
**U.S. Department of Education
FAIR Act
2000 Commercial Activities Inventory**

**The Department of Education's
Mission**

*To ensure equal access to education and to promote
educational excellence throughout the Nation*

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Introduction¹

The American people consistently rank education as a top national priority; they recognize that education is crucial to helping people reach their full potential, secure jobs, and become responsible, productive citizens. The role of education has expanded beyond providing all children with a challenging academic experience to teaching children to avoid illegal drugs and alcohol, preparing a skilled workforce for our growing technology sector, and offering safe and supervised before- and after-school enrichment programs for children. The U.S. Department of Education (ED) is continually striving to improve its education programs.

The responsibilities of the U.S. Department of Education generally fall into six important areas:

1. Providing national leadership and partnerships to address critical issues in American education
2. Serving as a national clearinghouse of good ideas
3. Helping families pay for college
4. Helping local communities and schools meet the most pressing needs of their students
5. Preparing students for employment in a changing economy
6. Ensuring nondiscrimination by recipients of federal education funds

ED has established four main goals:

1. Help all children reach challenging academic standards so they are prepared for responsible citizenship, further learning, and productive employment
2. Build a solid foundation for learning for all children
3. Ensure access to postsecondary education and lifelong learning
4. Make ED a high-performance organization by focusing on results, service quality, and customer satisfaction

Congress appropriated approximately \$42 billion in fiscal year 2000 for various program activities administered by the Department of Education. Expenditures for all ED program activities represent about 2 percent of the federal government's annual \$1.8 trillion budget. ED operates some 175 programs that touch on every area and level of education. More than half of the Department's budget supports elementary and secondary education. The Department's elementary and secondary programs annually serve 15,000 school districts and more than 50 million students attending over 85,000 public schools and more than 26,000 private schools. Department programs also provide grant, loan, and work-study assistance to more than 8 million postsecondary students.

President Clinton's fiscal year 2001 budget request seeks to strengthen the Nation's ability to deal with the Department's growing responsibilities. Built on previous successes, this budget would allow ED to continue to help states and communities move academic standards for all

¹ Adapted from "U.S. Department of Education, Office of the Under Secretary, Planning and Evaluation Service. *U.S. Department of Education Volume I – Department-wide Objectives: 1999 Performance Reports and 2001 Plans*, March 2000. Washington D.C." and "U.S. Department of Education Budget Office Statistics – see ED Budget Office web site < <http://www.ed.gov/offices/OUS/budget.html>>."

students into the classroom; create partnerships between schools, families, businesses, and community organizations; and greatly expand financial support for college students and their families. Initiatives and programs in fiscal year 2001 would help to renovate, modernize, and promote safe schools as well as reduce class size for all schools. Goals include providing professional development to superintendents, principals, prospective principals, and teachers, as well as ensuring that there are well-trained professionals for young children in preschool and daycare. Promoting healthy students, strengthening support for community services, implementing standards-based accountability, and further investigating ways to provide information on student achievement are additional goals. Still other programs would help to provide access to technical assistance, encourage entry into the teacher profession, and continue to make college more affordable.

While ED's programs and responsibilities have grown substantially over the years, the Department itself has not. The Department of Education is the smallest Federal department. In fact, ED's staff of 4,700 is nearly 40 percent below the 7,500 employees who administered Federal education programs in several different agencies in 1980, when the Department was created. These staff reductions, along with a wide range of management improvements, have helped limit administrative costs to about 2 percent of the Department's budget. This means that ED delivers 98 cents on the dollar in education assistance to States, school districts, postsecondary institutions, and students.

Over the course of the past few years, the Department of Education has generally reengineered the way it accomplishes its mission. These reforms were absolutely essential to meeting the challenges entrusted to the Department. During the 1990's, Congress enacted scores of new programs and added billions of dollars to the Department's appropriations. However, the Department was not provided new staff to carry out these many additional responsibilities.

To meet the new challenges, and as part of a Government-wide initiative, the Department eliminated layers of review and supervision. As a result, ED employees often require the assistance of outside resources. In such cases, ED employees draft statements of work and effectively administer contracts – it is the contractors who perform the commercial activities. At the same time, it has emphasized multidisciplinary teams to make policy and solve problems. In short, the Department has empowered line employees to make decisions and be responsible for accomplishing the agency's work. The consequence of these management reforms has been that policy and mission-critical operational responsibility has been lodged in line employees.

