tenant Buildout of IT infrastructure)	\$42,489	\$47,237	\$0
Construction (Tenant Buildout of Security infrastructure)	\$4,422	\$4,916	\$0
Construction (Tenant Buildout of Office Space + Signage)	\$7,866	\$9,353	\$0
Construction (Tenant Buildout Special/Classified/SCIF)	\$46,046	\$50,803	\$0
Fee: A/E Design & Review	\$11,471	\$12,753	\$0
DHS Program Management Expenses	\$0	\$500	\$0
Shell Alterations (Munro)	\$600	\$0	\$0
Design (Munro)	\$800	\$0	\$0
Tenant Improvements (Munro)	\$2,200	\$0	\$0
Information Technology	\$9,907	\$0	\$0
Total	\$125,801	\$125,562	\$0
*NOTE: FY 17 & 18 are budget estimates and may change with actual execution			

Justification

The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 - GSA awarded construction contract for the National Operations Center (NOC) build-out in the DHS Operations Centers (DOC) Block A facility
- Milestone 2 - Commenced design for Munro Optimization to house the Office of Health Affairs (OHA), Science and Technology Directorate (S&T), and DNDO along with Coast Guard Headquarters, Coast Guard Ballston offices and provisions to accommodate growth

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 3 - GSA plans to award the Hitchcock Hall Renovation (Auditorium) with completion coordinated with Center

Building occupancy

- Milestone 4 - GSA plans to award the Center Building West Addition construction Design-Build Bridging contract with completion/occupancy planned for 4th quarter FY 2019

FY 2018 Planned Key Milestone Events (Budget Year)

- Milestone 5 - Substantial Construction Completion Center Building, 2st quarter FY 2018
- Milestone 6 - Commence tenant move into the Center Building , 4th quarter FY 2018

Overall Investment Funding

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$89,878	\$89,707	\$36,358
Procurement, Construction, and Improvements		\$125,801	\$125,562	0
Research and Development		0	0	0
Project Funding	\$544,616	\$215,679	\$215,269	\$36,358
Obligations	\$538,871	113,675	4,000	0
Expenditures	\$462,190	10,229	3,524	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
B0766548	GSA	RWA	FY209	4/2009			\$97,578,000
N4000019	GSA	RWA	ARRA	4/2009			\$198,900,000
B5000908	GSA	RWA	FY11	7/19/2011			\$77,245,000
B5002375	GSA	RWA	FY12	6/28/12			\$55,979,000
B5004218	GSA	RWA	FY13	9/27/13			\$20,233,720
HSHQDC13X00163	GSA	IA	FY13	7/30/13			\$7,280,000
B5004726	GSA	RWA	FY14	7/31/14			\$24,102,889
HSHQDC14X00155	GSA	IA	FY14	7/31/14			\$10,897,120
B5006261	GSA	RWA	FY15	8/12/15			\$11,750,202
HSHQDC15X00099	GSA	IA	FY15	9/3/15			\$21,549,798
HSHQDC-14-X-00155	GSA	IAA	FY15	6/1/15			\$2,500,000
R1392843	GSA	RWA	FY15	10/1/14			\$1,000,000
N1363157	GSA	RWA	FY15	9/30/15			\$226,961
N1398782	GSA	RWA	FY15	9/30/15			\$216,798
N1400256	GSA	RWA	FY15	9/30/15			\$44,442
N1402704	GSA	RWA	FY15	9/30/15			\$76,618
N1399354	GSA	RWA	FY15	9/30/15			\$464,881
N1398038	GSA	RWA	FY15	9/29/15			\$95,251
WCFY15	GSA	RWA	FY15	10/1/15			\$8,730,817

Contract Number	Contractor	Type	Award Date (mo/yr)	Start Date (mo/yr)	End Date (mo/yr)	EVM in Contract	Total Value
B5006834	GSA	RWA	FY16	8/18/16			\$15,448,877
HSHQDC16X00234	GSA	IA	FY16	9/29/16			\$87,118,813
HSHQDC-15-X-00099	GSA	IA	FY16	4/20/16			\$2,194,141
HSHQDC-16-P-00047	GSA	PO	FY16	4/4/16			\$130,077
HSHQDC-16-F-00039	GSA	PO	FY16	3/31/16			\$305,859
N1398782	GSA	TO	FY16	9/30/15			\$30,000
R1575026	GSA	RWA	FY16	10/1/15			\$337,558
NUAS-16-00007	GSA	SWA	FY16	10/1/15			\$7,849,438
N1574124	GSA	RWA	FY16	9/16/16			\$259,831
NUAS-17-00046	GSA	SWA	FY17	10/1/16			\$4,000,000

Significant Changes to Investment since Prior Year Enacted

The FY 2018 budget does not include funding to support new development of the DHS Consolidated Headquarters at St. Elizabeths.

*Mission Support Assets and Infrastructure – PPA***Budget Comparison and Adjustments****Comparison of Budget Authority and Request***Dollars in Thousands*

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Mission Support Assets and Infrastructure End Items	\$15,676	\$16,440	\$22,205	\$5,765
Financial Systems Modernization - Components	\$52,977	\$52,850	\$42,233	(\$10,617)
Human Resources Information Technology (HRIT)	\$2,279	\$2,268	\$4,679	\$2,411
Homeland Security Information Network (HSIN)	-	-	\$871	\$871
Total	\$70,932	\$71,558	\$69,988	(\$1,570)
Discretionary - Appropriation	\$70,932	\$71,558	\$69,988	(\$1,570)

Mission Support Assets and Infrastructure – PPA
Budget Authority and Obligations

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$70,932		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$70,932	\$71,558	\$69,988
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$14,968	\$29,275	\$50,000
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$85,900	\$100,833	\$119,988
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$85,900	\$100,833	\$119,988
Obligations (Actual/Projections/Estimates)	\$56,625	\$50,793	\$94,992
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

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$70,932
FY 2016 Revised Enacted	-	-	\$70,932
FY 2017 Annualized CR	-	-	\$71,558
FY 2018 Base Budget	-	-	\$1,148
Transfer from PCI/CIO for the Policy, Architecture, and Governance Program	-	-	(\$1,148)
Total Transfers	-	-	(\$1,148)
Total Adjustments-to-Base	-	-	(\$1,148)
Common Operating Picture	-	-	\$1,164
Customer Engagement	-	-	\$4,516
Data Framework	-	-	\$3,451
DHS One Net	-	-	\$8,250
Financial Systems Modernization	-	-	\$42,233
Geospatial	-	-	\$1,453
Homeland Security Information Network	-	-	\$871
Human Resource Investment Technology	-	-	\$4,679
Identity, Credential, & Access Management	-	-	\$1,596
Innovation & Engineering	-	-	\$1,775
Total Investment Elements	-	-	\$69,988
FY 2018 Request	-	-	\$69,988
FY 2017 TO FY 2018 Change	-	-	(\$1,570)

Mission Support Assets and Infrastructure – PPA

Non Pay Budget Exhibits

Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.1 Advisory and Assistance Services	\$70,932	\$60,431	\$53,434	(\$6,997)
25.2 Other Services from Non-Federal Sources	-	\$2,882	\$1,669	(\$1,213)
25.3 Other Goods and Services from Federal Sources	-	\$106	\$1,776	\$1,670
25.7 Operation and Maintenance of Equipment	-	\$5,116	\$11,140	\$6,024
26.0 Supplies and Materials	-	\$106	\$114	\$8
31.0 Equipment	-	\$2,917	\$1,855	(\$1,062)
Total - Non Pay Object Classes	\$70,932	\$71,558	\$69,988	(\$1,570)

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Financial System Modernization (FSM)	\$52,977	\$52,850	\$42,233	(\$10,617)
Human Resource Investment Technology (HRIT)	\$2,279	\$2,275	\$4,679	\$2,404
DHS One Net	\$0	\$0	\$8,250	\$8,250
DHS Data Framework	\$2,341	\$2,352	\$3,451	\$1,099
Identity, Credential, and Access Management (ICAM)	\$4,000	\$4,000	\$1,596	(\$2,404)
Other Costs	\$9,335	\$10,081	\$9,779	(\$302)
Total – Non Pay Cost Drivers	\$70,932	\$71,558	\$69,988	(\$1,570)

NARRATIVE EXPLANATION OF CHANGES

FY 2018 Non- Pay Cost Driver - FSM - Decrease in FSM is due to timing of commencement of Component implementation processes.

FY 2018 Non- Pay Cost Driver - HRIT - Program Support Implementation for three critical Human Capital Strategic Improvement Opportunities (SIOs) including End-to-End (E2) Hiring which will provide the capability to connect component Human Resource processing solutions to the Information Security Management System (ISMS), Onboarding/Off-boarding which will provide the capability to connect Component HR processing solution/on-boarding solution to ALM, and Human Capital Data Management which will provide the capability of data interchanges to support DHS-wide reporting for Time to Hire.

FY 2018 Non- Pay Cost Driver - DHS One Net - Contracted support of data storage and cloud migration infrastructure hardware and software management tools. This is a new request for FY 2018.

FY 2018 Non- Pay Cost Driver - DHS Data Framework - Engineering and software support of data and information integration for users to access, search, manipulate and analyze data sets.

FY 2018 Non- Pay Cost Driver - ICAM - provides contracted engineering support for identity and access management solutions that ensure trusted and secure information sharing.

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

Capital Investments

Dollars in Thousands

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	\$15,676	\$16,440	\$22,205
Financial Systems Modernization - Components	024-000001080	2	Procurement	IT	Yes	\$52,977	\$52,850	\$42,233
Human Resources Information Technology (HRIT)	024-000001226	2	Procurement	IT	Yes	\$2,279	\$2,268	\$4,679
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	-	-	\$871

Mission Support and Infrastructure End Items – Investment

Capital Investments Exhibits

Itemized Procurement – Greater than \$250 Thousand

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Mission Support Assets and Infrastructure End Items	-	-	-	-	-	\$15,676	\$16,440	\$22,205

OCIO detailed breakout (PCD): in thousands	FY 16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$15,676	\$16,433	\$23,076
Information Sharing	\$4,960	\$4,960	\$1,596
Policy, Architecture, and Governance	\$960	\$960	\$0
ICAM	\$4,000	\$4,000	\$1,596
Customer Engagement	\$3,587	\$3,587	\$4,516
Innovation & Engineering	\$1,722	\$1,722	\$1,775
DHS Data Framework	\$2,341	\$3,098	\$3,451
COP	\$2,169	\$2,169	\$1,164
HSIN ²	\$0	\$0	\$871
Infrastructure Transformation Program	\$0	\$0	\$8,250
Geospatial	\$897	\$897	\$1,453
1. FY 17 & 18 are budget estimates and may change with actual execution 2. HSIN is displayed here as part of the FY 2018 OCIO budget, but is provided as a separate investment below.			

Identity Credential and Access Management (ICAM), \$1.6 million**Investment Description:**

This investment funds capabilities that provide mission delivery and management support targeted to achieve the DHS Strategic Plan, FY 2012 – 2016 Goal: Enhance Intelligence, Information Sharing, and Integrated Operations: Institute optimal mechanisms to integrate the Department’s intelligence elements, increase operational capability and harmonize operations. 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% compliance for privileged and unprivileged user mandatory 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.

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.

By failing to adequately resource this investment, Department-wide efforts for the implementation and operations of ICAM capabilities not realize its full potential and the opportunity to build on its many successes will be missed or delayed. The Department will continue to experience limited integrated ICAM capability and functionality necessary for meeting the full spectrum of ICAM mandates, achievement of efficiencies, and benefits to overall mission performance.

Justification

Funding in the ICAM end item will be used for the following:

1. Increased protection of personally identifiable information (PII) by securing authentication credential, which is accomplished by eliminating use of username and password for network authentication.
2. Increased security, which correlates directly to reduction in identity theft, data breaches, and trust violations. Increased efficiency and productivity through providing self-service access request and automation of approval workflows and

provisioning activities. Increased security posture from prompt detection and removal of access acquired through unapproved channels and increased situational awareness, and visibility of the entire access lifecycle.

3. Compliance with laws, regulations, and standards (e.g. HSPD-12, OMB Memorandum 11-11 and the National Institute of Standards and Technology (NIST) Special Publication 800-157) as well as resolution of issues highlighted in Government Accountability Office (GAO) reports of DHS progress.
4. Reduced costs through the elimination of redundancy, both through DHS consolidation of processes and workflow and the provision of government-wide services to support ICAM processes.
5. Improved interoperability, specifically between agencies using Personnel Identify Verification (PIV) credentials along with other partners carrying PIV-interoperable or third party credentials that meet the requirements of the federal trust framework.
6. Enable sensitive data to be securely accessed from mobile devices without the use of smart card readers.

DHS Access, which includes both Access Lifecycle Management (ALM) and Derived Personal Identity Verification (PIV) Credentials (DPC), generates a potential total cost avoidance of \$115.2 million from FY 2017-FY 2021 by establishing an enterprise service with efficiencies that reduce manual processes, reduce duplicate collection of PII, increase user productivity, increase the DHS security posture, enable secure mobile access, and integrate with other critical DHS priorities such as Continuous Diagnostics and Mitigation (CDM). The cost avoidance will be realized once the full operating capabilities are in production and enterprise adoption hits critical mass. The Initial Operating Capability (IOC) is anticipated the later part of FY 2017 and the beginning of FY 2018.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 – Enabled Single Sign-On (SSO) for three major systems (ICE BASS, INVEST, and TEAOF) providing secure and convenient user login experience for critical applications
- Milestone 2 – Improved interoperable access -- ability to share user login and password authentication data across component networks as a foundation for information sharing to applications -- by joining 22 applications to AppAuth and joining an additional 60 SSO Active Directory Federated Services (ADFS) applications.
- Milestone 3 – Documented as-is onboarding/off-boarding processes and developed target state processes for pilot of ALM initiative
- Milestone 4 – Achieved Trusted Identity Exchange (TIE) Full Operating Capability (FOC) to provide enterprise capability for secure sharing of identity attributes; On-boarded 5 attribute providers; 3 attribute consumers

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 5 – Access Lifecycle Management service in production Initial Operating Capability (IOC)
- Milestone 6 – Other Government Agency Validation Services Initial Operating Capability in DHS HQ
- Milestone 7 – Increase Trusted Identity Exchange Data providers and Component consumers On-boarded – FY17 target - 7 attribute consumers
- Milestone 8 – Improved interoperable access to applications across Components by joining 10 applications to AppAuth

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 9 – Access Lifecycle Management Release 3 and 4 (include additional application onboarding to remediate audit findings)
- Milestone 10 – Other Government Agency (OGA) PIV expand capability to other Component users and other use cases
- Milestone 11 – Complete Dev and Test environments for AppAuth services for both data centers and all Components.
- Milestone 12 – Complete Venafi application roll-out to remaining components.
- Milestone 13 – Derived Credential implementation of a Mobile Provisioning Service (MPS) leveraging additional Mobile Device Managers

Customer Engagement, \$4.5 million

Investment Description:

This investment allows for the rapid delivery of high-quality and secure applications and services for the DHS Headquarters. This funding supports customer engagement for business process improvement and small application development necessary to improve management functions, in particular focused on the Executive Secretary functions and integration of capability across the Management Lines of Business using existing enterprise platforms (Business Intelligence, Customer and Relationship Management, SharePoint, and Web Content Management). This funding 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.

With a small dedicated staff, OCIO will be able to build and delivery 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 Management Directories tasking and document management system, and the DHS Executive Secretary’s pilot for a replacement of the enterprise tasking and document management system.

Justification

The Customer Engagement activity ensures that OCIO Information Sharing and Services Office (IS²O) has the expertise and capabilities required to address DHS priorities for the quick identification, development and implementation of effective, efficient and reusable business solutions for the administration of the DHS Management Directorate and the greater DHS management community. Funding the Customer Engagement activity will enable the DHS OCIO to build a small application and business process improvement strategy that takes full advantage of current IT best practices, internal services, and will be able to react quickly to the evolving and future needs of DHS’ business administration goals. This will include the delivery of an Initial Operating Capability for an integrated tasking and document management for across the MGMT lines of business and an approach to deploy similar capabilities across HQ entities. Without funding and an enterprise approach to small application development, the number of small applications developed outside of OCIO will result in increased inefficiencies across DHS Headquarters and may result in increased security and data privacy vulnerabilities.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 – Pilot for the USM’s correspondence tracking management system
- Milestone 2 – Enhancements to OCIO correspondence tracking management system
- Milestone 3 – Sharepoint customization for reporting tools in OCIO, USM and the DHS Leadership

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 3 – Successfully delivering a framework for modernizing all MGMT and DHS Leadership correspondence tracking management system for DHS Headquarters.
- Milestone 4 – Improving the Department’s ability to respond to Congressional inquiries.
- Milestone 5 – Providing data integration across CRSO, CHCO, CPO and CIO with reporting and data analysis system known as the Management Cube. 4 planned data integration across LOBs including integration of CHCO workforce planning outputs with financial costs of employees from CFO for budget planning and programing.

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 6 – Deliver a modern correspondence tracking management system, retire the current outdated and end of life system used by DHS Leadership.
- Milestone 7 - Deploy 5-7 small applications or SharePoint customizations to answer priority service requests from the USM and DHS Leadership.

Innovation and Engineering (I&E), \$1.8 million

Investment Description:

Innovation and Engineering supports the Department’s aggressive move to a Cloud-based, on-demand set of service offerings as part of government-wide Data Center Migration, Cloud First, and Open Data and Digital Government strategies. The benefits of adopting Cloud-type architectures include, but are not limited to, a reduction in the time-to-market for new capabilities, increased efficiencies by reusing existing capabilities (e.g., platforms, code), enhanced adoption of green technologies, and streamlined governance requirements. I&E leads the transformation through innovation by planning and delivering secure, high-quality enterprise application services for DHS customers as part of the DHS Private and Public Cloud initiatives. The request ensures identified DHS CIO High Priority Initiatives are executed by establishing robust Cloud services which meet business requirements and by deploying a Department-wide catalog of services that are provided to enhance the consumer experience for DHS services.

I&E funding supports the development and deployment of the DHS mobile development environment throughout both the Enterprise Data Centers and our Public Cloud Federal Risk and Authorization Management Program (FedRAMP) authorized environments. FedRAMP is a government-wide program that provides a standardized approach to security assessment, authorization, and continuous monitoring for cloud products and services. This approach uses a “do once, use many times” framework that saves an estimated 30-40% of government costs, as well as both time and staff required to conduct redundant agency security assessments. FedRAMP is the result of close collaboration with cybersecurity and cloud experts from the General Services Administration (GSA), National Institute of Standards and Technology (NIST), Department of Homeland Security (DHS), Department of Defense (DOD), National Security Agency (NSA), Office of Management and Budget (OMB), the Federal Chief Information Officer (CIO) Council and its working groups, as well as private industry.

The mobile development environment directly supports the Digital Strategy. In addition, I&E funding provides unique engineering tools for evaluating new technologies and services for direct application within DHS. For example, quick engineering response teams support projects across the Department. These teams are used to bring in high-end engineering support to resolve issues across DHS, such as production outages, and disengage once these issues are resolved.

Justification

Innovation and Engineering (I&E) supports the Department’s aggressive move to a Cloud-based, on-demand set of service offerings as part of government-wide Data Center Migration, Cloud First, and the Open Data and Digital Government strategies. The benefits of adopting Cloud-type architectures include, but are not limited to, a reduction in the time-to-market for new capabilities, increased efficiencies by reusing existing capabilities (e.g., platforms, code), enhanced adoption of green technologies, and streamlined governance requirements. I&E leads the transformation through innovation by planning and delivering secure, high-quality enterprise application services for DHS customers as part of the DHS Private and Public Cloud initiatives. The request ensures identified DHS

CIO High Priority Initiatives are executed by establishing robust Cloud services which meet business requirements and by deploying a Department-wide catalog of services that are provided to enhance the consumer experience for DHS services.

The FY18 request supports the development and deployment of the DHS technology exploration and testing environment throughout both the Enterprise Data Centers and our Public Cloud FedRAMP authorized environments. In addition, I&E funding provides unique engineering tools for evaluating new technologies and services for direct application within DHS. For example, quick engineering response teams support projects across the Department. These teams are used to bring in high-end engineering support to resolve issues across DHS, such as production outages, and disengage once these issues are resolved.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 – Deliver updates to the DHS CarWash incorporating improved mobile application security monitoring. Have at least seven DHS Components and five other Government agencies to use CarWash.
- Milestone 2 – Build and execute streamlined and responsive intake processes to support DHS OCIO customers in research and delivery of high-quality applications and services.

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 3 – Cloud Foundations (Software licensing, design/install) - Approach and implementation of a cloud managed infrastructure and shared services. Activities include gathering requirements, design, development and testing of the target architecture. This FY2017 milestone will deliver interim (IOC) capabilities in cloud advisory and support of managed repositories, automated validation of infrastructure and code, image and container creation, active and passive security controls, configuration management, environment hosting and supply chain orchestration. Procurement of software licensing is essential in the achievement of full automation of the target solution through continuous integration and continuous delivery.
- Milestone 4 – Market Intelligence (Database design) - Work with stakeholders such as IT program staff and CPO to design an information sharing platform to capture IT market feedback, opportunities and challenges. The team will design a database to serve as a source system for an information sharing platform to increase awareness across the office, and aide in the necessary decision making for investment in proof of concept activities.
- Milestone 5 – Technology Roadmap (Analysis and Design) - Deliver analysis and design for the DHS Technology Roadmap. This will require Solution Architects who are familiar with the infrastructure and modern technology approaches to advance the current architecture of the network through sound engineering principles and enterprise architecture approaches.

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 6 - Cloud Foundations (Continued install, IOC to FOC labor) - Implement the target architecture (FOC) comprised of several solutions and applications to address computer, network, storage, cybersecurity and performance. The solution stack is designed to be Cloud Service Provider agnostic, which encourages a composable environment supporting economies of scale. The solution will be highly automated, secure, and reliable to facilitate rapid deployment and test a wide variety of environments.
- Milestone 7 – Market Intelligence (Database/Information Repository configuration/install, Minimally Viable Product (MVP), continued development) - Utilizing the design documentation, deliver the implementation plan, purchase of software and labor to implement the knowledge repository and processes for market intelligence, the team will work with stakeholders to ensure the target solution is capturing and reporting the data which can be shared with OCIO leadership and the respective mission areas. The goal is to improve the awareness and elevate the conversation around problems experienced in the field and viable solutions to reduce the gaps. The team will also coordinate with the proper offices to move forward with any Authority to Operate required along with additional security requirement needs. Once established, the team will continue to iterate based on feedback from leadership and the mission areas.
- Milestone 8 – Technology Roadmap (Targeted prototyping/piloting analysis) - Deliver at least three (3) proof of concept (POC) initiatives intended to inform the roadmap activities leading to enhanced adoption of modern best practices. This includes utilization of cloud services, incorporation of hyper convergence at the data centers and analysis of the software defined infrastructure to provide improved performance and reduce overall investment in operations and maintenance costs.

DHS Data Framework (DF), \$3.5 million**Investment Description:**

The FY 2018 Data Framework (DF) PC&I funding request will provide development and implementation support for the DF capabilities, services, systems, platforms, infrastructure, configured software, and tools in both the unclassified and classified environments. The DHS DF provides an information-sharing platform in which homeland security intelligence analysts and mission operators have controlled, near real-time access to consolidated homeland security data on classified and unclassified environments in a manner consistent with applicable law and policy while protecting individuals' privacy, civil rights, and liberties.

Justification

The DF PC&I funding request will 1) support the development and implementation of a continuously evolving environment that enables the DF Program to provide mature IT integration capabilities that focus on management and maintenance of IT assets and 2) support the secure rapid-sharing of information that is timely, accurate and reliable in support of enterprise mission capabilities. Collectively, these enhancements will:

- Mature the DF Program's IT service processes and activities including critical linkages ranging from systems development and testing, and delivery management of changes to the system and infrastructure to support end users
- Procure, install, and configure applications and platform component management to enable maximized performance and alignment with required continuity and system security compliance activities as changes are made to the system and capabilities mature.
- Provide high quality mission operator end user support through process management, knowledge management, documentation, and maximizing customer satisfaction

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 – Ingest additional Component datasets into the DF

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 2 – Q1FY17 - Develop data quality/data management release
- Milestone 3 – Q2FY17 – Upgrade DF software capabilities/implement security patches
- Milestone 4 – Maximize use of existing DF Infrastructure
- Milestone 5 - Implement unclassified search capability

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 6 – Implement entity resolution capability
 - This service supports the process of identifying relationships between person entities within and across disparate data sets.
- Milestone 7 – Provide disaster recovery instance

Common Operating Picture (COP), \$1.2 million**Investment Description**

The purpose of the COP program is to support the DHS mission of responding to threats and hazards to the Nation by collecting, sharing and displaying multi-dimensional information that facilitates collaborative planning and responses to these threats. The COP program provides the National Operations Center (NOC) an automated tool that allows data ingestion, data analysis, data sharing and alerts. It addresses the challenges in the expanding information environment by harnessing information and rapidly finding and applying the relevant contextual relationships needed to determine the implications of this information. This situational awareness capability, utilized by NOC, supports decision-makers such as the White House, DHS Secretary and Deputy Secretary, DHS Operations leadership as well as other key staff at the Federal, State, tribal, and local levels.

Justification

The COP PC&I funding request will support development of classified COP capabilities on the Homeland Security Data Network (HSDN) and Request for Information (RFI) capabilities on C-LAN. These efforts include 1) development of COP capabilities on HSDN, 2) enhancements to integrate Continuity of Operations reporting, 3) procurement of data appliances, 4) procurement of support from Enterprise Network Support Services (ENSS), and 5) procurement of cross domain services. Collectively, these enhancements will:

- Deliver new COP capabilities for DHS operations centers on classified networks for reporting, asset management, continuity of operations, and decision making.
- Improve efficiency by achieving a single integrated, comprehensive picture for overall Homeland Security across classification domains.
- Reduce the risk of error by reviewing multiple sources of information, additionally it will significantly reduce the time required to review multiple sources of information manually.
- Allow automated ingestion of data feeds from multiple sources, which will increase operational and cost efficiencies.
- Satisfy OMB performance measure to generate the required incident reports for dissemination using the COP. The OMB mandate specifies an initial incident report must be generated within 25 minutes of the occurrence.
- Allow the COP program to meet key operational requirements with the validated Operational Requirements Document (ORD).

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 - Continuity of Operations Reporting Prototype

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 2 - HSDN COP Pilot Capability
- Milestone 3 - HSDN COP Initial Operational Capability
- Milestone 4 - RFI on C-LAN Initial Operational Capability

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 5 - HSDN COP Full Operational Capability
- Milestone 6 - RFI on C-LAN Full Operational Capability
- Milestone 7 - Leverage enterprise cross domain services

Infrastructure Transformation Program, \$8.3 million**Investment Description**

The CIO is requesting funding to perform technical and security modernization to One Net. The One Net network represents the Department's full-scale move toward a DHS-consolidated information technology infrastructure, supporting the cross-organizational missions of protecting the homeland, deterring crime, detecting and countering threats, responding to natural disasters and myriad other responsibilities. This network implements the 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. This technology infrastructure and its supporting services provides network segmentation between Components to protect the various categories of controlled unclassified and classified information and streamlines appropriate sharing and discovery of information within the Departments and associated stakeholders.

The following are representative hardware and software modernizations necessary to ensure a future ability to meet customer and mission demands:

- Log Storage Redesign - \$0.5 million
- Enhanced Core Infrastructure to continue to support DHS' move to Cloud Services - \$6 million
- Redesign, re-architecture of One Net \$1.75 million

Justification

The One Net program supports immediate and real time mission requirements for secure and reliable data exchange and it is our transport for classified traffic. The upgrades sustain federal security and OMB mandates for Trusted Internet Connection (TIC) 2.0 compliance. Additional funding for the One Net program will allow DHS to continue modernizing the core network infrastructure, provide a modernized infrastructure to support Cloud migration and enhance and optimize network performance to meet emerging global mission needs – mindful of information security, cost of ownership, reliability, individual needs, and user satisfaction.

Without a program to continuously modernize the technology and services environment the underlying infrastructure would reach End of Life (EOL) and DHS would be vulnerable to security, performance, operations reliability and availability issues. Furthermore, DHS would be placing mission essential tasks at risk due to deterioration of the core integration infrastructure. Finally, the Department would be limited in pursuing and deploying future network efficiencies and unable to support increased Department and Component mission needs as mission services are migrated to the Cloud.

Impacts to Performance

Without funding to support modernization, there would be an adverse impact in OneNet's ability to provide reliable data sharing services to supported users resulting from increased latencies caused by circuit/bandwidth reductions and/or resizing. The foundational core of the network and application infrastructure (WAN, Internet, Remote Access) would be negatively impacted, resulting in DHS inability to continue to meet secure data sharing needs resulting from expanded global missions.

Without modernizing elements of the infrastructure and components that are reaching End of Life (EOL) support, DHS data exchange will be exposed to security vulnerabilities while users will experience increased network outages and latency. Furthermore, DHS will be limited in employing future network efficiency opportunities, unable to support increased Department and Component mission needs as mission services are migrated to the Cloud.

Delaying or ignoring technical modernization and servicing of end of life equipment will jeopardize the ability to provide appropriate and timely access and information sharing for other Federal, State, local, and tribal organizations and inherently impact DHS' ability to support mission needs. Specifically, this will result in equipment failures, performance delays, poor user experience, security vulnerabilities, and the inability to support mission users. The OneNet program supports immediate mission requirements for secure and reliable data exchange; however, without proper modernization of the core infrastructure it will succumb to security vulnerabilities, failure to comply with user service agreements and the inability to support a single consistent governance model centrally administered by the OCIO, with well-understood publicized and enforced policies and standards.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 – N/A

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 2 – N/A

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 3 - OneNet core infrastructure stabilization completed Q1 FY18
- Milestone 4 – Deliver OneNet core infrastructure security enhancements to facilitate secure interconnectivity to multiple cloud service providers (CSPs) Q2 FY18
- Milestone 5 – Conduct study to redesign and re-architect OneNet to the next generation network Q4 FY18

Geospatial, \$1.5 million

Investment Description

The FY 2018 Geospatial PC&I funding request will provide enhancements to the Department of Homeland Security (DHS) Geospatial Information Infrastructure (GII). The DHS GII provides DHS Components, Operation Centers, Joint Task Forces, Fusion Centers and Federal, state, local, tribal, and territorial (FSLTT) mission partners a secure and reliable Sensitive but Unclassified (SBU)-level platform for hosting geospatial technology and information required by DHS mission partners for geospatial analysis, visualization, mapping, and collaboration on diverse sets of mission critical data.

Justification

The Geospatial PCI funding request will support server upgrades and cloud migration efforts which will 1) increase scalability, reliability, and disaster recovery, 2) lower long term costs associated with maintaining the GII within DHS Data Centers, and 3) enhance the Departments analytical and visualization capabilities, and 4) increase timely geospatial information sharing across DHS and FSLTT Partners. Collectively, these enhancements will:

- Facilitate timely decision support prior to, or in the aftermath of a natural disaster, act of terrorism, or man-made disaster.
- Provide actionable information, enhance asset tracking and reporting, and increase situational awareness.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 – Q2FY16 - Enhanced server software and federated search capabilities
- Milestone 2 – Q4FY16 - Enhanced encryption token and federation ability with internal and external DHS systems

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 3 – Q1FY17 - Implemented Information Security Virtual Machine (ISVM) Security Patches
- Milestone 4 – Q2FY17 – Enhanced server software and analytic capabilities
- Milestone 5 – Q3FY17 – Upgrade Server Hardware

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 6 – Q2FY18 - Migrate to Amazon Web Services (AWS) Cloud to increase scalability, reliability, and disaster recovery
- Milestone 7 – Q2FY18 - Enhance server software and analytic capabilities
- Milestone 8 – Q3FY18 - Enhance enterprise geocoding and map services for DHS systems to leverage

Financial Systems Modernization – Investment

Capital Investments Exhibits

Procurement/Acquisition Programs

Financial Systems Modernization (FSM)

Procurement, Construction, and Improvements Funding

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Financial Systems Modernization - Components	024-000001080	2	Procurement	IT	Yes	\$52,977	\$52,850	\$42,233

Investment Description

DHS is in the process of 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.

DHS will invest in modernizing Component financial management systems in order to improve financial accountability and financial reporting, mitigate financial risk, and enable business processes standardization. Funds will be used to continue the implementation of financial management solution that meets the operational requirements for the Transportation Security Administration (TSA) and U.S. Coast Guard (USCG), and the management of the current DNDO baseline solution. The implementation will include, TSA user licenses, system design and development, project coordination tasks as well as system infrastructure costs. A portion of the DNDO, TSA and USCG costs are associated with relocating the DHS solution from the Department of Interior’s (DOI) Interior Business Center, and establishing at a new hosting site. Funds will be also used to support FEMA’s pre-implementation engagement phase with a Federal Shared Service Provider (FSSP) in FY 2018.

Justification

The FSM initiative improves our ability to provide complete, accurate, and useful financial information to DHS leaders 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 our ability to provide timely and accurate reporting—all of which promote efficient stewardship of taxpayer dollars.

This funding will allow DHS to support the migration of these Components to a financial system that will address areas such as systematic internal control weaknesses, audit sustainability, and improve the Department’s ability to effectively and efficiently process

and report financial data. DHS considers the FSM initiative a high priority and all stakeholders are committed to its success. DHS actions are ongoing and include:

- Establishing governance and senior level sponsorship at DHS Headquarters;
- Working with GSA's Unified Shared Services Management (USSM) Office to address financial systems needs for each DHS Component;
- Working with Components to draft key documents for the financial systems modernization initiatives;
- Coordinating FSM efforts across DHS lines of business; and enhancing business intelligence to support management decisions

Modernization of the DHS financial systems is critical to sustaining progress in financial management at DHS and maintaining a clean audit opinion. By closing capability gaps, DHS will be able to better manage its resources, provide Department-level information more quickly in order to support critical decision making, promote good business practices through the standardization of processes and data where possible, and to allow TSA, USCG, DNDO, and FEMA to focus on their core missions in FY 2018 and the future. Performance improvement opportunities and benefits from FSM include:

- Integration between financial, acquisition, and asset management systems to reduce dual entry, prevent reconciliation errors, and promote efficiency in DHS business operations.
- Leverage Business Intelligence/Analytics tools, where appropriate, to ensure that decision makers are using consistent, timely data and to reduce overall costs by minimizing duplicative efforts
- Common Mixed Systems/Services - reduce the number of separate solutions to decrease overall licensing and maintenance costs
- Performance Measurement - Improve monitoring and reporting of financial management accomplishments and progress towards pre-established goals

OCFO detailed breakout (FSM): (In Thousands)	FY16 Revised Enacted	FY17 Annualized CR	FY18 President's Budget
Control Total	\$52,977	\$52,850	\$42,233
CBP	\$0	\$0	\$0
USCG	\$8,032	\$12,371	\$1,618
TSA	\$11,003	\$20,374	\$22,142
DNDO	\$5,963	\$6,505	\$6,392
S&T	\$9,634	\$0	
DMO	\$6,415	\$0	
NPPD	\$4,980	\$0	
FEMA	\$0	\$0	\$5,000
Cross-Cutting Support	\$4,950	\$12,462	\$7,081
FSM Business Intelligence/CFO Horizon	\$2,000	\$1,138	
*NOTE: FY 17 & 18 are budget estimates and may change with actual execution			

FSM Detailed Breakout (In Thousands)	FY18 President's Budget
Total	\$42,233
<u>USCG</u>	\$1,618
<i>Design support</i>	\$1,618
<u>TSA</u>	\$22,142
<i>User Licenses</i>	\$5,414
<i>Infrastructure Licenses</i>	\$1,786
<i>Design Support</i>	\$14,942
<u>DNDO</u>	\$6,392
<i>Operation and Support</i>	\$1,815
<i>Infrastructure licenses</i>	\$765
<i>Design support</i>	\$3,812
<u>FEMA</u>	\$5,000
<i>Design support</i>	\$5,000
<u>Cross-Cutting Support</u> **	\$7,081
<i>Program management, quality assurance, and design support</i>	\$7,081

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 - The DNDO went live with financials and project accounting modules of the Federal shared service solution in November 2015 and their procurement solution in April 2016.
- Milestone 2 - Completion of global configuration and common Reports, Interfaces, Conversions, Extensions and Workflow (RICE-W) phases for the DNDO, TSA and USCG in March 2016.

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 3 - Completion of an Alternatives Analysis and establishment of an Interagency Agreement (IAA) with a Shared Service Provider to enter into a pre-implementation engagement phase for the FEMA.
- Milestone 4 - The U.S. Secret Service is proceeding to go live with an Oracle upgrade to their TOPS financial systems in October.
- Milestone 5 - Establishment of a DHS Headquarters level joint Program Management Office (PMO), with DHS and Component personnel, to better lead the FSM program.

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 6 - Complete implementation of the shared service solution for the Transportation Security Administration..
- Milestone 7 - Track progress to successful go-live using ongoing Unified Shared Services Management (USSM) tollgates.
- Milestone 8 - Transition out of the current DNDO, TSA, and USCG implementation IAA with DOI/IBC and establish a DHS financial solution in a new location serviced by a new service provider.

Overall Investment Funding

	Prior Years	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Operations and Support				
Procurement, Construction, and Improvements		\$52,977	\$52,850	\$42,233
Research and Development				
Project Funding	\$112,800	\$52,977	\$52,850	\$42,233
Obligations	\$97,800	\$22,977		
Expenditures	\$97,800	\$22,977		

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
HSHQDC-14-X-00216	DOI/IBC	FFP	9/6/2014	9/6/2014	1/12/2018		\$120M
HSHQDC-15-J-00015	TestPros, Inc	FFP	1/12/2016	1/12/2016	1/11/2018		\$4M
HSHQDC-12-F-00063	BAE	T&M	5/15/2017	5/15/2017	8/15/2017		\$3.5M
HSHQDC-16-F-00052	Kearney	T&M	5/1/2016	5/1/2016	5/1/2017		\$1.8

Significant Changes to Investment since Prior Year Enacted

DNDO went live with financials and project accounting on a Federal shared service solution in November 2015, but a myriad of production issues and subsequent service requests remained unresolved. As a result, “Quick Reference Guides” were created to outline workarounds for the DNDO user community. Interior Business Center (IBC) kicked off the TSA Financial System Replacement (FSR) project and moved beyond the functional requirements definition, as they were targeting to go-live in October 2017. However, in April 2016, DOI informed DHS that it could not deliver a fully auditable solution for TSA in Q1 of FY17 as planned. As a result, a joint re-planning effort for the TSA implementation was started to assess potential courses of action to reduce audit risk, ensure adequate resources are available, and allow the DNDO production environment to stabilize. This delay and TSA re-plan resulted in a significant funding increase for FY16 and 17.

