

Fiscal Year 2022 President's Budget

Office of Local Defense Community Cooperation



May 2021

**Office of Local Defense Community Cooperation
Operation and Maintenance, Defense-Wide
Fiscal Year (FY) 2022 President's Budget**

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

	<u>FY 2020 Actuals</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2021 Enacted</u>	<u>Price Change</u>	<u>Program Change</u>	<u>FY 2022 Request</u>
OLDCC	295,932	5,889	196,187	498,008	9,489	-417,811	89,686

*FY 2020 includes Division A, Title IX and X of the Consolidated Appropriations Act, 2020 (P.L. 116-93), Division F, Title IV and V from the Further Consolidated Appropriations Act, 2020 (P.L. 116-94) and the Coronavirus Aid, Relief, and Economic Security Act (P.L. 116-136).

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

*The FY 2021 Enacted column includes a funding increase for Noise Mitigation Community Partnership (\$50 Million), Guam Public Health Laboratory (\$19 Million), Defense Community Infrastructure Program (\$60 Million), Defense Manufacturing Communities (\$25 Million), and restored defense-wide review reductions (\$20 Million). As noted in the public law, the Public Schools on Military Installations funding (\$284 Million) is "available until expended."

I. Description of Operations Financed:

The primary responsibility of the Office of Local Defense Community Cooperation (OLDCC) is providing assistance to States, counties, municipalities, regions, and other communities to foster cooperation with military installations to enhance the military mission, achieve facility and infrastructure savings and reduced operating costs, address encroachment and compatible land use issues, support military families, and increase military, civilian, and industrial readiness and resiliency.

The OLDCC directly supports the Administration's climate change efforts as laid out in Executive Order 14008, *Tackling the Climate Crisis at Home and Abroad*; and the Secretary of Defense's three priorities of *Defending the Nation*; *Taking Care of our People*; and *Succeeding Through Teamwork*, enabling the Department to meet its objectives within the framework of the Interim National Security Strategic Guidance priorities:

- Defend and nurture the underlying sources of American strength, including our people, our economy, our national defense, and our democracy at home;
- Promote a favorable distribution of power to deter and prevent adversaries from directly threatening the United States and our allies, inhibiting access to the global commons, or dominating key regions; and,
- Lead and sustain a stable and open international system, underwritten by strong democratic alliances, partnerships, multilateral institutions, and rules.

The OLDCC leverages other Federal and state/local resources to assist states and communities impacted by the Department of Defense (DoD) changes and implements programs and other efforts as directed by the Secretary of Defense. The technical and financial assistance provided by OLDCC helps communities to plan and carry out civilian responses to workforce, business, and community needs arising from Defense actions.

As the Executive Director for Economic Adjustment Committee (EAC), the OLDCC Director provides guidance and assistance to enable the Components and impacted states and communities to: assess economic hardships caused by DoD program changes; identify and evaluate alternatives for local recovery; identify resource requirements; and assist in the preparation and implementation of adjustment strategies or action

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I. Description of Operations Financed: (Cont.)

plans. The OLDCC directs the Defense Economic Adjustment Program and coordinates the involvement of other Federal Agencies through the EAC under Executive Order 12788, as amended, on behalf of the Secretary of Defense. The Department's Pacific Deterrence Initiative is assisted by OLDCC-led EAC collaborations, with the Territory of Guam's Office of the Governor and its legislature, resulting with over \$180+ million in outside-the-fence infrastructure investments. In FY21, largely in response to public health vulnerabilities previously documented by the EAC collaboration, and the difficulties encountered in the Department's response to the COVID-19 infections on the USS Roosevelt, an additional \$19 million was appropriated to supplement a prior year appropriation of \$13 million, along with the FY21 NDAA authorizing the construction of a Guam Public Health Laboratory with Level 2/3 testing capability.

The OLDCC is currently managing over 225 active awards, totaling \$1.3 billion. These numbers will change as we execute the FY21 appropriation, including several additional projects in a pre-award phase that will mature to funding in FY21. The OLDCC grant management and oversight responsibilities extend from pre-award project management and risk assessments, through post-approval monitoring and management of awards (to include payments, amendments, enforcement, and project management travel), to close-out, audit responsiveness, Federal interest enforcement, and intellectual property management. These responsibilities are mandated by 2 CFR 200 and 2 CFR 1120. Depending on the award, this oversight may extend across several fiscal years.