Department of Education Contracting Activity

Several years ago, ED undertook an aggressive effort to contract out its major activities. Contractors now perform the following activities:

- Information technology support, computer center, network and telecommunications operations;
- Debt collection;
- Training and development of ED staff;
- Student financial assistance services;
- Grant proposal review;
- Parking and shuttle bus services;
- Library services;
- Copy center services;
- Warehouse and publication distribution;
- Call center, hotlines and public inquiry services;
- Mail room services, and
- Research and special studies

With permissible exceptions, the functions above are contracted out and would not appear on the Department's FAIR Act inventory list as a matter of law.

Information Technology Services

The Department presently contracts out the overwhelming majority of its IT requirements. The most recent information available indicates that the Department spends over \$400,000,000.00 annually on IT services. The private sector firms providing the Department with IT services through contracts employ over 2,000-estimated FTE. Contractors provide the department with systems design, development and programming services, systems operations and maintenance services, data center operations, data processing, network operations and maintenance, hardware installation and maintenance, and telecommunications hardware and system operation and maintenance.

The Department requires its own in-house, core capability of IT staff given the number of major information systems needed to run its programs - the majority of which were developed by, and are operated by, contractors. There are 14 mission-critical systems and 161 non-mission-critical systems administered by the Department. The major information systems require special management attention and knowledgeable, in-house staff because of their importance to the Department's mission, their high development, operating, or maintenance costs, or their significant role in the administration of Department programs, finances, property or other resources. Large infrastructure investments (e.g., major purchases of personal computers or local area network improvements) also require knowledgeable in-house staff.

In-house IT staff are primarily involved in 1) developing requirements and specifications, i.e., writing government Statements of Work, for acquiring computer hardware and services, 2) reviewing vendor's contract proposals for adequacy in terms of vendor ability to perform desired

actions and produce proper results, and 3) serving as Contracting Officer's Technical Representatives in monitoring vendor/contractor performance. They gather information and review proposed IT projects, perform risk and return analyses, determine cost-effectiveness, and evaluate the ability of projects to meet the Department's mission and business needs. Accessible in-house staff is needed to make funding and other IT decisions. These responsibilities are the very definition of inherently governmental functions.

Differences Between 1999 and 2000 Inventories

A different process was used to develop the 2000 inventory. The 1999 inventory was prepared centrally by the Contracts and Purchasing Operations (CPO) office. Office of Personnel Management (OPM) job series and titles were matched with OMB commercial activity codes. All FTE performing a function were included on the inventory whenever OPM job classification data matched an OMB activity code description. All activities on the inventory were considered core to the Department's mission.

The 2000 inventory was prepared by staff from all of ED's principal offices (PO) and aggregated by CPO. PO staff is in the best position to prepare the inventory - they know exactly what activities are being performed. PO staff are also in the best position to make commercial vs. inherently governmental determinations. In 1999, all FTE in a job series were included on the inventory if that job series was determined to be commercial in nature. For 2000, individual's activities were logged separately and hours spent on each activity calculated individually. Only those FTE performing commercial activities in a non-inherently governmental manner are included on the inventory.

Inventory Challenges and Appeals

Under Section 3 of the FAIR Act, ED's decision to include or omit a particular activity from the Commercial Activities Inventory is subject to administrative challenge and, then, appeal by an "interested party." Section 3(b) of the FAIR Act defines "interested party" as:

- a. A private sector source that (A) is an actual or prospective offeror for any contract or other form of agreement to perform the activity; and (B) has a direct economic interest in performing the activity that would be adversely affected by a determination not to procure the performance of the activity from a private sector source.
- b. A representative of any business or professional association that includes within its membership private sector sources referred to in a. above.
- c. An officer or employee of an organization within an executive agency that is an actual or prospective offeror to perform the activity.
- d. The head of any labor organization referred to in section 7103(a) (4) of title 5, United States Code that includes within its membership officers or employees of an organization referred to in c. above.