Investment Schedule

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
FY 2016				
DNDO went live with the IBC Oracle Federal Financial system combined with the procurement solution.	9/5/2014	3/16/15	12/31/2015	11/30//2016
Complete a global configuration and RICE-W phases for DNDO.	9/5/2014	3/16/16	12/31/2015	11/30//2016
FY 2017				
Complete the testing and mock conversions planned for TSA and USCG with IBC.	N/A	N/A	5/1/2017	9/30/2017 (Planned)
FEMA establish IAA to start pre-discovery activities.	6/8/2016	TBD	N/A	N/A
DNDO achieves the full operating capability by the end of FY2017.	N/A	N/A	10/1/2016	9/30/2017 (Planned)
FY 2018				
Complete TSA user training.	1/30/2017	4/30/2018	TBD	9/30/2018 (Planned)
TSA go-live at the new hosting site.	10/1/2018	12/31/2018	TBD	9/30/2018 (Planned)
Establishment of JPMO.	9/30/2016	12/30/2016	1/15/2017	9/30/2018 (Planned)

Human Resources Information Technology (HRIT) – Investment

Capital Investments Exhibits

Procurement/Acquisition Programs

Human Resources Information Technology (HRIT)

Procurement, Construction, and Improvements Funding

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Human Resources Information Technology (HRIT)	024-000001226	2	Procurement	IT	Yes	\$2,279	\$2,268	\$4,679

Investment Description

The Department of Homeland Security (DHS) Human Resource Information Technology (HRIT) portfolio is a collection of Information Technology programs, projects, and initiatives with the goal of improving HR responsiveness, minimizing errors, and providing decision makers with visibility to the DHS workforce.

In FY 2017, the senior leadership reviewed the HRIT program and made a strategic decision to leave the program with the OCHCO. Therefore, although it was transferred to OCIO in the FY 2017 request, it will remain in the OCHCO office.

The FY 2018 HRIT Procurement, Construction and Improvement request represents funding for multi-year, approved HR enterprise projects and services, strategic sourcing and investment planning.

OCHCO detailed breakout (PCI):	FY 16 Enacted	FY17 Annualized CR	FY18 President's Budget
Human Resource Information Technology	\$2,279	\$2,275	\$4,679
Program Support	\$402	\$1,575	\$1,500
Program Support Implementation for SIOs 3,5 & 6	\$0	\$0	\$2,829
PALMs Enhancements	\$185	\$350	\$0
ETMS PALMS PM VIP PMO	\$314	\$0	\$0
PALMS PM Enhancement Services (VIP)	\$90	\$0	\$0
PALMS LM Enhancement Services (VIP)	\$33	\$0	\$0
PALMS EIE Enhancement Services (VIP)	\$18	\$0	\$0
PALMS Performance Mgmt Pilot Support (BAH)	\$167	\$0	\$0
PALMS USSS Implementation	\$870	\$0	\$0
Security	\$200	\$350	\$350
*NOTE: FY 17 & 18 are budget estimates and may change with actual execution			

Justification

DHS requests resources for the implementation of solutions for three critical Human Capital Strategic Improvement Opportunities (SIOs) to support Executive Orders. These include, End-to-End (E2) Hiring Security Classification and Background Investigation, Human Capital Data Management, and Onboarding/Off-boarding.

1. *SIO3 : End-to-End (E2E) II: Integrated Clearance/Hiring Process*: The funding will be used implement information exchanges to connect the systems used to process the security, the Integrated Security Management System (ISMS), with the Human Resource Management Systems used to manage the applicant processing. This function will eliminate the manual data entry associated with transferring information on transactions and increase the speed to onboard personnel to meet the 80-day hiring timeline.
2. *SIO 5 : Human Capital Data Management*: Data Management further addresses two GAO High Risk issues by providing a method to consolidate disparate HR data:
 - o IT Management – Helps to improve IT program and portfolio management by providing and strengthening the enterprise HC reporting capability. As a result, it eliminates the need for duplicative HC systems with disparate reporting, and provides a potential savings for the HRIT Portfolios. Consistent HC reporting will also be a result.

- Human Capital Management – Provides human capital (HC) data through an authoritative source and automated processes to support workforce planning efforts. The Department will be able to identify and document performance measures, assess workforce planning, and provide statistical analysis.
- 3. *SIO 6: Onboarding/Off-boarding*: Automating these information exchanges will eliminate the manual data entry or batch processing associated with transferring information on transactions, and increase the speed of onboarding personnel to meet the 80-day hiring timeline. This automation is expected to decrease the time to one day, that a DHS employee is onboard and without access to the information or systems he/she needs instead of the current two week time period. In addition to the reduction of time to hire and efficiency in processing, this capability addresses cyber security threats of orphaned accounts, accounts still active after employees have separated from DHS.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 - Reestablished Executive Steering Committee
- Milestone 2 - Completed implementation of PALMS for ICE
- Milestone 3 - Continuing implementation of PALMS for USCIS and USSS
- Milestone 4 - Finalized Decision for use of PALMS for USCG, TSA and FEMA
- Milestone 5 - Re-baselined Strategic Improvement Opportunities

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 6 - End-to-end Hiring/Security Classification and Background Investigation: Complete development of project plan and requirements to implement solution to integrate HR systems to Identity and Security Management Systems (ISMS)
- Milestone 7 - Data Management and HC Reporting: Complete development of a project plan and requirements to implement solution to provide Time to hire reporting across DHS.
- Milestone 8 - Onboarding/Offboarding : Complete development of a project plan and requirements to implement solution to connects component HR systems with ALM

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 9 - End-to-end Hiring/Security Classification and Background Investigation: Implement capability to connect component HR processing solutions to ISMS
- Milestone 10 - Data Management and HC Reporting: Implement data interchanges to support DHS-wide reporting for Time to Hire
- Milestone 11 - Onboarding / Offboarding: Implement capability to connect Component HR processing solution/on-boarding solution to ALM Data

Overall Investment Funding

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		\$5,499	\$5,343	\$5,027
Procurement, Construction, and Improvements		\$2,279	\$2,275	\$4,679
Research and Development				
Project Funding	\$89,013	\$7,778	\$7,618	\$9,706
Obligations	\$72,186	\$1,816	\$545	
Expenditures	\$70,000	\$3,639	\$545	

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
TBD	Ambit	Firm Fixed Price	9/2017	9/2017	9/2018	0	1,575
N/A	DHS Enterprise Services	Customer Coordination Form	6/2017	6/2017	5/2018	0	350
TBD	VIP	Firm Fix Price	6/2017	6/2017	12/2017	0	350
TBD	TBD	Firm Fix Price	TBD	1/2019	12/2019	0	1500
N/A	DHS Enterprise Services	Customer Coordination Form	6/2018	6/2018	5/2019	0	350
TBD	TBD	TBD	TBD	1/2019	12/2019	TBD	2829

Significant Changes to Investment since Prior Year Enacted

In the 1st quarter of FY16, the Acquisition Review Board (ARB) reviewed the OCIO and OCHCO HRIT portfolio. The objective of this program review was to update the stakeholders on the progress and status of the HRIT portfolio since the 2010 baseline, update the status of the 15 Strategic Improvement Opportunities (SIOs), and for DHS leadership to provide direction to the HRIT portfolio going forward. As a result of the program review, the HRIT portfolio was rebaselined to focus on 9 SIOs and the Human Capital Segment Architecture was updated to reflect those changes. One major action from the rebaselining of the SIOs was to provide project scopes, schedules and costs for each of the SIOs. The HRIT Program awarded a support services contract in FY16 with an optional year for projects under the HRIT Portfolio and the related program operations. This contract is allowing the HRIT Program to plan the approved SIO's according to industry standards while also completing GAO and Congressional mandates. The result of this initiative is a series of well-planned initiatives that strengthen the technology deployed to the Human Capital community across DHS. The HRIT program is currently in its planning phase of the acquisition lifecycle with the goal implementing SIO 3: End-to-End (E2E) II, SIO 5: Human Capital Data Management and SIO 6: Onboarding/Off-boarding in FY18.

The HRIT Program is planning the level of details required to produce an investment schedule. The estimated completion date to produce an investment schedule is May 31, 2017.

Homeland Security Information Network– Investment

Capital Investments Exhibits

Procurement/Acquisition Programs

Homeland Security Information Network

Procurement, Construction, and Improvements Funding

Investment	Unique Item Identifier	Acquisition Level	Procurement / Construction	IT/Non-IT	MAOL	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget
Homeland Security Information Network (HSIN)	024-000009102	2	Procurement	IT	Yes	-	-	\$871

Investment Description

HSIN provides an information sharing platform that connects all homeland security mission partners. HSIN’s stakeholders are comprised of 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.

Justification

For over 10 years, HSIN has been the DHS target portal for SBU information sharing with partners across all jurisdictions and mission areas. Since 2010, thirteen portals have been consolidated onto the HSIN platform saving the Department millions each year. These users depend on HSIN for their daily information sharing and also use HSIN to support their information sharing and collaboration during major exercises, events, and incidents. The HSIN program provides best practices to support planning and operations for every major national level security event. The HSIN Exchange tool supports requests for information across all fusion centers and the Terrorist Screening Center. Other users have incorporated HSIN into their operations for collaboration and communication. The program is working to reduce operating costs while at the same time increasing the user base and federating with other information sharing platforms.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 - Planned HSIN Cloud Migration
- Milestone 2 – Prepared for Authorization to Operate (ATO)

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 3 – Set up HSIN Cloud Services with Amazon Web Service
- Milestone 4 – Complete Full Migration of the HSIN system to the Cloud.

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 5 – Complete Process Improvements and Support Procedures for the HSIN Cloud Solution.
- Milestone 6 – Conduct Operations and Support Activities for the HSIN Cloud Investment.

Overall Investment Funding

	Prior Years	FY 2016	FY 2017	FY 2018
Operations and Support		24,980	23,698	29,011
Procurement, Construction, and Improvements				871
Research and Development				
Project Funding	\$311,046			871
Obligations	\$311,046	16,624	15,471	
Expenditures	\$311,046	8,840	8,226	

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
TBD	DHS SCIENCE & TECHN DIRECTORATE	TBD	05/01/2018	05/01/2018	04/30/2019		2.307
TBD	TBD	FFP	12/27/2017	12/27/2017	12/26/2018		12,902
TBD	ARC ASPICIO LLC	OPTION	9/26/2018	9/26/2018	9/25/2019		668
TBD	HILLMER INC	OPTION	7/22/2018	7/22/2018	7/21/2019		857
TBD	JPI	OPTION	11/27/2017	11/27/2017	11/26/2018		4,141
TBD	MYTHICS INC	OPTION	6/1/2018	6/1/2018	5/31/2019		1,931
TBD	VERIZON	OPTION	3/1/2018	3/1/2018	2/28/2019		49

Significant Changes to Investment since Prior Year Enacted

HSIN will procure Amazon Web Services in order to migrate the platform to a private cloud solution. Though HSIN's system performance has continued to improve within Data Center 2 (DC2; Clarksville, VA), the HSIN Program determined that a private cloud solution would produce additional efficiencies around infrastructure costs and deployment flexibility. O&S system infrastructure costs will be reduced and processes and infrastructure can be tailored to HSIN needs rather than the needs of the entire

DC2 user base, thereby offering improved efficiencies. HSIN needs to deliver new capabilities to HSIN users in days rather than months as evidenced in the DC2. With a cloud solution, HSIN will be able to support 24x7 operations as required for National Special Security Events and strengthen its cyber posture. Moving to lower cost infrastructure will allow HSIN to stay perform critical operating system and antivirus patching required during operational deployments which often require up to two 8 hour service interruptions during peak operational. By using cloud-based resources, HSIN can implement a more effective Continuity of Operations (COOP) capability can be provided at a fraction of the cost of dedicated datacenter systems. Initial costs to set up the HSIN cloud solution in FY 2017 and in support and improvements in FY 2018 will be offset by avoiding the costs of DC2 infrastructure support.

Investment Schedule

Description	Design Work		Project Work	
	Initiated	Completed	Initiated	Completed
	FY 2016			
Plan HSIN Cloud Migration	1QFY16	4QFY16		
Prepare for Authorization to Operate	3QFY16	4QFY16		
	FY 2017			
Set up HSIN Cloud Services with Amazon Web Service			1QFY17	4QFY17
Complete Full Migration of the HSIN system to the Cloud			2QFY17	4QFY17
	FY 2018			
Complete Process Improvements and Support Procedures for the Cloud Solution			1QFY18	3QFY18
Conduct Operations and Support Activities for the HSIN Cloud Investment			1QFY18	4QFY18

Department of Homeland Security
Office of Under Secretary of Management
Research and Development



Fiscal Year 2018
Congressional Justification

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Research and Development

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Revised Enacted			FY 2017 Annualized CR			FY 2018 President's Budget			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Research and Development	-	-	\$2,500	-	-	\$2,495	-	-	\$2,545	-	-	\$50
Total	-	-	\$2,500	-	-	\$2,495	-	-	\$2,545	-	-	\$50
Subtotal Discretionary - Appropriation	-	-	\$2,500	-	-	\$2,495	-	-	\$2,545	-	-	\$50

Overview

Under Secretary for Management – Research and Development:

The Office of the Under Secretary for Management (USM) – Research and Development (R&D) account 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 mission needs. All funding within the USM-R&D account is oriented towards the Office of the Chief Information Officer (OCIO).

The 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.

DHS continues to implement the Office of Management and Budget (OMB) initiatives to improve IT management, reduce duplication and costs, and improve services to the public with ongoing TechStat reviews, monthly reporting to the Federal IT Dashboard, and leveraging strategic sourcing opportunities. The Department will bring further transparency and accountability to programs through the implementation of the Federal Information Technology Acquisition Reform Act (FITARA) and support of the DHS Joint Requirements Council (JRC).

Research and Development Budget Authority and Obligations

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	\$2,500		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$2,500	\$2,495	\$2,545
Carryover and/or Recoveries (Actual/Estimates/Projections)	-	-	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$2,500	\$2,495	\$2,545
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$2,500	\$2,495	\$2,545
Obligations (Actual/Projections/Estimates)	-	-	-
Personnel: Positons 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 Office of the Chief Technology (OCTO) is responsible for the Digital Transformation of DHS. This includes a combination of re-engineering and deployment of digital technology and uses design, technology, and data to improve performance. DHS Digital Transformation initiatives leverage advances in technology - such as cloud services, data analytics, mobility, artificial intelligence, and smart embedded devices - to improve mission performance, customer relationships, and internal processes. DHS constantly monitors technology and assesses those developments for transformational opportunities. OCTO supports digital transformation by identifying prioritized initiatives for consideration, developing and managing digital innovation, proving enterprise architecture, facilitating program oversight and support, supporting process and organizational change, and recruiting and retaining digital talent. OCTO continuously monitors the state of modern and emerging digital technologies across the public and private sectors. The office

identifies and incubates key technology products and solutions aligned with mission needs, and facilitates operationalization. Specific examples include:

- Cloud Foundations: one of the newest initiatives within the Office of the Chief Technology Officer, offering industry-level cloud deployment of managed infrastructure and shared services as an enterprise solution. Cloud Foundation provides a highly automated, secure, reliable set of managed services which are designed to facilitate the rapid deployment and subsequent support to understand and test within a wide variety of environments without the risks associated with traditionally providing these services through internal infrastructure. We offer cloud advisory and support of managed registries and repositories, automated validation of infrastructure and code, image and container creation, active and passive security controls, configuration management, environment hosting and supply chain orchestration. Our solution stack is designed as Cloud Service Provider agnostic, which encourages a composable environment supporting economies of scale.
- Application Lifecycle Management Shared Services (ALMSS): a DHS accredited platform that provides federal project teams and programs with a project management, collaboration, source code management, continuous integration, build, and issue tracking environment. We support more than 2,100 active users across the DHS channel, as well as several hundred project teams – which reduces costs by preventing duplicative, unnecessary environments. The core goal of ALMSS is to offer a team collaboration environment to enable efficient project management, requirements management, automation, and communication among project teams, thus supporting DevOps processes. Current tools that are being hosted and offered in ALMSS to support end to end software development are GitHub Enterprise, Atlassian: JIRA, Confluence, BitBucket, and Bamboo.
- Carwash: the mobile application security scanning service that leverages industry tools to run comprehensive security vulnerability scans on a consistent or requested basis. Carwash allows development teams to quickly identify, understand and if necessary, correct any known security vulnerabilities prior to releasing services into production. This reduces probabilities of malicious attacks, and continuously improves the development process for all users. Carwash is also used often as a vetting tool for components seeking to install software and apps on mobile devices, scanning the technology for known or undetermined potential risks. Each month, Carwash conducts up to approximately 40 scans, which, depending on the request and tool in question, can take from one hour to a week to produce the full vulnerability report and associated advisory information.
- Enterprise Mobile Strategy: The Mobility Center of Excellence (MCOE) was established to develop the enterprise mobility strategy and facilitate collaboration on launching mobile initiatives across the DHS enterprise. The MCOE serves as the technical partner for the DHS Cellular, Wireless Managed Services (CWMS) acquisition and OMB's management's category team for mobile. The goal of the MCOE is to provide the technical vision, component engagement, alignment with OCIO stakeholders and evaluate emerging mobile technologies. The mobility ecosystem consists of mobile devices, operating systems, applications, usability, and mobile security. Current MCOE services include a managed headquarters mobile platform, mobile software approval policy, and mobility pilots.

Research and Development Summary of Budget Changes

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$2,500
FY 2016 Revised Enacted	-	-	\$2,500
FY 2017 Annualized CR	-	-	\$2,495
FY 2018 Base Budget	-	-	\$2,495
Inflation on Contract Support	-	-	\$50
Total, Pricing Increases	-	-	\$50
Total Adjustments-to-Base	-	-	\$50
FY 2018 Current Services	-	-	\$2,545
FY 2018 Request	-	-	\$2,545
FY 2017 TO FY 2018 Change	-	-	\$50

Research and Development Justification of Pricing Changes

Dollars in Thousands

Pricing Changes	FY 2018 President's Budget		
	Positions	FTE	Amount
Pricing Change 1 - Inflation on Contract Support	-	-	\$50
Total Pricing Changes	-	-	\$50

Contract Cost Increase: The current contract used to support this effort is the Enterprise System Development Office (ESDO) Blanket Purchase Agreement (BPA) Office of the Chief Technology Officer (OCTO) Engineering Support Services (ESS) Task Order (TO). There is anticipated increase to the contract in the out years associated to demand across the agency based on operations and support, product evaluations and innovative advancements across the federal civilian government.

Research and Development Non Pay Budget Exhibits

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Research and Development	\$2,500	\$2,495	\$2,545	\$50
Total	\$2,500	\$2,495	\$2,545	\$50
Discretionary - Appropriation	\$2,500	\$2,495	\$2,545	\$50

Research and Development Non Pay by Object Class

Dollars in Thousands

Non-Pay Object Classes	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Change
25.5 Research and Development Contracts	\$2,500	\$2,495	\$2,545	\$50
Total - Non Pay Object Classes	\$2,500	\$2,495	\$2,545	\$50

Non Pay Cost Drivers

Dollars in Thousands

Leading Non Pay Cost-Drivers	FY 2016 Revised Enacted	FY 2017 Annualized CR	FY 2018 President's Budget	FY 2017 to FY 2018 Total Changes
Contract Support	0	\$2,495	\$2,545	\$50
Total – Non Pay Cost Drivers	0	\$2,495	\$2,545	\$50

NARRATIVE EXPLANATION OF CHANGES

FY 2018 Non- Pay Cost Driver- Estimated contract cost increases

Research and Development

Technology Readiness Level Exhibit

Project Description:

- **Problem:** To effectively support innovation across the DHS CIO and business/mission communities, alignment of technologies with mission needs must be gathered, researched, developed and tested to determine viability in the operational or production environments.
- **Solution:** A relatively small amount of funding will be used to conduct activities supporting the outreach, analysis, and construction of the necessary foundational structures to enable the traditional technical R&D activities such as data management, analytics, and development and testing environments. Several mission components desire to move to a modern cloud infrastructure and develop a continuous integration/continuous delivery environment. Additionally, funding will be utilized to engage in strategic industry and/or academic partnerships to facilitate progress on specific mission needs not readily present in the market to include the venture capital community, governmental think tanks, non-governmental organizations (NGOs) and federally funded research and development organizations (FFRDCs) on innovative research to include cloud access security, artificial intelligence, machine learning and block chain cybersecurity. There are solutions in the market across a number of spaces. The challenge is maturity of the product, alignment with the mission, integration across the infrastructure and ability to scale. Our organization will be able to work with the respective organizations to address specific use cases. Utilizing partnerships throughout the CIO and business communities, as well as our S&T organization, OCIO Office of the Chief Technology Officer (OCTO) plans to facilitate the necessary activities to support the Enterprise Architecture Technology portfolio and the Technical Roadmap for the organization.
- **Impact:** High – this capability is critical to fielding viable technologies that align to mission needs effectively and efficiently. Establishing the supporting mechanisms to yield well researched, developed and tested capabilities is crucial to achieving the level of maturity necessary to become a reliable partner in delivering mission success.

Sub Project

- Projects will include establishing and maintaining the necessary business and technology functions and frameworks to yield well researched, aligned, developed and tested IT capabilities. At present, projects include:
 - Mission engagement strategy – Engage mission business and technical organizations across the agency to gather and analyze mission needs, projected investments, strategic objectives and alignment with technology roadmaps
 - Market Intelligence – Market Intelligence will unify three pillars of implementation to intelligently bring technology into DHS in a timely manner, 1) define and prioritize mission needs into a formal scope 2) discover appropriate sources from which to target potential solutions 3) determine which solution(s) fit needs based on a technical methodology

- around due diligence which include gathering information from private sector.
- Cloud Foundations – Cloud Foundation is a provider agnostic industry-level cloud deployment of managed infrastructure, shared services as an enterprise solution and cloud advisory support.
 - Industry/Academia/Venture Partnerships – OCTO will partner with industry, academia and the venture capital community based on small incremental investments to conduct proof of concept activities to address mission needs and technology gaps.

FY 2016 Key Milestone Events (Prior Year)

- Milestone 1 – Stood up office of the CTO
 - The mission of the DHS Office of the Chief Technology Officer are (1) Engineer the Digital Transformation of DHS by optimizing operational processes, empowering customers, transforming mission capabilities, and enabling the workforce of the future and (2) Ensure optimal delivery of technology-enabled capabilities by streamlining oversight and driving adoption of proven, modern practices.
 - The pre-approved OCTO organization is currently comprised of 60 Government FTEs and 78 Contractors.

FY 2017 Planned Key Milestone Events (Year of Execution)

- Milestone 2 – Mission Engagement Strategy CONOPS and Minimum Viable Product (MVP)
 - The Mission Engagement Strategy CONOPS and MVP will consist of an understanding of the mission stakeholders, needs, processes and deliverables to address engagement of mission components across the agency to gather and analyze mission needs, projected investments, strategic objectives and alignment with technology roadmaps.
- Milestone 3 – Market Intelligence CONOPS
 - The Market Intelligence CONOPS will account for several use cases to reduce the time, costs and human capital on extraneous activities traditionally expended from the moment mission needs are defined to the moment an innovative solution is implemented. The Market Intelligence CONOPS will address approaches to interact closely with external sources to watch ever-changing trends and threats, offer intelligence forecasts, innovation advisory services and knowledge-sharing opportunities to increase our colleague awareness around new technologies available in the market today.
- Milestone 4 – Cloud Foundations CONOPS and MVP
 - The Cloud Foundation CONOPS will address the approach and implementation of an industry-level cloud deployment of managed infrastructure and shared services as an enterprise solution. Cloud Foundation CONOPS will address a highly automated, secure, reliable set of managed services which are designed to facilitate the rapid deployment and subsequent support to understand and test within a wide variety of environments without the risks associated with traditionally providing these services through internal infrastructure. The team will offer cloud advisory and support of managed registries and repositories, automated validation of infrastructure and code, image and container creation,

active and passive security controls, configuration management, environment hosting and supply chain orchestration. Our solution stack is designed as Cloud Service Provider agnostic, which encourages a composable environment supporting economies of scale.

FY 2018 Planned Key Milestone Events (Budget year)

- Milestone 5 – Mission Engagement Strategy Full Operational Capability (FOC)
 - The Mission Engagement Strategy FOC will be approved by CIO leadership to engage mission business and technical organizations across the agency to gather and analyze mission needs, projected investments, strategic objectives and alignment with technology roadmaps.
- Milestone 6 – Market Intelligence FOC
 - The Market Intelligence FOC will unify three pillars of implementation to intelligently bring technology into DHS in a timely manner, 1) define and prioritize mission needs into a formal scope 2) discover appropriate sources from which to target potential solutions 3) determine which solution(s) fit needs based on a technical methodology around due diligence. Market Intelligence will interact closely with external sources on trends and threats, offer intelligence forecasts, innovation advisory services and knowledge-sharing opportunities to increase our colleague awareness around new technologies available in the market today.
- Milestone 7 – Cloud Foundations FOC
 - Cloud Foundation FOC will be highly automated, secure, reliable set of managed services with the ability to facilitate rapid deployment and test a wide variety of environments. The team will also offer cloud advisory and support of managed registries and repositories, automated validation of infrastructure and code, image and container creation, active and passive security controls, configuration management, environment hosting and supply chain orchestration. Our solution stack is designed as Cloud Service Provider agnostic, however, will be leveraging cloud environment market leaders to validate use cases and solutions.
- Milestone 8 – At least one (1) strategic investment with each market segment (Industry, Academia, Venture) aligned to emerging mission need
 - OCTO will put mission needs through an incubation process which will inform a market intelligence approach to inform strategic investments based on the identified technology gap which will align with specific use cases and measurable outcomes.

Delayed Milestones

- N/A

Overall Project Funding

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Project Funding			\$2,500	\$2,495	\$2,545
Obligations			\$2,500		

Project Schedule

Research & Development Description	Planned Start Date	Planned Completion
FY 2016		
N/A	N/A	N/A
FY 2017		
Mission Engagement Strategy CONOPS/MVP	10/1/2016	9/30/2017
Market Intelligence CONOPS	10/1/2016	9/30/2017
Cloud Foundations CONOPS/MVP	10/1/2016	9/30/2017
FY 2018		
Mission Engagement Strategy FOC	10/1/2017	9/30/2018
Market Intelligence FOC	10/1/2017	9/30/2018
Cloud Foundations FOC	10/1/2017	9/30/18
Strategic Investments	10/1/2017	9/30/18

Type of Research

Applied Research

Technology Readiness Level

Level 4

Transition Plans

At the achievement of Final Operating Capability (FOC) for Cloud Foundations in Q4FY18, CIO will increase outreach to components to further solicit needs based on the Mission Engagement Strategy while assessing capabilities Market Intelligence with academic institutions, private industry and the venture capital community to explore opportunities to conduct proof of concept engagements. A Strategic Investments procurement request for operations and support (O&S) funding will be applied to an acquisition vehicle to conduct proof of concept (POC) activities in support of mission needs. The output of these engagements will support the Enterprise Architecture Technology portfolio and the Technical Roadmap for the organization.

Department of Homeland Security

Working Capital Fund



**Fiscal Year 2018
Congressional Justification**

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Working Capital Fund
Budget Comparison and Adjustments
Comparison of Budget Authority and Request
Dollars in Thousands

Organization	FY 2016 Working Capital Fund			FY 2017 Working Capital Fund			FY 2018 Working Capital Fund			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Fee for Service Activity	514	514	\$745,360	170	170	\$499,667	-	-	\$486,133	(170)	(170)	(\$13,534)
Government Wide Mandated Service Activity	-	-	\$20,495	-	-	\$9,325	-	-	\$8,089	-	-	(\$1,236)
DHS Cross Cutting Activities	7	7	\$14,585	7	7	\$14,585	-	-	\$11,913	(7)	(7)	(\$2,672)
Working Capital Fund Management Activity	8	8	\$1,336	-	-	-	-	-	-	-	-	-
Total	529	529	\$781,776	177	177	\$523,577	-	-	\$506,135	(177)	(177)	(\$17,442)
Subtotal Discretionary - Appropriation	529	529	\$781,776	177	177	\$523,577	-	-	\$506,135	(177)	(177)	(\$17,442)

Overview

The Working Capital Fund’s (WCF) mission is to deliver cost-effective support services throughout DHS. The goal of the Working Capital Fund, managed by the Under Secretary for Management, is to maintain and operate a fund that promotes economy, efficiency, accountability, and to apply best practices from the public and private sectors for improving organizational performance, operational efficiencies, and ensure full cost recovery of goods and services for selected DHS costs associated with agency-wide programs, activities, and services.

The goals of the WCF include: increasing efficiency of the Department’s operations by centralizing administrative services where cost effectiveness can be demonstrated through well-structured business cases; ensuring greater value to Components by continuing to drive down costs through the centralized management of Department-wide services; improving the management of administrative services through the use of accountable business-like management of service methods; and providing an accurate full-cost budget and expenditure plan for programs and activities.

The WCF is continually evaluating its programs and operations with the goal of achieving cross-the-board economies of scale that result in increased efficiencies and cost savings by the Working Capital Fund Governance Board (WCFGB). The WCFGB is comprised of permanent senior management officials from the DHS Headquarters Offices and rotating members from DHS Components. The board is responsible for establishing and overseeing financial and managerial policies and procedures related to services in the WCF.

Working Capital Fund
Budget Authority and Obligations
Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$781,776	\$523,577	\$506,135
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$106,224	\$41,493	\$61,490
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$888,000	\$565,070	\$567,625
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$888,000	\$565,070	\$567,625
Obligations (Actual/Projections/Estimates)	\$849,016	\$523,577	\$506,135
Personnel: Positons and FTE			
Enacted/Request Positions	529	177	-
Enacted/Request FTE	529	177	-
Onboard and Actual FTE Including Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	453	177	-
FTE (Actual/Estimates/Projections)	453	177	-

**Working Capital Fund
Summary of Budget Changes**
Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	529	529	\$781,776
FY 2016 Working Capital Fund	529	529	\$781,776
FY 2017 Working Capital Fund	177	177	\$523,577
FY 2018 Base Budget	177	177	\$523,577
Transfer to USM/CHCO due to e-Training FTE Removal	(7)	(7)	(\$1,146)
Transfer to USM/CHCO due to HCBS FTE WCF Removal	(22)	(22)	(\$4,141)
Transfer to USM/CHCO due to NDU FTE Removal	(4)	(4)	(\$854)
Transfer to USM/CHCO due to SES CDP WCF Removal	(4)	(4)	(\$909)
Transfer to USM/CIO due to DHS One Net FTE Removal	(17)	(17)	(\$4,328)
Transfer to USM/CIO due to NCRIO FTE Removal	(71)	(71)	(\$11,745)
Transfer to USM/CIO due to RLIS FTE Removal	(4)	(4)	(\$706)
Transfer to USM/CPO due to Strategic Sourcing WCF Removal	(7)	(7)	(\$1,974)
Transfer to USM/CRSO due to GSA Rent FTE Removal	(5)	(5)	(\$1,330)
Transfer to USM/CRSO due to Mail FTE Removal	(2)	(2)	(\$440)
Transfer to USM/CRSO due to Parking FTE Removal	(1)	(1)	(\$184)
Transfer to USM/CRSO due to Sedan WCF Removal	(2)	(2)	(\$1,670)
Transfer to USM/CRSO due to Shuttle WCF Removal	(1)	(1)	(\$1,171)
Transfer to USM/CRSO due to Transit FTE Removal	(2)	(2)	(\$346)
Transfer to USM/CSO due to HSPD-12 FTE Removal	(26)	(26)	(\$4,467)
Transfer to USM/I&A due to C-LAN FTE Removal	(2)	(2)	(\$515)
Transfer to USM/OGC to Regulatory WCF Removal	-	-	(\$400)
Total Transfers	(177)	(177)	(\$36,326)
Fee for Service Cost Increases	-	-	\$19,460
Total, Pricing Increases	-	-	\$19,460
DHS Crosscutting PPA Pricing Decrease	-	-	(\$698)
Government-Wide PPA Pricing Decrease	-	-	(\$1,236)
Total, Pricing Decreases	-	-	(\$1,934)

Budget Formulation Activity	Positions	FTE	Amount
Total Adjustments-to-Base	(177)	(177)	(\$18,800)
FY 2018 Current Services	-	-	\$504,777
WCF - HSPD-12	-	-	\$1,358
Total, Program Increases	-	-	\$1,358
FY 2018 Request	-	-	\$506,135
FY 2017 TO FY 2018 Change	(177)	(177)	(\$17,442)

The DHS WCF operating requirements for FY 2018 are estimated at \$506.1 million in reimbursable authority. This is a net change of \$17.4 million and 177 FTE compared to the FY 2017 Annualized CR level. This change is due to a transfer from the WCF to the Office of the Under Secretary for Management (OUSM), Office of the Security Executive Management, and Analysis & Operations direct appropriation.

Working Capital Fund
Justification of Pricing Changes
Dollars in Thousands

Pricing Changes	FY 2018 Working Capital Fund		
	Positions	FTE	Amount
Pricing Change 1 - DHS Crosscutting PPA Pricing Decrease	-	-	(\$698)
DHS Cross Cutting Activities	-	-	(\$698)
Pricing Change 2 - Fee for Service Cost Increases	-	-	\$19,460
Fee for Service Activity	-	-	\$19,460
Pricing Change 3 - Government-Wide PPA Pricing Decrease	-	-	(\$1,236)
Government Wide Mandated Service Activity	-	-	(\$1,236)
Total Pricing Changes	-	-	\$17,526

Pricing Changes 1 and 3: These are a direct result of the WCF transfers out to direct to appropriation.

Pricing Change 2: This change is due to the net increase in the cost of providing services in several activities. The majority of this increase, \$18 million, is due to the inclusion of increased costs in the GSA Rent activity due to the delay of moving to the St. Elizabeth’s campus. The offices impacted the most are the Office of Health Affairs (OHA), Domestic Nuclear Detection Office (DNDO), Science and Technology Directorate (S&T), and the US Coast Guard (USCG).

Working Capital Fund
Justification of Program Changes
Dollars in Thousands

Program Changes	FY 2018 Working Capital Fund		
	Positions	FTE	Amount
Program Change 1 - WCF - HSPD-12	-	-	\$1,358
Fee for Service Activity	-	-	\$1,358
Total Program Changes	-	-	\$1,358

Program Change: Homeland Security Presidential Directive 12 (HSPD-12)

Description

HSPD-12 Infrastructure Support, through the Identity Management Division (IMD) of the Chief Security Officer, is a central headquarters program that is charged with managing HSPD-12 implementation across DHS through the issuance of a secure and reliable form of identification for its workforce, employees, and contractors located within an estimated 16,000 DHS facilities and sites. The IMD will provide the necessary guidance and tools to facilitate this Department-wide program, creating a unified approach and solution.

The IMD business activity supports DHS with services and technology to establish the DHS HSPD-12 infrastructure and issue credentials in the following areas:

- Identity Management System (IDMS)
- Card Management System (CMS)
- Enrollment and Card Issuance Work Stations (EIWS), including printers and work station consumables
- DHS Personal Identity Verification (PIV) Card Stock, including Security Printing and laminate
- Installation and Maintenance of the EIWS
- Hosting, Backup, Disaster Recovery, and Test Environment Server Support
- Certification and Accreditation (C&A) Support
- O&M Support, including Service Support/Help Desk
- Appointment Scheduling Hosting and Support
- Onsite Training Support
- DHS Authoritative Databases Interface and Support
- Open Interfaces/Modules for HSPD-12/DHS IDMS and CMS

- Public Key Infrastructure (PKI) Certificates: These services have been and are currently provided for all DHS users of the Identity Management System.

In addition, the IMD business activity coordinates:

- The card issuance functions at 322 DHS PIV Card Issuance Facilities nationwide
- HSPD-12 technology evaluation for future DHS use
- Continuous project management support for the deployment of EIWS to DHS facilities/sites nationwide
- Vendor management and oversight of existing contracts
- Budget and financial management

Justification

HSPD-12 Business Continuity:

In order to successfully perform as the Devolution partner for the HSPD-12 Program, the Federal Law Enforcement Training Centers (FLETC) need to have a baseline capability for sustaining PIV Card Issuer (PCI) operations that involve technical support, card issuance functionality as a PIV Card Issuance Facility (PCIF), as well as help desk (customer service and communications) services. A certain level of technical capability and expertise will be required in order to establish the ability to process employees and contractors for PIV card issuance, as this function is highly dependent on access to the DHS Identity Management System (IDMS) and card/credential enrollment and issuance hardware/software (EIWS). Reliable internet connectivity and sustained power supply are critical in order to run all the required equipment. FLETC is at an advantage in this respect due to its location, infrastructure support, and high level of physical security, in addition to currently operating as a PCIF and having access to an official credential issuer. As a PCIF, FLETC already has staff onboard that have been trained in the business processes and technical operations necessary to sustain PIV card issuance operations, although the exact level of staffing and skills sets required remains to be determined.

A customer service capability will also be necessary to answer calls from Component field locations and the network of PCIFs located worldwide that would normally rely on the customer service help desk provided by the PCI in Washington, D.C.

FY 2018 additional request will fund:

1. Total Facility Cost: Cost includes a fully loaded space cost of:
 - 900-1400 ft² of space
 - 200-300 ft² of lockable storage
 - 700-1100 ft² of business space
 - IT requirements (e.g. computer workstations, telecommunications equipment, general office supplies, etc.)

Federal Public Key Infrastructure (FPKI) Cost Recovery:

DHS must cooperate with other agencies to promote and expedite common identity and access management policies for security physical and logical access, document sharing, and communications across federal agencies and between external business partners. Annual Interagency Agreements with the GSA FPKI Management Authority Program Management Office (PMO) are designed to fulfill a mandate in the OMB Passback 2011 that agencies will fund the operation of the Federal Public Key Infrastructure Management Authority. This is accomplished by obligating funding for the FPKI PMO services in the GSA Acquisition Services Fund.

