

# DHS Real Property Asset Management

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# Agenda

- Mission
- Portfolio
- Structure
- Challenge
- Progress
- Lessons Learned
- Q&A



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# Mission

With honor and integrity, we will safeguard the American people, our Homeland, and our values.



## History

- Established in 2002; Combined 22 Federal Departments and Agencies into a Cabinet Agency

## Employees

- 240,000+

## Strategic Goals

- Counter Terrorism and Homeland Security Threats
- Secure U.S. Borders and Approaches
- Secure Cyberspace and Critical Infrastructure
- Preserve and Uphold the Nation's Prosperity and Economic Security
- Strengthen Preparedness and Resilience
- Champion the DHS Workforce and Strengthen the Department



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# Portfolio

## Scope: All real property in the custody and control of DHS

- DHS Directive 119-02

### DHS RP Portfolio

#### Buildings:

100M SF in 12k Assets

#### Structures:

37k

#### Land:

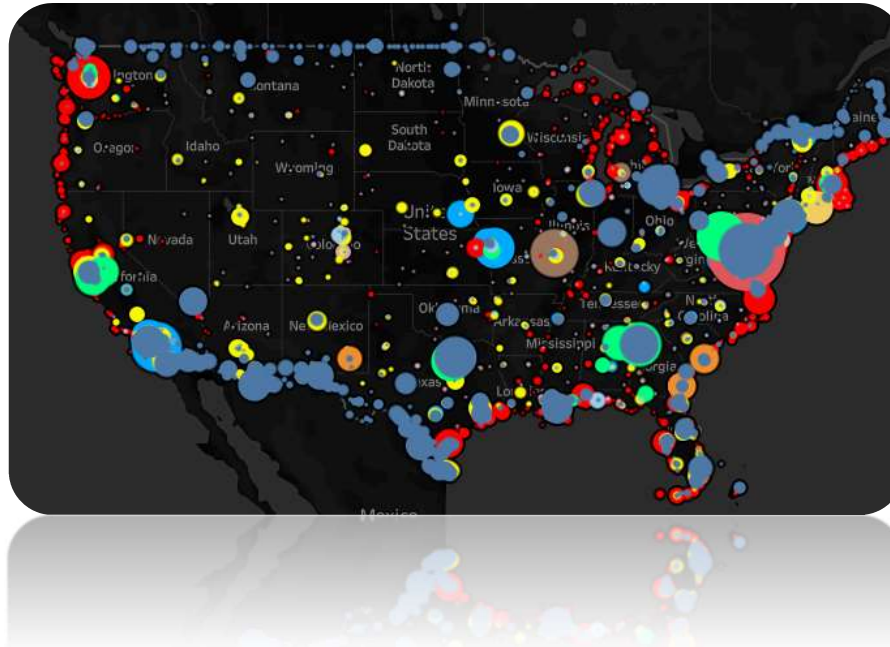
89K+ Acres

#### Replacement Value:

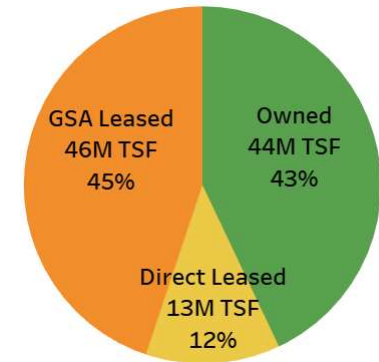
\$30 Billion

#### Annual Spend\*:

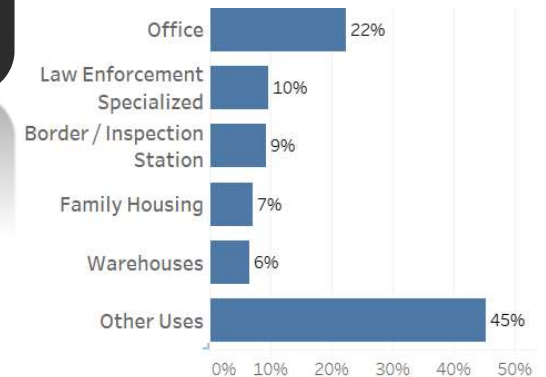
\$8 Billion



### Building Legal Interest



### Building Mission Use



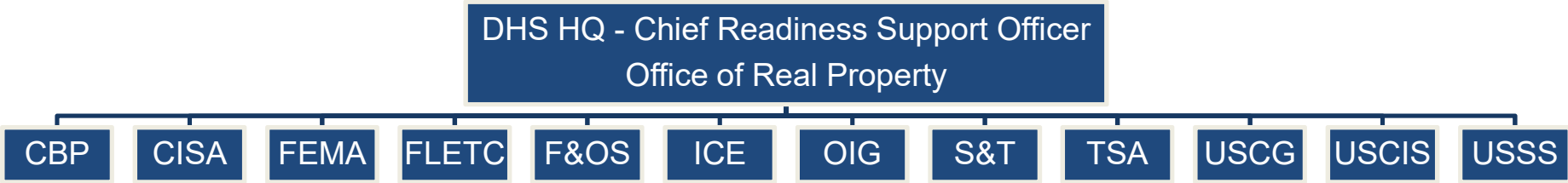
\*Est. Based on FY2019 Financials (Sum A-11 BOC Obligations 23.1, 23.2, 25.4 & 32.0);  
Exact value TBD; Likely between \$5B and \$8B