An interested party may submit an initial challenge to the inclusion or exclusion of an activity within 30 working days after publication of OMB's *Federal Register* notice stating that the inventory is

available. The challenge must set forth the activity being challenged with as much specificity as possible, and the reasons for the interested party's belief that the particular activity should be reclassified as inherently Governmental (and therefore be deleted from the inventory) or as commercial (and therefore be added to the inventory) in accordance with OFPP Policy Letter 92-1 on inherently Governmental functions or as established by precedent (such as when other agencies have contracted for the activity or undergone competitions for this or similar activities).

The Department will review initial challenges. Written notification of ED's decision will be transmitted to the interested party within 28 working days of receiving the challenge. The notification will include a discussion of the rationale for the decision and, if the decision is adverse, an explanation of the party's right to file an appeal.

Appeals of an adverse decision to an initial challenge must be transmitted to ED within 10 working days after receiving the written notification of the decision. The Department will decide the appeal and transmit to the interested party a written notification of the decision together with a discussion of the rationale for the decision within 10 working days of receipt of the appeal. ED will transmit to OMB and the Congress a copy of any changes to the inventory that result from this process, make the changes available to the public and publish a notice of public availability in the *Federal Register*.

Submit both initial challenges and appeals to:

U.S. Department of Education
Office of the Chief Financial Officer
ATTN: Gary Weaver, ROB-3, RM 3600
400 Maryland Ave., SW
Washington, DC 20202-4249

Questions Regarding 2000 Inventory

The Department will handle questions centrally. Submit all questions or comments in writing. For further information regarding the inventory, e-mail questions to Gary_Weaver@ed.gov or fax questions to (202) 205-0323, ATTN: Gary Weaver. A FAIR Inventory hotline has been established. The number is (202) 401-3848.

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OIG	Atlanta Audit Region	G/ATN	Region IV, Nashville	12	I430	A	1999
OIG	Chicago Audit Region	IL/MN	Region V, St. Paul	16	I430	A	1999
OIG	Dallas Audit Region	TX	Region VI, Austin	11	I430	A	1999
OIG	Kansas City Audit Region	MO/WA	Regions VII, X	13	I430	A	1999
OIG	Philadelphia Audit Region	PA	Region III, Pittsburgh	11	I430	A	1999
OIG	Sacramento Audit Region	CA	Sacramento, Long Beach	13	I430	A	1999
OSER	MSIP	DC	HQ	1	D100	A	1999
OSER	MSIP	DC	HQ	5	D410	A	1999
OSER	MSIP	DC	HQ	32	D411	A	1999
OSER	MSIP	DC	HQ	1	I420	A	1999
OSER	NIDRR	DC	HQ	1	B300	A	1999
OSER	NIDRR/PPEB	DC	HQ	0.5	C314	A	1999
OSER	NIDRR/PPEB	DC	HQ	3	C400	A	1999
OSER	NIDRR/PPEB	DC	HQ	3	D702	A	1999
OSER	NIDRR/PPEB	DC	HQ	1	L200	A	1999
OSER	NIDRR/PPEB	DC	HQ	1	L000	A	1999
OSER	NIDRR/PPEB	DC	HQ	1	W999	A	1999
OSER	NIDRR/PPEB	DC	HQ	0.1	W000	A	1999
OSER	NIDRR/PPEB	DC	HQ	0.1	Y600	A	1999
OSER	NIDRR/RSD	DC	HQ	1.5	D200	A	1999
OSER	NIDRR/RSD	DC	HQ	1.5	D300	A	1999
OSER	NIDRR/RSD	DC	HQ	2.5	D704	A	1999
OSER	NIDRR/RSD	DC	HQ	2	L200	A	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OSER	OD & PSSG	DC	HQ	3	D100	A	1999
OSER	OD & PSSG	DC	HQ	0.7	D200	A	1999
OSER	OD & PSSG	DC	HQ	1	D300	A	1999
OSER	OD & PSSG	DC	HQ	0.3	D400	A	1999
OSER	OD & PSSG	DC	HQ	1.8	D702	A	1999
OSER	OD & PSSG	DC	HQ	0.5	D704	A	1999
OSER	OD & PSSG	DC	HQ	2	Y550	A	1999
OSER	RSA/CO	DC	HQ	2.5	C15	A	1999
OSER	RSA/CO	DC	HQ	1	C400	A	1999
OSER	RSA/CO	DC	HQ	1.2	C403	A	1999
OSER	RSA/CO	DC	HQ	2.5	D200	A	1999
OSER	RSA/CO	DC	HQ	2	D300	A	1999
OSER	RSA/CO	DC	HQ	2	D411	A	1999
OSER	RSA/CO	DC	HQ	5	D702	A	1999
OSER	RSA/CO	DC	HQ	4.2	D704	A	1999
OSER	RSA/CO	DC	HQ	1.5	D200	A	1999
OSER	RSA/CO	DC	HQ	0.5	D300	A	1999
OSER	RSA/CO	DC	HQ	3	D702	A	1999
OSER	RSA/CO	DC	HQ	0.5	Y600	A	1999
OSER	RSA/CO	DC	HQ	0.3	C403	A	1999
OSER	RSA/CO	DC	HQ	0.2	D411	A	1999
OSER	RSA/CO	DC	HQ	3.5	D702	A	1999
OSER	RSA/CO	DC	HQ	2	D704	A	1999
OSER	RSA/CO	DC	HQ	3	L200	A	1999
OSER	RSA/CO	DC	HQ	0.2	C403	A	1999
OSER	RSA/CO	DC	HQ	0.1	D411	A	1999