Through these Interagency Agreements, the GSA FPKI PMO is responsible for all project, acquisition, and financial management necessary to provide end-to-end service for providing PKI trust infrastructure services. As the managing partner, GSA provides the best and most cost-effective Trust Infrastructure services to federal agencies. GSA's primary focus is to ensure that common identity and access management policies for secure physical and logical access, document sharing, and communications across federal agencies and between external business partners, are realized through the execution and management of digital certificate policies and standards.

2. The FPKI PMO annual cost of \$5,500,000 is shared among 20 agencies, whereas DHS has 392,079 (7%) of the 5,678,450 PIV credentials managed by the GSA PKI Management Authority.

DHS PIV-Interoperable (PIV-I) and PIV-Official (PIV-O) Credentials:

The time-sensitive nature of disaster operations requires rapid on-boarding of temporary disaster employees (e.g., local hires, housing inspectors, etc.) to support various aspects of the disaster. During a disaster, these temporary disaster employees often require IT access to complete their work, and cannot wait the 180+ days for a favorably adjudicated background investigation. To require these individuals to wait for a favorably adjudicated background investigation before they can access IT systems and complete their work would prevent FEMA from completing their mission in disaster environments. Temporary disaster employees (less than 180 days of service) are currently granted access to a disaster site on the basis of favorably adjudicated fingerprints. The background investigation, however, takes more than 180 days to complete on average, and until the investigation is complete, FEMA is relying on the adjudication of the Criminal Background (fingerprint) Check. In most cases, by the time the investigations are complete, the temporary disaster employees have completed their term of service. Funding for PIV-I operations will allow for storage and management of PIV-I credentials in the OCSO-EIMO managed DHS Identity Management System (IDMS), therefore allowing credential-holders to be identified if they attempt to obtain another FEMA identification card at a different disaster.

The PIV-O project is an HSPD-12 initiative that aims to improve security, operational efficiency, reduce costs, and engender greater trust between Component personnel by tying the process of paper official credential issuance and verification to the OCSO-EIMO managed DHS IDMS. Each DHS Component has a different management system for the issuance and management of printed official credentials used by personnel in an official capacity in the field. Disparate processes and standards raise concerns related to both security and cost inefficiencies. This project will define policy through the implementation of a centralized issuance and revocation authority and by standardizing what is otherwise a wide variety of mismatching paper credential templates used by different components. The first phase of this project will include the implementation of the IDMS as the enterprise solution for official credential validation and the back-end system used to issue PIV-O cards. Phase 2 will see EIMO assuming responsibility for the operations and maintenance of all related consumables and printing infrastructure for PIV-O.

3. Additional PIV Requirements:

- PIV-I will require operational and maintenance costs
 - This figure is based on the number of required PIV-I credentials
- PIV-O will require
 - Derived from 42,000 paper credentials issued per year, and a projected 125,000 “active” PIV-O credentials per year.
 - IT Infrastructure maintenance costs (includes engineering labor hours, data center infrastructure, connection maintenance costs)
 - Consumables (does not include the *hard shield*): \$5.20 per credential
 - FY18-FY22 Tech Refresh
 - Warranty and maintenance costs
 - Printer Procurement, FY18 only

Performance

HSPD-12 Business Continuity:

The continuous availability and effective operation of the OCSO PIV Card Issuer (PCI) function and its ability to provide secure PIV card/credential and identity management services to the DHS enterprise must be sustained in the face of adverse events, either man-made (e.g. an act of terrorism) or as a result of a natural disaster. The OCSO PCI function has been designated as one of the departmental Essential Functions (EF) by the OUSM in its Continuity of Operations (COOP) plans and guidance. The immediate goal of OCSO is to establish an at-the-ready Devolution partner and site that has the capability to sustain OCSO PCI operations and to take over some or all HSPD-12 program functions in the unlikely event that the principle office at DHS HQ and/or its staff become incapacitated and unable to perform normal duties. If this initiative is not funded, all functions required to produce, issue, and maintain PIV cards and all related operations and logistics will be vulnerable to a loss of operational continuity.

Federal Public Key Infrastructure (FPKI) Cost Recovery:

The GSA FPKI Management Authority PMO derives its financing from the Acquisition Services Fund, a revolving fund established under the authority of 40 U.S.C. 321. Each fiscal year, OCSO HSPD-12 is requested to obligate funding for the FPKI PMO services in the GSA Acquisition Services Fund. The collection of fees was agreed to by OMB Passback 2011 for the operation of the Federal Public Key Infrastructure Management Authority (FPKIMA). This effort proposes DHS continue with using FPKI PMO services, as they are responsible for all project, acquisition, and financial management necessary to provide end-to-end service for providing PKI trust infrastructure services. As the managing partner, GSA provides the best and most cost-effective Trust Infrastructure services to federal agencies. GSA's primary focus is to ensure that common identity and access management policies for secure physical and logical access, document sharing, and communications across federal agencies and between external business partners, are realized through the execution and management of digital certificate policies and standards. If this initiative is not funded, DHS will still be required to identify funding sources within the HSPD-12 community to meet this mandate.

DHS PIV-Interoperable (PIV-I) and PIV-Official (PIV-O) Credentials:

The time-sensitive nature of disaster operations requires rapid badge issuance to temporary disaster employees (e.g., local hires, housing inspectors, etc.) to grant appropriate access to FEMA facilities and FEMA IT resources. The Federal Information Processing Standard (FIPS) 201 requirement for the issuance of a PIV card is the successful adjudication of a criminal background check and the initiation of a National Agency Check with Inquires (NACI). DHS 4300A only requires the criminal background check and the initiation of a background investigation for employees and contractors in Moderate risk positions to be given IT access. Based upon these minimum requirements, there is no additional background information obtained prior to the issuance of the PIV Card beyond the criminal background check. However, both background investigation types will take an average of six months to complete and return to DHS for adjudication. PIV-I issuance aims to streamline this process and improve upon the time taken to issue standard PIV cards.

Similarly, PIV-O issuance aims to improve the process of producing existing official credentials while enhancing security by leveraging the DHS IDMS as a means to manage these official credentials. Interoperability and trust across all DHS Components will have a major functional impact in the field and costs will be reduced through the consolidation of proprietary issuance systems into one enterprise system.

**Working Capital Fund
Personnel Compensation and Benefits**

Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Fee for Service Activity	514	514	\$94,387	\$183.63	170	170	\$24,150	\$140.32	-	-	-	-	(170)	(170)	(\$24,150)	(\$140.32)
DHS Cross Cutting Activities	7	7	\$1,536	\$219.43	7	7	\$1,441	\$205.86	-	-	-	-	(7)	(7)	(\$1,441)	(\$205.86)
Working Capital Fund Management Activity	8	8	\$1,168	\$146	-	-	-	-	-	-	-	-	-	-	-	-
Total	529	529	\$97,091	\$183.54	177	177	\$25,591	\$142.91	-	-	-	-	(177)	(177)	(\$25,591)	(\$142.91)
Discretionary - Appropriation	529	529	\$97,091	\$183.54	177	177	\$25,591	\$142.91	-	-	-	-	(177)	(177)	(\$25,591)	(\$142.91)

Working Capital Fund
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$72,576	\$20,227	-	(\$20,227)
11.3 Other than Full-Time Permanent	\$1,269	\$946	-	(\$946)
11.5 Other Personnel Compensation	\$710	\$55	-	(\$55)
11.8 Special Personal Services Payments	-	\$296	-	(\$296)
12.1 Civilian Personnel Benefits	\$22,536	\$4,067	-	(\$4,067)
Total - Personnel Compensation and Benefits	\$97,091	\$25,591	-	(\$25,591)
Positions and FTE				
Positions - Civilian	529	177	-	(177)
FTE - Civilian	529	177	-	(177)

EXPLANATION OF CHANGES PAY & NON-PAY COST DRIVERS:

Requested transfers related to the DHS Working Capital Fund (WCF) are a result of efficiency reviews in that DHS began in FY 2014. They involved the WCF team, the WCF Governance Board, and DHS senior leadership. The Department is seeking to streamline processes and alleviate issues created by funding through the WCF due to circular billing. For example, a service provider (Activity A) provides services to the FTE funded by another WCF activity (Activity B). Activity A is also a customer of the WCF who receives services from Activity B for IT services. When the Activity A increases its services it must bill Activity B, who has to recoup their full cost and therefore has to bill their customers for the increase; which includes Activity A. The Department has decided to remove the FTE and FTE related costs from the WCF and move to direct funding within the PPA responsible for providing the service. All services will continue to be provided by the applicable PPA to their current customer base, but the movement of funds from the WCF to the direct to appropriation will allow for better management, flexibility, and customer service. Below is a summary of the WCF criteria for inclusion in the fund, per the DHS WCF Charter, and detail on the activities that were affected in FY 2018 WCF transfers.

The following standard criteria will be used to determine whether a service, program or activity may be financed through the WCF:

- Must provide goods or services needed on a recurring and relatively predictable basis within DHS and/or other federal government entities or other sources.
- Operation as a DHS WCF business area will result in a better service, improved value, and/or decreased costs to the federal government.
- Demand for goods or services must be from multiple customers within DHS and/or other federal government entities or other sources.
- Must use “Full Cost” methodology to identify costs of goods and services.
- Must possess the capability to charge fair and equitable prices to fully recover the full costs of the provided goods and services.

Rationale:

Based on the criteria noted above from the WCF Charter, the determinations by activity noted below were based on the following rationale:

- Does not result in better service, improved value, or decreased costs.
- Costs of operations are not tied to customer demand, especially in the year of execution; yet bills are changed in the year of execution to redistribute costs.
- Does not provide needed flexibility to operate more effectively and efficiently and realign activities between customers as demand dictates.
- Causes numerous mid-year adjustments to customer bills based on actual use.

Activities where FTE were removed and program costs remain in the WCF:

- CIO - DHS One Net & NCRIO
- CHCO – Human Capital Business Systems (HCBS), NFC Payroll, e-Training
- CSO - HSPD-12
- A&O - CLAN Operations
- CRSO - Transit, Parking, Mail, and GSA Rent
- CIO – Research Library Information Services (RLIS)

Activities which were entirely removed from the WCF:

- OSEM/OGC - Regulatory Services
- CPO - Strategic Sourcing
- CHCO - SES CDP, National Defense University (NDU)
- CRSO - Sedan and Shuttle Services

**Working Capital Fund
Permanent Positions by Grade – Appropriation**

Grades and Salary Range	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
Total, SES	5	2	-	-2
Total, EX	137	39	-	-39
GS-15	148	74	-	-74
GS-14	102	34	-	-34
GS-13	89	19	-	-19
GS-12	15	-	-	-
GS-11	14	-	-	-
GS-10	3	1	-	-1
GS-9	11	-	-	-
GS-8	1	-	-	-
GS-7	2	-	-	-
GS-6	1	-	-	-
GS-5	1	8	-	-8
Total Permanent Positions	529	177	-	-177
Position Locations				
Headquarters	529	177	-	-177

**Working Capital Fund
Non Pay Budget Exhibits**

Non Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Fee for Service Activity	\$650,973	\$475,517	\$486,133	\$10,616
Government Wide Mandated Service Activity	\$20,495	\$9,325	\$8,089	(\$1,236)
DHS Cross Cutting Activities	\$13,049	\$13,144	\$11,913	(\$1,231)
Working Capital Fund Management Activity	\$168	-	-	-
Total	\$684,685	\$497,986	\$506,135	\$8,149
Discretionary - Appropriation	\$684,685	\$497,986	\$506,135	\$8,149

Working Capital Fund
Non Pay by Object Class

Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$96	\$149	\$130	(\$19)
22.0 Transportation of Things	\$150	\$40	\$150	\$110
23.1 Rental Payments to GSA	\$130,205	\$122,083	\$146,898	\$24,815
23.3 Communications, Utilities, and Misc. Charges	\$21,447	\$21,061	\$467	(\$20,594)
24.0 Printing and Reproduction	\$2,469	-	\$21,107	\$21,107
25.1 Advisory and Assistance Services	\$36,992	\$33,449	\$34,847	\$1,398
25.2 Other Services from Non-Federal Sources	\$82,078	\$59,437	\$43,406	(\$16,031)
25.3 Other Goods and Services from Federal Sources	\$130,916	\$162,482	\$154,177	(\$8,305)
25.6 Medical Care	\$1	-	\$1	\$1
25.7 Operation and Maintenance of Equipment	\$273,265	\$92,983	\$98,079	\$5,096
26.0 Supplies and Materials	\$2,592	\$1,685	\$2,593	\$908
31.0 Equipment	\$4,474	\$3,858	\$4,280	\$422
32.0 Land and Structures	-	\$759	-	(\$759)
Total - Non Pay Object Classes	\$684,685	\$497,986	\$506,135	\$8,149

Fee for Service Activity – PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Working Capital Fund			FY 2017 Working Capital Fund			FY 2018 Working Capital Fund			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Fee for Service Activity	514	514	\$745,360	170	170	\$499,667	-	-	\$486,133	(170)	(170)	(\$13,534)
Total	514	514	\$745,360	170	170	\$499,667	-	-	\$486,133	(170)	(170)	(\$13,534)
Subtotal Discretionary - Appropriation	514	514	\$745,360	170	170	\$499,667	-	-	\$486,133	(170)	(170)	(\$13,534)

Fee for Service Activity – PPA
Budget Authority and Obligations
Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$745,360	\$499,667	\$486,133
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$96,609	\$38,746	\$58,746
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$841,969	\$538,413	\$544,879
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$841,969	\$538,413	\$544,879
Obligations (Actual/Projections/Estimates)	\$806,190	\$499,667	\$486,133
Personnel: Positons and FTE			
Enacted/Request Positions	514	170	-
Enacted/Request FTE	514	170	-
Onboard and Actual FTE Including Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	445	170	-
FTE (Actual/Estimates/Projections)	445	170	-

Fee for Service Activity – PPA
Summary of Budget Changes
Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	514	514	\$745,360
FY 2016 Working Capital Fund	514	514	\$745,360
FY 2017 Working Capital Fund	170	170	\$499,667
FY 2018 Base Budget	170	170	\$499,667
Transfer to USM/CHCO due to e-Training FTE Removal	(7)	(7)	(\$1,146)
Transfer to USM/CHCO due to HCBS FTE WCF Removal	(22)	(22)	(\$4,141)
Transfer to USM/CHCO due to NDU FTE Removal	(4)	(4)	(\$854)
Transfer to USM/CHCO due to SES CDP WCF Removal	(4)	(4)	(\$909)
Transfer to USM/CIO due to DHS One Net FTE Removal	(17)	(17)	(\$4,328)
Transfer to USM/CIO due to NCRIO FTE Removal	(71)	(71)	(\$11,745)
Transfer to USM/CIO due to RLIS FTE Removal	(4)	(4)	(\$706)
Transfer to USM/CRSO due to GSA Rent FTE Removal	(5)	(5)	(\$1,330)
Transfer to USM/CRSO due to Mail FTE Removal	(2)	(2)	(\$440)
Transfer to USM/CRSO due to Parking FTE Removal	(1)	(1)	(\$184)
Transfer to USM/CRSO due to Sedan WCF Removal	(2)	(2)	(\$1,670)
Transfer to USM/CRSO due to Shuttle WCF Removal	(1)	(1)	(\$1,171)
Transfer to USM/CRSO due to Transit FTE Removal	(2)	(2)	(\$346)
Transfer to USM/CSO due to HSPD-12 FTE Removal	(26)	(26)	(\$4,467)
Transfer to USM/I&A due to C-LAN FTE Removal	(2)	(2)	(\$515)
Transfer to USM/OGC to Regulatory WCF Removal	-	-	(\$400)
Total Transfers	(170)	(170)	(\$34,352)
Fee for Service Cost Increases	-	-	\$19,460
Total, Pricing Increases	-	-	\$19,460
Total Adjustments-to-Base	(170)	(170)	(\$14,892)
FY 2018 Current Services	-	-	\$484,775
WCF - HSPD-12	-	-	\$1,358
Total, Program Increases	-	-	\$1,358

Budget Formulation Activity	Positions	FTE	Amount
FY 2018 Request	-	-	\$486,133
FY 2017 TO FY 2018 Change	(170)	(170)	(\$13,534)

PPA Description

The Fee for Service activity includes 18 separate activities, which provide or coordinate delivery of a specific service or benefit to DHS Components. The benefit/cost for providing the WCF activity is tangible and is directly linked to a Component’s use of services or products. These WCF activities are reimbursed for the provision of services, and have characteristics typical of a business enterprise. The costs for operating the business are reimbursed by billing customers for the provision of goods and services briefed and approved by the WCF Governance Board. Each fee for service activity is expected to recover its operational expenses, in which Components can benefit from economies of scale. Examples include: General Services Administration (GSA) rent and real estate services, IT and telecommunication services, and human resource services.

The Working Capital Fund requests \$486.1 million for the Fee for Service activity in FY 2018. This is a net decrease of \$13.5 million from the FY 2017 Annualized CR level, due to the removal of the FTE from the WCF and the removal of 5 activities.

GSA Rent

Description of Service: The WCF Rent Activity assists customers with initiating requests for new space and working with the General Services Administration (GSA) to identify, procure, and construct appropriate office space. The WCF Rent Activity also manages space assignments and growth requirements for all existing locations within the DHS National Capital Region (NCR) portfolio, as well as reducing the DHS footprint through consolidation and telework initiatives. Along with space management, the activity is also tasked with fairly allocating the rent costs incurred for each location among the components. Costs include rental payments to GSA, Federal Protective Service (FPS) charges, and funding reimbursable agreements with GSA for overtime utilities. Centrally managing these costs and transactions through the WCF enables the Department to provide greater efficiency to its Components.

Other responsibilities of the WCF Rent Activity include managing and forecasting space and budget requirements and developing Housing Occupancy Plans to maximize the utilization of space. As effective stewards of the GSA Rent Activity, a space/rent Analyst is assigned to each Customer in order to provide and meet all space related requirements, (i.e., reducing and expanding space by identifying personnel counts).

Managing Office: Office of the Chief Readiness Support Officer (OCRSO)

Pricing Basis: Pricing is based on prior year actuals plus lease escalations between 1.01 and 1.04 for the future years. New locations are based on the Occupancy Agreement amounts and a base security charge of \$.74/sq. ft. plus escalation charges.

Cost Allocation Methodology: Customers are charged on the space they occupy in each building. The square footage is multiplied by the price per rentable square foot cost for each building. The per building rentable square foot price is based on GSA rent and includes FPS charges, overtime utilities, antenna charges, and DHS shared space.

Research Library & Information Services (RLIS)

Description of Service: The DHS Library and Information Services mission is to provide DHS program managers and their end users with timely desktop access to mission critical, authoritative, commercial information content, products and services.

The activity was established in 2004 to implement DHS-wide information assets supporting decision making, enforcement, investigation, and research and academic information gathering activities of the DHS workforce.

The activity collaborates with the Library of Congress (LOC) program through which the LOC shares its expertise in information services and consolidates buying power for Federal agencies.

Managing Office: Office of the Chief Information Officer (OCIO)

Pricing Basis: Pricing is based on stakeholders selected subscriptions and a cost proposal received from the vendor.

Cost Allocation Methodology: The costing algorithm is based on three differing service types: enterprise-wide availability, account specific availability, and percentage of use.

Enterprise-wide Availability: Services are available enterprise-wide and made available to all DHS personnel as identified by Internet Protocol (IP) authentication. The cost distribution for these services is based on FTE numbers approved by the Office of the Chief Financial Officer. Examples of products provided under the enterprise-wide service plan include subscriptions to Leadership Directories, Newsbank, EBSCO, ASTM, National Fire and Protection Association, and the Oxford English Dictionary.

Account Specific Availability: Services are available based on specific account availability and accessed using vendor provided user names and passwords. The cost for these services is distributed based on the actual cost of the user subscription service including applicable LOC fees. West Government Services is one of the products provided under this type of service plan and only used by certain DHS Components.

Percentage of use: Under this service plan, products and subscriptions can be accessed by all DHS Components using their user names and passwords. The cost for these services is distributed to each component organization based on prior usage percentages related to the annual product cost. Westlaw is one of the products provided under this type of service plan.

Finance & Accounting Shared Services

Description of Service: The Immigration and Customs Enforcement (ICE)/Office of Financial Management (OFM) provide the following services for its DHS Component customers: Financial Processing, Financial Analysis & 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) & 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 statements reporting and issue resolution include General ledger maintenance, DHS & 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.

Managing Office: Immigration and Customs Enforcement (ICE)

Pricing Basis: Pricing is based on the actual cost derived from the Customer Billing Model (CBM) of the prior year plus an inflation rate set by DHS guidelines.

Cost Allocation Methodology: The cost allocation methodology for this activity is based on the historical cost of providing the following seven categories of financial support to each participating component: (1) financial reports, (2) obligations and payment processing, (3) system usage, (4) receipts, (5) payroll, (6) overhead, and (7) travel and cash management services.

Integrated Audit

Description of Service: The DHS Office of the Inspector General (OIG) awards a contract to an independent Certified Public Accounting (CPA) firm to perform an integrated audit. An integrated audit combines a financial statement audit with an audit of internal control over financial reporting. The costs under the contract include travel and incidental expenses associated with the performance of the audit as permitted by the contract and maintained by the OIG as the Contracting Officer Representative (COR). The award is made under a GSA schedule contract.

The Office of the Chief Financial Officer (CFO) coordinates and prepares the DHS consolidated financial statements, coordinates the assessment process to support management's assertion on internal controls, and acts as primary liaison for the auditors. All DHS CFOs coordinate with the OCFO Director of Financial Management to prepare financial statements and satisfy the audit requirements and the Director of the Risk Management and Assurance on management's assessment of internal controls.

The OIG is the COR for the Integrated Audit contract. The OIG provides oversight of the contract auditor and established the scope of the work in order to estimate cost information for performing the audit. The cost includes billable hours, travel and incidental expenses associated with the performance of the audit based on the scope of audit work to be performed each year.

Cost Allocation Methodology: The costs are a result of the Independent Auditor's billable hours, travel, and incidental costs associated with the performance of the audit as permitted by the contract maintained by the OIG as the COR. The OIG prepares the scope of work and the audit firm provides their estimate for completing the work. The cost allocation methodology is the estimated auditor's billable hours per Component multiplied by the hourly rate plus travel and incidental costs.

Managing Office: OCFO

Pricing Basis: Pricing is based on prior year actual audit costs, which is derived by an estimate for the current year's audit contract submitted by the OIG.

Bankcard Program

DHS has selected Customs and Border Protection (CBP) as the servicing agent to provide a centralized bankcard invoicing and payment system for components within DHS. CBP has developed and implemented a system that supports the receipt of daily bankcard invoices for all of DHS.

This system assures payment of invoices within one business day of receipt, and provides transmission of an electronic file containing transaction data to each component's accounting system.

Managing Office: OCFO

Pricing Basis: Pricing is based on estimates established in a Memorandum of Understanding (MOU) between DMO and CBP, the servicing agent, and consists of personnel costs to process daily bankcard transactions.

Cost Allocation Methodology: The cost allocation methodology for this activity is based on an estimate of the time it takes CBP personnel to process daily bills for Components and the number of special reports requested by Components.

Treasury Information Executive Repository (TIER)

Description of Service: The DHS CFO's office is responsible for creating the Department-wide financial statements. TIER is the application used by the DHS OCFO to create automated Department-wide financial statements. TIER is critical for monthly, quarterly, and annual reporting requirements, meeting accelerated timeframes for integrated audit deliverables and producing the Agency Financial Report. DHS's use of TIER has benefited the entire Department by the cost and resource savings involved in being able to produce financial statements in a timely, automated manner.

Managing Office: OCFO

Pricing Basis: Pricing is based on the IT hosting and software licensing costs, which are set by the Office of the Chief Information Officer (OCIO) and external software vendors. The operations and maintenance support contract is based on an established firm, fixed-price contract with discounted rates.

Cost Allocation Methodology: The cost allocation methodology for this activity is estimated cost equally distributed to the 15 financial reporting Components.

National Finance Center (NFC) Payroll Services & Reporting

Description of Service: NFC provides the payroll operational support for the Department. The Department of Agriculture's NFC provides Payroll/Personnel services utilizing their legacy mainframe systems (payroll), WebTA (time and attendance) and EmpowHR PeopleSoft application (personnel). In addition, NFC provides Payroll/Personnel policy support and benefits reconciliation, tax reporting, and payroll problem resolution. NFC Payroll/Personnel services billed to DHS components include Earnings and Leave and Personnel Benefits statements, USDA OIG oversight of non-USDA Payroll processing, Payroll Operations branch support, claims, ad-hoc reporting, and debt management. Along with NFC Payroll/Personnel services and EmpowHR hosting, NFC provides hosting services for the WebTA application.

Managing Office: Office of the Chief Human Capital Officer (OCHCO)

Pricing Basis: Pricing is based on known requirements/changes for the budgeted FY. For example, the deployment of EmpowHR by FEMA has been built into internal documents for 2-3 years, in addition to changes in other cost categories.

Cost Allocation Methodology: Component’s cost allocation methodology is based on four main billable cost areas, Baseline EmpowHR Operations and Maintenance Services, Baseline WebTA Hosting Plus Services, Baseline Payroll/Personnel Processing Services and Additional Payroll/Personnel Processing Services. Within the four main billable cost areas are sub cost areas and cost drivers which determines the Components bill; for example, Baseline EmpowHR Operations and Maintenance Services is determined by the number of W-2’s processed for the Component. The detail cost area and the cost drivers associated with this activity are as follows:

Cost Area	Cost Driver
1. Baseline EmpowHR Operations and Maintenance Services	Number of W-2's
a. Oracle Licenses - EmpowHR	Percentage of Component's licenses of DHS EmpowHR licenses users as a whole
2. Baseline WebTA Hosting Plus Services	Number of W-2's
3. Baseline Payroll/Personnel Processing Services	Avg. Number of Bi-Weekly Employment Payments
a. OIG Oversight of Payroll/Personnel Processing	Avg. Number of Bi-Weekly Employment Payments
4. Additional Payroll/Personnel Processing Services	
a. Postage - Earnings and Leave Statements	Pieces of Mail
b. Postage - W-2's	Number of W-2's
c. Treasury FMS Postages Charges for Single Address Checks	Checks Mailed
d. Recertification Processing	Avg. Number of Bi-Weekly Employee Payments
e. Debt Management	Weighted Avg. of Receivables Established
f. Federal Erroneous Retirement Coverage Corrections Act	Number of Claims Processed
g. Claims	Number of Claims Processed
h. Third Party Garnishment Processing	Manual Garnishment Accounts Established
i. Post 56- Retirement Processing	Manual Post-56 Accounts Established
j. Ad-Hoc Reporting (FOCUS and CULPRPT)	Number of CPU Minutes Used
k. International Organizational Appointments	Number of International Organizational Employees
l. Retirement/Separation Processing	Number of Retirement/Separation Processed
m. Payroll Manual Payments Processing	Number of Payroll Manual Payments Processed
n. Time and Attendance Suspense Corrections	Number Time and Attendance Suspense of Processed
o. Payroll Enhancements	Percentage of employees of DHS as a whole
p. webTA Archiving Services	Percentage of employees of DHS as a whole

Human Capital Business Systems (HCBS)

Description of Service: The mission of the HCBS activity is to maintain and support DHS enterprise-wide human capital business systems by meeting the requirements specified by the user-community and provide services in a timely and cost-effective manner by avoiding considerable duplicative costs if DHS components proceeded independently.

HCBS supports several enterprise-wide systems to include: web-based Time & Attendance; Personnel and Payroll; the Department's Balance Workforce Strategy (BWS) and Balance Workforce Assessment Tool (BWAT) and the Enterprise Integration Environment (EIE) which allows hosting and integration of enterprise application data.

HCBS supports the Department's BWAT and BWS/BWAT support services. This includes resources that support the BWAT project manager within OCHCO focuses on assessing and eliminating potential overreliance on contractors, and resulting in an appropriate balance of federal staff to contractors. BWAT ensures the existence of a detailed and robust contract data repository that can be easily accessed as needed. The efficiencies gained through Operations and Maintenance (O&M) will decrease the level of effort expended by the components, improve the accuracy and consistency of the analysis results and report outputs, and enable components and the department to routinely meet internal and external deadlines with reliable information.

Managing Office: OCHCO

Pricing Basis: Pricing is based on operations & maintenance costs, contracts, and IT licenses.

Cost Allocation Methodology: Costs are based on three billable areas: (1) FTE costs; (2) operations and maintenance of the HR systems and hosting environment; (3) contract labor hours and reporting; and (4) the pro-rata share of each Component's contract value (based on the # of contracts each Component is required to analyze) divided by their total cost and multiplied by the total cost of the activity (BWS/BWAT).

Flexible Spending Accounts (FSA)

Description of Service: FSAs are employee-funded accounts that are used by the employee account holders to pay for medical expenses and dependent care costs that are not reimbursed by another source. Contributions to the account come from an employee's pre-taxed salary. There is a fee that is charged by the administrator of these accounts. Effective FY 2008, the law requires that an agency pay these fees on behalf of their employees.

Managing Office: OCHCO

Pricing Basis: Pricing is based on the most recent bill received from Office of Personnel Management (OPM) with an adjustment for inflation.

Cost Allocation Methodology: The cost allocation methodology is based on components' current year (at the time of planning) participation rates. The costs for this program are based on actual invoices received in October and March of each calendar year. The March bill includes employees of record as of January 1 of the calendar year. The October bill makes an adjustment for all new employees who have entered the program since January 1. The invoice process is managed by ADP Benefits and costs are billed to components based on actual invoices received from the vendor.

HQ Leadership Development Program (HQ LDP)

The purpose of the HQ LDP is to provide leadership training to leaders at DHS Headquarters who are GS-14s, 15s, or members of the Senior Executive Service (SES) and to provide them with executive-level training to close potential competency gaps. A well-executed Executive Leadership Program is a key element in sustaining a leadership community that shares information and implements processes with a common DHS focus.

The HQ LDP includes the Treasury Executive Institute (TEI). The TEI provides continuous learning and growth opportunities that meet the learning needs of Department executives, executive development candidates, and senior managers. TEI brings executives to the marketplace of ideas by exposing them to best practices in leadership models, new technologies, and executive competencies. TEI programs have provided both education and knowledge sharing opportunities among executives throughout the government since the creation of the Program in 1983. This Program is offered to DHS HQ Executives, GS-15s and GS-14s (at no additional charge).

Managing Office: OCHCO

Pricing Basis: Pricing is based on a firm fixed price contract with the TEI.

Cost Allocation Methodology: The cost allocation methodology is based on the total cost divided by the total population serviced and then multiplied by the Component percentage of the population.

DHS OneNet

Description of Service: 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 (EaaS), Email Secure Gateway (EMSG), and the Trusted Internet Connection (TIC)/Policy Enforcement Points (PEP).

OneNet is the core unified environment and consolidation of legacy networks into one enterprise-wide, integrated network. OneNet provides the foundation for DHS's Information Sharing Environment (ISE). DHS's unclassified, classified, and secret networks utilize OneNet for information transport. Major services provided under OneNet include:

- DHS Wireless Access Network (WAN) services, including configuration management, engineering, technical requirements analysis and OneNet integration services
- Network and security operations centers - Enterprise Network Operations Center (NOC) and Security Operation Center (SOC)
- Traffic modeling and performance analysis
- Network Management and IP address administration

The OneNet network and security operations centers monitor and manage DHS's centralized systems and network infrastructure. Incident response and detection is coordinated and escalated within the network security and computing service groups, depending on the nature of the breach or failure. The OneNet NOC works with Component NOCs, Enterprise Data Operations Centers, and the Enterprise Operations Center to coordinate service restorations and troubleshooting. DHS is implementing enhancements to OneNet to meet unique Component security requirements and OMB mandates. These enhancements include TIC which includes High Assurance Gateways (HAG) and PEP.

Managing Office: OCIO

Pricing Basis: Pricing is based on the ITP Network Services using the Independent Government Cost Estimates (IGCEs) and the Bill of Materials (BOM).

Cost Allocation Methodology: The cost of Component contributions is based on an Aggregate Bandwidth Model i.e. Customer Bandwidth percent is equal to Component Bandwidth Capacity divide by total DHS Bandwidth Capacity. Customer charges equals Customer percent of the total DHS Bandwidth Capacity multiplied by total charges.

National Capital Region Infrastructure Operations (NCRIO)

Description of Service: The NCRIO serves the DHS Headquarters (HQ), select Department Components, and field offices for:

- Sensitive but Unclassified Network and internet/intranet access;
- Management and delivery of unclassified desktop computing applications, equipment, email, wireless; communications, video (VTC), voice (phone) and messaging;
- Communications security and IT operations;
- Disaster planning and mitigation to ensure continuous operations.

The NCRIO manages and maintains all desktop applications for full functionality and continuous availability of unclassified networks, as well as full functionality of file and data storage and retrieval, printing, and remote access. The NCRIO coordinates management and delivery of these services, supports build-out of new facilities, and provides customer service through a 24/7 help desk.

The NCRIO delivers IT services to end users. It does so by subscribing to and integrating enterprise services with locally operated and maintained IT infrastructure. More specifically, the NCRIO subscribes to:

- Data Center hosting where it maintains its own user enclave for A-LAN,
- OneNet WAN, TIC and PEP services,
- Enterprise services such as Email as a Service and Public Key Infrastructure.

Managing Office: OCIO

Pricing Basis: The activity uses independent government cost estimates and industry IT benchmark data to evaluate the level of effort needed to support each network. Historical actual cost estimates and current negotiated contract rates are also used to develop the annual operations and maintenance cost. Future year cost increases for growth in user base is estimated with historical FTE growth trends.

Cost Allocation Methodology: This activity is based on the number of users accessing each network and the hardware, software and services needed to support each network's infrastructure, security requirements, end user computing and telecommunications needs. Costs are allocated among the participating organizational Components based on their total number of accounts on the network as determined by the Global Address List (GAL). For Unclassified Local Area Network (A-LAN), the non-discrete costs are shared across the total number of network accounts, with the Component being charged for their pro-rated share of the total network accounts. A Component's discrete costs; e.g. wireless and circuits, are billed directly to the Component based on their actual consumption of these services

CLAN Operations

Description of Service: The C-LAN Operations activity would serve Top Secret/Sensitive Compartment Information (TS/SCI) Enterprise users at DHS HQ, select Department Major and Sub-Components and field offices for:

- TS/SCI network and internet/intranet access;
- Management and delivery of desktop computing applications, equipment, email, communications, secure video (VTC), voice (phone) and messaging for TS/SCI networks;
- Communications security and IT operations; and
- Data Center, Disaster Recovery planning and mitigation to ensure continuous operations.

This activity manages delivery of IT services to TS/SCI end users, subscribing to and integrating enterprise services with a locally operated and maintained IT enterprise infrastructure. More specifically, C-LAN Operations provides:

- Data Center hosting for C-LAN infrastructure, data storage, applications and CORE functions;
- CAN, OneNet WAN, TIC and PEP services;
- Enterprise services such as Enterprise Cross Domain Services, Public Key Infrastructure, Think Analyze Connect (TAC), and an enterprise attribute hub for attribute based access controls (SPEAR); and
- Provide responsive compliant solutions to the Office of Management and Budget (OMB) and the Office of the Director of National Intelligence (ODNI) Information Sharing and Safeguarding (IS&S) directives/policies applicable to TS/SCI networks.

Managing Office: The C-LAN activity is managed by the DHS Office of Intelligence and Analysis.

Pricing Basis: The pricing for this activity is based on the number of users accessing each network and the hardware, software and

services needed to support each network's infrastructure, security requirements, end user computing, and telecommunications needs. The activity uses independent government cost estimates and industry IT benchmark data to evaluate the level of effort needed to support each network. Historical actual cost estimates and current negotiated contract rates are also used to develop the annual operations and maintenance cost. Future year cost increases for growth in user base is estimated with historical FTE growth trends.

Cost Allocation Methodology: The C-LAN Operations activity consists of multiple cost allocations. Costs are allocated among the participating organizational Components based on their total number of accounts on the Classified network, the total number of C-LAN devices (e.g., desktop computers, desktop VTC), and/or portion of an auxiliary service consumed (e.g., Cross Domain). For the C-LAN, the non-discrete costs are shared across the total number of C-LAN network accounts, with the Component being charged for their pro-rated share of the total accounts. In addition, the costs associated with the C-LAN devices or auxiliary services are added to the Component bill for those offices that actually possess a C-LAN device or consume an auxiliary service.

HSPD-12 Infrastructure Support

Description of Service: HSPD-12 Infrastructure Support, through the Identity Management Division (IMD) of the Chief Security Officer (OCSO), is a central headquarters program that is charged with managing HSPD-12 implementation across DHS through the issuance of a secure and reliable form of identification for its workforce, employees, and contractors located within an estimated 16,000 DHS facilities and sites. The IMD will provide the necessary guidance and tools to facilitate this Department-wide program, creating a unified approach and solution.

The IMD business activity supports DHS with services and technology to establish the DHS HSPD-12 infrastructure and issue credentials in the following areas:

- Identity Management System (IDMS)
- Card Management System (CMS)
- Enrollment and Card Issuance Work Stations (EIWS) including printers and work station consumables
- DHS Personal Identity Verification (PIV) Card Stock including Security Printing and laminate
- Installation and Maintenance of the EIWS
- Hosting, Backup, Disaster Recovery, and Test Environment Server Support
- Certification and Accreditation (C&A) Support
- O&M Support including Service Support/Help Desk
- Appointment Scheduling Hosting and Support
- Onsite Training Support
- DHS Authoritative Databases Interface and Support
- Open Interfaces/Modules for HSPD-12/DHS IDMS and CMS

- Public Key Infrastructure (PKI) Certificates

These services have been and are currently provided for all DHS users of the Identity Management System. In addition, the IMD business activity coordinates:

- The card issuance functions at 322 DHS PIV Card Issuance Facilities nationwide
- HSPD-12 technology evaluation for future DHS use
- Continuous project management support for the deployment of EIWS to DHS facilities/sites nationwide
- Vendor management and oversight of existing contracts
- Budget and financial management

Managing Office: OCSO

Pricing Basis: Pricing is based on the number of active identities in the DHS HSPD-12 IDMS, which include costs associated with the collection/enrollment/sharing of biographic/biometric information, identity document validations, PKI certificates, and the lifecycle management of DHS PIV Cards.