Program of Assistance:

The OLDCC's Program of Assistance supports the Department of Defense needs, including Military Installation Resilience; Mission Growth; Compatible Use and responding to instances of encroachment of civilian communities on military missions; Industry Resilience; budget reductions; contract reductions/cancellations; and Base Closures and Realignments.

The OLDCC's assistance helps states and communities respond to Defense job loss and economic disruption; mission needs for increased public services and infrastructure; and impairment of local mission by civilian activity.

Program of Assistance Example - Industry Resilience:

The OLDCC's Industry Resilience activities assist states, regions, and communities with a program of support designed to overcome the loss of Defense contracts, strengthening the economic and cyber resiliency of their supply chains, resulting in increased competitiveness and innovation for the Department. The OLDCC assistance represents the only source of technical and financial resources for civilian efforts to help strengthen defense supply chains at the state and local level. These efforts are undertaken in close coordination with the Small Business Administration, Employment and Training Administration at the U.S. Department of Labor, and the Economic Development Administration and National Institute of Standards and Technology at the U.S. Department of Commerce.

A \$2 million OLDCC Industry Resilience project enabled the University of Massachusetts Lowell to launch a full-scale coldspray lab and development of an advanced manufacturing technology curriculum for a new generation of skilled Defense manufacturing workers. This initial effort in capacity building later led to a \$1.8 million Army Research Lab award to the University to develop a northeast coldspray technology hub to further test equipment and training for a variety of Army and Portsmouth Naval Shipyard sustainment activities.

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I. Description of Operations Financed: (Cont.)

A \$1.9 million OLDCC project allowed the State of Texas to create the National Security Innovation Council (NSIC), a public-private partnership designed to organize and align the Texas defense innovation ecosystem with emerging defense priorities identified by national security partners including Army Futures Command, Defense Innovation Unit, Air Force team of innovators (AFWERX), and the National Geospatial Intelligence Agency. An initial direct outcome from NSIC work is the placement of the first Soldier-led Software Factory in Austin, TX.

Program of Assistance Example – Compatible Use & Military Installation Resiliency:

The OLDCC's Compatible Use & Military Installation Resiliency activities are designed to respond to civilian activity that is impairing the operational utility of a military installation, range, military training route, special use airspace, and/or military operations area. Technical and financial assistance is provided to State and local governments to ensure civilian activities are compatible with vital training, testing, and other military operations. The program represents the only DoD source of technical and financial resources for civilian efforts to optimize the local mission to enhance the military value/resilience of our assets.

Efforts under this program deliver dividends for the Department, including:

Army - A \$1.7 million OLDCC Compatible Use project supported the City of Lakewood and surrounding jurisdictions to: (1) obtain \$16.1 million for a Phase 1 buyout of properties in the Clear Zones; (2) develop a Land Exchange Plan for other properties in the Clear Zones; (3) create a Military Influence Area Overlay; and, (4) conduct a Lighting Study to preclude further light encroachment.

Navy - A \$320 thousand OLDCC Compatible Use project assisted the State of Connecticut to invest more than \$2.3 million in land purchases and infrastructure projects that prevent or mitigate civilian encroachment of missions at SUBASE New London. Their effort included the purchase and demolition of a marina across the Thames River from the SUBASE that impaired the Navy's ability to dredge a turning basin wide enough to accommodate new Block V Virginia-class submarines.

Program of Assistance – Defense Manufacturing Community Support Program:

The Defense Manufacturing Community (DMC) Support Program was authorized in the FY19 NDAA. In addition, the Office of Local Defense Community Cooperation received \$25 million in the Department of Defense Appropriations Act of FY20. . This program assists regions with a program of long-term community investments that strengthen national security innovation and expand the capabilities of the defense industrial ecosystem. In FY21 OLDCC was appropriated \$25 million in the Department of Defense Appropriations Act of FY21 for DMC.