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Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OSER	RSA/CO	DC	HQ	1.3	D702	A	1999
OSER	RSA/CO	DC	HQ	1.8	D704	A	1999
OSER	RSA/CO	DC	HQ	2.4	L200	A	1999
OSER	RSA/CO	DC	HQ	1.3	D702	A	1999
OSER	RSA/CO	DC	HQ	2.3	D704	A	1999
OSER	RSA/RO1-2	MA	Region I	0.5	C403	A	1999
OSER	RSA/RO1-2	MA	Region I	3	D411	A	1999
OSER	RSA/RO1-2	MA	Region I	0.5	D702	A	1999
OSER	RSA/RO1-2	MA	Region I	4	D704	A	1999
OSER	RSA/RO1-2	MA	Region I	0.3	I440	A	1999
OSER	RSA/RO1-2	MA	Region I	0.5	L200	A	1999
OSER	RSA/RO3-4	PA	Region III	0.7	C403	A	1999
OSER	RSA/RO3-4	PA	Region III	3.2	D411	A	1999
OSER	RSA/RO3-4	PA	Region III	0.5	D702	A	1999
OSER	RSA/RO3-4	PA	Region III	4.2	D704	A	1999
OSER	RSA/RO3-4	PA	Region III	0.3	I440	A	1999
OSER	RSA/RO3-4	PA	Region III	0.5	L200	A	1999
OSER	RSA/RO5-7	MO	Region VII	0.5	C403	A	1999
OSER	RSA/RO5-7	MO	Region VII	2.7	D411	A	1999
OSER	RSA/RO5-7	MO	Region VII	0.5	D702	A	1999
OSER	RSA/RO5-7	MO	Region VII	3.3	D704	A	1999
OSER	RSA/RO5-7	MO	Region VII	0.3	I440	A	1999
OSER	RSA/RO5-7	MO	Region VII	0.5	L200	A	1999
OSER	RSA/RO6-8	TX	Region VI	0.5	C403	A	1999
OSER	RSA/RO6-8	TX	Region VI	3.2	D411	A	1999
OSER	RSA/RO6-8	TX	Region VI	0.5	D702	A	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OSER	RSA/RO6-8	TX	Region VI	2.8	D704	A	1999
OSER	RSA/RO6-8	TX	Region VI	0.3	I440	A	1999
OSER	RSA/RO6-8	TX	Region VI	0.5	L200	A	1999
OSER	RSA/RO9-10	CA	Region IX	0.5	C403	A	1999
OSER	RSA/RO9-10	CA	Region IX	2.7	D411	A	1999
OSER	RSA/RO9-10	CA	Region IX	0.5	D702	A	1999
OSER	RSA/RO9-10	CA	Region IX	3.3	D704	A	1999
OSER	RSA/RO9-10	CA	Region IX	0.3	I440	A	1999
OSER	RSA/RO9-10	CA	Region IX	0.5	L200	A	1999
OSER	RTP/ECT	DC	HQ	1	D702	A	1999
OSER	RTP/ECT	DC	HQ	4	L101	A	1999
OSER	RTP/ECT	DC	HQ	4	L200	A	1999
OSER	RTP/EMST	DC	HQ	2	D702	A	1999
OSER	RTP/EMST	DC	HQ	4.5	L101	A	1999
OSER	RTP/EMST	DC	HQ	4.5	L200	A	1999
OSER	RTP/NIT	DC	HQ	2	D702	A	1999
OSER	RTP/NIT	DC	HQ	4	L101	A	1999
OSER	RTP/NIT	DC	HQ	4	L200	A	1999
OSER	RTP/OD	DC	HQ	1	D100	A	1999
OSER	RTP/OD	DC	HQ	1	D702	A	1999
OSER	RTP/STPT	DC	HQ	4	L101	A	1999
OSER	RTP/STPT	DC	HQ	4	L200	A	1999
OCFO	FIPAO	WDC	HQ	1	C000	B	1999
OCFO	FIPAO	WDC	HQ	1	Y000D	B	1999
OCFO	FIPAO	WDC	HQ	2	W000D	B	1999
OCFO	FMO	WDC	HQ	1	C000	B	1999