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# Structure

## Federated Structure



### OCRSO - Office of Real Property

- Responsible for Departmental Policy, Oversight & Coordination
- Supports Data Driven Decision Making

### Components

- 12 DHS Components w/Delegated Real Property Operating Authority
- Each Required to Manage Independent Programs Inline with DHS Policy.

### Each Component is Unique

- |                            |                                                                |
|----------------------------|----------------------------------------------------------------|
| ✓ History                  | ✓ Org. Structure                                               |
| ✓ Mission                  | ✓ Staffing Levels                                              |
| ✓ Congressional Committees | ✓ Internal Policies                                            |
| ✓ OMB Examiner             | ✓ IT Systems<br>(Inventory, Financials, Facilities, PM, etc. ) |
| ✓ Authorities              | ✓ Data Quality                                                 |
| ✓ Funding                  | ✓ ...                                                          |
| ✓ Maturity                 |                                                                |



# Challenge

## Institutionalize Strategic Real Property Planning

### ➤ **Unable to Consistently Demonstrate Strategic Mission Alignment**

- Real Property Inventory Plan, Workforce Projections with Financial Budgets over 5YR cycle

### ➤ **Challenging to Quantify True RP Lifecycle Budget, Need & Gap**

- Structures of information sets are often inconsistent (ex. FRPP, BOCs vs PSCs)

### ➤ **Varying Levels of Planning Capabilities**

- Some Components results demonstrate higher level of maturity

### ➤ **Difficult to Evaluate Performance**

- Accountability is ineffective if performance criteria unclear and of poor quality

### ➤ **Inconsistent Data Quality**

- Multiple IT systems are involved and all are at various levels of capability

### ➤ **Wide Range of Funding Sources Involved**

- Dollars funding RP activates coming from many sources and structures



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# Progress

## Formalization of Foundation Based on Past Successes

### 2017 - 2019

- Issue DHS RP Strategic Capital Planning Policy Instruction
- Conduct Initial RP Financial Assessments (4)
- Develop DHS Real Property Exhibits (Budget & Projects)
- Lead OMB Working Groups & Drafting OMB Memo Content
- Leadership Identifies Capability as Strategic Priority

### 2020

- Initiate Financial Planning & Investment Program
- Identify & Partner w/Component & CXO Stakeholders
- Analyze Scope of Requirements & Existing Capabilities
- Develop an Program Implementation Plan
- Perform Financial Analysis & Reconciliation
- Issue Component RP Plan Submission Requirements
- Draft DHS RP Asset Management System Manual\*
- Contribute to FY 2022 Budget Preparation with CFO
- Deliver to OMB Inaugural DHS RP Capital Plan



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\*Founded on the **ISO 55000** Framework;  
Developed to Meet **OMB M-20-03** Requirements; &  
Inline w/**GAO-19-57** Recommendations



# Progress

## Implementation of System

### 2021

- Soft Launch of Financial Planning & Investment System
- Revise Policy
  - DHS RP Strategic Capital Planning Instruction & DHS RP Asset Management System Manual
- Components Program Management Reviews
- Component 2023-2027 Real Property Capital Plan Reviews
- 2023-2027 PPB&E Cycle Execution w/OCFO
- Data Maturity (Content, Quality, Systems, Modeling)
- Communication & Change Mgmt.
- FY 2024-2028 Cycle Preparation



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# Lessons Learned

## Leadership Buy-in & Stakeholder Change Management is Key

- **Identify Need As Executive Strategic Priority**
- **Formalize Initiative**
- **Partner w/All Stakeholders Across Multiple LOBs**
- **Leverage Best Practices**
  - GAO Reports, Industry Standards, OMB Capital Programing Guide
- **Build Framework on Existing Processes**
- **Leverage Public Data**
  - Data Act Data/USASpending.gov; A-11 Section 83 BOCs; GSA PSC Manual; DOD PSC Crosswalk; etc.
- **Leverage Change Management Principles**
  - Communication; Transparency; Expectation; Continues Improvement



# Q&A



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