Efforts under this program include:

Pittsburgh, PA – The “Artificial Intelligences in Metals and Manufacturing Consortium” will provide direct technical assistance to defense manufacturing firms in Ohio, Pennsylvania, and West Virginia to connect these companies with workforce development and training resources to

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I. Description of Operations Financed: (Cont.)

promote the use of advanced metals and materials linked to artificial intelligence and robotics, delivering technology and innovation for the Department.

California – The “California Advanced Defense Ecosystems & National Consortia Effort” will develop a close network of partnerships in the state's defense microelectronics sector which can more effectively build a pipeline of workforce talent in flexible hybrid electronics, delivering technology and innovation for the Department.

Program of Assistance – Defense Community Infrastructure Program:

The FY19 NDAA authorized, and codified in 10 U.S.C. § 2391, the Defense Community Infrastructure Pilot Program (DCIP); and, the Department of Defense Appropriations Act of FY20 appropriated \$50 million. DCIP activities enhance off-base community infrastructure to support installation resiliency, family quality of life, and military value. As part of its holistic approach, the Department is continuing to explore ways to use the DCIP program to enhance its internal climate and energy resilience approach.

In FY20 the Secretary of Defense specified that the program’s “priority focus” was “military family quality of life, military resilience, and military value,” prioritize in that order.

Projects awarded in FY20 include:

Army – Fort Irwin, CA, designated by the Army as having significant quality of life challenges, the Silver Valley Unified School District is renovating outdoor athletic facilities so the Fort Irwin-based school and youth sports programs can practice and host home sports competitions on safe playable surfaces.

Navy – Joint Region Marianas, Commonwealth of the Northern Mariana Islands, the Commonwealth Bureau of Military Affairs is improving utility infrastructure (water main relocation, fire hydrants, valve boxes, and power utility poles) in support of life, health, and safety – improving the community-based emergency management of this remote location for service members rotating on/off the island of Tinian.

Air Force – Dyess Air Force Base (AFB), the project will configure dedicated space to support a new capability as a STEM and STEAM education complex within the new Dyess Elementary School facility to be built outside the gate of Dyess AFB Military Housing Area. This project will address the lack of an elementary STEM/STEAM educational opportunity for the military families assigned to Dyess AFB, thereby assisting in attracting military families coming from other installations that have this advanced educational opportunity and retaining existing military families in the Abilene area.

The FY21 NDAA included language that reprioritized the competitive DCIP criteria by: fixing the prioritization of DCIP enhancements as military value, resiliency, and military quality of life; fixing the amount of non-federal match at “not less than 30%”, identifying a September 30, 2028, expiration date for the program authority; clarifying that military family quality of life projects “shall consider the impact of the community infrastructure on alleviating installation commuter workforce issues and the benefit of schools or other local infrastructure located off of a military

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I. Description of Operations Financed: (Cont.)

installation that will support members of the armed forces and their dependents residing in the community”, and defining rural areas as those with less than 100,000 inhabitants. Projects that enhance military value will take into consideration previously developed criteria found in section 3002 of the Military Construction Authorization Act for FY02 (division B of Public Law 107-107; 115 Stat. 1344). The OLDCC grants are to support transportation projects; schools, hospitals, police, fire, emergency response, or other community support facilities and water, waste-water, telecommunications, electric, gas, or other utility infrastructure projects. DCIP was appropriated \$60 million in the Department of Defense Appropriations Act of FY21 and efforts are underway to carry out the competitive selection and funding of projects.

Recognizing DCIP is the only means the Department has to competitively leverage off-post state and local investments through direct grant funding to strengthen the resiliency of our installations against natural and man-made threats, the OLDCC President's Budget Request for FY22 includes \$50 million (per year) for DCIP to maximize its effectiveness to strengthen resiliency. These enhancements can take up to five years to complete given the necessary permitting, environmental reviews, planning and design, and actual construction. This additional funding will directly enable more enhancements and accelerate delivery of completed projects. Eligible enhancements, including water, wastewater, electric, gas, or other utility infrastructure projects can improve resiliency against future weather events such as the cold weather event in the south-central U.S. that significantly impacted operations to four installations.