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Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OCFO	FMO	WDC	HQ	3	W000D	B	1999
OCFO	FMO	WDC	HQ	1	W000D	B	1999
OCFO	FMO	WDC	HQ	1	Y000D	B	1999
OCFO	FMO	WDC	HQ	1	W000D	B	1999
OCFO	FSO	WDC	HQ	2	Y000D	B	1999
OCFO	FSO	WDC	HQ	1	W000D	B	1999
OCFO	GPOS	WDC	HQ	5	W000D	B	1999
OCFO	GPOS	WDC	HQ	2	Y000D	B	1999
OCFO	IO	WDC	HQ	1	W000D	B	1999
OCIO	CIO's Staff	DC	HQ	1.00	D701	B	1999
OCIO	CQA	DC	HQ	2.50	D702	B	1999
OCIO	CQA	DC	HQ	0.10	D702	B	1999
OCIO	CQA	DC	HQ	0.10	D501	B	1999
OCIO	CQA	DC	HQ	0.60	D704	B	1999
OCIO	CQA	DC	HQ	0.10	D201	B	1999
OCIO	CQA	DC	HQ	0.10	D300	B	1999
OCIO	CQA	DC	HQ	0.20	U500	B	1999
OCIO	CQA	DC	HQ	0.10	D701	B	1999
OCIO	CQA	DC	HQ	2.00	D700	B	1999
OCIO	CQA	DC	HQ	2.00	D702	B	1999
OCIO	CQA	DC	HQ	0.10	G104	B	1999
OCIO	CQA	DC	HQ	0.10	G104	B	1999
OCIO	IMG	DC	HQ	5.00	D502	B	1999
OCIO	IPG	DC	HQ	4.00	D702	B	1999
OCIO	IPG	DC	HQ	0.10	D702	B	1999
OCIO	IPG	DC	HQ	0.10	D501	B	1999

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Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OCIO	IPG	DC	HQ	3.00	D704	B	1999
OCIO	IPG	DC	HQ	0.10	D201	B	1999
OCIO	IPG	DC	HQ	0.10	D300	B	1999
OCIO	IPG	DC	HQ	0.10	U500	B	1999
OCIO	IPG	DC	HQ	0.70	D700	B	1999
OCIO	IPG	DC	HQ	0.70	D702	B	1999
OCIO	IPG	DC	HQ	0.10	G104	B	1999
OCIO	OCIO	DC	HQ	5.00	R900	B	1999
OCIO	OCIO	DC	HQ	1.00	W600	B	1999
OCIO	OCIO	DC	HQ	1.00	W824	B	1999
OCIO	OCIO	DC	HQ	6.00	W825	B	1999
OCIO	OCIO	DC	HQ	2.00	W829	B	1999
OCIO	OCIO	DC	HQ	2.00	W826	B	1999
OCIO	OCIO	DC	HQ	1.00	W999	B	1999
OCIO	Tech Center	DC	HQ	1.25	R400	B	1999
OCIO	Tech Center	DC	HQ	1.25	U999	B	1999
OCIO	Tech Center	DC	HQ	1.25	W829	B	1999
OCIO	Tech Center	DC	HQ	1.25	W999	B	1999
OERI	MIS	DC	HQ	6.00	Y651	B	1999
OERI	NLE	DC	HQ	10.00	G102	B	1999
OERI	ORAD & 5 Res. Inst.	DC	HQ	19.00	L100	B	1999
OERI	ORAD & 5 Res. Inst.	DC	HQ	19.00	L101	B	1999
OM	EEOG	DC	HQ	4.00	B501	B	1999
OM	EEOG	DC	HQ	2.00	D200	B	1999
OM	EEOG	DC	HQ	4.00	I502	B	1999
OM	EEOG	DC	HQ	3.00	U999	B	1999