Cost Allocation Methodology: Components cost allocation methodology is based on the following factors:

- Number of Federal and Contractor employees within each Component at the beginning of the fiscal year
- Sum of all costs associated with the DHS PIV Card Program supporting Components
- Percentage of Component identities compared to the DHS total identities

e-Training

Description of Service: e-Training provides an enterprise approach to leveraging technology to support learning and development programs, initiatives, and capabilities. This includes an enterprise architecture approach to modernize and reduce the complexity of DHS Learning Management Systems (LMS); building enhanced capability through tools such as web conferencing; and closing existing and future gaps in structured learning opportunities by providing every DHS employee access to over 3,000 online courses and 12,000 online books. Benefits derived from this activity include:

- Centralized procurement of primary DHS LMS in use, providing greater visibility to CFOs, CIOs, and all DHS management regarding costs;
- Consistent, standardized delivery of all legislatively-mandated training to all DHS employees (and contractors where appropriate), launched IT security courses mapped to the Government Information Security Reform Act (GISRA) and the National Institute of Standards and Technology requirements;
- A 21st Century approach to training in critical areas such as Emergency Medical Technician training by assisting in the coordination of DHS Modeling and Simulation activity in regards to training; and

- Compliance with OPM and OMB requirements for reporting Enterprise Human Resources Integration training data for all DHS Federal civilian employees.

In FY 2017, the overall enterprise cost for e-training will be reduced as Components migrate to the Performance and Learning Management System (PALMS) and fund the O&M tail of the integrated Performance Management (PM) and Learning Management (LM) system within their respective Component budgets.

Managing Office: OCHCO

Pricing Basis: Pricing is based on costs to maintain services in ETMS, PMO, Plateau, Skillsoft, and EMS Training systems.

Cost Allocation Methodology: The cost allocation methodology for this activity is a pro-rata share based on the percentage derived from dividing each component's FTE by DHS's total FTE (including USCG military for some activities) multiplied by total estimated cost of the activity. Customers are only billed for services received. Additionally, DHS Components using EMS training will only be charged based on usage.

Mail Services

Description of Service: The Mail Service operates a Consolidated Remote Delivery Site (CRDS) for receiving, screening, processing, courier servicing, and delivery of safe mail to DHS Headquarters and Component HQ facilities in the National Capital Region (NCR). With the exception of the United States Secret Service (USSS), all DHS Components currently participate in the CRDS mail shared service support activity.

The CRDS currently receives and screens approximately 1.5 million pieces of inbound mail and delivers it to nearly 100 DHS mail delivery locations within the NCR. It processes over 8 million pieces of outbound mail and provides over 6,000 trips of courier services. The CRDS is also supported by an Inter-Agency Agreement with DHS Office of Health Affairs for biological detection services.

Managing Office: OCRSO

Pricing Basis: Pricing is based on current contracts negotiated with the service providers. The cost of mail services contract includes mail chemical, biological, radiological, nuclear and explosive screening, delivery services, onsite customer service, and courier services.

Cost Allocation Methodology: Pricing is based on a pro-rata share of the volume of mail delivered, the number of mail stops that receive mail, the number of locations with mail delivery, onsite customer service support, the number of courier services, and the cost of screening incoming mail for safety and security threats.

Parking Services

Description of Service: The Parking Service is available to eligible DHS HQs employees based on space availability, parking need accessibility under American Disability Act (ADA); employee's position; employee's required work schedules; and funding approval from Office/Directorate. Permit types in order of priority are: Law Enforcement vehicles; official government vehicles (owned, leased, or rented); employees with disabilities; executive parking; unusual work hours; and carpool/vanpool. There are currently nine (9) commercial parking garages providing over 275 parking spaces, one government-run parking garage providing 37 parking spaces, and one parking lot of 1,197 spaces

Managing Office: OCRSO

Pricing Basis: Pricing is based on firm-fixed pricing, which includes garages that are within a 0.25 or 1 block radius from the DHS site. The contract is awarded by the number of unreserved and reserved spaces (handicap parkers only) for each DHS Headquarters organization.

Cost Allocation Methodology: The cost allocation methodology is a pro-rata share based on the number of spaces utilized.

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 helps reduce petroleum consumption, traffic congestion, and air pollution by taking vehicles off the road that are otherwise used in daily commuting.

Managing Office: OCRSO

Pricing Basis: Pricing is based on contract negotiations with the Sole Source Contract (The Washington Metropolitan Area Transit Authority - WMATA) and IAA with the Department of Transportation (DOT) service providers.

Cost Allocation Methodology: The cost allocation methodology is a pro-rata share based on participant usage.

**Fee for Service Activity – PPA
Personnel Compensation and Benefits**

Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Fee for Service Activity	514	514	\$94,387	\$183.63	170	170	\$24,150	\$140.32	-	-	-	-	(170)	(170)	(\$24,150)	(\$140.32)
Total	514	514	\$94,387	\$183.63	170	170	\$24,150	\$140.32	-	-	-	-	(170)	(170)	(\$24,150)	(\$140.32)
Discretionary - Appropriation	514	514	\$94,387	\$183.63	170	170	\$24,150	\$140.32	-	-	-	-	(170)	(170)	(\$24,150)	(\$140.32)

NARRATIVE EXPLANATION OF CHANGES

In FY 2017, a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them directly to the appropriation in the PPA that is providing the service.

Fee for Service Activity – PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$70,100	\$19,086	-	(\$19,086)
11.3 Other than Full-Time Permanent	\$1,269	\$946	-	(\$946)
11.5 Other Personnel Compensation	\$710	\$55	-	(\$55)
11.8 Special Personal Services Payments	-	\$296	-	(\$296)
12.1 Civilian Personnel Benefits	\$22,308	\$3,767	-	(\$3,767)
Total - Personnel Compensation and Benefits	\$94,387	\$24,150	-	(\$24,150)
Positions and FTE				
Positions - Civilian	514	170	-	(170)
FTE - Civilian	514	170	-	(170)

**Fee for Service Activity – PPA
Non Pay Budget Exhibits**

Non Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Fee for Service Activity	\$650,973	\$475,517	\$486,133	\$10,616
Total	\$650,973	\$475,517	\$486,133	\$10,616
Discretionary - Appropriation	\$650,973	\$475,517	\$486,133	\$10,616

**Fee for Service Activity – PPA
Non Pay by Object Class**
Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$76	\$133	\$130	(\$3)
22.0 Transportation of Things	\$150	\$40	\$150	\$110
23.1 Rental Payments to GSA	\$130,205	\$122,083	\$146,898	\$24,815
23.3 Communications, Utilities, and Misc. Charges	\$21,447	\$21,061	\$467	(\$20,594)
24.0 Printing and Reproduction	\$2,469	-	\$21,107	\$21,107
25.1 Advisory and Assistance Services	\$24,036	\$25,359	\$21,902	(\$3,457)
25.2 Other Services from Non-Federal Sources	\$68,336	\$53,296	\$43,326	(\$9,970)
25.3 Other Goods and Services from Federal Sources	\$123,924	\$154,443	\$147,200	(\$7,243)
25.6 Medical Care	\$1	-	\$1	\$1
25.7 Operation and Maintenance of Equipment	\$273,265	\$92,983	\$98,079	\$5,096
26.0 Supplies and Materials	\$2,590	\$1,685	\$2,593	\$908
31.0 Equipment	\$4,474	\$3,675	\$4,280	\$605
32.0 Land and Structures	-	\$759	-	(\$759)
Total - Non Pay Object Classes	\$650,973	\$475,517	\$486,133	\$10,616

NARRATIVE EXPLANATION OF CHANGES

In FY 2017, a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them to direct to appropriation in the PPA that is providing the service. This decision was made after business cases were reviewed in comparison to the WCF Charter, which details the criteria for inclusion in the WCF. The decision eliminates the circular billing for positions and related costs and allows the service providers and customers to run the program more efficiently.

Description of Activities completely removed from the WCF in FY 2018:

Regulatory Services includes the shared costs associated with the operation of the Department’s and components’ regulatory programs. The Regulatory Services umbrella consists of the following two activities: (1) operation and maintenance of the Regulatory Affairs Management System (RAMS) and (2) e-Docket Support Services (an existing WCF sub-activity moving from the eRulemaking umbrella to the Regulatory Services umbrella). This activity was completely transferred out of the WCF to direct

appropriation within OSEM in FY 2018.

National Defense University covers the cost of 4 professors that design, develop, and lead homeland security-related courses and events. In addition, DHS faculty serves as advisors/mentors to all DHS employees who are enrolled as Master's Degree candidates each year. This activity was completely transferred out of the WCF to direct appropriation within OCHCO in FY 2018.

The DHS Senior Executive Service Candidate Development Program (SES CDP) is a program approved by the Office of Personnel Management (OPM) which permits the certification of the executive qualifications of graduates by the OPM Qualifications Review Board (QRB) and selection for the SES without further competition. This activity was completely transferred out of the WCF to direct appropriation within OCHCO in FY 2018.

The Shuttle Service provides a safe and effective means of transporting employees between DHS buildings throughout the NCR. The services consist of 6 routes (North, Tenley A/B, Glebe Rd) and are limited to the conduct of official business. This activity was completely transferred out of the WCF to direct appropriation within OCRSO in FY 2018.

The Executive Sedan Service provides executive level transportation for authorized senior officials who travel between various locations during the course of official Government duties. It allows senior officials to conduct official business while in transit, which may not be possible on Metro or in taxicabs. This activity was completely transferred out of the WCF to direct appropriation within OCRSO in FY 2018.

Activity Detail where FTE were removed but program costs remain in the WCF (see detail above within PPA narrative):

- CIO - DHS One Net and NCRIO
- CHCO – HCBS, NFC Payroll, and e-Training
- CSO - HSPD-12
- A&O - CLAN Operations
- CRSO - Transit, Parking, Mail, and GSA Rent
- CIO – RLIS

Government Wide Mandated Service Activity - PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016			FY 2017			FY 2018			FY 2017 to FY 2018		
	Working Capital Fund			Working Capital Fund			Working Capital Fund			Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Government Wide Mandated Service Activity	-	-	\$20,495	-	-	\$9,325	-	-	\$8,089	-	-	(\$1,236)
Total	-	-	\$20,495	-	-	\$9,325	-	-	\$8,089	-	-	(\$1,236)
Subtotal Discretionary - Appropriation	-	-	\$20,495	-	-	\$9,325	-	-	\$8,089	-	-	(\$1,236)

**Government Wide Mandated Service Activity – PPA
Budget Authority and Obligations**

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$20,495	\$9,325	\$8,089
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$1,217	\$399	\$399
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$21,712	\$9,724	\$8,488
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$21,712	\$9,724	\$8,488
Obligations (Actual/Projections/Estimates)	\$21,299	\$9,325	\$8,089
Personnel: Positons and FTE			
Enacted/Request Positions	-	-	-
Enacted/Request FTE	-	-	-
Onboard and Actual FTE Including Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	-	-	-
FTE (Actual/Estimates/Projections)	-	-	-

**Government Wide Mandated Service Activity – PPA
Summary of Budget Changes**

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	-	-	\$20,495
FY 2016 Working Capital Fund	-	-	\$20,495
FY 2017 Working Capital Fund	-	-	\$9,325
FY 2018 Base Budget	-	-	\$9,325
Government-Wide PPA Pricing Decrease	-	-	(\$1,236)
Total, Pricing Decreases	-	-	(\$1,236)
Total Adjustments-to-Base	-	-	(\$1,236)
FY 2018 Current Services	-	-	\$8,089
FY 2018 Request	-	-	\$8,089
FY 2017 TO FY 2018 Change	-	-	(\$1,236)

PPA Description

Government-wide Mandated Service Activities include 12 activities which are Administration-sponsored initiatives managed by a designated Federal department to improve overall government performance. Customers are assessed for the cost of supporting the activity. The activities should also provide a direct benefit to participating Components. Examples include government-wide e-Government initiatives and the OMB-sponsored Interagency Councils, such as Human Resources Line of Business, Financial Management Line of Business, and e-Gov Benefits.

The Working Capital Fund requests \$8.089 million and 0 FTE for this PPA in FY 2018. This is a net decrease of \$1.2 million from the FY 2017 Annualized CR level, as a result of anticipated programmatic net pricing decreases.

Interagency Council Funding

Description of Service: GSA provides oversight and administers the Interagency Council funds in consultation with the Chief Financial Officers Council, the Chief Information Officers Council, the Federal Acquisition Council and the Chief Human Capital Officers Council.

- CFO Council funding supports the following activities:
 - Federal Audit Clearing House (FAC) - Disseminates audit information to Federal agencies and the public, supports OMB oversight and assessment of Federal award audit requirements, and assists Federal cognizant and oversight agencies in obtaining OMB Circular A-133 data and reporting packages.
 - Grants Streamlining – Implements P. L. 106-107, the Federal Financial Assistance Management Improvement Act of 1999. It also proposes a standard format for Federal agency use in announcing discretionary grant and cooperative agreement funding opportunities.
- CIO Council funding supports the following activities:
 - A contract to support the Portfolio Management Office for the ongoing e-government initiatives efforts.
 - Federal Enterprise Architecture (FEA) —identifies and develops collaboration and consolidation opportunities across Federal agencies.
- Federal Acquisition Council (FAC) funding supports the following activities:
 - The Federal Competitive Sourcing Database (FCSD) facilitates comprehensive, consistent, and timely reporting of government actions related to competitive sourcing.
 - Acquisition Workforce Competency Development and Training - Funds the Acquisition Career Management Information System (ACMIS) database which provides workforce training data and OPM data to make strategic workforce decisions that affect the agency's training and certification requirements.
 - Government-wide Performance Measures for Socio-Economic Goals - Small business success is currently measured by meeting established statutory goals.
 - The Service Acquisition Reform Act (SARA), Acquisition Advisory Panel and Report to Congress - Section 1423 of SARA requires the Administrator of OMB Office of Federal Procurement Policy to establish an advisory panel of recognized experts in acquisition law and policy to review laws and regulations regarding the use of commercial practices, performance-based contracting, the performance of acquisition functions across agency lines of responsibility, and the use of government-wide contracts.
 - Acquisition Center of Excellence - SARA mandates the development and maintenance of a Center of Excellence in Contracting for Services

- CHCO funding supports the following activity:
 - CHCO website - Provides a vehicle for sharing and exchanging information of interest to the Federal human resource management community. The system provides a forum for the exchange of information among members of the Council in both a public and private manner.

Managing Partner: General Services Administration

Managing Office: OCFO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology for this activity is pro-rata share based on the percent of each component's adjusted total budget (excluding grant funding) divided by DHS's total adjusted budget multiplied by the total estimated cost of the activity.

USAJOBS

Description of Service: The USAJOBS initiative is a government-wide initiative led by the OPM. All agencies fund their portion of this program (based on employment levels). Regulations contained in 5 CFR Parts 330, 333 and 335 implement section 4 of Public Law 1054-52 and authorizes OPM to charge fees to agencies in order to pay the cost of providing Federal employment information and services.

USAJOBS delivers state-of-the-art on-line recruitment services to job seekers, simplifying the process of locating and applying for Federal jobs. It delivers a number of job seeker focused features including intuitive job searching; clean, concise, understandable and attractive job announcements; on-line resume submission; applicant data-mining; and on-line feedback on status and eligibility.

Managing Partner: Office of Personnel Management

Managing Office: OCHCO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: Component's cost allocation methodology is based on the following factors:

- Pro-rata share based on the percentage of each component's FTE divided by DHS' total FTE multiplied by the total estimated cost of the activity.
- This activity only benefits civilian personnel. Military FTE is not included in the cost allocation methodology.

Enterprise Human Resources Integration (EHRI)

Description of Service: EHRI is a collaborative e-Government initiative designed to transform the way Federal HR Specialists and managers access human resource information and the way all Federal employees access their personnel file information. EHRI is in the process of replacing the current paper based Official Personnel Folder (OPF) with an electronic employee record for all executive branch employees, resulting in a comprehensive electronic personnel data repository covering the entire life cycle of Federal employment. In addition to streamlining personnel management actions, EHRI provides HR managers and specialists with powerful workforce analytic and planning capabilities.

Managing Partner: Office of Personnel Management

Managing Office: OCHCO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: Component's cost allocation methodology is based on the following factors:

- Costs for products and services will be recovered by EHRI from all agencies on an equitable basis related to the size and usage of each participating agency.
- Charges are based on distributing total EHRI costs to all clients on the basis of the number of Official Personnel Folder's or on the basis of actual cost, depending on the service.

e-Rulemaking

Description of Service: e-Rulemaking is a collaborative, interagency activity designed to establish a function. The activity consolidates rulemaking systems at the various departments and agencies and is centrally managed through a web-based environment offering functionality such as one-stop access, search capabilities, and public commenting. e-Rulemaking activities include:

- Expanding public understanding of the rulemaking process
- Improving the quality of Federal rulemaking decisions
- Increasing the amount, breadth, and ease of citizen and intergovernmental participation in rulemaking
- Administering Regulations.gov, a cross-agency, front-end Web application that posts and allows comments on proposed Federal agency rules
- Writing memoranda to the President's Management Council (PMC), directing agencies to include a link to Regulations.gov on agency homepages and in the synopsis of the notice of any regulatory action requesting public comment
- Posting the dockets for nearly 300 Federal agencies, including DHS, on EPA's online system.

Managing Partner: Environmental Protection Agency

Managing Office: OCIO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology for this activity is pro-rata share based on the percent of each participating component's adjusted total budget (excluding grant funding) divided by DHS's total adjusted budget multiplied by the total estimated cost of the activity.

Human Resources Line of Business (HRLoB)

Description of Service: The HR LOB provides the Federal Government with an infrastructure to support pay-for-performance systems, modernized HR systems, and the core functionality necessary for the strategic management of human capital.

The HR LoB offers a cost-effective, standardized, and interoperable HR solution which allows Federal departments and agencies to work more efficiently and effectively, while providing managers and executives with an improved means to meeting strategic objectives. The HR LoB initiative seeks to accomplish the following four goals: 1) Improved Management, 2) Operational Efficiencies, 3) Cost Savings/Avoidance, and 4) Improved Customer Service.

By focusing on the strategic management of human capital and addressing duplicative HR systems and processes, the HR LoB initiative will enable faster decision-making and more informed policy-making capability; improved service ratio/response times and reduced cycle times; increased cost savings/avoidance through reducing duplicative software, hardware, and labor resources; and improved communication and responsiveness through enhanced quality, timeliness, accuracy and consistency.

Managing Partner: Office of Personnel Management

Managing Office: OCHCO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: Component's cost allocation methodology is based on the following factors:

- Pro-rata share based on the percent of each component FTE divided by DHS's total FTE multiplied by the total estimated cost of the activity.
- This activity only benefits civilian personnel. Military FTE is not included in the cost allocation methodology.

e-Gov Benefits

Description of Service: The e-Gov Benefits activity provides a single point of access for citizens to locate and determine eligibility for government benefits and services, GovBenefits.gov. The site's core function is the eligibility prescreening questionnaire or "Benefit Finder." Answers to the questionnaire are used to evaluate a visitor's situation and compare it with the eligibility criteria for more than 1,000 Federally-funded benefit and assistance programs. Each program description provides citizens with the next steps to apply for any benefit program of interest.

Managing Partner: Department of Labor

Managing Office: OCIO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology for this activity is a pro-rata share based on the percent of each component's civilian FTE divided by DHS's total civilian FTE multiplied by total estimated cost of the activity.

Financial Management Line of Business (FMLoB)

Description of Service: The FMLoB goals are to define, analyze, and implement options that will enhance cost savings in the financial management systems, provide for standardization of business processes and data models, promote seamless data exchange between Federal agencies, and strengthen internal controls through integration of core financial and subsidiary systems. The FMLoB's current objective is to improve the cost, quality, and performance of financial management reducing the number of noncompliant systems by leveraging common standards, shared service solutions, and implementing other government-wide reforms that foster efficiencies in Federal financial operations.

Managing Partner: General Services Administration

Managing Office: OCIO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology for this activity is a pro-rata share based on the percent of each component's adjusted total budget (excluding grant funding), divided by DHS' adjusted total budget and multiplied by total estimated cost of the activity.

Geospatial Line of Business (LoB)

Description of Service: The Geospatial LoB is designed to further refine the opportunities for optimizing and consolidating Federal geospatial-related investments to reduce the cost of government and, improve services to citizens. Cross-agency coordination of geospatial activities can identify, consolidate, and reduce or eliminate redundant geospatial investments. The Geospatial LoB will result in a more coordinated approach to producing, maintaining, and using geospatial data, and will ensure sustainable participation from Federal partners to establish a collaborative model for geospatial-related activities and investments.

Managing Partner: Department of Interior

Managing Office: OCIO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology for this activity is a pro-rata share based on the percent of each component's adjusted total budget (excluding grant funding) divided by DHS's adjusted total budget multiplied by total estimated cost of the activity.

Budget Formulation and Execution Line of Business (BFELoB)

Description of Service: The focus of the BFELoB is to build a budget of the future by promoting information sharing across government agency budget offices and building a "community of practice." With this collaboration, the budget community can start to identify best practices for all aspects of budget formulation and execution. The BFELoB strives to find solutions that link budget formulation, execution, planning, performance, and financial information. Areas of particular interest include technology, budget performance integration, data collection and tracking, financial management integration, and human capital.

Managing Partner: Department of Education

Managing Office: OCIO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology for this activity is a pro-rata share based on the percent of each Component's adjusted total budget (excluding grant funding) divided by DHS's adjusted total budget multiplied by total estimated cost of the activity.

e-Gov Integrated Awards Environment

Description of Service: This activity is a result of merging the e-Gov Integrated Acquisition Environment Loans And Grants with the e-Integrated Financial Assistance Environment activity. The Federal Funding Accountability and Transparency Act of 2006 (FFATA) requires OMB to "ensure the existence and operation of a single searchable website, accessible by the public at no cost that includes information on each Federal award. The law specifically requires a unique identifier for the entity receiving the award and of the parent entity of the recipient, should the entity be owned by another entity. Some contracts (and some grants) already require Data Universal Numbering System (DUNS) numbers. This will allow those areas to feed information into the FFATA portal. As a result, this activity collaborates to establish common automated and integrated approaches to managing the Federal government's financial assistance function. The activity combines government-wide financial assistance systems, i.e., USA spending, Grants.gov, and the Federal Audit Clearinghouse System (FACS), at the various departments and agencies and is centrally managed by OMB through assignment of each system to an agency for day to day operations.

- Grants.gov creates a single portal for all Federal financial grant and cooperative agreement program applicants to find and apply for funding on-line. This provides electronic functionality for applicants while reducing paper-based processes that

previously challenged the Federal grants and cooperative agreement program environment.

- FACS is the government-wide repository into which independent auditors post the annual OMB Circular A-133 Audits of federal financial assistance (FA) awardees for subsequent retrieval by federal agencies.
- USA spending is the site where all Federal award data is posted per the requirements set forth the FFATA.

This activity is designed to reduce inefficiencies, meet e-Gov goals, and provide benefits to both citizens and the government. Specifically, the initiative enables the government to implement streamlining activities developed by the OMB lead Committee for Financial Assistance Reform (COFAR) on which DHS is one of the eight primary funding agencies represented.

Managing Partners: Grants.gov; Department of Health and Human Services; USAspending.gov; OMB; and FACS: Commerce Department, Census Bureau Development

Managing Office: OCFO - Financial Assistance Policy and Oversight (FAPO)

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology is a pro-rata share based on systems' usage plus a base fee when appropriate.

Performance Management Line of Business (PMLoB)

Description of Service: The focus of the PMLoB is to facilitate transition from print-based Government Performance and Results Act (GPRA) performance plans and reports to a shared, web-based, Government-wide performance portal, as required by the GPRA Modernization Act (Sec 7 and Sec. 10), The PMLoB will help agencies efficiently meet legal requirements through a shared solution and avoid redundant stove-piped agency development and operations costs.

Managing Partner: PMLoB Steering Committee comprised of agency representatives, OMB, and GSA.

Managing Office: Office of the Chief Financial Officer

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology for this activity is a pro-rata share based on the percent of each Component's adjusted total budget divided by DHS's adjusted total budget multiplied by total estimated cost of the activity.

e-Gov Integrated Financial Assistance Environment

Description of Service: The e-Integrated Financial Assistance Environment Activity is a collaborative, interagency activity designed to establish common, automated, and integrated approaches to managing the Federal government's financial assistance function. The activity combines government-wide financial assistance systems, i.e., USA spending, Grants.gov, and the Federal Audit

Clearinghouse System (FACS), at the various departments and agencies and is centrally managed by OMB through assignment of each system to an agency for day to day operations. Grants.gov creates a single portal for all Federal financial grant and cooperative agreement program applicants to find and apply for funding on-line. This provides electronic functionality for applicants while reducing paper-based processes that previously challenged the Federal grants and cooperative agreement program environment. FACS is the government-wide repository into which independent auditors post the annual OMB Circular A-133 Audits of federal financial assistance (FA) awardees for subsequent retrieval by federal agencies. USA spending is the site where all Federal award data is posted per the requirements set forth the Federal Financial Accountability and Transparency Act.

This activity is designed to reduce inefficiencies, meet e-Gov goals, and provide benefits to both citizens and the government. Specifically, the initiative enables the government to implement streamlining activities developed by the OMB lead Committee for Financial Assistance Reform (COFAR) on which DHS is one of the eight primary funding agencies represented.

Managing Partners: Department of Health and Human Services; Commerce Department, Census Bureau

Managing Office: OCFO

Pricing Basis: This is a government-wide mandated program in which the managing partner assigns costs.

Cost Allocation Methodology: The cost allocation methodology is a pro-rata share based on systems' usage plus a base fee when appropriate.

**Government Wide Mandated Service Activity – PPA
Non Pay Budget Exhibits**

Non Pay Summary

Dollars in Thousands

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Government Wide Mandated Service Activity	\$20,495	\$9,325	\$8,089	(\$1,236)
Total	\$20,495	\$9,325	\$8,089	(\$1,236)
Discretionary - Appropriation	\$20,495	\$9,325	\$8,089	(\$1,236)

**Government Wide Mandated Service Activity – PPA
Non Pay by Object Class**

Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
25.1 Advisory and Assistance Services	-	\$873	\$1,032	\$159
25.2 Other Services from Non-Federal Sources	\$13,670	\$413	\$80	(\$333)
25.3 Other Goods and Services from Federal Sources	\$6,825	\$8,039	\$6,977	(\$1,062)
Total - Non Pay Object Classes	\$20,495	\$9,325	\$8,089	(\$1,236)

DHS Cross Cutting Activities - PPA
Budget Comparison and Adjustments
Comparison of Budget Authority and Request
Dollars in Thousands

Organization	FY 2016			FY 2017			FY 2018			FY 2017 to FY 2018		
	Working Capital Fund			Working Capital Fund			Working Capital Fund			Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
DHS Cross Cutting Activities	7	7	\$14,585	7	7	\$14,585	-	-	\$11,913	(7)	(7)	(\$2,672)
Total	7	7	\$14,585	7	7	\$14,585	-	-	\$11,913	(7)	(7)	(\$2,672)
Subtotal Discretionary - Appropriation	7	7	\$14,585	7	7	\$14,585	-	-	\$11,913	(7)	(7)	(\$2,672)

DHS Cross Cutting Activities – PPA Budget Authority and Obligations

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$14,585	\$14,585	\$11,913
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$8,316	\$2,345	\$2,345
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$22,901	\$16,930	\$14,258
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$22,901	\$16,930	\$14,258
Obligations (Actual/Projections/Estimates)	\$20,109	\$14,585	\$11,913
Personnel: Positons and FTE			
Enacted/Request Positions	7	7	-
Enacted/Request FTE	7	7	-
Onboard and Actual FTE Including Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	3	7	-
FTE (Actual/Estimates/Projections)	3	7	-

DHS Cross Cutting Activities – PPA Summary of Budget Changes

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	7	7	\$14,585
FY 2016 Working Capital Fund	7	7	\$14,585
FY 2017 Working Capital Fund	7	7	\$14,585
FY 2018 Base Budget	7	7	\$14,585
Transfer to USM/CPO due to Strategic Sourcing WCF Removal	(7)	(7)	(\$1,974)
Total Transfers	(7)	(7)	(\$1,974)
DHS Crosscutting PPA Pricing Decrease	-	-	(\$698)
Total, Pricing Decreases	-	-	(\$698)
Total Adjustments-to-Base	(7)	(7)	(\$2,672)
FY 2018 Current Services	-	-	\$11,913
FY 2018 Request	-	-	\$11,913
FY 2017 TO FY 2018 Change	(7)	(7)	(\$2,672)

PPA Description

The DHS crosscutting activities include three activities which are Department-wide programs managed by a single office that yield some benefit to all DHS Components. Customers are assessed for the cost of supporting the activity. The two activities within this PPA are Capital Planning and Investment Control and CPO Shared Reporting. The actual costs of the programs are recouped by redistributing the costs to the Components based on their share of the discretionary budget, staffing, or some other fair and equitable pro-rata basis.

The Working Capital Fund requests \$11.9 million for DHS Cross-Cutting Activities in FY 2018. This is a net decrease of \$2.7 million from the FY 2017 Annualized CR level, due to the removal of the Strategic Sourcing activity and cross-cutting price decreases.

Capital Planning And Investment Control (CPIC)

Description of Service: The CPIC activity is required to comply with budget preparation guidance provided by OMB Circular A-11 and management guidance provided by OMB Circular A-130. This Activity provides services to support these efforts, including automated tools to assist with portfolio analyses, document preparation, and document review and scoring, formal training, informational briefings, and remedial coaching to improve business case quality. It supports the project management offices in preparing decision packages for DHS investment review boards at key acquisition decision points in their projects life cycle. CPIC is also the central point for the Department's response to OMB initiatives and priorities on investment management, currently focusing on such control phase areas as consolidation, earned value management, and periodic project review.

Managing Office: Office of the Chief Information Officer

Pricing Basis: Pricing is based on operations, maintenance and annual modification support to the software applications that support CPIC reporting; annual licenses for software based on number of users; data center hosting fees for servers; number of FTE's needed to support scoring and work help desk tickets; number of planned training classes for system users.

Cost Allocation Methodology: The Component's cost allocation methodology is based on the number of Component Major Business Cases divided by the total number of DHS Business Cases submitted for the Budget Year (BY). This equals the percentage for the Component. It is then multiplied by the total cost of the CPIC Activity to get the Component allocation for the BY. It is then multiplied by the total cost of the CPIC activity.

CPO Shared Reporting

Description of Services: 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.

Managing Office: Office of the Chief Procurement Officer

Pricing Basis: Pricing is based on existing contracts; system licensing fees; and necessary system security services, maintenance and operations. Systems include the Enterprise PRISM Instance, Enterprise Reporting Application, Electronic Procurement Information Center, Electronic Contract Filing System, and Acquisition Planning and Forecast System. Contractual support includes licenses, hosting services (production, staging, training, testing and continuity of operations), Information Systems Security Services and systems maintenance and operations.

Cost Allocation Methodology: The cost allocation methodology for this activity is a pro-rata share based on the average percentage of each Component's number of procurement transactions, dollar value of procurement transactions, and number of procurement personnel.

**DHS Cross Cutting Activities – PPA
Personnel Compensation and Benefits**

Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
DHS Cross Cutting Activities	7	7	\$1,536	\$219.43	7	7	\$1,441	\$205.86	-	-	-	-	(7)	(7)	(\$1,441)	(\$205.86)
Total	7	7	\$1,536	\$219.43	7	7	\$1,441	\$205.86	-	-	-	-	(7)	(7)	(\$1,441)	(\$205.86)
Discretionary - Appropriation	7	7	\$1,536	\$219.43	7	7	\$1,441	\$205.86	-	-	-	-	(7)	(7)	(\$1,441)	(\$205.86)

NARRATIVE EXPLANATION OF CHANGES

In FY 2017, a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them directly to appropriation in the PPA that is providing the service.

DHS Cross Cutting Activities – PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$1,536	\$1,141	-	(\$1,141)
12.1 Civilian Personnel Benefits	-	\$300	-	(\$300)
Total - Personnel Compensation and Benefits	\$1,536	\$1,441	-	(\$1,441)
Positions and FTE				
Positions - Civilian	7	7	-	(7)
FTE - Civilian	7	7	-	(7)

**DHS Cross Cutting Activities – PPA
Non Pay Budget Exhibits**

Non Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
DHS Cross Cutting Activities	\$13,049	\$13,144	\$11,913	(\$1,231)
Total	\$13,049	\$13,144	\$11,913	(\$1,231)
Discretionary - Appropriation	\$13,049	\$13,144	\$11,913	(\$1,231)

**DHS Cross Cutting Activities – PPA
Non Pay by Object Class**

Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
21.0 Travel and Transportation of Persons	\$20	\$16	-	(\$16)
25.1 Advisory and Assistance Services	\$12,956	\$7,217	\$11,913	\$4,696
25.2 Other Services from Non-Federal Sources	\$72	\$5,728	-	(\$5,728)
26.0 Supplies and Materials	\$1	-	-	-
31.0 Equipment	-	\$183	-	(\$183)
Total - Non Pay Object Classes	\$13,049	\$13,144	\$11,913	(\$1,231)

NARRATIVE EXPLANATION OF CHANGES TO PAY AND NON-PAY

In FY 2017 a decision was made by the WCF Governance Board and DHS senior leadership to remove the positions and related costs for positions from the WCF and move them to direct appropriation within the PPA that is providing the service. This decision was made after business cases were reviewed in comparison to the WCF Charter, which details the criteria for inclusion in the WCF. The decision eliminates the circular billing for positions and related costs and allows the service providers and customers to focus on the functions to run the program. In this PPA, the Strategic Sourcing activity was completely removed, as it is solely related to positions.

The Strategic Sourcing Program Office (SSPO) is responsible for implementing a Department-wide approach to acquiring goods and services. SSPO provides DHS stakeholders economic and performance benefits through collaboration, rigorous analysis, and enterprise planning for acquisition initiatives. The SSPO collaborates with stakeholders to develop, deploy, and maintain sourcing strategies that enhance mission performance, improve acquisition efficiency, and optimize commodity management. This activity was completely transferred out of the WCF to direct appropriation within OCPO in FY 2018.

Working Capital Fund Management Activity - PPA

Budget Comparison and Adjustments

Comparison of Budget Authority and Request

Dollars in Thousands

Organization	FY 2016 Working Capital Fund			FY 2017 Working Capital Fund			FY 2018 Working Capital Fund			FY 2017 to FY 2018 Total Changes		
	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount	Pos.	FTE	Amount
Working Capital Fund Management Activity	8	8	\$1,336	-	-	-	-	-	-	-	-	-
Total	8	8	\$1,336	-	-	-	-	-	-	-	-	-
Subtotal Discretionary - Appropriation	8	8	\$1,336	-	-	-	-	-	-	-	-	-

The WCF Management Activity is comprised of one activity for WCF operations, which includes funding for the staff that develops WCF policy and procedures, formulates and executes the WCF budget, and facilitates dispute resolution of issues between service providers and customers.

The Working Capital Fund requests \$0 and 0 FTE for DHS Working Capital Fund Management Activity in FY 2018.

Working Capital Fund Management Activity – PPA Budget Authority and Obligations

Dollars in Thousands

Budget Authority	FY 2016	FY 2017	FY 2018
Enacted	-		
Transfers & Reprogrammings	-		
Delta in Enacted Fee Estimate to Fee Actuals	-		
Enacted Rescissions to Prior Year	-		
Revised Enacted/Request	\$1,336	-	-
Carryover and/or Recoveries (Actual/Estimates/Projections)	\$82	\$3	-
Rescissions to Current Year/Budget Year	-	-	-
Net Sequestered Resources	-	-	-
Supplementals	-	-	-
Total Budget Authority	\$1,418	\$3	-
Collections – Reimbursable Resources	-	-	-
Total Budget Resources	\$1,418	\$3	-
Obligations (Actual/Projections/Estimates)	\$1,418	-	-
Personnel: Positons and FTE			
Enacted/Request Positions	8	-	-
Enacted/Request FTE	8	-	-
Onboard and Actual FTE Including Collections - Reimbursable Resources			
Onboard (Actual/Estimates/Projections)	5	-	-
FTE (Actual/Estimates/Projections)	5	-	-

**Working Capital Fund Management Activity – PPA
Summary of Budget Changes**

Dollars in Thousands

Budget Formulation Activity	Positions	FTE	Amount
FY 2016 Enacted	8	8	\$1,336
FY 2016 Working Capital Fund	8	8	\$1,336
FY 2017 Working Capital Fund	-	-	-
FY 2018 Base Budget	-	-	-
FY 2018 Request	-	-	-
FY 2017 TO FY 2018 Change	-	-	-

**Working Capital Fund Management Activity – PPA
Personnel Compensation and Benefits**

Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund				FY 2017 Working Capital Fund				FY 2018 Working Capital Fund				FY 2017 to FY 2018 Total Changes			
	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate	Pos.	FTE	Amount	Rate
Working Capital Fund Management Activity	8	8	\$1,168	\$146	-	-	-	-	-	-	-	-	-	-	-	-
Total	8	8	\$1,168	\$146	-	-	-	-	-	-	-	-	-	-	-	-
Discretionary - Appropriation	8	8	\$1,168	\$146	-	-	-	-	-	-	-	-	-	-	-	-

NARRATIVE EXPLANATION OF CHANGES

The program within this PPA was transferred to OCFO in FY 2017.

Working Capital Fund Management Activity – PPA
Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
11.1 Full-time Permanent	\$940	-	-	-
12.1 Civilian Personnel Benefits	\$228	-	-	-
Total - Personnel Compensation and Benefits	\$1,168	-	-	-
Positions and FTE				
Positions - Civilian	8	-	-	-
FTE - Civilian	8	-	-	-

The program within this PPA was transferred to OCFO in FY 2017.

**Working Capital Fund Management Activity – PPA
Non Pay Budget Exhibits**

Non Pay Summary
Dollars in Thousands

Organization	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Total Changes
Working Capital Fund Management Activity	\$168	-	-	-
Total	\$168	-	-	-
Discretionary - Appropriation	\$168	-	-	-

The program within this PPA was transferred to OCFO in FY 2017.