Noise Mitigation Communities Partnership was authorized in the FY21 NDAA, appropriated \$50 million in the Department of Defense Appropriations Act of FY21, which was not requested. The OLDCC is working to identify active and reserve facilities where fixed wing defense activities exist, seek input from local leaders on suggestions where noise contours indicate the presence of eligible structures, and consult with the Military Departments as well as the Federal Aviation Administration and their Part 150 Program. On the basis of these efforts a new \$50 million competitive program will be structured and then carried out to fund measures to mitigate these impacts at covered facilities, such as: hospitals; daycare facilities; schools; and, facilities serving senior citizens and private residences within one mile of a 65 decibel Day-Night Average Sound Level contour as determined by sound studies. These funds must be obligated no later than September 30, 2022.

Operational Support Activities:

The OLDCC headquarters enables mission execution by strategically managing priorities in support of the Department's goals and initiatives. Functions of the headquarters includes financial management; audit; human capital management; security; maintenance of facilities and equipment; strategic management; logistical and property management; procurement; and travel.

The OLDCC continues to restructure its organization to comply with all DoD management and organizational initiatives resulting in alignment of support functions in a streamlined organization with optimal supervisory oversight. The OLDCC adjusted its headquarters functions to full situational telework mandated by DoD in response to COVID-19, on March 2020. The OLDCC Reconstitution Plan utilizes a teaming concept to allow personnel to work-in office while maintaining adherence to Departmental and CDC safety guidelines. The OLDCC invested in additional IT equipment to enhance its staffs' effectiveness in a telework environment, and continues to monitor and adjust its concept of operations in response to DoD guidelines.

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The OLDCC transformed from a two-deputy to a tri-deputy system to ensure the long-term viability of our organization and delivery of the support our Secretary, Military Departments, States, and communities experts. The Deputy Director for Integration is responsible to ensure all organizational functions are responsive to the OLDCC's mission by providing oversight of the human resources, administrative, information technology sections, and ensure completion of tasks within established timelines. The Deputy Director for Integration also coordinates organizational short-term execution/priorities & medium/long-term strategy planning efforts while managing the OLDCC operating rhythm. The Deputy Director for Compliance ensures adherence with the Federal Managers' Financial Integrity Act, 2 CFR 200, and Anti-Deficiency Act through the conduct of grant and cooperative agreement business lines. The Deputy Director for Compliance directs and supervises the integration of internal control and financial systems, including drafting and modification of underlying policies, for the OLDCC grant and cooperative agreement activity to ensure effectiveness and efficiency of operations, compliance with regulations and applicable laws, and reliability of financial reporting & management systems. The Deputy Director for Programs is responsible for all aspects of the grants management life cycle from engagement with potential clients through the application stage, grant award and execution oversight, and through grants completion and closeout. The Deputy Director for Programs provides direction and oversight to the cadre of the OLDCC Program Directors and Project Managers that are the front-line and direct interface to the OLDCC clients, ensuring all program areas are responsive to the organization's mission requirements, prioritizing customer service for staff and external customers.

The OLDCC continues modernizing its IT infrastructure through upgrades of the Economic Adjustment Data System to streamline workflow processes. Additionally, the OLDCC has bolstered its managed infrastructure security posture to accommodate Impact Level-4 cloud controls and a new Authority to Operate. The OLDCC is seeing the benefits of 100% cloud native solutions and remained remarkably resilient throughout the pandemic thanks to these forward looking investments. The OLDCC has also increased participation with DoD Chief Information Officer, JFHQ-DODIN, and U.S. Cyber Command battle rhythms. This year, our pivot to paperless records systems to implement OMB Memo M-20-19 (Harnessing Technology to Support Mission Continuity), NARA and DoD mandates will lessen the need for paper media reproduction and allow for better insight into key data points driving mission success. Additionally, all these enhanced efforts will allow the OLDCC to better support the fully remote workforce that receives our assistance across the globe in a limited travel environment.

The FY 2022 Direct War and Enduring Costs accounted for in the base budget are as follows:

- Direct War costs accounted for in the Base Budget: \$0.0 thousand: Direct War costs are those combat or direct combat support costs that will not continue to be expended once combat operations end at major contingency locations.

- Enduring costs accounted for in the Base Budget: \$0.0 thousand: Enduring Requirements are enduring in theater and in CONUS costs that will likely remain after combat operations cease.

II. Force Structure Summary:

Not Applicable.