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Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OM	HRG	DC, NY, PA, GA, TX, IL, MO, CO, CA, WA	HQ & Reg.	3.30	B102	B	1999
OM	HRG	DC, NY, PA, GA, TX, IL, MO, CO, CA, WA	HQ & Reg.	12.60	B300	B	1999
OM	HRG	DC, NY, MA, PA, GA, TX, IL, MO, CO, CA, WA	HQ & Reg.	13.25	B400	B	1999
OM	HRG	DC, NY, PA, GA, TX, IL, MO, CO, CA, WA	HQ & Reg.	5.40	B700	B	1999
OM	HRG	DC	HQ	3.00	B700	B	1999
OM	HRG	DC, NY, PA, GA, TX, IL, MO, CO, CA, WA	HQ & Reg.	12.20	B000	B	1999
OM	LRG	DC	HQ	5.50	B500	B	1999
OM	MSIG	DC	HQ	0.50	R200	B	1999
OM	QWG	DC	HQ	2.00	D201	B	1999
OM	QWG	DC	HQ	3.00	D000	B	1999
OM	QWG	DC	HQ	5.00	S716	B	1999
OM	QWG	DC	HQ	10.00	S733	B	1999
OM	QWG	DC	HQ	7.00	T820	B	1999
OM	QWG	DC	HQ	11.50	Z00	B	1999
OM	TDC	DC	HQ	10.00	U302	B	1999
OSER	MSIP	DC	HQ	0.6	C302	B	1999
OSER	MSIP	DC	HQ	3.4	D000	B	1999
OSER	NIDRR	DC	HQ	0.1	C400	B	1999
OSER	NIDRR	DC	HQ	2	B400	B	1999