Working Capital Fund Management Activity – PPA
Non Pay by Object Class
Dollars in Thousands

Pay Object Classes	FY 2016 Working Capital Fund	FY 2017 Working Capital Fund	FY 2018 Working Capital Fund	FY 2017 to FY 2018 Change
25.3 Other Goods and Services from Federal Sources	\$167	-	-	-
26.0 Supplies and Materials	\$1	-	-	-
Total - Non Pay Object Classes	\$168	-	-	-

NARRATIVE EXPLANATION OF CHANGES

The program within this PPA was transferred to OCFO in FY 2017.

**Department of Homeland Security
Working Capital Fund**

DHS Working Capital Fund Components	FY16 Revised Enacted	FY17 Annualized CR	FY 18 President's budget request	Delta FY18-FY17
U.S. Customs & Border Protection	\$113,616,791	\$58,400,569	\$59,446,776	\$1,046,207
U.S. Customs & Border Protection (USVISIT)	\$122,049	\$0	\$0	\$0
CBP - OBIM	\$0	\$92,767	\$0	-\$92,767
Federal Law Enforcement Training Center	\$3,116,297	\$2,121,760	\$1,783,317	-\$338,443
U.S. Immigration & Customs Enforcement	\$40,922,286	\$26,775,134	\$29,021,669	\$2,246,535
U.S. Immigration & Customs Enforcement (USVISIT)	\$57,182	\$0	\$0	\$0
Transportation Security Administration	\$76,884,273	\$44,874,932	\$36,018,023	-\$8,856,909
Federal Emergency Management Agency	\$43,358,742	\$22,589,631	\$18,852,338	-\$3,737,293
National Protection and Program Directorate	\$76,312,252	\$64,718,267	\$61,523,183	-\$3,195,084
Office of Health Affairs	\$9,905,273	\$7,774,669	\$7,977,321	\$202,652
Operations Coordination and Intel & Analysis	\$35,746,027	\$29,557,312	\$29,588,228	\$30,916
Office of the Inspector General	\$1,480,911	\$831,500	\$741,716	-\$89,784
Science & Technology Directorate	\$38,143,634	\$26,754,606	\$27,793,340	\$1,038,734
Domestic Nuclear Detection Office	\$13,790,631	\$9,903,734	\$10,499,161	\$595,427
U.S. Coast Guard	\$101,567,608	\$74,965,342	\$69,618,401	-\$5,346,941
U.S. Citizenship & Immigration Services	\$42,427,160	\$22,628,226	\$28,856,403	\$6,228,177
U.S. Secret Service	\$13,075,007	\$8,801,348	\$7,147,420	-\$1,653,928
NPPD - OBIM	\$9,788,931	\$5,687,657	\$5,104,880	-\$582,777
Federal Protective Service	\$10,176,736	\$9,894,041	\$11,474,078	\$1,580,037
MGT - Office of the Under Secretary for Management	\$981,385	\$831,714	\$1,183,107	\$351,393
MGT - Chief Security Officer	\$10,112,971	\$8,264,865	\$9,087,897	\$823,032
MGT - Chief Readiness Support Officer	\$4,978,638	\$3,191,758	\$4,218,783	\$1,027,025
MGT - Chief Human Capital Officer	\$8,389,820	\$8,379,887	\$8,044,989	-\$334,898
MGT - Chief Procurement Officer	\$10,085,321	\$13,970,682	\$12,943,937	-\$1,026,745
MGT - Chief Financial Officer	\$9,175,493	\$7,784,965	\$6,932,916	-\$852,049
MGT - Chief Information Officer	\$60,737,369	\$38,947,465	\$38,474,466	-\$472,999
OSEM - Office of the Secretary	\$880,918	\$832,418	\$886,554	\$54,136
OSEM - Office of the Deputy Secretary	\$336,014	\$305,554	\$257,330	-\$48,224
OSEM - Chief of Staff	\$639,843	\$549,917	\$443,816	-\$106,101
OSEM - Civil Rights & Liberties	\$4,335,672	\$3,723,521	\$3,574,774	-\$148,747
OSEM - Executive Secretariat	\$1,499,467	\$1,208,999	\$845,671	-\$363,328
OSEM - General Counsel	\$5,171,598	\$4,500,679	\$3,860,218	-\$640,461
OSEM - Citizenship & Immigration Ombudsman	\$1,362,863	\$1,179,152	\$1,020,696	-\$158,456
OSEM - Legislative Affairs	\$1,121,533	\$949,216	\$897,425	-\$51,791
OSEM - Public Affairs	\$1,147,494	\$955,181	\$1,074,878	\$119,697
OSEM - Privacy	\$1,575,373	\$1,302,738	\$1,177,846	-\$124,892
OSEM - Office of Policy	\$6,247,916	\$4,962,773	\$4,687,143	-\$275,630
OSEM - Office of Partnership and Engagement	\$1,254,291	\$1,086,826	\$1,076,485	-\$10,341
WCF - GSA Rent	\$555,163	\$527,609	\$0	-\$527,609
WCF - RLIS	\$109,788	\$88,318	\$0	-\$88,318
WCF - OFO	\$564,516	\$0	\$0	\$0
WCF - HQ HCS	\$2,583,916	\$0	\$0	\$0
WCF - HCBS	\$906,795	\$793,508	\$0	-\$793,508
WCF - SES CDP	\$109,052	\$87,584	\$0	-\$87,584
WCF - OneNet	\$612,479	\$520,980	\$0	-\$520,980
WCF - NCRIO	\$4,973,505	\$772,471	\$0	-\$772,471
WCF - CLAN	\$88,981	\$78,186	\$0	-\$78,186
WCF - ELA	\$365,888	\$0	\$0	\$0
WCF - eTrain	\$198,276	\$160,692	\$0	-\$160,692
WCF - OPO	\$8,235,419	\$0	\$0	\$0
WCF - SS	\$122,907	\$85,452	\$0	-\$85,452
WCF - WCF Ops	\$180,038	\$0	\$0	\$0
WCF - HSPD-12	\$1,269,066	\$852,162	\$0	-\$852,162
WCF - Mail	\$106,495	\$95,670	\$0	-\$95,670
WCF - Parking	\$28,832	\$23,463	\$0	-\$23,463
WCF - Sedan	\$52,321	\$41,589	\$0	-\$41,589
WCF - Shuttle	\$43,463	\$38,069	\$0	-\$38,069
WCF - Transit	\$66,567	\$55,810	\$0	-\$55,810
WCF - NDU	\$76,173	\$54,761	\$0	-\$54,761
DHS Working Capital Fund - Total Components	\$781,775,409	\$523,576,129	\$506,135,185	-\$17,440,944

**Department of Homeland Security
Working Capital Fund**

Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$141,376,887	\$141,376,887	\$150,654,774	\$9,277,887
ICE	Financial and Accounting Shared Services	\$24,000,000	\$24,000,000	\$24,527,923	\$527,923
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$14,185,091	\$14,185,091	\$14,185,091	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$7,205,000	\$0	\$0	\$0
CFO	Bankcard Program	\$47,000	\$47,000	\$49,367	\$2,367
CFO	Treasury Information Executive Repository	\$951,000	\$951,000	\$946,944	-\$4,056
CHCO	NFC Payroll Services and Reporting	\$37,670,899	\$37,670,899	\$38,950,700	\$1,279,801
CHCO	HQ Human Capital Services	\$12,859,132	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$7,226,769	\$7,226,769	\$4,816,417	-\$2,410,352
CHCO	Flexible Spending Plan	\$1,286,455	\$1,286,455	\$800,000	-\$486,455
CHCO	DHS EXEC LEAD	\$2,175,029	\$2,175,029	\$0	-\$2,175,029
CHCO	HQ Leadership Development Program	\$169,931	\$169,930	\$196,841	\$26,911
CHCO	National Defense University	\$829,138	\$829,138	\$0	-\$829,138
CIO	Research Library & Information Services	\$10,594,678	\$10,594,678	\$8,939,632	-\$1,655,046
CIO	DHS One Net	\$67,547,629	\$67,547,629	\$68,155,333	\$607,704
CIO	NCR Infrastructure Operations	\$115,740,961	\$115,740,961	\$104,328,985	-\$11,411,976
I&A	CLAN Operations	\$23,586,136	\$23,586,136	\$24,948,718	\$1,362,582
CIO	Enterprise License Agreements	\$181,432,681	\$0	\$0	\$0
CPO	Procurement Operations	\$44,196,795	\$0	\$0	\$0
CSO	HSPD-12	\$22,416,352	\$22,416,352	\$19,366,007	-\$3,050,345
CHCO	e-Training	\$8,447,297	\$8,447,297	\$6,940,554	-\$1,506,743
CRSO	Mail Services	\$12,606,718	\$12,606,718	\$12,594,353	-\$12,365
CRSO	Parking Services	\$867,108	\$867,108	\$467,031	-\$400,077
CRSO	Sedan Services	\$1,481,050	\$1,481,050	\$0	-\$1,481,050
CRSO	Shuttle Services	\$1,095,494	\$1,095,494	\$0	-\$1,095,494
CRSO	Transit Subsidy	\$4,922,331	\$4,922,331	\$5,264,264	\$341,933
OGC	Regulatory Services	\$442,862	\$442,862	\$0	-\$442,862
Fee-for Service Subtotal		\$745,360,423	\$499,666,814	\$486,132,934	-\$13,533,880
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$873,052	\$873,052	\$833,830	-\$39,222
CHCO	USAJOBS	\$1,127,719	\$1,127,719	\$1,210,854	\$83,135
CHCO	Enterprise HR Integration	\$3,115,342	\$3,115,342	\$3,329,102	\$213,760
CIO	e-Rulemaking	\$725,532	\$725,532	\$348,117	-\$377,415
CHCO	Human Resources LOB	\$260,870	\$260,870	\$273,913	\$13,043
CIO	e-Gov Benefits.Gov	\$226,453	\$226,453	\$161,739	-\$64,714
CIO	Financial Management LOB	\$187,342	\$187,342	\$187,342	\$0
CIO	Geospatial LOB	\$225,000	\$225,000	\$225,000	\$0
CIO	Budget Formulation and Execution LOB	\$110,000	\$110,000	\$110,000	\$0
CPO	e-Gov Integrated Acquisition Environment	\$1,727,136	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$11,170,000	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$220,784	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$472,485	\$472,485	\$472,485	\$0
CFO	Performance Management LOB	\$53,000	\$53,000	\$79,800	\$26,800
CPO	e Gov Integrated Awards Environment	\$0	\$1,947,920	\$857,210	-\$1,090,710
Government-Wide Mandated Service Subtotal		\$20,494,715	\$9,324,715	\$8,089,392	-\$1,235,323
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$6,946,416	\$6,946,416	\$6,946,416	\$0
CPO	Strategic Sourcing	\$1,910,169	\$1,910,169	\$0	-\$1,910,169
CPO	CPO Shared Reporting	\$5,728,015	\$5,728,015	\$4,966,443	-\$761,572
DHS Crosscutting Service Subtotal		\$14,584,600	\$14,584,600	\$11,912,859	-\$2,671,741
WCF Management Service					
CFO	Working Capital Fund Operations	\$1,335,671	\$0	\$0	\$0
WCF Management Service Subtotal		\$1,335,671	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$781,775,409	\$523,576,129	\$506,135,185	-\$17,440,944

**Department of Homeland Security
Working Capital Fund**

U.S. Customs & Border Protection					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$3,523,681	\$3,523,681	\$3,734,182	\$210,501
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$1,301	\$1,301
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$7,445,364	\$7,456,923	\$13,124,881	\$5,667,958
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$2,179,748	\$2,182,836	\$1,622,692	-\$560,144
CHCO	Flexible Spending Plan	\$432,701	\$433,234	\$269,567	-\$163,667
CHCO	DHS EXEC LEAD	\$463,965	\$463,965	\$0	-\$463,965
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$134,098	\$134,098	\$0	-\$134,098
CIO	Research Library & Information Services	\$1,227,337	\$1,228,414	\$1,112,422	-\$115,992
CIO	DHS One Net	\$25,631,618	\$25,631,618	\$22,542,714	-\$3,088,904
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$2,230,507	\$2,230,507	\$2,738,766	\$508,259
CIO	Enterprise License Agreements	\$54,154,228	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$5,316,422	\$5,322,478	\$4,599,020	-\$723,458
CHCO	e-Training	\$2,429,377	\$2,432,371	\$2,851,737	\$419,366
CRSO	Mail Services	\$2,693,390	\$2,693,390	\$2,690,749	-\$2,641
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$22,000	\$22,000	\$0	-\$22,000
Fee-for Service Subtotal		\$107,947,836	\$53,818,915	\$55,351,161	\$1,532,246
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$194,131	\$194,437	\$208,598	\$14,161
CHCO	USAJOBS	\$379,312	\$379,779	\$408,013	\$28,234
CHCO	Enterprise HR Integration	\$1,047,852	\$1,049,143	\$1,121,776	\$72,633
CIO	e-Rulemaking	\$161,371	\$161,625	\$84,598	-\$77,027
CHCO	Human Resources LOB	\$87,745	\$87,853	\$92,293	\$4,440
CIO	e-Gov Benefits.Gov	\$76,172	\$76,266	\$54,500	-\$21,766
CIO	Financial Management LOB	\$41,667	\$41,733	\$45,527	\$3,794
CIO	Geospatial LOB	\$50,043	\$50,122	\$54,678	\$4,556
CIO	Budget Formulation and Execution LOB	\$24,464	\$24,503	\$26,732	\$2,229
CPO	e-Gov Integrated Acquisition Environment	\$220,531	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$895,843	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$13,898	\$13,898	\$18,005	\$4,107
CPO	e Gov Integrated Awards Environment	\$0	\$220,531	\$82,090	-\$138,441
Government-Wide Mandated Service Subtotal		\$3,193,029	\$2,299,890	\$2,196,810	-\$103,080
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$1,362,043	\$1,362,043	\$1,587,752	\$225,709
CPO	Strategic Sourcing	\$555,602	\$555,602	\$0	-\$555,602
CPO	CPO Shared Reporting	\$364,119	\$364,119	\$311,053	-\$53,066
DHS Crosscutting Service Subtotal		\$2,281,764	\$2,281,764	\$1,898,805	-\$382,959
WCF Management Service					
CFO	Working Capital Fund Operations	\$194,162	\$0	\$0	\$0
WCF Management Service Subtotal		\$194,162	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$113,616,791	\$58,400,569	\$59,446,776	\$1,046,207

**Department of Homeland Security
Working Capital Fund**

CBP - OBIM					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$8,945	\$8,945	\$0	-\$8,945
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$2,890	\$2,890	\$0	-\$2,890
CHCO	Flexible Spending Plan	\$499	\$499	\$0	-\$499
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$1,008	\$1,008	\$0	-\$1,008
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$5,634	\$5,634	\$0	-\$5,634
CHCO	e-Training	\$2,802	\$2,802	\$0	-\$2,802
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$21,778	\$21,778	\$0	-\$21,778
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$433	\$433	\$0	-\$433
CHCO	USAJOBS	\$437	\$437	\$0	-\$437
CHCO	Enterprise HR Integration	\$1,208	\$1,208	\$0	-\$1,208
CIO	e-Rulemaking	\$360	\$360	\$0	-\$360
CHCO	Human Resources LOB	\$101	\$101	\$0	-\$101
CIO	e-Gov Benefits.Gov	\$88	\$88	\$0	-\$88
CIO	Financial Management LOB	\$93	\$93	\$0	-\$93
CIO	Geospatial LOB	\$112	\$112	\$0	-\$112
CIO	Budget Formulation and Execution LOB	\$55	\$55	\$0	-\$55
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$29,073	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$31,960	\$2,887	\$0	-\$2,887
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$0	-\$68,102
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$68,102	\$68,102	\$0	-\$68,102
WCF Management Service					
CFO	Working Capital Fund Operations	\$209	\$0	\$0	\$0
WCF Management Service Subtotal		\$209	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$122,049	\$92,767	\$0	-\$92,767

**Department of Homeland Security
Working Capital Fund**

Federal Law Enforcement Training Center					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$315,162	\$315,162	\$335,660	\$20,498
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$5,262	\$5,262	\$6,531	\$1,269
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$293,476	\$293,476	\$35,971	-\$257,505
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$43,931	\$43,931	\$4,447	-\$39,484
CHCO	Flexible Spending Plan	\$7,513	\$7,513	\$739	-\$6,774
CHCO	DHS EXEC LEAD	\$43,846	\$43,846	\$0	-\$43,846
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$4,621	\$4,621	\$0	-\$4,621
CIO	Research Library & Information Services	\$28,170	\$28,170	\$23,564	-\$4,606
CIO	DHS One Net	\$594,755	\$594,755	\$756,182	\$161,427
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$99,015	\$99,015	\$99,130	\$115
CIO	Enterprise License Agreements	\$989,212	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$236,452	\$236,452	\$204,051	-\$32,401
CHCO	e-Training	\$42,180	\$42,180	\$8,227	-\$33,953
CRSO	Mail Services	\$34,837	\$34,837	\$34,803	-\$34
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$2,500	\$2,500	\$0	-\$2,500
Fee-for Service Subtotal		\$2,804,332	\$1,815,120	\$1,572,435	-\$242,685
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$4,168	\$4,168	\$3,570	-\$598
CHCO	USAJOBS	\$6,586	\$6,586	\$1,118	-\$5,468
CHCO	Enterprise HR Integration	\$18,193	\$18,193	\$3,074	-\$15,119
CIO	e-Rulemaking	\$3,463	\$3,463	\$1,505	-\$1,958
CHCO	Human Resources LOB	\$1,523	\$1,523	\$253	-\$1,270
CIO	e-Gov Benefits.Gov	\$1,322	\$1,322	\$149	-\$1,173
CIO	Financial Management LOB	\$894	\$894	\$810	-\$84
CIO	Geospatial LOB	\$1,074	\$1,074	\$973	-\$101
CIO	Budget Formulation and Execution LOB	\$525	\$525	\$475	-\$50
CPO	e-Gov Integrated Acquisition Environment	\$45,172	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$332	\$332	\$367	\$35
CPO	e Gov Integrated Awards Environment	\$0	\$45,172	\$26,540	-\$18,632
Government-Wide Mandated Service Subtotal		\$83,252	\$83,252	\$38,834	-\$44,418
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$21,864	\$21,864	\$0	-\$21,864
CPO	CPO Shared Reporting	\$201,524	\$201,524	\$172,048	-\$29,476
DHS Crosscutting Service Subtotal		\$223,388	\$223,388	\$172,048	-\$51,340
WCF Management Service					
CFO	Working Capital Fund Operations	\$5,325	\$0	\$0	\$0
WCF Management Service Subtotal		\$5,325	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$3,116,297	\$2,121,760	\$1,783,317	-\$338,443

**Department of Homeland Security
Working Capital Fund**

U.S. Immigration & Customs Enforcement					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$1,221,930	\$1,221,930	\$1,292,277	\$70,347
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$6,087	\$6,087	\$6,243	\$156
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$2,878,265	\$2,878,265	\$4,208,450	\$1,330,185
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$768,977	\$768,977	\$520,311	-\$248,666
CHCO	Flexible Spending Plan	\$131,621	\$131,621	\$86,436	-\$45,185
CHCO	DHS EXEC LEAD	\$131,726	\$131,726	\$0	-\$131,726
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$133,200	\$133,200	\$0	-\$133,200
CIO	Research Library & Information Services	\$4,373,289	\$4,373,289	\$2,942,775	-\$1,430,514
CIO	DHS One Net	\$7,036,274	\$7,036,274	\$10,520,055	\$3,483,781
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$1,914,929	\$1,914,929	\$2,175,552	\$260,623
CIO	Enterprise License Agreements	\$13,181,377	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$2,972,202	\$2,972,202	\$2,568,539	-\$403,663
CHCO	e-Training	\$738,981	\$738,981	\$962,455	\$223,474
CRSO	Mail Services	\$1,812,473	\$1,812,473	\$1,810,695	-\$1,778
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$22,000	\$22,000	\$0	-\$22,000
Fee-for Service Subtotal		\$37,386,731	\$24,205,354	\$27,156,918	\$2,951,564
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$81,713	\$81,713	\$86,232	\$4,519
CHCO	USAJOBS	\$115,380	\$115,380	\$130,827	\$15,447
CHCO	Enterprise HR Integration	\$318,740	\$318,740	\$359,695	\$40,955
CIO	e-Rulemaking	\$67,906	\$67,906	\$36,344	-\$31,562
CHCO	Human Resources LOB	\$26,690	\$26,690	\$29,595	\$2,905
CIO	e-Gov Benefits.Gov	\$23,169	\$23,169	\$17,475	-\$5,694
CIO	Financial Management LOB	\$17,534	\$17,534	\$19,559	\$2,025
CIO	Geospatial LOB	\$21,059	\$21,059	\$23,491	\$2,432
CIO	Budget Formulation and Execution LOB	\$10,295	\$10,295	\$11,484	\$1,189
CPO	e-Gov Integrated Acquisition Environment	\$206,696	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$895,843	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$76,303	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$19	\$19	\$20	\$1
CFO	Performance Management LOB	\$6,405	\$6,405	\$7,576	\$1,171
CPO	e Gov Integrated Awards Environment	\$0	\$282,999	\$65,116	-\$217,883
Government-Wide Mandated Service Subtotal		\$1,867,752	\$971,909	\$787,414	-\$184,495
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$476,715	\$476,715	\$529,251	\$52,536
CPO	Strategic Sourcing	\$128,074	\$128,074	\$0	-\$128,074
CPO	CPO Shared Reporting	\$993,082	\$993,082	\$548,086	-\$444,996
DHS Crosscutting Service Subtotal		\$1,597,871	\$1,597,871	\$1,077,337	-\$520,534
WCF Management Service					
CFO	Working Capital Fund Operations	\$69,932	\$0	\$0	\$0
WCF Management Service Subtotal		\$69,932	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$40,922,286	\$26,775,134	\$29,021,669	\$2,246,535

**Department of Homeland Security
Working Capital Fund**

U.S. Immigration & Customs Enforcement (USVISIT)					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$11,559	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,088	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$533	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$1,077	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$6,056	\$0	\$0	\$0
CHCO	e-Training	\$2,994	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$25,307	\$0	\$0	\$0
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$306	\$0	\$0	\$0
CHCO	USAJOBS	\$467	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$1,291	\$0	\$0	\$0
CIO	e-Rulemaking	\$254	\$0	\$0	\$0
CHCO	Human Resources LOB	\$108	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$94	\$0	\$0	\$0
CIO	Financial Management LOB	\$66	\$0	\$0	\$0
CIO	Geospatial LOB	\$79	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$39	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$29,073	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$31,777	\$0	\$0	\$0
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$98	\$0	\$0	\$0
WCF Management Service Subtotal		\$98	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$57,182	\$0	\$0	\$0

**Department of Homeland Security
Working Capital Fund**

Transportation Security Administration					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$1,385,048	\$1,385,048	\$1,248,632	-\$136,416
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$16,744,848	\$16,744,848	\$11,001,281	-\$5,743,567
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$2,266,868	\$2,266,868	\$1,360,141	-\$906,727
CHCO	Flexible Spending Plan	\$380,139	\$380,139	\$225,953	-\$154,186
CHCO	DHS EXEC LEAD	\$319,485	\$319,485	\$0	-\$319,485
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$112,204	\$112,204	\$0	-\$112,204
CIO	Research Library & Information Services	\$1,104,663	\$1,104,663	\$968,637	-\$136,026
CIO	DHS One Net	\$6,878,615	\$6,878,615	\$8,467,735	\$1,589,120
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$2,467,862	\$2,467,862	\$2,172,920	-\$294,942
CIO	Enterprise License Agreements	\$30,917,533	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$6,308,253	\$6,308,253	\$5,448,412	-\$859,841
CHCO	e-Training	\$2,134,272	\$2,134,272	\$733,404	-\$1,400,868
CRSO	Mail Services	\$1,555,568	\$1,555,568	\$1,554,041	-\$1,527
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$15,000	\$15,000	\$0	-\$15,000
Fee-for Service Subtotal		\$72,656,802	\$41,739,269	\$33,247,408	-\$8,491,861
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$113,596	\$113,596	\$101,790	-\$11,806
CHCO	USAJOBS	\$333,233	\$333,233	\$341,992	\$8,759
CHCO	Enterprise HR Integration	\$920,563	\$920,563	\$940,275	\$19,712
CIO	e-Rulemaking	\$94,401	\$94,401	\$42,902	-\$51,499
CHCO	Human Resources LOB	\$77,085	\$77,085	\$77,364	\$279
CIO	e-Gov Benefits.Gov	\$66,915	\$66,915	\$45,682	-\$21,233
CIO	Financial Management LOB	\$24,376	\$24,376	\$23,088	-\$1,288
CIO	Geospatial LOB	\$29,275	\$29,275	\$27,729	-\$1,546
CIO	Budget Formulation and Execution LOB	\$14,312	\$14,312	\$13,556	-\$756
CPO	e-Gov Integrated Acquisition Environment	\$146,420	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$960,420	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$9,005	\$9,005	\$10,327	\$1,322
CPO	e Gov Integrated Awards Environment	\$0	\$146,420	\$44,687	-\$101,733
Government-Wide Mandated Service Subtotal		\$2,789,601	\$1,829,181	\$1,669,392	-\$159,789
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$817,226	\$817,226	\$860,032	\$42,806
CPO	Strategic Sourcing	\$247,693	\$247,693	\$0	-\$247,693
CPO	CPO Shared Reporting	\$241,563	\$241,563	\$241,191	-\$372
DHS Crosscutting Service Subtotal		\$1,306,482	\$1,306,482	\$1,101,223	-\$205,259
WCF Management Service					
CFO	Working Capital Fund Operations	\$131,388	\$0	\$0	\$0
WCF Management Service Subtotal		\$131,388	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$76,884,273	\$44,874,932	\$36,018,023	-\$8,856,909

**Department of Homeland Security
Working Capital Fund**

Federal Emergency Management Agency					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$3,106,093	\$3,106,093	\$3,258,251	\$152,158
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$4,153	\$4,153	\$4,826	\$673
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$3,618,610	\$3,618,610	\$1,994,919	-\$1,623,691
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$511,020	\$511,020	\$246,642	-\$264,378
CHCO	Flexible Spending Plan	\$83,195	\$83,195	\$40,973	-\$42,222
CHCO	DHS EXEC LEAD	\$158,863	\$158,863	\$0	-\$158,863
CHCO	HQ Leadership Development Program	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$73,399	\$73,399	\$0	-\$73,399
CIO	Research Library & Information Services	\$245,463	\$245,463	\$205,033	-\$40,430
CIO	DHS One Net	\$4,899,920	\$4,899,920	\$4,403,160	-\$496,760
CIO	NCR Infrastructure Operations	\$60,829	\$60,829	\$0	-\$60,829
I&A	CLAN Operations	\$983,156	\$983,156	\$849,902	-\$133,254
CIO	Enterprise License Agreements	\$15,465,962	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$3,489,286	\$3,489,286	\$3,046,968	-\$442,318
CHCO	e-Training	\$646,605	\$646,605	\$132,992	-\$513,613
CRSO	Mail Services	\$1,160,079	\$1,160,079	\$1,158,941	-\$1,138
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$122,643	\$122,643	\$0	-\$122,643
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$22,000	\$22,000	\$0	-\$22,000
Fee-for Service Subtotal		\$34,714,676	\$19,248,714	\$15,405,737	-\$3,842,977
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$205,939	\$205,939	\$152,876	-\$53,063
CHCO	USAJOBS	\$72,929	\$72,929	\$62,016	-\$10,913
CHCO	Enterprise HR Integration	\$201,468	\$201,468	\$170,505	-\$30,963
CIO	e-Rulemaking	\$171,632	\$171,632	\$64,433	-\$107,199
CHCO	Human Resources LOB	\$16,870	\$16,870	\$14,029	-\$2,841
CIO	e-Gov Benefits.Gov	\$14,645	\$14,645	\$8,284	-\$6,361
CIO	Financial Management LOB	\$44,318	\$44,318	\$34,675	-\$9,643
CIO	Geospatial LOB	\$53,226	\$53,226	\$41,645	-\$11,581
CIO	Budget Formulation and Execution LOB	\$26,022	\$26,022	\$20,360	-\$5,662
CPO	e-Gov Integrated Acquisition Environment	\$193,542	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$5,229,053	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$48,229	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$459,652	\$459,652	\$459,651	-\$1
CFO	Performance Management LOB	\$4,785	\$4,785	\$21,095	\$16,310
CPO	e Gov Integrated Awards Environment	\$0	\$241,771	\$148,970	-\$92,801
Government-Wide Mandated Service Subtotal		\$6,742,310	\$1,513,257	\$1,198,539	-\$314,718
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$749,123	\$749,123	\$727,720	-\$21,403
CPO	Strategic Sourcing	\$142,138	\$142,138	\$0	-\$142,138
CPO	CPO Shared Reporting	\$936,399	\$936,399	\$1,520,342	\$583,943
DHS Crosscutting Service Subtotal		\$1,827,660	\$1,827,660	\$2,248,062	\$420,402
WCF Management Service					
CFO	Working Capital Fund Operations	\$74,096	\$0	\$0	\$0
WCF Management Service Subtotal		\$74,096	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$43,358,742	\$22,589,631	\$18,852,338	-\$3,737,293

**Department of Homeland Security
Working Capital Fund**

National Protection and Program Directorate					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$18,861,971	\$18,861,971	\$22,295,580	\$3,433,609
ICE	Financial and Accounting Shared Services	\$3,704,623	\$3,704,623	\$3,913,176	\$208,553
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$79,722	\$79,722	\$80,240	\$518
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,275	\$1,275	\$1,301	\$26
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$333,256	\$333,256	\$450,500	\$117,244
CHCO	HQ Human Capital Services	\$291,545	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$59,122	\$59,122	\$55,697	-\$3,425
CHCO	Flexible Spending Plan	\$10,193	\$10,193	\$9,253	-\$940
CHCO	DHS EXEC LEAD	\$104,401	\$104,401	\$0	-\$104,401
CHCO	HQ Leadership Development Program	\$35,572	\$35,572	\$10,375	-\$25,197
CHCO	National Defense University	\$63,193	\$63,193	\$0	-\$63,193
CIO	Research Library & Information Services	\$20,563	\$20,563	\$19,340	-\$1,223
CIO	DHS One Net	\$784,387	\$784,387	\$281,234	-\$503,153
CIO	NCR Infrastructure Operations	\$34,410,881	\$34,410,881	\$27,821,321	-\$6,589,560
I&A	CLAN Operations	\$3,833,918	\$3,833,918	\$4,429,865	\$595,947
CIO	Enterprise License Agreements	\$3,086,544	\$0	\$0	\$0
CPO	Procurement Operations	\$8,085,486	\$0	\$0	\$0
CSO	HSPD-12	\$154,885	\$154,885	\$134,879	-\$20,006
CHCO	e-Training	\$56,371	\$56,371	\$101,820	\$45,449
CRSO	Mail Services	\$354,134	\$354,134	\$353,786	-\$348
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$207,550	\$207,550	\$0	-\$207,550
CRSO	Shuttle Services	\$11,421	\$11,421	\$0	-\$11,421
CRSO	Transit Subsidy	\$930,762	\$930,762	\$995,868	\$65,106
OGC	Regulatory Services	\$17,000	\$17,000	\$0	-\$17,000
Fee-for Service Subtotal		\$75,562,175	\$64,098,600	\$61,017,365	-\$3,081,235
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$16,075	\$16,075	\$23,597	\$7,522
CHCO	USAJOBS	\$8,935	\$8,935	\$14,005	\$5,070
CHCO	Enterprise HR Integration	\$24,683	\$24,683	\$38,504	\$13,821
CIO	e-Rulemaking	\$13,359	\$13,359	\$9,946	-\$3,413
CHCO	Human Resources LOB	\$2,067	\$2,067	\$3,168	\$1,101
CIO	e-Gov Benefits.Gov	\$1,794	\$1,794	\$1,871	\$77
CIO	Financial Management LOB	\$3,450	\$3,450	\$5,352	\$1,902
CIO	Geospatial LOB	\$4,143	\$4,143	\$6,428	\$2,285
CIO	Budget Formulation and Execution LOB	\$2,025	\$2,025	\$3,143	\$1,118
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$5,909	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$1,174	\$1,174	\$1,174	\$0
CFO	Performance Management LOB	\$1,935	\$1,935	\$1,692	-\$243
CPO	e Gov Integrated Awards Environment	\$0	\$5,909	\$0	-\$5,909
Government-Wide Mandated Service Subtotal		\$85,549	\$85,549	\$108,880	\$23,331
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$476,715	\$476,715	\$396,938	-\$79,777
CPO	Strategic Sourcing	\$57,403	\$57,403	\$0	-\$57,403
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$534,118	\$534,118	\$396,938	-\$137,180
WCF Management Service					
CFO	Working Capital Fund Operations	\$130,410	\$0	\$0	\$0
WCF Management Service Subtotal		\$130,410	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$76,312,252	\$64,718,267	\$61,523,183	-\$3,195,084

**Department of Homeland Security
Working Capital Fund**

Office of Health Affairs					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$3,849,640	\$3,849,640	\$4,175,623	\$325,983
ICE	Financial and Accounting Shared Services	\$1,174,468	\$1,174,468	\$1,240,585	\$66,117
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$22,544	\$22,544	\$23,903	\$1,359
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,275	\$1,275	\$1,301	\$26
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$25,587	\$25,587	\$20,555	-\$5,032
CHCO	HQ Human Capital Services	\$305,946	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,930	\$3,930	\$2,541	-\$1,389
CHCO	Flexible Spending Plan	\$677	\$677	\$422	-\$255
CHCO	DHS EXEC LEAD	\$3,518	\$3,518	\$0	-\$3,518
CHCO	HQ Leadership Development Program	\$2,362	\$2,362	\$473	-\$1,889
CHCO	National Defense University	\$2,101	\$2,101	\$0	-\$2,101
CIO	Research Library & Information Services	\$1,366	\$1,366	\$1,694	\$328
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,198,718	\$2,198,718	\$2,105,619	-\$93,099
I&A	CLAN Operations	\$99,458	\$99,458	\$112,564	\$13,106
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$1,807,731	\$0	\$0	\$0
CSO	HSPD-12	\$14,164	\$14,164	\$12,096	-\$2,068
CHCO	e-Training	\$3,800	\$3,800	\$4,645	\$845
CRSO	Mail Services	\$26,968	\$26,968	\$26,941	-\$27
CRSO	Parking Services	\$67,976	\$67,976	\$36,612	-\$31,364
CRSO	Sedan Services	\$56,505	\$56,505	\$0	-\$56,505
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$131,720	\$131,720	\$140,933	\$9,213
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
Fee-for Service Subtotal		\$9,864,104	\$7,750,427	\$7,969,637	\$219,210
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$2,024	\$2,024	\$1,782	-\$242
CHCO	USAJOBS	\$593	\$593	\$639	\$46
CHCO	Enterprise HR Integration	\$1,639	\$1,639	\$1,757	\$118
CIO	e-Rulemaking	\$1,682	\$1,682	\$751	-\$931
CHCO	Human Resources LOB	\$137	\$137	\$145	\$8
CIO	e-Gov Benefits.Gov	\$119	\$119	\$85	-\$34
CIO	Financial Management LOB	\$434	\$434	\$404	-\$30
CIO	Geospatial LOB	\$522	\$522	\$485	-\$37
CIO	Budget Formulation and Execution LOB	\$255	\$255	\$237	-\$18
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$392	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$1,221	\$1,221	\$1,221	\$0
CFO	Performance Management LOB	\$161	\$161	\$178	\$17
CPO	e Gov Integrated Awards Environment	\$0	\$392	\$0	-\$392
Government-Wide Mandated Service Subtotal		\$9,179	\$9,179	\$7,684	-\$1,495
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$15,063	\$15,063	\$0	-\$15,063
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$15,063	\$15,063	\$0	-\$15,063
WCF Management Service					
CFO	Working Capital Fund Operations	\$16,927	\$0	\$0	\$0
WCF Management Service Subtotal		\$16,927	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$9,905,273	\$7,774,669	\$7,977,321	\$202,652

**Department of Homeland Security
Working Capital Fund**

Operations Coordination and Intel & Analysis					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$7,820,443	\$7,820,443	\$7,885,766	\$65,323
ICE	Financial and Accounting Shared Services	\$0	\$0	\$91,933	\$91,933
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$18,710	\$18,710	\$19,838	\$1,128
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$4,767	\$4,767	\$6,011	\$1,244
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$220,202	\$220,202	\$171,935	-\$48,267
CHCO	HQ Human Capital Services	\$2,482,102	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$31,824	\$31,824	\$21,252	-\$10,572
CHCO	Flexible Spending Plan	\$5,448	\$5,448	\$3,532	-\$1,916
CHCO	DHS EXEC LEAD	\$43,029	\$43,029	\$0	-\$43,029
CHCO	HQ Leadership Development Program	\$20,329	\$20,329	\$3,961	-\$16,368
CHCO	National Defense University	\$17,946	\$17,946	\$0	-\$17,946
CIO	Research Library & Information Services	\$149,932	\$149,932	\$137,504	-\$12,428
CIO	DHS One Net	\$4,062	\$4,062	\$42,701	\$38,639
CIO	NCR Infrastructure Operations	\$13,097,692	\$13,097,692	\$13,135,375	\$37,683
I&A	CLAN Operations	\$6,938,732	\$6,938,732	\$7,497,903	\$559,171
CIO	Enterprise License Agreements	\$245,890	\$0	\$0	\$0
CPO	Procurement Operations	\$2,830,668	\$0	\$0	\$0
CSO	HSPD-12	\$114,361	\$114,361	\$97,436	-\$16,925
CHCO	e-Training	\$30,089	\$30,089	\$39,319	\$9,230
CRSO	Mail Services	\$102,315	\$102,315	\$102,215	-\$100
CRSO	Parking Services	\$38,230	\$38,230	\$20,591	-\$17,639
CRSO	Sedan Services	\$160,379	\$160,379	\$0	-\$160,379
CRSO	Shuttle Services	\$293,618	\$293,618	\$0	-\$293,618
CRSO	Transit Subsidy	\$202,468	\$202,468	\$216,630	\$14,162
OGC	Regulatory Services	\$2,500	\$2,500	\$0	-\$2,500
Fee-for Service Subtotal		\$34,939,136	\$29,380,476	\$29,557,032	\$176,556
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$4,721	\$4,721	\$4,286	-\$435
CHCO	USAJOBS	\$4,776	\$4,776	\$5,345	\$569
CHCO	Enterprise HR Integration	\$13,194	\$13,194	\$14,696	\$1,502
CIO	e-Rulemaking	\$3,434	\$3,434	\$1,807	-\$1,627
CHCO	Human Resources LOB	\$1,105	\$1,105	\$1,209	\$104
CIO	e-Gov Benefits.Gov	\$959	\$959	\$714	-\$245
CIO	Financial Management LOB	\$887	\$887	\$972	\$85
CIO	Geospatial LOB	\$1,065	\$1,065	\$1,168	\$103
CIO	Budget Formulation and Execution LOB	\$521	\$521	\$571	\$50
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$568,969	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$386	\$386	\$428	\$42
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$600,017	\$31,048	\$31,196	\$148
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$136,204	\$136,204	\$0	-\$136,204
CPO	Strategic Sourcing	\$9,584	\$9,584	\$0	-\$9,584
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$145,788	\$145,788	\$0	-\$145,788
WCF Management Service					
CFO	Working Capital Fund Operations	\$61,086	\$0	\$0	\$0
WCF Management Service Subtotal		\$61,086	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$35,746,027	\$29,557,312	\$29,588,228	\$30,916