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III. Financial Summary (\$ in Thousands):

	FY 2021						
	FY 2020 Actuals	Budget Request	Congressional Action			Current Enacted	FY 2022 Request
			Amount	Percent	Appropriated		
A. BA Subactivities							
Defense Community Infrastructure Program (DCIP)	\$50,000	\$0	\$60,000	0.00%	\$60,000	\$60,000	\$50,000
Grants	\$230,820	\$23,956	\$398,000	1,661.38%	\$421,956	\$421,956	\$22,480
Operations	\$15,112	\$16,316	\$-264	-1.62%	\$16,052	\$16,052	\$17,206
Total	\$295,932	\$40,272	\$457,736	1,136.61%	\$498,008	\$498,008	\$89,686

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

<u>B. Reconciliation Summary</u>	<u>Change FY 2021/FY 2021</u>	<u>Change FY 2021/FY 2022</u>
BASELINE FUNDING	\$40,272	\$498,008
Congressional Adjustments (Distributed)	174,000	
Congressional Adjustments (Undistributed)	-264	
Adjustments to Meet Congressional Intent	0	
Congressional Adjustments (General Provisions)	284,000	
SUBTOTAL APPROPRIATED AMOUNT	498,008	
Fact-of-Life Changes (2021 to 2021 Only)	0	
SUBTOTAL BASELINE FUNDING	498,008	
Supplemental	0	
Reprogrammings	0	
Price Changes		9,489
Functional Transfers		0
Program Changes		-417,811
CURRENT ESTIMATE	498,008	89,686
Less: Wartime Supplemental	0	
NORMALIZED CURRENT ESTIMATE	\$498,008	\$89,686

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

FY 2021 President's Budget Request (Amended, if applicable)	\$40,272
1. Congressional Adjustments	\$457,736
a) Distributed Adjustments.....	\$174,000
1) Defense Community Infrastructure Program.....	\$60,000
2) Defense Manufacturing Communities	\$25,000
3) Guam Public Health Laboratory	\$19,000
4) Noise Mitigation Community Partnership	\$50,000
5) Restore Defense-Wide Review Reductions	\$20,000
b) Undistributed Adjustments	\$-264
1) Undistributed Adjustment – Excess to Need – Non-NIP	\$-264
c) Adjustments to Meet Congressional Intent.....	\$0
d) General Provisions	\$284,000
1) PSMI Section 8118 (Mil Schools).....	\$284,000
FY 2021 Appropriated Amount	\$498,008
2. War-Related and Disaster Supplemental Appropriations	\$0
a) OCO Supplemental Funding	\$0

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3. Fact-of-Life Changes.....	\$0
a) Functional Transfers.....	\$0
b) Technical Adjustments	\$0
c) Emergent Requirements.....	\$0
FY 2021 Baseline Funding.....	\$498,008
4. Reprogrammings (Requiring 1415 Actions).....	\$0
a) Increases	\$0
b) Decreases	\$0
Revised FY 2021 Estimate.....	\$498,008
5. Less: Item 2, War-Related and Disaster Supplemental Appropriation and Item 4, Reprogrammings	\$0
a) Less: OCO Supplemental Funding.....	\$0
FY 2021 Normalized Current Estimate	\$498,008
6. Price Change	\$9,489
7. Functional Transfers	\$0
a) Transfers In	\$0
b) Transfers Out.....	\$0

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8. Program Increases.....	\$50,000
a) Annualization of New FY 2021 Program	\$0
b) One-Time FY 2022 Increases	\$0
c) Program Growth in FY 2022.....	\$50,000
1) Defense Community Infrastructure Program.....	\$50,000
To enhance off-base community infrastructure to support installation resiliency, family quality of life, and military value. (FY 2021 Baseline: \$60,000 thousand)	
9. Program Decreases	\$-467,811
a) Annualization of FY 2021 Program Decreases	\$0
b) One-Time FY 2021 Increases	\$-458,000
1) Defense Community Infrastructure Program.....	\$-60,000
2) Defense Manufacturing Communities	\$-25,000
3) Guam Public Health Laboratory	\$-19,000
4) Noise Mitigation Community Partnership	\$-50,000
5) PMSI (Mil Schools).....	\$-284,000
6) Restore Defense-Wide Review Reductions	\$-20,000
c) Program Decreases in FY 2022	\$-9,811

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1) Grants \$-9,811

The funding decrease is attributable to price growth (-\$9,489) and reduction in grants (-\$322) for programs of assistance.