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Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OSER	NIDRR	DC	HQ	0.5	C314	B	1999
OSER	NIDRR	DC	HQ	0.1	C302	B	1999
OSER	NIDRR/PPEB	DC	HQ	0.1	C302	B	1999
OSER	NIDRR/PPEB	DC	HQ	0.4	C15	B	1999
OSER	NIDRR/PPEB	DC	HQ	0.3	C403	B	1999
OSER	NIDRR/PPEB	DC	HQ	1	B200	B	1999
OSER	NIDRR/RSD	DC	HQ	0.1	C302	B	1999
OSER	NIDRR/RSD	DC	HQ	0.5	L101	B	1999
OSER	NIDRR/RSD	DC	HQ	1	H202	B	1999
OSER	NIDRR/RSD	DC	HQ	1	H212	B	1999
OSER	NIDRR/RSD	DC	HQ	1	H217	B	1999
OSER	NIDRR/RSD	DC	HQ	1	H222	B	1999
OSER	NIDRR/RSD	DC	HQ	2	R103	B	1999
OSER	NIDRR/RSD	DC	HQ	1	R200	B	1999
OSER	NIDRR/RSD	DC	HQ	2	R300	B	1999
OSER	NIDRR/RSD	DC	HQ	4	R600	B	1999
OSER	OD & PSSG	DC	HQ	1	C302	B	1999
OSER	OD & PSSG	DC	HQ	5.3	D000	B	1999
OSER	OD & PSSG	DC	HQ	0.2	F400	B	1999
OSER	OD & PSSG	DC	HQ	2.1	F000	B	1999
OSER	OD & PSSG	DC	HQ	0.1	U999	B	1999
OSER	OD & PSSG	DC	HQ	1	W000	B	1999
OSER	RSA/CO	DC	HQ	1	D200	B	1999
OSER	RSA/CO	DC	HQ	0.3	I420	B	1999
OSER	RSA/CO	DC	HQ	3	W826	B	1999
OSER	RSA/CO	DC	HQ	1.5	L101	B	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OSER	RSA/CO	DC	HQ	1	L101	B	1999
OSER	RSA/RO1-2	MA	Region I	0.1	C302	B	1999
OSER	RSA/RO1-2	MA	Region I	0.4	C15	B	1999
OSER	RSA/RO1-2	MA	Region I	1	I420	B	1999
OSER	RSA/RO1-2	MA	Region I	0.2	L101	B	1999
OSER	RSA/RO3-4	PA	Region III	0.1	C302	B	1999
OSER	RSA/RO3-4	PA	Region III	0.4	C15	B	1999
OSER	RSA/RO3-4	PA	Region III	1.3	I420	B	1999
OSER	RSA/RO3-4	PA	Region III	0.2	L101	B	1999
OSER	RSA/RO5-7	MO	Region VII	0.1	C302	B	1999
OSER	RSA/RO5-7	MO	Region VII	0.4	C15	B	1999
OSER	RSA/RO5-7	MO	Region VII	1.1	I420	B	1999
OSER	RSA/RO5-7	MO	Region VII	0.2	L101	B	1999
OSER	RSA/RO6-8	TX	Region VI	0.1	C302	B	1999
OSER	RSA/RO6-8	TX	Region VI	0.4	C15	B	1999
OSER	RSA/RO6-8	TX	Region VI	1.2	I420	B	1999
OSER	RSA/RO6-8	TX	Region VI	0.2	L101	B	1999
OSER	RSA/RO9-10	CA	Region IX	0.1	C302	B	1999
OSER	RSA/RO9-10	CA	Region IX	0.4	C15	B	1999
OSER	RSA/RO9-10	CA	Region IX	1.1	I420	B	1999
OSER	RSA/RO9-10	CA	Region IX	0.2	L101	B	1999
OSER	RTP/ECT	DC	HQ	0.2	C302	B	1999
OSER	RTP/ECT	DC	HQ	0.8	D000	B	1999
OSER	RTP/NIT	DC	HQ	0.2	C302	B	1999
OSER	RTP/NIT	DC	HQ	0.8	D000	B	1999
OSER	RTP/OD	DC	HQ	0.2	C302	B	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OSER	RTP/OD	DC	HQ	0.8	D000	B	1999
OSER	RTP/OD	DC	HQ	3	L000	B	1999
OSER	RTP/STPT	DC	HQ	2	C302	B	1999
OSER	RTP/STPT	DC	HQ	0.8	D000	B	1999
OSFA	OCIO	DC	HQ	1	C400	B	1999
OSFA	OCIO	DC	HQ	1	C401	B	1999
OSFA	OCIO	DC	HQ	2	C408	B	1999
OSFA	OCIO	DC	HQ	1	C405	B	1999
OSFA	OCIO	DC	HQ	1	C000	B	1999
OSFA	OCIO	DC	HQ	5	D200	B	1999
OSFA	OCIO	DC	HQ	17	D700	B	1999
OSFA	OCIO	DC	HQ	8	F200	B	1999
OSFA	OCIO	DC	HQ	1	F400	B	1999
OSFA	OCIO	DC	HQ	1	F000	B	1999
OSFA	OCIO	DC	HQ	10	T803	B	1999
OSFA	OCIO	DC	HQ	11	T804	B	1999
OSFA	OCIO	DC	HQ	5	W500	B	1999
OSFA	OCIO	DC	HQ	5	W501	B	1999
OSFA	OCIO	DC	HQ	5	W826	B	1999