**Department of Homeland Security
Working Capital Fund**

Office of the Inspector General					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,130	-\$270
CHCO	NFC Payroll Services and Reporting	\$111,341	\$111,341	\$186,923	\$75,582
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$27,536	\$27,536	\$23,111	-\$4,425
CHCO	Flexible Spending Plan	\$4,655	\$4,655	\$3,839	-\$816
CHCO	DHS EXEC LEAD	\$11,432	\$11,432	\$0	-\$11,432
CHCO	HQ Leadership Development Program	\$0	\$0	\$4,306	\$4,306
CHCO	National Defense University	\$4,823	\$4,823	\$0	-\$4,823
CIO	Research Library & Information Services	\$17,921	\$17,921	\$17,116	-\$805
CIO	DHS One Net	\$225,093	\$225,093	\$82,456	-\$142,637
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$73,969	\$73,969	\$84,735	\$10,766
CIO	Enterprise License Agreements	\$646,880	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$53,531	\$53,531	\$46,135	-\$7,396
CHCO	e-Training	\$25,747	\$25,747	\$42,248	\$16,501
CRSO	Mail Services	\$123,352	\$123,352	\$123,232	-\$120
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
Fee-for Service Subtotal		\$1,392,430	\$745,550	\$677,231	-\$68,319
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$2,200	\$2,200	\$2,667	\$467
CHCO	USAJOBS	\$4,081	\$4,081	\$5,811	\$1,730
CHCO	Enterprise HR Integration	\$11,274	\$11,274	\$15,976	\$4,702
CIO	e-Rulemaking	\$1,829	\$1,829	\$1,124	-\$705
CHCO	Human Resources LOB	\$944	\$944	\$1,315	\$371
CIO	e-Gov Benefits.Gov	\$819	\$819	\$776	-\$43
CIO	Financial Management LOB	\$472	\$472	\$605	\$133
CIO	Geospatial LOB	\$567	\$567	\$726	\$159
CIO	Budget Formulation and Execution LOB	\$277	\$277	\$355	\$78
CPO	e-Gov Integrated Acquisition Environment	\$3,317	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$3,317	\$2,848	-\$469
Government-Wide Mandated Service Subtotal		\$25,780	\$25,780	\$32,203	\$6,423
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$60,170	\$60,170	\$32,282	-\$27,888
DHS Crosscutting Service Subtotal		\$60,170	\$60,170	\$32,282	-\$27,888
WCF Management Service					
CFO	Working Capital Fund Operations	\$2,531	\$0	\$0	\$0
WCF Management Service Subtotal		\$2,531	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,480,911	\$831,500	\$741,716	-\$89,784

**Department of Homeland Security
Working Capital Fund**

Science & Technology Directorate					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$10,203,161	\$10,203,161	\$11,068,995	\$865,834
ICE	Financial and Accounting Shared Services	\$3,156,584	\$3,156,584	\$3,334,285	\$177,701
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$43,751	\$43,751	\$50,481	\$6,730
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$119,997	\$119,997	\$102,990	-\$17,007
CHCO	HQ Human Capital Services	\$1,448,686	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$18,781	\$18,781	\$12,734	-\$6,047
CHCO	Flexible Spending Plan	\$3,206	\$3,206	\$2,115	-\$1,091
CHCO	DHS EXEC LEAD	\$55,279	\$55,279	\$0	-\$55,279
CHCO	HQ Leadership Development Program	\$11,143	\$11,143	\$2,372	-\$8,771
CHCO	National Defense University	\$11,336	\$11,336	\$0	-\$11,336
CIO	Research Library & Information Services	\$6,457	\$6,457	\$5,895	-\$562
CIO	DHS One Net	\$39,269	\$39,269	\$0	-\$39,269
CIO	NCR Infrastructure Operations	\$11,014,206	\$11,014,206	\$11,589,523	\$575,317
I&A	CLAN Operations	\$791,606	\$791,606	\$604,228	-\$187,378
CIO	Enterprise License Agreements	\$894,558	\$0	\$0	\$0
CPO	Procurement Operations	\$8,803,081	\$0	\$0	\$0
CSO	HSPD-12	\$89,164	\$89,164	\$76,344	-\$12,820
CHCO	e-Training	\$18,001	\$18,001	\$23,277	\$5,276
CRSO	Mail Services	\$107,910	\$107,910	\$107,803	-\$107
CRSO	Parking Services	\$135,951	\$135,951	\$73,224	-\$62,727
CRSO	Sedan Services	\$103,775	\$103,775	\$0	-\$103,775
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$529,859	\$529,859	\$566,921	\$37,062
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
Fee-for Service Subtotal		\$37,674,955	\$26,528,630	\$27,687,438	\$1,158,808
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$23,454	\$23,454	\$11,169	-\$12,285
CHCO	USAJOBS	\$2,811	\$2,811	\$3,202	\$391
CHCO	Enterprise HR Integration	\$7,764	\$7,764	\$8,803	\$1,039
CIO	e-Rulemaking	\$19,491	\$19,491	\$4,707	-\$14,784
CHCO	Human Resources LOB	\$650	\$650	\$724	\$74
CIO	e-Gov Benefits.Gov	\$564	\$564	\$428	-\$136
CIO	Financial Management LOB	\$5,033	\$5,033	\$2,533	-\$2,500
CIO	Geospatial LOB	\$6,045	\$6,045	\$3,043	-\$3,002
CIO	Budget Formulation and Execution LOB	\$2,955	\$2,955	\$1,487	-\$1,468
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$177,519	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$1,859	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$2,132	\$2,132	\$2,132	\$0
CFO	Performance Management LOB	\$1,369	\$1,369	\$1,518	\$149
CPO	e Gov Integrated Awards Environment	\$0	\$1,859	\$0	-\$1,859
Government-Wide Mandated Service Subtotal		\$251,646	\$74,127	\$39,746	-\$34,381
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$83,747	\$83,747	\$0	-\$83,747
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$151,849	\$151,849	\$66,156	-\$85,693
WCF Management Service					
CFO	Working Capital Fund Operations	\$65,184	\$0	\$0	\$0
WCF Management Service Subtotal		\$65,184	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$38,143,634	\$26,754,606	\$27,793,340	\$1,038,734

**Department of Homeland Security
Working Capital Fund**

Domestic Nuclear Detection Office					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$5,151,041	\$5,151,041	\$5,874,998	\$723,957
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,275	\$1,275	\$1,301	\$26
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$27,315	\$27,315	\$31,261	\$3,946
CHCO	HQ Human Capital Services	\$392,476	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$5,044	\$5,044	\$3,865	-\$1,179
CHCO	Flexible Spending Plan	\$868	\$868	\$642	-\$226
CHCO	DHS EXEC LEAD	\$7,035	\$7,035	\$0	-\$7,035
CHCO	HQ Leadership Development Program	\$3,030	\$3,030	\$720	-\$2,310
CHCO	National Defense University	\$3,676	\$3,676	\$0	-\$3,676
CIO	Research Library & Information Services	\$1,752	\$1,752	\$2,173	\$421
CIO	DHS One Net	\$37,915	\$37,915	\$45,645	\$7,730
CIO	NCR Infrastructure Operations	\$3,869,559	\$3,869,559	\$3,743,325	-\$126,234
I&A	CLAN Operations	\$347,769	\$347,769	\$420,898	\$73,129
CIO	Enterprise License Agreements	\$219,990	\$0	\$0	\$0
CPO	Procurement Operations	\$3,250,864	\$0	\$0	\$0
CSO	HSPD-12	\$26,381	\$26,381	\$22,672	-\$3,709
CHCO	e-Training	\$4,802	\$4,802	\$7,149	\$2,347
CRSO	Mail Services	\$34,126	\$34,126	\$34,092	-\$34
CRSO	Parking Services	\$58,726	\$58,726	\$31,631	-\$27,095
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$185,671	\$185,671	\$198,658	\$12,987
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
Fee-for Service Subtotal		\$13,721,267	\$9,857,937	\$10,482,159	\$624,222
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$4,473	\$4,473	\$5,215	\$742
CHCO	USAJOBS	\$761	\$761	\$972	\$211
CHCO	Enterprise HR Integration	\$2,102	\$2,102	\$2,672	\$570
CIO	e-Rulemaking	\$3,717	\$3,717	\$2,198	-\$1,519
CHCO	Human Resources LOB	\$176	\$176	\$220	\$44
CIO	e-Gov Benefits.Gov	\$153	\$153	\$130	-\$23
CIO	Financial Management LOB	\$960	\$960	\$1,183	\$223
CIO	Geospatial LOB	\$1,153	\$1,153	\$1,421	\$268
CIO	Budget Formulation and Execution LOB	\$564	\$564	\$695	\$131
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$503	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$1,865	\$1,865	\$1,865	\$0
CFO	Performance Management LOB	\$389	\$389	\$431	\$42
CPO	e Gov Integrated Awards Environment	\$0	\$503	\$0	-\$503
Government-Wide Mandated Service Subtotal		\$16,816	\$16,816	\$17,002	\$186
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$28,981	\$28,981	\$0	-\$28,981
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$28,981	\$28,981	\$0	-\$28,981
WCF Management Service					
CFO	Working Capital Fund Operations	\$23,567	\$0	\$0	\$0
WCF Management Service Subtotal		\$23,567	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$13,790,631	\$9,903,734	\$10,499,161	\$595,427

**Department of Homeland Security
Working Capital Fund**

U.S. Coast Guard					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$52,135,448	\$52,135,448	\$53,905,595	\$1,770,147
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$3,458,160	\$3,458,160	\$3,198,054	-\$260,106
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$2,162,215	\$2,162,215	\$1,616,148	-\$546,067
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$363,465	\$363,465	\$199,812	-\$163,653
CHCO	Flexible Spending Plan	\$61,189	\$61,189	\$33,194	-\$27,995
CHCO	DHS EXEC LEAD	\$53,520	\$53,520	\$0	-\$53,520
CHCO	HQ Leadership Development Program	\$0	\$0	\$37,228	\$37,228
CHCO	National Defense University	\$61,601	\$61,601	\$0	-\$61,601
CIO	Research Library & Information Services	\$666,848	\$666,848	\$616,829	-\$50,019
CIO	DHS One Net	\$9,008,821	\$9,008,821	\$4,555,211	-\$4,453,610
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$377,204	\$377,204	\$352,104	-\$25,100
CIO	Enterprise License Agreements	\$24,791,887	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$0	\$0	\$0	\$0
CHCO	e-Training	\$1,240,410	\$1,240,410	\$665,330	-\$575,080
CRSO	Mail Services	\$1,575,152	\$1,575,152	\$1,573,608	-\$1,544
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$190,000	\$190,000	\$0	-\$190,000
Fee-for Service Subtotal		\$96,212,364	\$71,420,477	\$66,819,364	-\$4,601,113
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$97,775	\$97,775	\$102,848	\$5,073
CHCO	USAJOBS	\$53,639	\$53,639	\$50,241	-\$3,398
CHCO	Enterprise HR Integration	\$148,179	\$148,179	\$138,132	-\$10,047
CIO	e-Rulemaking	\$81,254	\$81,254	\$43,348	-\$37,906
CHCO	Human Resources LOB	\$12,408	\$12,408	\$11,365	-\$1,043
CIO	e-Gov Benefits.Gov	\$10,771	\$10,771	\$6,711	-\$4,060
CIO	Financial Management LOB	\$20,981	\$20,981	\$23,328	\$2,347
CIO	Geospatial LOB	\$25,198	\$25,198	\$28,017	\$2,819
CIO	Budget Formulation and Execution LOB	\$12,319	\$12,319	\$13,697	\$1,378
CPO	e-Gov Integrated Acquisition Environment	\$510,031	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$1,636,810	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$35,472	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$5,461	\$5,461	\$5,461	\$0
CFO	Performance Management LOB	\$10,415	\$10,415	\$8,995	-\$1,420
CPO	e Gov Integrated Awards Environment	\$0	\$545,503	\$328,704	-\$216,799
Government-Wide Mandated Service Subtotal		\$2,660,713	\$1,023,903	\$760,847	-\$263,056
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$1,362,042	\$1,362,042	\$1,323,127	-\$38,915
CPO	Strategic Sourcing	\$316,217	\$316,217	\$0	-\$316,217
CPO	CPO Shared Reporting	\$842,703	\$842,703	\$715,063	-\$127,640
DHS Crosscutting Service Subtotal		\$2,520,962	\$2,520,962	\$2,038,190	-\$482,772
WCF Management Service					
CFO	Working Capital Fund Operations	\$173,569	\$0	\$0	\$0
WCF Management Service Subtotal		\$173,569	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$101,567,608	\$74,965,342	\$69,618,401	-\$5,346,941

**Department of Homeland Security
Working Capital Fund**

U.S. Citizenship & Immigration Services					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$6,636,600	\$6,636,600	\$7,010,209	\$373,609
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$737,495	\$737,495	\$651,574	-\$85,921
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$1,641,411	\$1,641,411	\$3,674,231	\$2,032,820
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$511,772	\$511,772	\$454,263	-\$57,509
CHCO	Flexible Spending Plan	\$89,901	\$89,901	\$75,464	-\$14,437
CHCO	DHS EXEC LEAD	\$88,697	\$88,697	\$0	-\$88,697
CHCO	HQ Leadership Development Program	\$0	\$0	\$84,635	\$84,635
CHCO	National Defense University	\$90,559	\$90,559	\$0	-\$90,559
CIO	Research Library & Information Services	\$1,952,175	\$1,952,175	\$2,173,572	\$221,397
CIO	DHS One Net	\$4,512,460	\$4,512,460	\$8,714,132	\$4,201,672
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$778,738	\$778,738	\$619,546	-\$159,192
CIO	Enterprise License Agreements	\$18,963,972	\$0	\$0	\$0
CPO	Procurement Operations	\$300,000	\$0	\$0	\$0
CSO	HSPD-12	\$1,562,259	\$1,562,259	\$1,337,669	-\$224,590
CHCO	e-Training	\$497,203	\$497,203	\$840,281	\$343,078
CRSO	Mail Services	\$1,794,089	\$1,794,089	\$1,792,330	-\$1,759
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$82,995	\$82,995	\$0	-\$82,995
Fee-for Service Subtotal		\$40,306,770	\$21,042,798	\$27,494,157	\$6,451,359
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$49,433	\$49,433	\$59,150	\$9,717
CHCO	USAJOBS	\$78,808	\$78,808	\$114,220	\$35,412
CHCO	Enterprise HR Integration	\$217,708	\$217,708	\$314,035	\$96,327
CIO	e-Rulemaking	\$41,080	\$41,080	\$24,930	-\$16,150
CHCO	Human Resources LOB	\$18,230	\$18,230	\$25,838	\$7,608
CIO	e-Gov Benefits.Gov	\$15,825	\$15,825	\$15,257	-\$568
CIO	Financial Management LOB	\$10,607	\$10,607	\$13,416	\$2,809
CIO	Geospatial LOB	\$12,740	\$12,740	\$16,113	\$3,373
CIO	Budget Formulation and Execution LOB	\$6,228	\$6,228	\$7,878	\$1,650
CPO	e-Gov Integrated Acquisition Environment	\$85,223	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$462,458	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$52,117	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$961	\$961	\$961	\$0
CFO	Performance Management LOB	\$172	\$172	\$4,609	\$4,437
CPO	e Gov Integrated Awards Environment	\$0	\$137,340	\$32,095	-\$105,245
Government-Wide Mandated Service Subtotal		\$1,051,590	\$589,132	\$628,502	\$39,370
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$544,817	\$544,817	\$529,251	-\$15,566
CPO	Strategic Sourcing	\$155,901	\$155,901	\$0	-\$155,901
CPO	CPO Shared Reporting	\$295,578	\$295,578	\$204,493	-\$91,085
DHS Crosscutting Service Subtotal		\$996,296	\$996,296	\$733,744	-\$262,552
WCF Management Service					
CFO	Working Capital Fund Operations	\$72,504	\$0	\$0	\$0
WCF Management Service Subtotal		\$72,504	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$42,427,160	\$22,628,226	\$28,856,403	\$6,228,177

**Department of Homeland Security
Working Capital Fund**

U.S. Secret Service					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$229,063	\$229,063	\$237,179	\$8,116
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$6,412	\$6,412	\$4,942	-\$1,470
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$1,027,499	\$1,027,499	\$1,434,791	\$407,292
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$266,127	\$266,127	\$177,390	-\$88,737
CHCO	Flexible Spending Plan	\$45,836	\$45,836	\$29,469	-\$16,367
CHCO	DHS EXEC LEAD	\$468,113	\$468,113	\$0	-\$468,113
CHCO	HQ Leadership Development Program	\$0	\$0	\$33,050	\$33,050
CHCO	National Defense University	\$60,098	\$60,098	\$0	-\$60,098
CIO	Research Library & Information Services	\$374,826	\$374,826	\$328,931	-\$45,895
CIO	DHS One Net	\$4,339,702	\$4,339,702	\$3,465,221	-\$874,481
CIO	NCR Infrastructure Operations	\$41,825	\$41,825	\$0	-\$41,825
I&A	CLAN Operations	\$289,611	\$289,611	\$25,912	-\$263,699
CIO	Enterprise License Agreements	\$4,001,879	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$597,565	\$597,565	\$510,888	-\$86,677
CHCO	e-Training	\$416,654	\$416,654	\$324,286	-\$92,368
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
Fee-for Service Subtotal		\$12,231,360	\$8,229,481	\$6,635,188	-\$1,594,293
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$27,659	\$27,659	\$26,101	-\$1,558
CHCO	USAJOBS	\$40,180	\$40,180	\$44,603	\$4,423
CHCO	Enterprise HR Integration	\$110,998	\$110,998	\$122,631	\$11,633
CIO	e-Rulemaking	\$22,986	\$22,986	\$11,001	-\$11,985
CHCO	Human Resources LOB	\$9,295	\$9,295	\$10,090	\$795
CIO	e-Gov Benefits.Gov	\$8,068	\$8,068	\$5,958	-\$2,110
CIO	Financial Management LOB	\$5,935	\$5,935	\$5,920	-\$15
CIO	Geospatial LOB	\$7,128	\$7,128	\$7,110	-\$18
CIO	Budget Formulation and Execution LOB	\$3,485	\$3,485	\$3,476	-\$9
CPO	e-Gov Integrated Acquisition Environment	\$34,224	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$249,436	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$2,090	\$2,090	\$2,680	\$590
CPO	e Gov Integrated Awards Environment	\$0	\$34,224	\$21,259	-\$12,965
Government-Wide Mandated Service Subtotal		\$521,484	\$272,048	\$260,829	-\$11,219
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$204,306	\$204,306	\$198,469	-\$5,837
CPO	Strategic Sourcing	\$38,942	\$38,942	\$0	-\$38,942
CPO	CPO Shared Reporting	\$56,571	\$56,571	\$52,934	-\$3,637
DHS Crosscutting Service Subtotal		\$299,819	\$299,819	\$251,403	-\$48,416
WCF Management Service					
CFO	Working Capital Fund Operations	\$22,344	\$0	\$0	\$0
WCF Management Service Subtotal		\$22,344	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$13,075,007	\$8,801,348	\$7,147,420	-\$1,653,928

**Department of Homeland Security
Working Capital Fund**

NPPD - OBIM					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$4,309,959	\$4,309,959	\$4,600,870	\$290,911
ICE	Financial and Accounting Shared Services	\$779,292	\$779,292	\$0	-\$779,292
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$1,274	\$1,274	\$0	-\$1,274
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$45,597	\$45,597	\$39,826	-\$5,771
CHCO	HQ Human Capital Services	\$39,889	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$8,077	\$8,077	\$4,924	-\$3,153
CHCO	Flexible Spending Plan	\$1,395	\$1,395	\$818	-\$577
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$4,867	\$4,867	\$0	-\$4,867
CHCO	National Defense University	\$2,490	\$2,490	\$0	-\$2,490
CIO	Research Library & Information Services	\$2,814	\$2,814	\$2,371	-\$443
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$2,899	\$2,899	\$3,647	\$748
CIO	Enterprise License Agreements	\$2,402,026	\$0	\$0	\$0
CPO	Procurement Operations	\$1,642,631	\$0	\$0	\$0
CSO	HSPD-12	\$42,471	\$42,471	\$35,619	-\$6,852
CHCO	e-Training	\$7,713	\$7,713	\$6,453	-\$1,260
CRSO	Mail Services	\$268,684	\$268,684	\$268,420	-\$264
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$9,434	\$9,434	\$0	-\$9,434
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$119,265	\$119,265	\$127,607	\$8,342
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$9,690,777	\$5,606,231	\$5,090,555	-\$515,676
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$3,374	\$3,374	\$4,498	\$1,124
CHCO	USAJOBS	\$1,222	\$1,222	\$1,238	\$16
CHCO	Enterprise HR Integration	\$3,377	\$3,377	\$3,404	\$27
CIO	e-Rulemaking	\$2,804	\$2,804	\$1,896	-\$908
CHCO	Human Resources LOB	\$283	\$283	\$280	-\$3
CIO	e-Gov Benefits.Gov	\$245	\$245	\$165	-\$80
CIO	Financial Management LOB	\$724	\$724	\$1,020	\$296
CIO	Geospatial LOB	\$870	\$870	\$1,225	\$355
CIO	Budget Formulation and Execution LOB	\$425	\$425	\$599	\$174
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$13,324	\$13,324	\$14,325	\$1,001
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$0	-\$68,102
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$68,102	\$68,102	\$0	-\$68,102
WCF Management Service					
CFO	Working Capital Fund Operations	\$16,728	\$0	\$0	\$0
WCF Management Service Subtotal		\$16,728	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$9,788,931	\$5,687,657	\$5,104,880	-\$582,777

**Department of Homeland Security
Working Capital Fund**

Federal Protective Service					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$3,394,149	\$3,394,149	\$5,082,013	\$1,687,864
ICE	Financial and Accounting Shared Services	\$4,233,577	\$4,233,577	\$4,471,907	\$238,330
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$306,434	\$306,434	\$296,765	-\$9,669
CHCO	HQ Human Capital Services	\$268,081	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$53,809	\$53,809	\$36,691	-\$17,118
CHCO	Flexible Spending Plan	\$9,372	\$9,372	\$6,095	-\$3,277
CHCO	DHS EXEC LEAD	\$6,156	\$6,156	\$0	-\$6,156
CHCO	HQ Leadership Development Program	\$32,712	\$32,712	\$6,836	-\$25,876
CHCO	National Defense University	\$3,723	\$3,723	\$0	-\$3,723
CIO	Research Library & Information Services	\$26,533	\$26,533	\$24,159	-\$2,374
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,110,892	\$1,110,892	\$953,150	-\$157,742
CHCO	e-Training	\$52,620	\$52,620	\$67,869	\$15,249
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$156,820	\$156,820	\$0	-\$156,820
CRSO	Transit Subsidy	\$354,213	\$354,213	\$378,989	\$24,776
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
Fee-for Service Subtotal		\$10,009,341	\$9,741,260	\$11,324,474	\$1,583,214
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$19,989	\$19,989	\$21,248	\$1,259
CHCO	USAJOBS	\$8,216	\$8,216	\$9,225	\$1,009
CHCO	Enterprise HR Integration	\$22,696	\$22,696	\$25,364	\$2,668
CIO	e-Rulemaking	\$16,611	\$16,611	\$8,956	-\$7,655
CHCO	Human Resources LOB	\$1,901	\$1,901	\$2,087	\$186
CIO	e-Gov Benefits.Gov	\$1,650	\$1,650	\$1,232	-\$418
CIO	Financial Management LOB	\$4,289	\$4,289	\$4,819	\$530
CIO	Geospatial LOB	\$5,151	\$5,151	\$5,788	\$637
CIO	Budget Formulation and Execution LOB	\$2,518	\$2,518	\$2,830	\$312
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$1,658	\$1,658	\$1,899	\$241
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$84,679	\$84,679	\$83,448	-\$1,231
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$68,102	\$68,102	\$66,156	-\$1,946
WCF Management Service					
CFO	Working Capital Fund Operations	\$14,614	\$0	\$0	\$0
WCF Management Service Subtotal		\$14,614	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$10,176,736	\$9,894,041	\$11,474,078	\$1,580,037

**Department of Homeland Security
Working Capital Fund**

MGT - Office of the Under Secretary for Management					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$339,703	\$339,703	\$457,116	\$117,413
ICE	Financial and Accounting Shared Services	\$8,413	\$8,413	\$13,571	\$5,158
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$49,070	\$0	\$0	\$0
CFO	Bankcard Program	\$3,044	\$3,044	\$3,122	\$78
CFO	Treasury Information Executive Repository	\$63,400	\$63,400	\$63,129	-\$271
CHCO	NFC Payroll Services and Reporting	\$4,394	\$4,394	\$4,068	-\$326
CHCO	HQ Human Capital Services	\$52,536	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$673	\$673	\$503	-\$170
CHCO	Flexible Spending Plan	\$116	\$116	\$84	-\$32
CHCO	DHS EXEC LEAD	\$4,397	\$4,397	\$0	-\$4,397
CHCO	HQ Leadership Development Program	\$406	\$406	\$94	-\$312
CHCO	National Defense University	\$350	\$350	\$0	-\$350
CIO	Research Library & Information Services	\$235	\$235	\$242	\$7
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$308,957	\$308,957	\$344,674	\$35,717
I&A	CLAN Operations	\$32,678	\$32,678	\$277,317	\$244,639
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$885	\$0	\$0	\$0
CSO	HSPD-12	\$1,354	\$1,354	\$1,155	-\$199
CHCO	e-Training	\$643	\$643	\$919	\$276
CRSO	Mail Services	\$14,425	\$14,425	\$14,411	-\$14
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$8,328	\$8,328	\$0	-\$8,328
CRSO	Transit Subsidy	\$1,933	\$1,933	\$2,069	\$136
OGC	Regulatory Services	\$10,000	\$0	\$0	\$0
Fee-for Service Subtotal		\$943,676	\$831,185	\$1,182,474	\$351,289
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$42	\$42	\$55	\$13
CHCO	USAJOBS	\$102	\$102	\$126	\$24
CHCO	Enterprise HR Integration	\$281	\$281	\$348	\$67
CIO	e-Rulemaking	\$35	\$35	\$23	-\$12
CHCO	Human Resources LOB	\$24	\$24	\$29	\$5
CIO	e-Gov Benefits.Gov	\$20	\$20	\$17	-\$3
CIO	Financial Management LOB	\$9	\$9	\$13	\$4
CIO	Geospatial LOB	\$11	\$11	\$15	\$4
CIO	Budget Formulation and Execution LOB	\$5	\$5	\$7	\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$35,503	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$36,032	\$529	\$633	\$104
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$1,677	\$0	\$0	\$0
WCF Management Service Subtotal		\$1,677	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$981,385	\$831,714	\$1,183,107	\$351,393

**Department of Homeland Security
Working Capital Fund**

MGT - Chief Security Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$3,288,821	\$3,288,821	\$3,635,812	\$346,991
ICE	Financial and Accounting Shared Services	\$205,911	\$205,911	\$302,205	\$96,294
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$743,916	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$65,647	\$65,647	\$60,595	-\$5,052
CHCO	HQ Human Capital Services	\$798,669	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$10,126	\$10,126	\$7,439	-\$2,687
CHCO	Flexible Spending Plan	\$1,771	\$1,771	\$1,244	-\$527
CHCO	DHS EXEC LEAD	\$4,397	\$4,397	\$0	-\$4,397
CHCO	HQ Leadership Development Program	\$6,060	\$6,060	\$1,396	-\$4,664
CHCO	National Defense University	\$3,546	\$3,546	\$0	-\$3,546
CIO	Research Library & Information Services	\$3,545	\$3,545	\$5,303	\$1,758
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$3,724,751	\$3,724,751	\$4,129,791	\$405,040
I&A	CLAN Operations	\$388,197	\$388,197	\$505,070	\$116,873
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$288,238	\$0	\$0	\$0
CSO	HSPD-12	\$25,017	\$25,017	\$21,275	-\$3,742
CHCO	e-Training	\$9,792	\$9,792	\$13,695	\$3,903
CRSO	Mail Services	\$128,160	\$128,160	\$128,034	-\$126
CRSO	Parking Services	\$27,139	\$27,139	\$14,617	-\$12,522
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$90,179	\$90,179	\$0	-\$90,179
CRSO	Transit Subsidy	\$230,061	\$230,061	\$251,151	\$21,090
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
Fee-for Service Subtotal		\$10,081,929	\$8,251,106	\$9,077,627	\$826,521
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$1,028	\$1,028	\$1,232	\$204
CHCO	USAJOBS	\$1,552	\$1,552	\$1,884	\$332
CHCO	Enterprise HR Integration	\$4,288	\$4,288	\$5,179	\$891
CIO	e-Rulemaking	\$854	\$854	\$519	-\$335
CHCO	Human Resources LOB	\$359	\$359	\$426	\$67
CIO	e-Gov Benefits.Gov	\$312	\$312	\$251	-\$61
CIO	Financial Management LOB	\$221	\$221	\$279	\$58
CIO	Geospatial LOB	\$265	\$265	\$336	\$71
CIO	Budget Formulation and Execution LOB	\$130	\$130	\$164	\$34
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$9,009	\$9,009	\$10,270	\$1,261
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$4,750	\$4,750	\$0	-\$4,750
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$4,750	\$4,750	\$0	-\$4,750
WCF Management Service					
CFO	Working Capital Fund Operations	\$17,283	\$0	\$0	\$0
WCF Management Service Subtotal		\$17,283	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$10,112,971	\$8,264,865	\$9,087,897	\$823,032

**Department of Homeland Security
Working Capital Fund**

MGT - Chief Readiness Support Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$953,294	\$953,294	\$1,025,014	\$71,720
ICE	Financial and Accounting Shared Services	\$108,419	\$108,419	\$1,069,563	\$961,144
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$325,077	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$28,430	\$28,430	\$24,837	-\$3,593
CHCO	HQ Human Capital Services	\$337,196	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$4,393	\$4,393	\$3,041	-\$1,352
CHCO	Flexible Spending Plan	\$745	\$745	\$510	-\$235
CHCO	DHS EXEC LEAD	\$7,915	\$7,915	\$0	-\$7,915
CHCO	HQ Leadership Development Program	\$2,625	\$2,625	\$573	-\$2,052
CHCO	National Defense University	\$3,020	\$3,020	\$0	-\$3,020
CIO	Research Library & Information Services	\$4,495	\$4,495	\$4,599	\$104
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$1,725,970	\$1,725,970	\$1,792,753	\$66,783
I&A	CLAN Operations	\$22,890	\$22,890	\$25,622	\$2,732
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$1,115,322	\$0	\$0	\$0
CSO	HSPD-12	\$13,412	\$13,412	\$11,854	-\$1,558
CHCO	e-Training	\$4,121	\$4,121	\$5,612	\$1,491
CRSO	Mail Services	\$25,538	\$25,538	\$25,512	-\$26
CRSO	Parking Services	\$47,702	\$47,702	\$25,693	-\$22,009
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$8,566	\$8,566	\$0	-\$8,566
CRSO	Transit Subsidy	\$111,009	\$111,009	\$125,313	\$14,304
OGC	Regulatory Services	\$250	\$2,250	\$0	-\$2,250
Fee-for Service Subtotal		\$4,888,125	\$3,112,530	\$4,140,496	\$1,027,966
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$541	\$541	\$4,361	\$3,820
CHCO	USAJOBS	\$653	\$653	\$772	\$119
CHCO	Enterprise HR Integration	\$1,804	\$1,804	\$2,124	\$320
CIO	e-Rulemaking	\$450	\$450	\$1,836	\$1,386
CHCO	Human Resources LOB	\$151	\$151	\$176	\$25
CIO	e-Gov Benefits.Gov	\$131	\$131	\$104	-\$27
CIO	Financial Management LOB	\$116	\$116	\$990	\$874
CIO	Geospatial LOB	\$139	\$139	\$1,188	\$1,049
CIO	Budget Formulation and Execution LOB	\$68	\$68	\$580	\$512
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$4,053	\$4,053	\$12,131	\$8,078
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$7,073	\$7,073	\$0	-\$7,073
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$75,175	\$75,175	\$66,156	-\$9,019
WCF Management Service					
CFO	Working Capital Fund Operations	\$11,285	\$0	\$0	\$0
WCF Management Service Subtotal		\$11,285	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$4,978,638	\$3,191,758	\$4,218,783	\$1,027,025

**Department of Homeland Security
Working Capital Fund**

MGT - Chief Human Capital Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$2,656,060	\$3,912,670	\$4,317,308	\$404,638
ICE	Financial and Accounting Shared Services	\$96,207	\$138,130	\$203,677	\$65,547
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$474,138	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$35,666	\$56,601	\$48,392	-\$8,209
CHCO	HQ Human Capital Services	\$423,727	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$5,478	\$8,685	\$7,027	-\$1,658
CHCO	Flexible Spending Plan	\$937	\$1,491	\$995	-\$496
CHCO	DHS EXEC LEAD	\$7,037	\$7,037	\$0	-\$7,037
CHCO	HQ Leadership Development Program	\$3,294	\$5,226	\$1,116	-\$4,110
CHCO	National Defense University	\$5,383	\$5,383	\$0	-\$5,383
CIO	Research Library & Information Services	\$4,881	\$5,999	\$6,695	\$696
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,767,621	\$3,649,312	\$2,915,317	-\$733,995
I&A	CLAN Operations	\$35,577	\$35,577	\$18,233	-\$17,344
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$1,498,570	\$0	\$0	\$0
CSO	HSPD-12	\$11,667	\$17,385	\$17,140	-\$245
CHCO	e-Training	\$5,258	\$8,320	\$13,597	\$5,277
CRSO	Mail Services	\$14,718	\$101,884	\$101,785	-\$99
CRSO	Parking Services	\$88,836	\$88,836	\$47,847	-\$40,989
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$476	\$476	\$0	-\$476
CRSO	Transit Subsidy	\$120,179	\$212,559	\$271,815	\$59,256
OGC	Regulatory Services	\$250	\$2,250	\$0	-\$2,250
Fee-for Service Subtotal		\$8,293,696	\$8,295,557	\$7,970,944	-\$324,613
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$480	\$689	\$829	\$140
CHCO	USAJOBS	\$821	\$1,306	\$1,505	\$199
CHCO	Enterprise HR Integration	\$2,268	\$3,609	\$4,136	\$527
CIO	e-Rulemaking	\$399	\$573	\$350	-\$223
CHCO	Human Resources LOB	\$190	\$302	\$341	\$39
CIO	e-Gov Benefits.Gov	\$165	\$262	\$202	-\$60
CIO	Financial Management LOB	\$103	\$148	\$189	\$41
CIO	Geospatial LOB	\$124	\$178	\$226	\$48
CIO	Budget Formulation and Execution LOB	\$61	\$87	\$111	\$24
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$4,611	\$7,154	\$7,889	\$735
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$68,102	\$68,102	\$66,156	-\$1,946
CPO	Strategic Sourcing	\$9,074	\$9,074	\$0	-\$9,074
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$77,176	\$77,176	\$66,156	-\$11,020
WCF Management Service					
CFO	Working Capital Fund Operations	\$14,337	\$0	\$0	\$0
WCF Management Service Subtotal		\$14,337	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$8,389,820	\$8,379,887	\$8,044,989	-\$334,898

**Department of Homeland Security
Working Capital Fund**

MGT - Chief Procurement Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$3,336,481	\$5,224,318	\$5,298,647	\$74,329
ICE	Financial and Accounting Shared Services	\$194,697	\$335,648	\$373,346	\$37,698
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$1,175,253	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$91,234	\$154,813	\$120,976	-\$33,837
CHCO	HQ Human Capital Services	\$1,063,461	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$13,663	\$23,424	\$14,942	-\$8,482
CHCO	Flexible Spending Plan	\$2,345	\$4,027	\$2,485	-\$1,542
CHCO	DHS EXEC LEAD	\$7,915	\$7,915	\$0	-\$7,915
CHCO	HQ Leadership Development Program	\$8,423	\$14,293	\$2,787	-\$11,506
CHCO	National Defense University	\$5,209	\$5,209	\$0	-\$5,209
CIO	Research Library & Information Services	\$4,788	\$64,167	\$42,771	-\$21,396
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,622,231	\$4,934,923	\$4,801,462	-\$133,461
I&A	CLAN Operations	\$187,682	\$187,682	\$188,184	\$502
CIO	Enterprise License Agreements	\$429,353	\$0	\$0	\$0
CPO	Procurement Operations	\$343,762	\$0	\$0	\$0
CSO	HSPD-12	\$30,374	\$48,449	\$42,306	-\$6,143
CHCO	e-Training	\$12,968	\$22,269	\$27,342	\$5,073
CRSO	Mail Services	\$34,056	\$65,808	\$65,743	-\$65
CRSO	Parking Services	\$64,074	\$145,952	\$78,611	-\$67,341
CRSO	Sedan Services	\$47,171	\$47,171	\$0	-\$47,171
CRSO	Shuttle Services	\$35,929	\$89,941	\$0	-\$89,941
CRSO	Transit Subsidy	\$322,495	\$553,207	\$591,904	\$38,697
OGC	Regulatory Services	\$250	\$2,250	\$0	-\$2,250
Fee-for Service Subtotal		\$10,033,814	\$11,931,466	\$11,651,506	-\$279,960
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$1,022	\$1,726	\$1,521	-\$205
CHCO	USAJOBS	\$2,055	\$3,529	\$3,761	\$232
CHCO	Enterprise HR Integration	\$5,678	\$9,750	\$10,340	\$590
CIO	e-Rulemaking	\$808	\$1,393	\$641	-\$752
CHCO	Human Resources LOB	\$475	\$816	\$851	\$35
CIO	e-Gov Benefits.Gov	\$413	\$709	\$502	-\$207
CIO	Financial Management LOB	\$209	\$360	\$345	-\$15
CIO	Geospatial LOB	\$250	\$431	\$415	-\$16
CIO	Budget Formulation and Execution LOB	\$122	\$211	\$203	-\$8
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$281,980	\$104,901	-\$177,079
Government-Wide Mandated Service Subtotal		\$11,032	\$300,905	\$123,480	-\$177,425
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$2,023	\$2,005	\$0	-\$2,005
CPO	CPO Shared Reporting	\$21,217	\$1,736,306	\$1,168,951	-\$567,355
DHS Crosscutting Service Subtotal		\$23,240	\$1,738,311	\$1,168,951	-\$569,360
WCF Management Service					
CFO	Working Capital Fund Operations	\$17,235	\$0	\$0	\$0
WCF Management Service Subtotal		\$17,235	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$10,085,321	\$13,970,682	\$12,943,937	-\$1,026,745