(FY 2021 Baseline: \$32,291 thousand)

FY 2022 Budget Request \$89,686

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IV. Performance Criteria and Evaluation Summary:

Not applicable.

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V. Personnel Summary:

	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>Change FY 2020/ FY 2021</u>	<u>Change FY 2021/ FY 2022</u>
Active Military End Strength (E/S) (Total)	3	3	3	0	0
Officer	3	3	3	0	0
Civilian End Strength (Total)	39	39	39	0	0
U.S. Direct Hire	39	39	39	0	0
Total Direct Hire	39	39	39	0	0
Civilian FTEs (Total)	39	39	39	0	0
U.S. Direct Hire	39	39	39	0	0
Total Direct Hire	39	39	39	0	0
Average Annual Civilian Salary (\$ in thousands)	162.7	178.8	190.9	16.2	12.1
Contractor FTEs (Total)	44	36	22	-8	-14

Personnel Summary Explanations:

Operational expenditures and personnel changes reflect contract costs and personnel adjustments incurred to address financial management and mission systems emerging requirements, as well as processes to comply with DoD Audit, to implement critical business reforms, and to cover failures in provision of services by the Joint Services Provider (JSP).

The additional civilian pay growth above inflation in FY22 is attributed to an internal realignment of funds to more accurately depict anticipated civilian pay execution.

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VI. OP 32 Line Items as Applicable (Dollars in thousands):

	FY 2020 Program	Change from FY 2020 to FY 2021		FY 2021 Program	Change from FY 2021 to FY 2022		FY 2022 Program
		Price Growth	Program Growth		Price Growth	Program Growth	
101 EXEC, GEN'L & SPEC SCHEDS	6,345	98	532	6,975	158	312	7,445
0199 TOTAL CIVILIAN PERSONNEL COMPENSATION	6,345	98	532	6,975	158	312	7,445
308 TRAVEL OF PERSONS	161	3	236	400	8	42	450
0399 TOTAL TRAVEL	161	3	236	400	8	42	450
417 LOCAL PURCH SUPPLIES & MAT	145	3	2	150	3	2	155
0499 TOTAL DEFENSE WORKING CAPITAL FUND SUPPLIES AND MATERIALS	145	3	2	150	3	2	155
912 RENTAL PAYMENTS TO GSA (SLUC)	96	2	-1	97	2	-2	97
913 PURCHASED UTILITIES (NON-FUND)	1	0	1,449	1,450	28	-288	1,190
914 PURCHASED COMMUNICATIONS (NON-FUND)	1,457	29	-1,486	0	0	17	17
915 RENTS (NON-GSA)	651	13	13	677	13	-10	680
917 POSTAL SERVICES (U.S.P.S)	0	0	0	0	0	1	1
921 PRINTING & REPRODUCTION	0	0	30	30	1	-1	30
922 EQUIPMENT MAINTENANCE BY CONTRACT	250	5	-5	250	5	-247	8
925 EQUIPMENT PURCHASES (NON-FUND)	9	0		9	0		9
932 MGT PROF SUPPORT SVCS	4,318	86	-84	4,320	82	-2,510	1,892
933 STUDIES, ANALYSIS & EVAL	331	7	-8	330	6	-1	335
935 TRAINING AND LEADERSHIP DEVELOPMENT	95	2	3	100	2	205	307
960 OTHER COSTS (INTEREST AND DIVIDENDS)	5	0		5	0	-2	3
987 OTHER INTRA-GOVT PURCH	727	15	-12	730	14	-14	730
988 GRANTS	280,820	5,616	195,520	481,956	9,157	-418,633	72,480
989 OTHER SERVICES	4	0		4	0		4
990 IT CONTRACT SUPPORT SERVICES	517	10	-2	525	10	3,318	3,853
0999 TOTAL OTHER PURCHASES	289,281	5,785	195,417	490,483	9,320	-418,167	81,636
9999 GRAND TOTAL	295,932	5,889	196,187	498,008	9,489	-417,811	89,686