**Department of Homeland Security
Working Capital Fund**

MGT - Chief Financial Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$2,626,290	\$2,731,052	\$2,802,609	\$71,557
ICE	Financial and Accounting Shared Services	\$161,753	\$178,198	\$361,271	\$183,073
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$21,866	\$21,866	\$27,410	\$5,544
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$616,287	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$53,759	\$64,097	\$58,025	-\$6,072
CHCO	HQ Human Capital Services	\$672,972	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$8,635	\$10,219	\$7,174	-\$3,045
CHCO	Flexible Spending Plan	\$1,497	\$1,771	\$1,192	-\$579
CHCO	DHS EXEC LEAD	\$46,484	\$46,484	\$0	-\$46,484
CHCO	HQ Leadership Development Program	\$4,963	\$5,918	\$1,337	-\$4,581
CHCO	National Defense University	\$6,128	\$6,128	\$0	-\$6,128
CIO	Research Library & Information Services	\$2,959	\$3,512	\$3,319	-\$193
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$3,591,828	\$4,027,231	\$3,131,881	-\$895,350
I&A	CLAN Operations	\$51,245	\$51,245	\$36,466	-\$14,779
CIO	Enterprise License Agreements	\$106,356	\$0	\$0	\$0
CPO	Procurement Operations	\$583,364	\$0	\$0	\$0
CSO	HSPD-12	\$20,017	\$22,840	\$19,633	-\$3,207
CHCO	e-Training	\$8,280	\$9,792	\$13,115	\$3,323
CRSO	Mail Services	\$23,242	\$23,242	\$23,219	-\$23
CRSO	Parking Services	\$69,356	\$69,356	\$37,355	-\$32,001
CRSO	Sedan Services	\$37,736	\$37,736	\$0	-\$37,736
CRSO	Shuttle Services	\$87,324	\$87,324	\$0	-\$87,324
CRSO	Transit Subsidy	\$346,146	\$372,424	\$398,473	\$26,049
OGC	Regulatory Services	\$0	\$2,000	\$0	-\$2,000
Fee-for Service Subtotal		\$9,148,487	\$7,772,435	\$6,922,479	-\$849,956
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$807	\$889	\$1,473	\$584
CHCO	USAJOBS	\$1,312	\$1,552	\$1,804	\$252
CHCO	Enterprise HR Integration	\$3,625	\$4,287	\$4,959	\$672
CIO	e-Rulemaking	\$671	\$739	\$621	-\$118
CHCO	Human Resources LOB	\$304	\$359	\$408	\$49
CIO	e-Gov Benefits.Gov	\$264	\$313	\$241	-\$72
CIO	Financial Management LOB	\$173	\$190	\$334	\$144
CIO	Geospatial LOB	\$208	\$229	\$401	\$172
CIO	Budget Formulation and Execution LOB	\$102	\$112	\$196	\$84
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$7,466	\$8,670	\$10,437	\$1,767
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$3,860	\$3,860	\$0	-\$3,860
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$3,860	\$3,860	\$0	-\$3,860
WCF Management Service					
CFO	Working Capital Fund Operations	\$15,680	\$0	\$0	\$0
WCF Management Service Subtotal		\$15,680	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$9,175,493	\$7,784,965	\$6,932,916	-\$852,049

**Department of Homeland Security
Working Capital Fund**

MGT - Chief Information Officer					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$8,924,917	\$8,929,777	\$9,257,786	\$328,009
ICE	Financial and Accounting Shared Services	\$1,106,968	\$1,410,378	\$1,649,441	\$239,063
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$21,866	\$21,866	\$27,410	\$5,544
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$878,739	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$70,816	\$71,592	\$111,554	\$39,962
CHCO	HQ Human Capital Services	\$915,344	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$11,756	\$11,870	\$13,603	\$1,733
CHCO	Flexible Spending Plan	\$2,044	\$2,065	\$2,292	\$227
CHCO	DHS EXEC LEAD	\$8,794	\$8,794	\$0	-\$8,794
CHCO	HQ Leadership Development Program	\$6,538	\$6,610	\$2,570	-\$4,040
CHCO	National Defense University	\$10,986	\$10,986	\$0	-\$10,986
CIO	Research Library & Information Services	\$3,983	\$4,025	\$5,166	\$1,141
CIO	DHS One Net	\$3,554,738	\$3,554,738	\$4,278,887	\$724,149
CIO	NCR Infrastructure Operations	\$22,470,168	\$22,502,823	\$20,768,136	-\$1,734,687
I&A	CLAN Operations	\$864,369	\$864,369	\$962,513	\$98,144
CIO	Enterprise License Agreements	\$7,120,271	\$0	\$0	\$0
CPO	Procurement Operations	\$13,123,075	\$0	\$0	\$0
CSO	HSPD-12	\$121,118	\$121,330	\$110,323	-\$11,007
CHCO	e-Training	\$11,304	\$11,417	\$25,214	\$13,797
CRSO	Mail Services	\$130,498	\$130,498	\$130,370	-\$128
CRSO	Parking Services	\$81,988	\$81,988	\$44,159	-\$37,829
CRSO	Sedan Services	\$75,473	\$75,473	\$0	-\$75,473
CRSO	Shuttle Services	\$191,780	\$191,780	\$0	-\$191,780
CRSO	Transit Subsidy	\$414,309	\$417,579	\$527,729	\$110,150
OGC	Regulatory Services	\$0	\$2,000	\$0	-\$2,000
Fee-for Service Subtotal		\$60,121,842	\$38,431,958	\$37,917,153	-\$514,805
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$5,526	\$7,041	\$6,723	-\$318
CHCO	USAJOBS	\$1,792	\$1,810	\$3,469	\$1,659
CHCO	Enterprise HR Integration	\$4,950	\$5,000	\$9,534	\$4,534
CIO	e-Rulemaking	\$4,592	\$5,851	\$2,834	-\$3,017
CHCO	Human Resources LOB	\$414	\$418	\$785	\$367
CIO	e-Gov Benefits.Gov	\$360	\$364	\$462	\$98
CIO	Financial Management LOB	\$1,186	\$1,511	\$1,526	\$15
CIO	Geospatial LOB	\$1,424	\$1,814	\$1,831	\$17
CIO	Budget Formulation and Execution LOB	\$696	\$887	\$897	\$10
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$20,940	\$24,696	\$28,061	\$3,365
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$408,613	\$408,613	\$529,252	\$120,639
CPO	Strategic Sourcing	\$82,180	\$82,198	\$0	-\$82,198
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$490,793	\$490,811	\$529,252	\$38,441
WCF Management Service					
CFO	Working Capital Fund Operations	\$103,794	\$0	\$0	\$0
WCF Management Service Subtotal		\$103,794	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$60,737,369	\$38,947,465	\$38,474,466	-\$472,999

**Department of Homeland Security
Working Capital Fund**

OSEM - Office of the Secretary					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$367,268	\$367,268	\$471,687	\$104,419
ICE	Financial and Accounting Shared Services	\$28,077	\$28,077	\$44,880	\$16,803
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$20,223	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,550	\$1,550	\$5,353	\$3,803
CHCO	HQ Human Capital Services	\$26,772	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$372	\$372	\$662	\$290
CHCO	Flexible Spending Plan	\$62	\$62	\$110	\$48
CHCO	DHS EXEC LEAD	\$2,638	\$2,638	\$0	-\$2,638
CHCO	HQ Leadership Development Program	\$143	\$143	\$123	-\$20
CHCO	National Defense University	\$87	\$87	\$0	-\$87
CIO	Research Library & Information Services	\$108	\$108	\$142	\$34
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$337,508	\$337,508	\$355,166	\$17,658
I&A	CLAN Operations	\$23,813	\$23,813	\$3,647	-\$20,166
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,075	\$1,075	\$912	-\$163
CHCO	e-Training	\$340	\$340	\$1,210	\$870
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$56,605	\$56,605	\$0	-\$56,605
CRSO	Shuttle Services	\$10,707	\$10,707	\$0	-\$10,707
CRSO	Transit Subsidy	\$1,499	\$1,499	\$1,603	\$104
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$878,847	\$831,852	\$885,495	\$53,643
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$140	\$140	\$183	\$43
CHCO	USAJOBS	\$54	\$54	\$166	\$112
CHCO	Enterprise HR Integration	\$149	\$149	\$458	\$309
CIO	e-Rulemaking	\$116	\$116	\$77	-\$39
CHCO	Human Resources LOB	\$12	\$12	\$38	\$26
CIO	e-Gov Benefits.Gov	\$11	\$11	\$22	\$11
CIO	Financial Management LOB	\$30	\$30	\$41	\$11
CIO	Geospatial LOB	\$36	\$36	\$50	\$14
CIO	Budget Formulation and Execution LOB	\$18	\$18	\$24	\$6
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$566	\$566	\$1,059	\$493
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$1,505	\$0	\$0	\$0
WCF Management Service Subtotal		\$1,505	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$880,918	\$832,418	\$886,554	\$54,136

**Department of Homeland Security
Working Capital Fund**

OSEM - Office of the Deputy Secretary					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$120,025	\$120,025	\$81,961	-\$38,064
ICE	Financial and Accounting Shared Services	\$5,604	\$5,604	\$6,262	\$658
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$14,434	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,292	\$1,292	\$1,285	-\$7
CHCO	HQ Human Capital Services	\$15,452	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$213	\$213	\$158	-\$55
CHCO	Flexible Spending Plan	\$34	\$34	\$26	-\$8
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$119	\$119	\$30	-\$89
CHCO	National Defense University	\$44	\$44	\$0	-\$44
CIO	Research Library & Information Services	\$70	\$70	\$105	\$35
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$152,360	\$152,360	\$164,556	\$12,196
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$635	\$635	\$547	-\$88
CHCO	e-Training	\$189	\$189	\$290	\$101
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$18,868	\$18,868	\$0	-\$18,868
CRSO	Shuttle Services	\$2,379	\$2,379	\$0	-\$2,379
CRSO	Transit Subsidy	\$1,769	\$1,769	\$1,893	\$124
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$335,246	\$305,360	\$257,113	-\$48,247
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$28	\$28	\$26	-\$2
CHCO	USAJOBS	\$30	\$30	\$40	\$10
CHCO	Enterprise HR Integration	\$83	\$83	\$110	\$27
CIO	e-Rulemaking	\$23	\$23	\$11	-\$12
CHCO	Human Resources LOB	\$7	\$7	\$9	\$2
CIO	e-Gov Benefits.Gov	\$6	\$6	\$5	-\$1
CIO	Financial Management LOB	\$6	\$6	\$6	\$0
CIO	Geospatial LOB	\$7	\$7	\$7	\$0
CIO	Budget Formulation and Execution LOB	\$4	\$4	\$3	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$194	\$194	\$217	\$23
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$574	\$0	\$0	\$0
WCF Management Service Subtotal		\$574	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$336,014	\$305,554	\$257,330	-\$48,224

**Department of Homeland Security
Working Capital Fund**

OSEM - Chief of Staff					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$231,393	\$231,393	\$175,202	-\$56,191
ICE	Financial and Accounting Shared Services	\$8,982	\$8,982	\$9,548	\$566
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$40,428	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$3,360	\$3,360	\$3,212	-\$148
CHCO	HQ Human Capital Services	\$48,405	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$644	\$644	\$397	-\$247
CHCO	Flexible Spending Plan	\$109	\$109	\$66	-\$43
CHCO	DHS EXEC LEAD	\$21,923	\$21,923	\$0	-\$21,923
CHCO	HQ Leadership Development Program	\$310	\$310	\$74	-\$236
CHCO	National Defense University	\$262	\$262	\$0	-\$262
CIO	Research Library & Information Services	\$205	\$205	\$230	\$25
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$232,005	\$232,005	\$241,379	\$9,374
I&A	CLAN Operations	\$8,765	\$8,765	\$7,293	-\$1,472
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$1,613	\$1,613	\$1,398	-\$215
CHCO	e-Training	\$605	\$605	\$726	\$121
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$7,376	\$7,376	\$0	-\$7,376
CRSO	Transit Subsidy	\$3,551	\$3,551	\$3,800	\$249
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$638,238	\$549,405	\$443,325	-\$106,080
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$45	\$45	\$39	-\$6
CHCO	USAJOBS	\$96	\$96	\$100	\$4
CHCO	Enterprise HR Integration	\$265	\$265	\$275	\$10
CIO	e-Rulemaking	\$37	\$37	\$16	-\$21
CHCO	Human Resources LOB	\$22	\$22	\$23	\$1
CIO	e-Gov Benefits.Gov	\$19	\$19	\$13	-\$6
CIO	Financial Management LOB	\$10	\$10	\$9	-\$1
CIO	Geospatial LOB	\$12	\$12	\$11	-\$1
CIO	Budget Formulation and Execution LOB	\$6	\$6	\$5	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$512	\$512	\$491	-\$21
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$1,093	\$0	\$0	\$0
WCF Management Service Subtotal		\$1,093	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$639,843	\$549,917	\$443,816	-\$106,101

**Department of Homeland Security
Working Capital Fund**

OSEM - Civil Rights & Liberties					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$1,941,768	\$1,941,768	\$1,995,413	\$53,645
ICE	Financial and Accounting Shared Services	\$66,681	\$66,681	\$77,291	\$10,610
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$279,990	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$25,070	\$25,070	\$20,127	-\$4,943
CHCO	HQ Human Capital Services	\$299,765	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,928	\$3,928	\$2,489	-\$1,439
CHCO	Flexible Spending Plan	\$663	\$663	\$413	-\$250
CHCO	DHS EXEC LEAD	\$3,518	\$3,518	\$0	-\$3,518
CHCO	HQ Leadership Development Program	\$2,314	\$2,314	\$464	-\$1,850
CHCO	National Defense University	\$2,976	\$2,976	\$0	-\$2,976
CIO	Research Library & Information Services	\$46,964	\$46,964	\$44,143	-\$2,821
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$1,243,711	\$1,243,711	\$1,103,479	-\$140,232
I&A	CLAN Operations	\$81,372	\$81,372	\$73,027	-\$8,345
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$24,987	\$0	\$0	\$0
CSO	HSPD-12	\$9,638	\$9,638	\$8,327	-\$1,311
CHCO	e-Training	\$3,667	\$3,667	\$4,549	\$882
CRSO	Mail Services	\$112,687	\$112,687	\$112,577	-\$110
CRSO	Parking Services	\$44,844	\$44,844	\$24,154	-\$20,690
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$1,190	\$1,190	\$0	-\$1,190
CRSO	Transit Subsidy	\$98,231	\$98,231	\$105,102	\$6,871
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
Fee-for Service Subtotal		\$4,325,016	\$3,720,274	\$3,571,555	-\$148,719
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$333	\$333	\$315	-\$18
CHCO	USAJOBS	\$581	\$581	\$626	\$45
CHCO	Enterprise HR Integration	\$1,606	\$1,606	\$1,720	\$114
CIO	e-Rulemaking	\$277	\$277	\$133	-\$144
CHCO	Human Resources LOB	\$134	\$134	\$142	\$8
CIO	e-Gov Benefits.Gov	\$117	\$117	\$84	-\$33
CIO	Financial Management LOB	\$71	\$71	\$71	\$0
CIO	Geospatial LOB	\$86	\$86	\$86	\$0
CIO	Budget Formulation and Execution LOB	\$42	\$42	\$42	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$3,247	\$3,247	\$3,219	-\$28
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$7,409	\$0	\$0	\$0
WCF Management Service Subtotal		\$7,409	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$4,335,672	\$3,723,521	\$3,574,774	-\$148,747

**Department of Homeland Security
Working Capital Fund**

OSEM - Executive Secretariat					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$322,771	\$322,771	\$284,513	-\$38,258
ICE	Financial and Accounting Shared Services	\$17,579	\$17,579	\$19,793	\$2,214
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$148,113	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$14,215	\$14,215	\$7,922	-\$6,293
CHCO	HQ Human Capital Services	\$139,793	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,814	\$1,814	\$980	-\$834
CHCO	Flexible Spending Plan	\$301	\$301	\$163	-\$138
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$1,312	\$1,312	\$182	-\$1,130
CHCO	National Defense University	\$788	\$788	\$0	-\$788
CIO	Research Library & Information Services	\$670	\$670	\$468	-\$202
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$643,631	\$643,631	\$371,690	-\$271,941
I&A	CLAN Operations	\$79,792	\$79,792	\$65,638	-\$14,154
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$3,883	\$3,883	\$3,343	-\$540
CHCO	e-Training	\$1,664	\$1,664	\$1,791	\$127
CRSO	Mail Services	\$60,383	\$60,383	\$60,324	-\$59
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$18,868	\$18,868	\$0	-\$18,868
CRSO	Shuttle Services	\$12,373	\$12,373	\$0	-\$12,373
CRSO	Transit Subsidy	\$25,876	\$25,876	\$27,686	\$1,810
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$1,495,585	\$1,207,679	\$844,493	-\$363,186
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$88	\$88	\$81	-\$7
CHCO	USAJOBS	\$264	\$264	\$246	-\$18
CHCO	Enterprise HR Integration	\$728	\$728	\$677	-\$51
CIO	e-Rulemaking	\$73	\$73	\$34	-\$39
CHCO	Human Resources LOB	\$61	\$61	\$56	-\$5
CIO	e-Gov Benefits.Gov	\$53	\$53	\$33	-\$20
CIO	Financial Management LOB	\$19	\$19	\$18	-\$1
CIO	Geospatial LOB	\$23	\$23	\$22	-\$1
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$11	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$1,320	\$1,320	\$1,178	-\$142
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$2,562	\$0	\$0	\$0
WCF Management Service Subtotal		\$2,562	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,499,467	\$1,208,999	\$845,671	-\$363,328

**Department of Homeland Security
Working Capital Fund**

OSEM - General Counsel					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$1,720,068	\$1,720,068	\$1,498,637	-\$221,431
ICE	Financial and Accounting Shared Services	\$64,595	\$64,595	\$69,689	\$5,094
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$311,743	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$27,913	\$27,913	\$20,555	-\$7,358
CHCO	HQ Human Capital Services	\$333,759	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$4,395	\$4,395	\$2,541	-\$1,854
CHCO	Flexible Spending Plan	\$738	\$738	\$422	-\$316
CHCO	DHS EXEC LEAD	\$52,640	\$52,640	\$0	-\$52,640
CHCO	HQ Leadership Development Program	\$2,577	\$2,577	\$473	-\$2,104
CHCO	National Defense University	\$4,508	\$4,508	\$0	-\$4,508
CIO	Research Library & Information Services	\$245,397	\$245,397	\$230,638	-\$14,759
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$1,862,813	\$1,862,813	\$1,643,319	-\$219,494
I&A	CLAN Operations	\$133,987	\$133,987	\$142,216	\$8,229
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$16,579	\$0	\$0	\$0
CSO	HSPD-12	\$10,616	\$10,616	\$9,117	-\$1,499
CHCO	e-Training	\$4,083	\$4,083	\$4,645	\$562
CRSO	Mail Services	\$145,289	\$145,289	\$145,146	-\$143
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$75,473	\$75,473	\$0	-\$75,473
CRSO	Shuttle Services	\$30,219	\$30,219	\$0	-\$30,219
CRSO	Transit Subsidy	\$83,753	\$83,753	\$89,611	\$5,858
OGC	Regulatory Services	\$28,117	\$28,117	\$0	-\$28,117
Fee-for Service Subtotal		\$5,159,262	\$4,497,181	\$3,857,009	-\$640,172
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$322	\$322	\$284	-\$38
CHCO	USAJOBS	\$647	\$647	\$639	-\$8
CHCO	Enterprise HR Integration	\$1,788	\$1,788	\$1,757	-\$31
CIO	e-Rulemaking	\$268	\$268	\$120	-\$148
CHCO	Human Resources LOB	\$150	\$150	\$145	-\$5
CIO	e-Gov Benefits.Gov	\$130	\$130	\$85	-\$45
CIO	Financial Management LOB	\$69	\$69	\$64	-\$5
CIO	Geospatial LOB	\$83	\$83	\$77	-\$6
CIO	Budget Formulation and Execution LOB	\$41	\$41	\$38	-\$3
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$3,498	\$3,498	\$3,209	-\$289
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$8,838	\$0	\$0	\$0
WCF Management Service Subtotal		\$8,838	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$5,171,598	\$4,500,679	\$3,860,218	-\$640,461

**Department of Homeland Security
Working Capital Fund**

OSEM - Citizenship & Immigration Ombudsman					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$588,173	\$588,173	\$564,312	-\$23,861
ICE	Financial and Accounting Shared Services	\$16,438	\$16,438	\$22,390	\$5,952
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$86,595	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$7,754	\$7,754	\$6,209	-\$1,545
CHCO	HQ Human Capital Services	\$92,711	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,214	\$1,214	\$768	-\$446
CHCO	Flexible Spending Plan	\$205	\$205	\$128	-\$77
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$716	\$716	\$143	-\$573
CHCO	National Defense University	\$481	\$481	\$0	-\$481
CIO	Research Library & Information Services	\$415	\$415	\$368	-\$47
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$466,400	\$466,400	\$355,216	-\$111,184
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$2,076	\$0	\$0	\$0
CSO	HSPD-12	\$3,432	\$3,432	\$2,979	-\$453
CHCO	e-Training	\$1,134	\$1,134	\$1,403	\$269
CRSO	Mail Services	\$20,697	\$20,697	\$20,677	-\$20
CRSO	Parking Services	\$11,258	\$11,258	\$6,064	-\$5,194
CRSO	Sedan Services	\$18,868	\$18,868	\$0	-\$18,868
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$36,504	\$36,504	\$39,058	\$2,554
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
Fee-for Service Subtotal		\$1,359,580	\$1,178,198	\$1,019,715	-\$158,483
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$82	\$82	\$91	\$9
CHCO	USAJOBS	\$180	\$180	\$193	\$13
CHCO	Enterprise HR Integration	\$497	\$497	\$531	\$34
CIO	e-Rulemaking	\$68	\$68	\$38	-\$30
CHCO	Human Resources LOB	\$42	\$42	\$44	\$2
CIO	e-Gov Benefits.Gov	\$36	\$36	\$26	-\$10
CIO	Financial Management LOB	\$18	\$18	\$21	\$3
CIO	Geospatial LOB	\$21	\$21	\$25	\$4
CIO	Budget Formulation and Execution LOB	\$10	\$10	\$12	\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$954	\$954	\$981	\$27
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$2,329	\$0	\$0	\$0
WCF Management Service Subtotal		\$2,329	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,362,863	\$1,179,152	\$1,020,696	-\$158,456

**Department of Homeland Security
Working Capital Fund**

OSEM - Legislative Affairs					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$483,554	\$483,554	\$497,626	\$14,072
ICE	Financial and Accounting Shared Services	\$16,912	\$16,912	\$19,092	\$2,180
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$80,823	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$7,237	\$7,237	\$5,567	-\$1,670
CHCO	HQ Human Capital Services	\$86,530	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,145	\$1,145	\$688	-\$457
CHCO	Flexible Spending Plan	\$191	\$191	\$114	-\$77
CHCO	DHS EXEC LEAD	\$2,638	\$2,638	\$0	-\$2,638
CHCO	HQ Leadership Development Program	\$668	\$668	\$128	-\$540
CHCO	National Defense University	\$700	\$700	\$0	-\$700
CIO	Research Library & Information Services	\$387	\$387	\$367	-\$20
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$332,639	\$332,639	\$315,572	-\$17,067
I&A	CLAN Operations	\$38,811	\$38,811	\$21,879	-\$16,932
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$3,047	\$0	\$0	\$0
CSO	HSPD-12	\$2,686	\$2,686	\$2,309	-\$377
CHCO	e-Training	\$1,059	\$1,059	\$1,258	\$199
CRSO	Mail Services	\$7,860	\$7,860	\$7,853	-\$7
CRSO	Parking Services	\$15,077	\$15,077	\$8,121	-\$6,956
CRSO	Sedan Services	\$9,434	\$9,434	\$0	-\$9,434
CRSO	Shuttle Services	\$12,373	\$12,373	\$0	-\$12,373
CRSO	Transit Subsidy	\$14,935	\$14,935	\$15,980	\$1,045
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$1,118,706	\$948,306	\$896,554	-\$51,752
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$84	\$84	\$78	-\$6
CHCO	USAJOBS	\$168	\$168	\$173	\$5
CHCO	Enterprise HR Integration	\$464	\$464	\$476	\$12
CIO	e-Rulemaking	\$70	\$70	\$33	-\$37
CHCO	Human Resources LOB	\$39	\$39	\$39	\$0
CIO	e-Gov Benefits.Gov	\$34	\$34	\$23	-\$11
CIO	Financial Management LOB	\$18	\$18	\$18	\$0
CIO	Geospatial LOB	\$22	\$22	\$21	-\$1
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$10	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$910	\$910	\$871	-\$39
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$1,917	\$0	\$0	\$0
WCF Management Service Subtotal		\$1,917	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,121,533	\$949,216	\$897,425	-\$51,791

**Department of Homeland Security
Working Capital Fund**

OSEM - Public Affairs					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$542,663	\$542,663	\$549,345	\$6,682
ICE	Financial and Accounting Shared Services	\$17,413	\$17,413	\$19,443	\$2,030
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$74,082	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$6,720	\$6,720	\$4,925	-\$1,795
CHCO	HQ Human Capital Services	\$77,606	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,026	\$1,026	\$609	-\$417
CHCO	Flexible Spending Plan	\$171	\$171	\$101	-\$70
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$620	\$620	\$113	-\$507
CHCO	National Defense University	\$481	\$481	\$0	-\$481
CIO	Research Library & Information Services	\$351	\$351	\$317	-\$34
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$315,507	\$315,507	\$454,397	\$138,890
I&A	CLAN Operations	\$6,802	\$6,802	\$7,293	\$491
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$38,664	\$0	\$0	\$0
CSO	HSPD-12	\$2,347	\$2,347	\$2,006	-\$341
CHCO	e-Training	\$945	\$945	\$1,113	\$168
CRSO	Mail Services	\$14,157	\$14,157	\$14,143	-\$14
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$9,434	\$9,434	\$0	-\$9,434
CRSO	Shuttle Services	\$14,990	\$14,990	\$0	-\$14,990
CRSO	Transit Subsidy	\$18,955	\$18,955	\$20,281	\$1,326
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$1,144,693	\$954,341	\$1,074,086	\$119,745
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$87	\$87	\$79	-\$8
CHCO	USAJOBS	\$150	\$150	\$153	\$3
CHCO	Enterprise HR Integration	\$414	\$414	\$421	\$7
CIO	e-Rulemaking	\$72	\$72	\$33	-\$39
CHCO	Human Resources LOB	\$35	\$35	\$35	\$0
CIO	e-Gov Benefits.Gov	\$30	\$30	\$20	-\$10
CIO	Financial Management LOB	\$19	\$19	\$18	-\$1
CIO	Geospatial LOB	\$22	\$22	\$22	\$0
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$11	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$840	\$840	\$792	-\$48
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$1,961	\$0	\$0	\$0
WCF Management Service Subtotal		\$1,961	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,147,494	\$955,181	\$1,074,878	\$119,697

**Department of Homeland Security
Working Capital Fund**

OSEM - Privacy					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$504,200	\$504,200	\$514,183	\$9,983
ICE	Financial and Accounting Shared Services	\$25,048	\$25,048	\$28,352	\$3,304
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$129,893	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$11,630	\$11,630	\$8,565	-\$3,065
CHCO	HQ Human Capital Services	\$139,066	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,782	\$1,782	\$1,059	-\$723
CHCO	Flexible Spending Plan	\$308	\$308	\$176	-\$132
CHCO	DHS EXEC LEAD	\$20,164	\$20,164	\$0	-\$20,164
CHCO	HQ Leadership Development Program	\$1,074	\$1,074	\$197	-\$877
CHCO	National Defense University	\$700	\$700	\$0	-\$700
CIO	Research Library & Information Services	\$3,606	\$3,606	\$3,348	-\$258
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$477,116	\$477,116	\$421,528	-\$55,588
I&A	CLAN Operations	\$69,477	\$69,477	\$58,345	-\$11,132
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$984	\$0	\$0	\$0
CSO	HSPD-12	\$3,530	\$3,530	\$3,039	-\$491
CHCO	e-Training	\$1,701	\$1,701	\$1,936	\$235
CRSO	Mail Services	\$77,423	\$77,423	\$77,348	-\$75
CRSO	Parking Services	\$34,073	\$34,073	\$18,352	-\$15,721
CRSO	Sedan Services	\$28,302	\$28,302	\$0	-\$28,302
CRSO	Shuttle Services	\$952	\$952	\$0	-\$952
CRSO	Transit Subsidy	\$37,467	\$37,467	\$40,087	\$2,620
OGC	Regulatory Services	\$2,750	\$2,750	\$0	-\$2,750
Fee-for Service Subtotal		\$1,571,246	\$1,301,303	\$1,176,515	-\$124,788
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$125	\$125	\$116	-\$9
CHCO	USAJOBS	\$270	\$270	\$266	-\$4
CHCO	Enterprise HR Integration	\$745	\$745	\$732	-\$13
CIO	e-Rulemaking	\$104	\$104	\$49	-\$55
CHCO	Human Resources LOB	\$62	\$62	\$60	-\$2
CIO	e-Gov Benefits.Gov	\$54	\$54	\$36	-\$18
CIO	Financial Management LOB	\$27	\$27	\$26	-\$1
CIO	Geospatial LOB	\$32	\$32	\$31	-\$1
CIO	Budget Formulation and Execution LOB	\$16	\$16	\$15	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$1,435	\$1,435	\$1,331	-\$104
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$2,692	\$0	\$0	\$0
WCF Management Service Subtotal		\$2,692	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,575,373	\$1,302,738	\$1,177,846	-\$124,892

**Department of Homeland Security
Working Capital Fund**

OSEM - Office of Policy					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$1,812,375	\$1,812,375	\$1,832,394	\$20,019
ICE	Financial and Accounting Shared Services	\$118,342	\$118,342	\$133,792	\$15,450
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$585,994	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$51,949	\$51,949	\$38,541	-\$13,408
CHCO	HQ Human Capital Services	\$618,540	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$8,094	\$8,094	\$4,765	-\$3,329
CHCO	Flexible Spending Plan	\$1,412	\$1,412	\$792	-\$620
CHCO	DHS EXEC LEAD	\$16,709	\$16,709	\$0	-\$16,709
CHCO	HQ Leadership Development Program	\$4,796	\$4,796	\$888	-\$3,908
CHCO	National Defense University	\$3,546	\$3,546	\$0	-\$3,546
CIO	Research Library & Information Services	\$5,806	\$5,806	\$5,162	-\$644
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,250,288	\$2,250,288	\$2,137,512	-\$112,776
I&A	CLAN Operations	\$330,637	\$330,637	\$368,303	\$37,666
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$69,932	\$0	\$0	\$0
CSO	HSPD-12	\$13,294	\$13,294	\$11,427	-\$1,867
CHCO	e-Training	\$7,826	\$7,826	\$8,711	\$885
CRSO	Mail Services	\$32,132	\$32,132	\$32,101	-\$31
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$132,077	\$132,077	\$0	-\$132,077
CRSO	Shuttle Services	\$56,868	\$56,868	\$0	-\$56,868
CRSO	Transit Subsidy	\$99,734	\$99,734	\$106,711	\$6,977
OGC	Regulatory Services	\$10,250	\$10,250	\$0	-\$10,250
Fee-for Service Subtotal		\$6,230,601	\$4,956,135	\$4,681,099	-\$275,036
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$591	\$591	\$545	-\$46
CHCO	USAJOBS	\$1,240	\$1,240	\$1,198	-\$42
CHCO	Enterprise HR Integration	\$3,427	\$3,427	\$3,294	-\$133
CIO	e-Rulemaking	\$491	\$491	\$230	-\$261
CHCO	Human Resources LOB	\$287	\$287	\$271	-\$16
CIO	e-Gov Benefits.Gov	\$249	\$249	\$160	-\$89
CIO	Financial Management LOB	\$127	\$127	\$124	-\$3
CIO	Geospatial LOB	\$152	\$152	\$149	-\$3
CIO	Budget Formulation and Execution LOB	\$74	\$74	\$73	-\$1
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$6,638	\$6,638	\$6,044	-\$594
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$10,677	\$0	\$0	\$0
WCF Management Service Subtotal		\$10,677	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$6,247,916	\$4,962,773	\$4,687,143	-\$275,630

**Department of Homeland Security
Working Capital Fund**

OSEM - Office of Partnership and Engagement					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$500,550	\$500,550	\$505,769	\$5,219
ICE	Financial and Accounting Shared Services	\$31,046	\$31,046	\$42,222	\$11,176
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$61,702	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$3,618	\$3,618	\$8,565	\$4,947
CHCO	HQ Human Capital Services	\$103,620	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,312	\$1,312	\$1,059	-\$253
CHCO	Flexible Spending Plan	\$246	\$246	\$176	-\$70
CHCO	DHS EXEC LEAD	\$1,759	\$1,759	\$0	-\$1,759
CHCO	HQ Leadership Development Program	\$334	\$334	\$197	-\$137
CHCO	National Defense University	\$875	\$875	\$0	-\$875
CIO	Research Library & Information Services	\$373	\$373	\$4,234	\$3,861
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$454,814	\$454,814	\$485,994	\$31,180
I&A	CLAN Operations	\$669	\$669	\$0	-\$669
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$3,470	\$3,470	\$3,039	-\$431
CHCO	e-Training	\$1,361	\$1,361	\$1,936	\$575
CRSO	Mail Services	\$3,458	\$3,458	\$3,454	-\$4
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$56,605	\$56,605	\$0	-\$56,605
CRSO	Shuttle Services	\$7,614	\$7,614	\$0	-\$7,614
CRSO	Transit Subsidy	\$17,190	\$17,190	\$18,392	\$1,202
OGC	Regulatory Services	\$250	\$250	\$0	-\$250
Fee-for Service Subtotal		\$1,250,866	\$1,085,544	\$1,075,037	-\$10,507
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$155	\$155	\$172	\$17
CHCO	USAJOBS	\$216	\$216	\$266	\$50
CHCO	Enterprise HR Integration	\$596	\$596	\$732	\$136
CIO	e-Rulemaking	\$129	\$129	\$73	-\$56
CHCO	Human Resources LOB	\$50	\$50	\$60	\$10
CIO	e-Gov Benefits.Gov	\$43	\$43	\$36	-\$7
CIO	Financial Management LOB	\$33	\$33	\$39	\$6
CIO	Geospatial LOB	\$40	\$40	\$47	\$7
CIO	Budget Formulation and Execution LOB	\$20	\$20	\$23	\$3
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$1,282	\$1,282	\$1,448	\$166
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$2,143	\$0	\$0	\$0
WCF Management Service Subtotal		\$2,143	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,254,291	\$1,086,826	\$1,076,485	-\$10,341

**Department of Homeland Security
Working Capital Fund**

WCF - GSA Rent					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$460,989	\$460,989	\$0	-\$460,989
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$11,153	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,292	\$1,292	\$0	-\$1,292
CHCO	HQ Human Capital Services	\$15,452	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$198	\$198	\$0	-\$198
CHCO	Flexible Spending Plan	\$34	\$34	\$0	-\$34
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$119	\$119	\$0	-\$119
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$70	\$70	\$0	-\$70
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$54,425	\$54,425	\$0	-\$54,425
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$352	\$352	\$0	-\$352
CHCO	e-Training	\$189	\$189	\$0	-\$189
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$4,225	\$4,225	\$0	-\$4,225
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$548,498	\$521,893	\$0	-\$521,893
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$2,301	\$2,301	\$0	-\$2,301
CHCO	USAJOBS	\$30	\$30	\$0	-\$30
CHCO	Enterprise HR Integration	\$83	\$83	\$0	-\$83
CIO	e-Rulemaking	\$1,912	\$1,912	\$0	-\$1,912
CHCO	Human Resources LOB	\$7	\$7	\$0	-\$7
CIO	e-Gov Benefits.Gov	\$6	\$6	\$0	-\$6
CIO	Financial Management LOB	\$494	\$494	\$0	-\$494
CIO	Geospatial LOB	\$593	\$593	\$0	-\$593
CIO	Budget Formulation and Execution LOB	\$290	\$290	\$0	-\$290
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$5,716	\$5,716	\$0	-\$5,716
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$949	\$0	\$0	\$0
WCF Management Service Subtotal		\$949	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$555,163	\$527,609	\$0	-\$527,609

**Department of Homeland Security
Working Capital Fund**

WCF - RLIS					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$7,976	\$7,976	\$0	-\$7,976
ICE	Financial and Accounting Shared Services	\$31,136	\$31,136	\$0	-\$31,136
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$8,921	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,034	\$1,034	\$0	-\$1,034
CHCO	HQ Human Capital Services	\$12,361	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$158	\$158	\$0	-\$158
CHCO	Flexible Spending Plan	\$27	\$27	\$0	-\$27
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$95	\$95	\$0	-\$95
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$0	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$43,540	\$43,540	\$0	-\$43,540
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$151	\$151	\$0	-\$151
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$3,442	\$3,442	\$0	-\$3,442
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$109,122	\$87,840	\$0	-\$87,840
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$155	\$155	\$0	-\$155
CHCO	USAJOBS	\$24	\$24	\$0	-\$24
CHCO	Enterprise HR Integration	\$66	\$66	\$0	-\$66
CIO	e-Rulemaking	\$129	\$129	\$0	-\$129
CHCO	Human Resources LOB	\$6	\$6	\$0	-\$6
CIO	e-Gov Benefits.Gov	\$5	\$5	\$0	-\$5
CIO	Financial Management LOB	\$33	\$33	\$0	-\$33
CIO	Geospatial LOB	\$40	\$40	\$0	-\$40
CIO	Budget Formulation and Execution LOB	\$20	\$20	\$0	-\$20
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$478	\$478	\$0	-\$478
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$188	\$0	\$0	\$0
WCF Management Service Subtotal		\$188	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$109,788	\$88,318	\$0	-\$88,318

**Department of Homeland Security
Working Capital Fund**

WCF - OFO					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$64,552	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$12,567	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$8,270	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$98,892	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$1,267	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$219	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$764	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$442	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$348,322	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$2,259	\$0	\$0	\$0
CHCO	e-Training	\$1,210	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$23,830	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$562,594	\$0	\$0	\$0
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$63	\$0	\$0	\$0
CHCO	USAJOBS	\$192	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$530	\$0	\$0	\$0
CIO	e-Rulemaking	\$52	\$0	\$0	\$0
CHCO	Human Resources LOB	\$44	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$39	\$0	\$0	\$0
CIO	Financial Management LOB	\$13	\$0	\$0	\$0
CIO	Geospatial LOB	\$16	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$8	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$957	\$0	\$0	\$0
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$965	\$0	\$0	\$0
WCF Management Service Subtotal		\$965	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$564,516	\$0	\$0	\$0

**Department of Homeland Security
Working Capital Fund**

WCF - HQ HCS					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$1,256,610	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$41,923	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$180,660	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$20,935	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$3,207	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$554	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$1,933	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$1,118	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$881,691	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$5,718	\$0	\$0	\$0
CHCO	e-Training	\$3,062	\$0	\$0	\$0
CRSO	Mail Services	\$87,166	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$92,380	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$2,576,957	\$0	\$0	\$0
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$209	\$0	\$0	\$0
CHCO	USAJOBS	\$485	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$1,341	\$0	\$0	\$0
CIO	e-Rulemaking	\$174	\$0	\$0	\$0
CHCO	Human Resources LOB	\$112	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$97	\$0	\$0	\$0
CIO	Financial Management LOB	\$45	\$0	\$0	\$0
CIO	Geospatial LOB	\$54	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$26	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$2,543	\$0	\$0	\$0
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$4,416	\$0	\$0	\$0
WCF Management Service Subtotal		\$4,416	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$2,583,916	\$0	\$0	\$0

**Department of Homeland Security
Working Capital Fund**

WCF - HCBS						
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17	
Fee-for Service						
CRSO	GSA Rent	\$494,692	\$494,692	\$0	-\$494,692	
ICE	Financial and Accounting Shared Services	\$26,528	\$26,528	\$0	-\$26,528	
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0	
CFO	Integrated Audit	\$0	\$0	\$0	\$0	
CFO	Internal Control Audit	\$0	\$0	\$0	\$0	
CFO	Financial Mgt Support	\$46,839	\$0	\$0	\$0	
CFO	Bankcard Program	\$0	\$0	\$0	\$0	
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0	
CHCO	NFC Payroll Services and Reporting	\$5,428	\$5,428	\$0	-\$5,428	
CHCO	HQ Human Capital Services	\$64,898	\$0	\$0	\$0	
CHCO	Human Capital Business Systems	\$0	\$0	\$0	\$0	
CHCO	Flexible Spending Plan	\$144	\$144	\$0	-\$144	
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0	
CHCO	HQ Leadership Development Program	\$501	\$501	\$0	-\$501	
CHCO	National Defense University	\$0	\$0	\$0	\$0	
CIO	Research Library & Information Services	\$291	\$291	\$0	-\$291	
CIO	DHS One Net	\$0	\$0	\$0	\$0	
CIO	NCR Infrastructure Operations	\$228,587	\$228,587	\$0	-\$228,587	
I&A	CLAN Operations	\$0	\$0	\$0	\$0	
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0	
CPO	Procurement Operations	\$0	\$0	\$0	\$0	
CSO	HSPD-12	\$1,482	\$1,482	\$0	-\$1,482	
CHCO	e-Training	\$794	\$794	\$0	-\$794	
CRSO	Mail Services	\$0	\$0	\$0	\$0	
CRSO	Parking Services	\$0	\$0	\$0	\$0	
CRSO	Sedan Services	\$0	\$0	\$0	\$0	
CRSO	Shuttle Services	\$0	\$0	\$0	\$0	
CRSO	Transit Subsidy	\$34,212	\$34,212	\$0	-\$34,212	
OGC	Regulatory Services	\$0	\$0	\$0	\$0	
Fee-for Service Subtotal		\$904,396	\$792,659	\$0	-\$792,659	
Government-Wide Mandated Service						
CFO	Interagency Council Funding	\$132	\$132	\$0	-\$132	
CHCO	USAJOBS	\$126	\$126	\$0	-\$126	
CHCO	Enterprise HR Integration	\$348	\$348	\$0	-\$348	
CIO	e-Rulemaking	\$110	\$110	\$0	-\$110	
CHCO	Human Resources LOB	\$29	\$29	\$0	-\$29	
CIO	e-Gov Benefits.Gov	\$25	\$25	\$0	-\$25	
CIO	Financial Management LOB	\$28	\$28	\$0	-\$28	
CIO	Geospatial LOB	\$34	\$34	\$0	-\$34	
CIO	Budget Formulation and Execution LOB	\$17	\$17	\$0	-\$17	
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0	
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0	
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0	
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0	
CFO	Performance Management LOB	\$0	\$0	\$0	\$0	
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0	
Government-Wide Mandated Service Subtotal		\$849	\$849	\$0	-\$849	
DHS Crosscutting Service						
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0	
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0	
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0	
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0	
WCF Management Service						
CFO	Working Capital Fund Operations	\$1,550	\$0	\$0	\$0	
WCF Management Service Subtotal		\$1,550	\$0	\$0	\$0	
DHS Working Capital Fund - Total Activities		\$906,795	\$793,508	\$0	-\$793,508	

**Department of Homeland Security
Working Capital Fund**

WCF - SES CDP					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$37,128	\$37,128	\$0	-\$37,128
ICE	Financial and Accounting Shared Services	\$2,927	\$2,927	\$0	-\$2,927
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$8,921	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,034	\$1,034	\$0	-\$1,034
CHCO	HQ Human Capital Services	\$12,361	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$158	\$158	\$0	-\$158
CHCO	Flexible Spending Plan	\$27	\$27	\$0	-\$27
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$95	\$95	\$0	-\$95
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$56	\$56	\$0	-\$56
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$43,540	\$43,540	\$0	-\$43,540
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$151	\$151	\$0	-\$151
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$2,050	\$2,050	\$0	-\$2,050
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$108,729	\$87,447	\$0	-\$87,447
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$15	\$15	\$0	-\$15
CHCO	USAJOBS	\$24	\$24	\$0	-\$24
CHCO	Enterprise HR Integration	\$66	\$66	\$0	-\$66
CIO	e-Rulemaking	\$12	\$12	\$0	-\$12
CHCO	Human Resources LOB	\$6	\$6	\$0	-\$6
CIO	e-Gov Benefits.Gov	\$5	\$5	\$0	-\$5
CIO	Financial Management LOB	\$3	\$3	\$0	-\$3
CIO	Geospatial LOB	\$4	\$4	\$0	-\$4
CIO	Budget Formulation and Execution LOB	\$2	\$2	\$0	-\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$137	\$137	\$0	-\$137
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$186	\$0	\$0	\$0
WCF Management Service Subtotal		\$186	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$109,052	\$87,584	\$0	-\$87,584

**Department of Homeland Security
Working Capital Fund**

WCF - OneNet						
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17	
Fee-for Service						
CRSO	GSA Rent	\$63,472	\$63,472	\$0	-\$63,472	
ICE	Financial and Accounting Shared Services	\$214,088	\$214,088	\$0	-\$214,088	
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0	
CFO	Integrated Audit	\$0	\$0	\$0	\$0	
CFO	Internal Control Audit	\$0	\$0	\$0	\$0	
CFO	Financial Mgt Support	\$37,916	\$0	\$0	\$0	
CFO	Bankcard Program	\$0	\$0	\$0	\$0	
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0	
CHCO	NFC Payroll Services and Reporting	\$4,394	\$4,394	\$0	-\$4,394	
CHCO	HQ Human Capital Services	\$52,536	\$0	\$0	\$0	
CHCO	Human Capital Business Systems	\$673	\$673	\$0	-\$673	
CHCO	Flexible Spending Plan	\$116	\$116	\$0	-\$116	
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0	
CHCO	HQ Leadership Development Program	\$406	\$406	\$0	-\$406	
CHCO	National Defense University	\$0	\$0	\$0	\$0	
CIO	Research Library & Information Services	\$235	\$235	\$0	-\$235	
CIO	DHS One Net	\$0	\$0	\$0	\$0	
CIO	NCR Infrastructure Operations	\$213,322	\$213,322	\$0	-\$213,322	
I&A	CLAN Operations	\$0	\$0	\$0	\$0	
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0	
CPO	Procurement Operations	\$0	\$0	\$0	\$0	
CSO	HSPD-12	\$1,200	\$1,200	\$0	-\$1,200	
CHCO	e-Training	\$643	\$643	\$0	-\$643	
CRSO	Mail Services	\$0	\$0	\$0	\$0	
CRSO	Parking Services	\$0	\$0	\$0	\$0	
CRSO	Sedan Services	\$0	\$0	\$0	\$0	
CRSO	Shuttle Services	\$0	\$0	\$0	\$0	
CRSO	Transit Subsidy	\$19,408	\$19,408	\$0	-\$19,408	
OGC	Regulatory Services	\$0	\$0	\$0	\$0	
Fee-for Service Subtotal		\$608,409	\$517,957	\$0	-\$517,957	
Government-Wide Mandated Service						
CFO	Interagency Council Funding	\$1,069	\$1,069	\$0	-\$1,069	
CHCO	USAJOBS	\$102	\$102	\$0	-\$102	
CHCO	Enterprise HR Integration	\$281	\$281	\$0	-\$281	
CIO	e-Rulemaking	\$888	\$888	\$0	-\$888	
CHCO	Human Resources LOB	\$24	\$24	\$0	-\$24	
CIO	e-Gov Benefits.Gov	\$20	\$20	\$0	-\$20	
CIO	Financial Management LOB	\$229	\$229	\$0	-\$229	
CIO	Geospatial LOB	\$275	\$275	\$0	-\$275	
CIO	Budget Formulation and Execution LOB	\$135	\$135	\$0	-\$135	
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0	
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0	
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0	
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0	
CFO	Performance Management LOB	\$0	\$0	\$0	\$0	
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0	
Government-Wide Mandated Service Subtotal		\$3,023	\$3,023	\$0	-\$3,023	
DHS Crosscutting Service						
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0	
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0	
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0	
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0	
WCF Management Service						
CFO	Working Capital Fund Operations	\$1,047	\$0	\$0	\$0	
WCF Management Service Subtotal		\$1,047	\$0	\$0	\$0	
DHS Working Capital Fund - Total Activities		\$612,479	\$520,980	\$0	-\$520,980	

**Department of Homeland Security
Working Capital Fund**

WCF - NCRIO						
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17	
Fee-for Service						
CRSO	GSA Rent	\$166,074	\$166,074	\$0	-\$166,074	
ICE	Financial and Accounting Shared Services	\$513,560	\$513,560	\$0	-\$513,560	
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0	
CFO	Integrated Audit	\$0	\$0	\$0	\$0	
CFO	Internal Control Audit	\$0	\$0	\$0	\$0	
CFO	Financial Mgt Support	\$158,356	\$0	\$0	\$0	
CFO	Bankcard Program	\$0	\$0	\$0	\$0	
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0	
CHCO	NFC Payroll Services and Reporting	\$18,350	\$18,350	\$0	-\$18,350	
CHCO	HQ Human Capital Services	\$219,416	\$0	\$0	\$0	
CHCO	Human Capital Business Systems	\$2,821	\$2,821	\$0	-\$2,821	
CHCO	Flexible Spending Plan	\$485	\$485	\$0	-\$485	
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0	
CHCO	HQ Leadership Development Program	\$1,694	\$1,694	\$0	-\$1,694	
CHCO	National Defense University	\$0	\$0	\$0	\$0	
CIO	Research Library & Information Services	\$980	\$980	\$0	-\$980	
CIO	DHS One Net	\$0	\$0	\$0	\$0	
CIO	NCR Infrastructure Operations	\$0	\$0	\$0	\$0	
I&A	CLAN Operations	\$0	\$0	\$0	\$0	
CIO	Enterprise License Agreements	\$3,814,763	\$0	\$0	\$0	
CPO	Procurement Operations	\$0	\$0	\$0	\$0	
CSO	HSPD-12	\$5,012	\$5,012	\$0	-\$5,012	
CHCO	e-Training	\$2,684	\$2,684	\$0	-\$2,684	
CRSO	Mail Services	\$0	\$0	\$0	\$0	
CRSO	Parking Services	\$0	\$0	\$0	\$0	
CRSO	Sedan Services	\$0	\$0	\$0	\$0	
CRSO	Shuttle Services	\$0	\$0	\$0	\$0	
CRSO	Transit Subsidy	\$52,800	\$52,800	\$0	-\$52,800	
OGC	Regulatory Services	\$0	\$0	\$0	\$0	
Fee-for Service Subtotal		\$4,956,995	\$764,460	\$0	-\$764,460	
Government-Wide Mandated Service						
CFO	Interagency Council Funding	\$2,564	\$2,564	\$0	-\$2,564	
CHCO	USAJOBS	\$425	\$425	\$0	-\$425	
CHCO	Enterprise HR Integration	\$1,175	\$1,175	\$0	-\$1,175	
CIO	e-Rulemaking	\$2,130	\$2,130	\$0	-\$2,130	
CHCO	Human Resources LOB	\$98	\$98	\$0	-\$98	
CIO	e-Gov Benefits.Gov	\$85	\$85	\$0	-\$85	
CIO	Financial Management LOB	\$550	\$550	\$0	-\$550	
CIO	Geospatial LOB	\$661	\$661	\$0	-\$661	
CIO	Budget Formulation and Execution LOB	\$323	\$323	\$0	-\$323	
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0	
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0	
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0	
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0	
CFO	Performance Management LOB	\$0	\$0	\$0	\$0	
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0	
Government-Wide Mandated Service Subtotal		\$8,011	\$8,011	\$0	-\$8,011	
DHS Crosscutting Service						
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0	
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0	
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0	
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0	
WCF Management Service						
CFO	Working Capital Fund Operations	\$8,499	\$0	\$0	\$0	
WCF Management Service Subtotal		\$8,499	\$0	\$0	\$0	
DHS Working Capital Fund - Total Activities		\$4,973,505	\$772,471	\$0	-\$772,471	

**Department of Homeland Security
Working Capital Fund**

WCF - CLAN					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$54,807	\$54,807	\$0	-\$54,807
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$69	\$69	\$0	-\$69
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$21,770	\$21,770	\$0	-\$21,770
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$141	\$141	\$0	-\$141
CHCO	e-Training	\$76	\$76	\$0	-\$76
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$88,114	\$77,471	\$0	-\$77,471
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$274	\$274	\$0	-\$274
CHCO	USAJOBS	\$12	\$12	\$0	-\$12
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33
CIO	e-Rulemaking	\$227	\$227	\$0	-\$227
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2
CIO	Financial Management LOB	\$59	\$59	\$0	-\$59
CIO	Geospatial LOB	\$71	\$71	\$0	-\$71
CIO	Budget Formulation and Execution LOB	\$34	\$34	\$0	-\$34
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$715	\$715	\$0	-\$715
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$152	\$0	\$0	\$0
WCF Management Service Subtotal		\$152	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$88,981	\$78,186	\$0	-\$78,186

**Department of Homeland Security
Working Capital Fund**

WCF - ELA						
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17	
Fee-for Service						
CRSO	GSA Rent	\$4,860	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$303,410	\$0	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$6,691	\$0	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$776	\$0	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$9,271	\$0	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$114	\$0	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$21	\$0	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$72	\$0	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$42	\$0	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$32,655	\$0	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$212	\$0	\$0	\$0	\$0
CHCO	e-Training	\$113	\$0	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$3,270	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$361,507	\$0	\$0	\$0	\$0
Government-Wide Mandated Service						
CFO	Interagency Council Funding	\$1,515	\$0	\$0	\$0	\$0
CHCO	USAJOBS	\$18	\$0	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$50	\$0	\$0	\$0	\$0
CIO	e-Rulemaking	\$1,259	\$0	\$0	\$0	\$0
CHCO	Human Resources LOB	\$4	\$0	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$4	\$0	\$0	\$0	\$0
CIO	Financial Management LOB	\$325	\$0	\$0	\$0	\$0
CIO	Geospatial LOB	\$390	\$0	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$191	\$0	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$3,756	\$0	\$0	\$0	\$0
DHS Crosscutting Service						
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0	\$0
WCF Management Service						
CFO	Working Capital Fund Operations	\$625	\$0	\$0	\$0	\$0
WCF Management Service Subtotal		\$625	\$0	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$365,888	\$0	\$0	\$0	\$0

**Department of Homeland Security
Working Capital Fund**

WCF - eTrain					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$42,612	\$42,612	\$0	-\$42,612
ICE	Financial and Accounting Shared Services	\$33,186	\$33,186	\$0	-\$33,186
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$15,612	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,810	\$1,810	\$0	-\$1,810
CHCO	HQ Human Capital Services	\$21,633	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$277	\$277	\$0	-\$277
CHCO	Flexible Spending Plan	\$48	\$48	\$0	-\$48
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$167	\$167	\$0	-\$167
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$98	\$98	\$0	-\$98
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$76,196	\$76,196	\$0	-\$76,196
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$494	\$494	\$0	-\$494
CHCO	e-Training	\$0	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$5,224	\$5,224	\$0	-\$5,224
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$197,357	\$160,112	\$0	-\$160,112
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$166	\$166	\$0	-\$166
CHCO	USAJOBS	\$42	\$42	\$0	-\$42
CHCO	Enterprise HR Integration	\$116	\$116	\$0	-\$116
CIO	e-Rulemaking	\$138	\$138	\$0	-\$138
CHCO	Human Resources LOB	\$10	\$10	\$0	-\$10
CIO	e-Gov Benefits.Gov	\$8	\$8	\$0	-\$8
CIO	Financial Management LOB	\$36	\$36	\$0	-\$36
CIO	Geospatial LOB	\$43	\$43	\$0	-\$43
CIO	Budget Formulation and Execution LOB	\$21	\$21	\$0	-\$21
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$580	\$580	\$0	-\$580
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$339	\$0	\$0	\$0
WCF Management Service Subtotal		\$339	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$198,276	\$160,692	\$0	-\$160,692

**Department of Homeland Security
Working Capital Fund**

WCF - OPO					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$1,887,837	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$140,951	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$548,673	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$63,579	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$760,229	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$9,761	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$1,682	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$5,870	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$59,379	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$2,312,692	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$18,075	\$0	\$0	\$0
CHCO	e-Training	\$9,301	\$0	\$0	\$0
CRSO	Mail Services	\$31,752	\$0	\$0	\$0
CRSO	Parking Services	\$81,878	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$54,012	\$0	\$0	\$0
CRSO	Transit Subsidy	\$230,712	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$6,216,383	\$0	\$0	\$0
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$704	\$0	\$0	\$0
CHCO	USAJOBS	\$1,474	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$4,072	\$0	\$0	\$0
CIO	e-Rulemaking	\$585	\$0	\$0	\$0
CHCO	Human Resources LOB	\$341	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$296	\$0	\$0	\$0
CIO	Financial Management LOB	\$151	\$0	\$0	\$0
CIO	Geospatial LOB	\$181	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$89	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$281,980	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$289,873	\$0	\$0	\$0
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$1,715,089	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$1,715,089	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$14,074	\$0	\$0	\$0
WCF Management Service Subtotal		\$14,074	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$8,235,419	\$0	\$0	\$0

**Department of Homeland Security
Working Capital Fund**

WCF - SS					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$6,087	\$6,087	\$0	-\$6,087
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$15,612	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,810	\$1,810	\$0	-\$1,810
CHCO	HQ Human Capital Services	\$21,633	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$251	\$251	\$0	-\$251
CHCO	Flexible Spending Plan	\$48	\$48	\$0	-\$48
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$167	\$167	\$0	-\$167
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$97	\$97	\$0	-\$97
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$76,196	\$76,196	\$0	-\$76,196
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$265	\$265	\$0	-\$265
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$122,447	\$85,202	\$0	-\$85,202
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$30	\$30	\$0	-\$30
CHCO	USAJOBS	\$42	\$42	\$0	-\$42
CHCO	Enterprise HR Integration	\$116	\$116	\$0	-\$116
CIO	e-Rulemaking	\$25	\$25	\$0	-\$25
CHCO	Human Resources LOB	\$10	\$10	\$0	-\$10
CIO	e-Gov Benefits.Gov	\$8	\$8	\$0	-\$8
CIO	Financial Management LOB	\$7	\$7	\$0	-\$7
CIO	Geospatial LOB	\$8	\$8	\$0	-\$8
CIO	Budget Formulation and Execution LOB	\$4	\$4	\$0	-\$4
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$250	\$250	\$0	-\$250
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$210	\$0	\$0	\$0
WCF Management Service Subtotal		\$210	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$122,907	\$85,452	\$0	-\$85,452

**Department of Homeland Security
Working Capital Fund**

WCF - WCF Ops					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$40,210	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$3,878	\$0	\$0	\$0
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$17,843	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$2,068	\$0	\$0	\$0
CHCO	HQ Human Capital Services	\$24,723	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$317	\$0	\$0	\$0
CHCO	Flexible Spending Plan	\$55	\$0	\$0	\$0
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$191	\$0	\$0	\$0
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$111	\$0	\$0	\$0
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$87,081	\$0	\$0	\$0
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$564	\$0	\$0	\$0
CHCO	e-Training	\$302	\$0	\$0	\$0
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$2,448	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$179,791	\$0	\$0	\$0
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$19	\$0	\$0	\$0
CHCO	USAJOBS	\$48	\$0	\$0	\$0
CHCO	Enterprise HR Integration	\$132	\$0	\$0	\$0
CIO	e-Rulemaking	\$16	\$0	\$0	\$0
CHCO	Human Resources LOB	\$11	\$0	\$0	\$0
CIO	e-Gov Benefits.Gov	\$10	\$0	\$0	\$0
CIO	Financial Management LOB	\$4	\$0	\$0	\$0
CIO	Geospatial LOB	\$5	\$0	\$0	\$0
CIO	Budget Formulation and Execution LOB	\$2	\$0	\$0	\$0
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$247	\$0	\$0	\$0
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$0	\$0	\$0	\$0
WCF Management Service Subtotal		\$0	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$180,038	\$0	\$0	\$0

**Department of Homeland Security
Working Capital Fund**

WCF - HSPD-12					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$270,961	\$270,961	\$0	-\$270,961
ICE	Financial and Accounting Shared Services	\$67,411	\$67,411	\$0	-\$67,411
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$20,074	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$2,326	\$2,326	\$0	-\$2,326
CHCO	HQ Human Capital Services	\$27,813	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$356	\$356	\$0	-\$356
CHCO	Flexible Spending Plan	\$62	\$62	\$0	-\$62
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$215	\$215	\$0	-\$215
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$125	\$125	\$0	-\$125
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$504,653	\$504,653	\$0	-\$504,653
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$366,849	\$0	\$0	\$0
CSO	HSPD-12	\$0	\$0	\$0	\$0
CHCO	e-Training	\$340	\$340	\$0	-\$340
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$4,670	\$4,670	\$0	-\$4,670
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$1,265,855	\$851,119	\$0	-\$851,119
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$336	\$336	\$0	-\$336
CHCO	USAJOBS	\$54	\$54	\$0	-\$54
CHCO	Enterprise HR Integration	\$149	\$149	\$0	-\$149
CIO	e-Rulemaking	\$280	\$280	\$0	-\$280
CHCO	Human Resources LOB	\$12	\$12	\$0	-\$12
CIO	e-Gov Benefits.Gov	\$11	\$11	\$0	-\$11
CIO	Financial Management LOB	\$72	\$72	\$0	-\$72
CIO	Geospatial LOB	\$87	\$87	\$0	-\$87
CIO	Budget Formulation and Execution LOB	\$42	\$42	\$0	-\$42
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$1,043	\$1,043	\$0	-\$1,043
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$2,168	\$0	\$0	\$0
WCF Management Service Subtotal		\$2,168	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$1,269,066	\$852,162	\$0	-\$852,162

**Department of Homeland Security
Working Capital Fund**

WCF - Mail					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$13,443	\$13,443	\$0	-\$13,443
ICE	Financial and Accounting Shared Services	\$53,640	\$53,640	\$0	-\$53,640
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$79	\$79	\$0	-\$79
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$25,096	\$25,096	\$0	-\$25,096
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$141	\$141	\$0	-\$141
CHCO	e-Training	\$76	\$76	\$0	-\$76
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$1,886	\$1,886	\$0	-\$1,886
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$105,612	\$94,969	\$0	-\$94,969
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$268	\$268	\$0	-\$268
CHCO	USAJOBS	\$12	\$12	\$0	-\$12
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33
CIO	e-Rulemaking	\$223	\$223	\$0	-\$223
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2
CIO	Financial Management LOB	\$57	\$57	\$0	-\$57
CIO	Geospatial LOB	\$69	\$69	\$0	-\$69
CIO	Budget Formulation and Execution LOB	\$34	\$34	\$0	-\$34
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$701	\$701	\$0	-\$701
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$182	\$0	\$0	\$0
WCF Management Service Subtotal		\$182	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$106,495	\$95,670	\$0	-\$95,670

**Department of Homeland Security
Working Capital Fund**

WCF - Parking					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$6,694	\$6,694	\$0	-\$6,694
ICE	Financial and Accounting Shared Services	\$3,699	\$3,699	\$0	-\$3,699
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$2,230	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$258	\$258	\$0	-\$258
CHCO	HQ Human Capital Services	\$3,090	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$40	\$40	\$0	-\$40
CHCO	Flexible Spending Plan	\$7	\$7	\$0	-\$7
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$24	\$24	\$0	-\$24
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$15	\$15	\$0	-\$15
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$12,549	\$12,549	\$0	-\$12,549
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$70	\$70	\$0	-\$70
CHCO	e-Training	\$38	\$38	\$0	-\$38
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$28,714	\$23,394	\$0	-\$23,394
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$18	\$18	\$0	-\$18
CHCO	USAJOBS	\$6	\$6	\$0	-\$6
CHCO	Enterprise HR Integration	\$17	\$17	\$0	-\$17
CIO	e-Rulemaking	\$15	\$15	\$0	-\$15
CHCO	Human Resources LOB	\$1	\$1	\$0	-\$1
CIO	e-Gov Benefits.Gov	\$1	\$1	\$0	-\$1
CIO	Financial Management LOB	\$4	\$4	\$0	-\$4
CIO	Geospatial LOB	\$5	\$5	\$0	-\$5
CIO	Budget Formulation and Execution LOB	\$2	\$2	\$0	-\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$69	\$69	\$0	-\$69
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$49	\$0	\$0	\$0
WCF Management Service Subtotal		\$49	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$28,832	\$23,463	\$0	-\$23,463

**Department of Homeland Security
Working Capital Fund**

WCF - Sedan					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$13,443	\$13,443	\$0	-\$13,443
ICE	Financial and Accounting Shared Services	\$5,362	\$5,362	\$0	-\$5,362
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$74	\$74	\$0	-\$74
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$21,770	\$21,770	\$0	-\$21,770
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$141	\$141	\$0	-\$141
CHCO	e-Training	\$76	\$76	\$0	-\$76
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$52,117	\$41,474	\$0	-\$41,474
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$27	\$27	\$0	-\$27
CHCO	USAJOBS	\$12	\$12	\$0	-\$12
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33
CIO	e-Rulemaking	\$22	\$22	\$0	-\$22
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2
CIO	Financial Management LOB	\$6	\$6	\$0	-\$6
CIO	Geospatial LOB	\$7	\$7	\$0	-\$7
CIO	Budget Formulation and Execution LOB	\$3	\$3	\$0	-\$3
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$115	\$115	\$0	-\$115
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$89	\$0	\$0	\$0
WCF Management Service Subtotal		\$89	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$52,321	\$41,589	\$0	-\$41,589

**Department of Homeland Security
Working Capital Fund**

WCF - Shuttle					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$6,694	\$6,694	\$0	-\$6,694
ICE	Financial and Accounting Shared Services	\$19,774	\$19,774	\$0	-\$19,774
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$2,230	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$258	\$258	\$0	-\$258
CHCO	HQ Human Capital Services	\$3,090	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$40	\$40	\$0	-\$40
CHCO	Flexible Spending Plan	\$7	\$7	\$0	-\$7
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$24	\$24	\$0	-\$24
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$15	\$15	\$0	-\$15
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$10,885	\$10,885	\$0	-\$10,885
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$70	\$70	\$0	-\$70
CHCO	e-Training	\$38	\$38	\$0	-\$38
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$43,125	\$37,805	\$0	-\$37,805
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$99	\$99	\$0	-\$99
CHCO	USAJOBS	\$6	\$6	\$0	-\$6
CHCO	Enterprise HR Integration	\$17	\$17	\$0	-\$17
CIO	e-Rulemaking	\$82	\$82	\$0	-\$82
CHCO	Human Resources LOB	\$1	\$1	\$0	-\$1
CIO	e-Gov Benefits.Gov	\$1	\$1	\$0	-\$1
CIO	Financial Management LOB	\$21	\$21	\$0	-\$21
CIO	Geospatial LOB	\$25	\$25	\$0	-\$25
CIO	Budget Formulation and Execution LOB	\$12	\$12	\$0	-\$12
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$264	\$264	\$0	-\$264
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$74	\$0	\$0	\$0
WCF Management Service Subtotal		\$74	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$43,463	\$38,069	\$0	-\$38,069

**Department of Homeland Security
Working Capital Fund**

WCF - Transit						
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17	
Fee-for Service						
CRSO	GSA Rent	\$13,443	\$13,443	\$0	-\$13,443	
ICE	Financial and Accounting Shared Services	\$17,215	\$17,215	\$0	-\$17,215	
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0	
CFO	Integrated Audit	\$0	\$0	\$0	\$0	
CFO	Internal Control Audit	\$0	\$0	\$0	\$0	
CFO	Financial Mgt Support	\$4,462	\$0	\$0	\$0	
CFO	Bankcard Program	\$0	\$0	\$0	\$0	
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0	
CHCO	NFC Payroll Services and Reporting	\$517	\$517	\$0	-\$517	
CHCO	HQ Human Capital Services	\$6,181	\$0	\$0	\$0	
CHCO	Human Capital Business Systems	\$79	\$79	\$0	-\$79	
CHCO	Flexible Spending Plan	\$14	\$14	\$0	-\$14	
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0	
CHCO	HQ Leadership Development Program	\$48	\$48	\$0	-\$48	
CHCO	National Defense University	\$0	\$0	\$0	\$0	
CIO	Research Library & Information Services	\$29	\$29	\$0	-\$29	
CIO	DHS One Net	\$0	\$0	\$0	\$0	
CIO	NCR Infrastructure Operations	\$21,770	\$21,770	\$0	-\$21,770	
I&A	CLAN Operations	\$0	\$0	\$0	\$0	
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0	
CPO	Procurement Operations	\$0	\$0	\$0	\$0	
CSO	HSPD-12	\$141	\$141	\$0	-\$141	
CHCO	e-Training	\$76	\$76	\$0	-\$76	
CRSO	Mail Services	\$0	\$0	\$0	\$0	
CRSO	Parking Services	\$0	\$0	\$0	\$0	
CRSO	Sedan Services	\$0	\$0	\$0	\$0	
CRSO	Shuttle Services	\$0	\$0	\$0	\$0	
CRSO	Transit Subsidy	\$2,220	\$2,220	\$0	-\$2,220	
OGC	Regulatory Services	\$0	\$0	\$0	\$0	
Fee-for Service Subtotal		\$66,195	\$55,552	\$0	-\$55,552	
Government-Wide Mandated Service						
CFO	Interagency Council Funding	\$86	\$86	\$0	-\$86	
CHCO	USAJOBS	\$12	\$12	\$0	-\$12	
CHCO	Enterprise HR Integration	\$33	\$33	\$0	-\$33	
CIO	e-Rulemaking	\$71	\$71	\$0	-\$71	
CHCO	Human Resources LOB	\$3	\$3	\$0	-\$3	
CIO	e-Gov Benefits.Gov	\$2	\$2	\$0	-\$2	
CIO	Financial Management LOB	\$18	\$18	\$0	-\$18	
CIO	Geospatial LOB	\$22	\$22	\$0	-\$22	
CIO	Budget Formulation and Execution LOB	\$11	\$11	\$0	-\$11	
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0	
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0	
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0	
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0	
CFO	Performance Management LOB	\$0	\$0	\$0	\$0	
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0	
Government-Wide Mandated Service Subtotal		\$258	\$258	\$0	-\$258	
DHS Crosscutting Service						
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0	
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0	
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0	
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0	
WCF Management Service						
CFO	Working Capital Fund Operations	\$114	\$0	\$0	\$0	
WCF Management Service Subtotal		\$114	\$0	\$0	\$0	
DHS Working Capital Fund - Total Activities		\$66,567	\$55,810	\$0	-\$55,810	

**Department of Homeland Security
Working Capital Fund**

WCF - NDU					
Manager	DHS Working Capital Fund Activities	FY16 Revised Enacted	FY 17 Annualized CR	FY 18 President's Budget Request	Delta FY18 - FY17
Fee-for Service					
CRSO	GSA Rent	\$0	\$0	\$0	\$0
ICE	Financial and Accounting Shared Services	\$2,633	\$2,633	\$0	-\$2,633
CFO	Financial Statement Audit	\$0	\$0	\$0	\$0
CFO	Integrated Audit	\$0	\$0	\$0	\$0
CFO	Internal Control Audit	\$0	\$0	\$0	\$0
CFO	Financial Mgt Support	\$8,921	\$0	\$0	\$0
CFO	Bankcard Program	\$0	\$0	\$0	\$0
CFO	Treasury Information Executive Repository	\$0	\$0	\$0	\$0
CHCO	NFC Payroll Services and Reporting	\$1,034	\$1,034	\$0	-\$1,034
CHCO	HQ Human Capital Services	\$12,361	\$0	\$0	\$0
CHCO	Human Capital Business Systems	\$158	\$158	\$0	-\$158
CHCO	Flexible Spending Plan	\$27	\$27	\$0	-\$27
CHCO	DHS EXEC LEAD	\$0	\$0	\$0	\$0
CHCO	HQ Leadership Development Program	\$95	\$95	\$0	-\$95
CHCO	National Defense University	\$0	\$0	\$0	\$0
CIO	Research Library & Information Services	\$56	\$56	\$0	-\$56
CIO	DHS One Net	\$0	\$0	\$0	\$0
CIO	NCR Infrastructure Operations	\$50,193	\$50,193	\$0	-\$50,193
I&A	CLAN Operations	\$0	\$0	\$0	\$0
CIO	Enterprise License Agreements	\$0	\$0	\$0	\$0
CPO	Procurement Operations	\$0	\$0	\$0	\$0
CSO	HSPD-12	\$281	\$281	\$0	-\$281
CHCO	e-Training	\$151	\$151	\$0	-\$151
CRSO	Mail Services	\$0	\$0	\$0	\$0
CRSO	Parking Services	\$0	\$0	\$0	\$0
CRSO	Sedan Services	\$0	\$0	\$0	\$0
CRSO	Shuttle Services	\$0	\$0	\$0	\$0
CRSO	Transit Subsidy	\$0	\$0	\$0	\$0
OGC	Regulatory Services	\$0	\$0	\$0	\$0
Fee-for Service Subtotal		\$75,910	\$54,628	\$0	-\$54,628
Government-Wide Mandated Service					
CFO	Interagency Council Funding	\$13	\$13	\$0	-\$13
CHCO	USAJOBS	\$24	\$24	\$0	-\$24
CHCO	Enterprise HR Integration	\$66	\$66	\$0	-\$66
CIO	e-Rulemaking	\$11	\$11	\$0	-\$11
CHCO	Human Resources LOB	\$6	\$6	\$0	-\$6
CIO	e-Gov Benefits.Gov	\$5	\$5	\$0	-\$5
CIO	Financial Management LOB	\$3	\$3	\$0	-\$3
CIO	Geospatial LOB	\$3	\$3	\$0	-\$3
CIO	Budget Formulation and Execution LOB	\$2	\$2	\$0	-\$2
CPO	e-Gov Integrated Acquisition Environment	\$0	\$0	\$0	\$0
CIO - FEMA	Disaster Management	\$0	\$0	\$0	\$0
CIO	Integrated Acquisition Environment Loans & Grants	\$0	\$0	\$0	\$0
CFO	e-Integrated Financial Assistance Environment	\$0	\$0	\$0	\$0
CFO	Performance Management LOB	\$0	\$0	\$0	\$0
CPO	e Gov Integrated Awards Environment	\$0	\$0	\$0	\$0
Government-Wide Mandated Service Subtotal		\$133	\$133	\$0	-\$133
DHS Crosscutting Service					
CIO	Capital Planning & Investment Control	\$0	\$0	\$0	\$0
CPO	Strategic Sourcing	\$0	\$0	\$0	\$0
CPO	CPO Shared Reporting	\$0	\$0	\$0	\$0
DHS Crosscutting Service Subtotal		\$0	\$0	\$0	\$0
WCF Management Service					
CFO	Working Capital Fund Operations	\$130	\$0	\$0	\$0
WCF Management Service Subtotal		\$130	\$0	\$0	\$0
DHS Working Capital Fund - Total Activities		\$76,173	\$54,761	\$0	-\$54,761