OSFA	OCIO	DC	HQ	15	W999	B	1999
OSFA	OCIO	DC	HQ	6	W000	B	1999
OCFO	CPO	DC	HQ	22.00	F200	C	1999
OCFO	CPO	DC	HQ	5.00	F300	C	1999
OCFO	CPO	DC	HQ	6.00	F000	C	1999
OCIO	DCIO-IA	DC	HQ	1.00	D410	C	1999
OCIO	DCIO-IA	DC	HQ	2.00	D411	C	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OCIO	DCIO-IA	DC	HQ	1.00	W600	C	1999
OCIO	DCIO-IA	DC	HQ	2.00	C408	C	1999
OCIO	DCIO-IA	DC	HQ	0.10	D502	C	1999
OCR	PLG	DC	HQ	0.50	D100	C	1999
OCR	RMG	DC	HQ	1.00	B301	C	1999
OCR	RMG	DC	HQ	1.50	B701	C	1999
OCR	RMG	DC	HQ	0.50	C302	C	1999
OCR	RMG	DC	HQ	1.00	C312	C	1999
OCR	RMG	DC	HQ	2.00	D604	C	1999
OCR	RMG	DC	HQ	1.00	F400	C	1999
OCR	RMG	DC	HQ	2.50	Y000	C	1999
OESE	OESE	DC	HQ	35.00	Y000	C	1999
OESE	OESE	DC	HQ	0.50	U500	C	1999
OESE	OESE	DC	HQ	0.50	W825	C	1999
OESE	OESE	DC	HQ	5.00	W826	C	1999
OESE	OESE	DC	HQ	0.50	B400	C	1999
OESE	OESE	DC	HQ	0.50	B500	C	1999
OIG	Administrative Operations	DC	HQ	2	Y999	C	1999
OIG	Administrative Operations	DC	HQ	2	I000	C	1999
OIG	Administrative Operations	DC	HQ	1	B000	C	1999
OIG	ADP Team	DC	HQ	1	W825	C	1999
OIG	ADP Team	DC	HQ	3	W826	C	1999
OIG	Atlanta Audit Region	GA	Region IV	1	Y000	C	1999
OIG	Budget Team	DC	HQ	2	C400	C	1999
OIG	Chicago Audit Region	IL	Region V	2	Y000	C	1999
OIG	Dallas Audit Region	TX	Region VI	3	Y000	C	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OIG	Fin. Stmts. Int. Audit Team	DC	HQ	8	I420	C	1999
OIG	Headquarters Audit Immediate Office	DC	HQ	3	I100	C	1999
OIG	Headquarters Audit Imm. Office	DC	HQ	1	Y999	C	1999
OIG	Headquarters Audit Imm. Office	DC	HQ	3	Y000	C	1999
OIG	Inspector General's Imm. Office	DC	HQ	2	I000	C	1999
OIG	Kansas City Audit Region	MO	Region VII	1	Y000	C	1999
OIG	Kansas City Audit Region	MO	Region VII	1	Y999	C	1999
OIG	New York/Boston Audit Region	NY/MA/PR	Region I, II and P. Rico	10	I430	C	1999
OIG	Philadelphia Audit Region	PA	Region III/Pittsburgh	2	Y000	C	1999
OIG	Sacramento Audit Region	CA	Sacramento	1	Y000	C	1999
OIG	Security Team	DC	HQ	1	I500	C	1999
OIG	Systems Internal Audit Team	DC	HQ	10	C501	C	1999
OIG	Systems Internal Audit Team	DC	HQ	1	Y000	C	1999
OLCA	Immediate Off. of the Asst Sec.	DC	HQ	3.00	D705	C	1999
OLCA	Office of Congressional Affairs	DC	HQ	2.00	D705	C	1999
OM	OHA	DC	HQ	3.00	B502	C	1999
OS	Executive Office	DC	HQ	3.50	B701	C	1999
OSFA	Analysis	DC	HQ	3	D200	C	1999
OSFA	Analysis	DC	HQ	1	D200	C	1999
OSFA	Analysis	DC	HQ	0.5	D200	C	1999
OSFA	Analysis	DC	HQ	0.25	D201	C	1999
OSFA	CFO	DC	HQ	0.5	B200	C	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OSFA	CFO	DC	HQ	0.5	C310	C	1999
OSFA	CFO	DC	HQ	1	C304	C	1999
OSFA	CFO	DC	HQ	1	C308	C	1999
OSFA	CFO	DC	HQ	1.5	C309	C	1999
OSFA	CFO	DC	HQ	2	C314	C	1999
OSFA	CFO	DC	HQ	5	C401	C	1999
OSFA	CFO	DC	HQ	0.3	C404	C	1999
OSFA	CFO	DC	HQ	0.2	C405	C	1999
OSFA	CFO	DC	HQ	1	C405	C	1999
OSFA	CFO	DC	HQ	0.5	D300	C	1999
OSFA	CFO	DC	HQ	2	D200	C	1999
OSFA	CFO	DC	HQ	2	C305	C	1999
OSFA	CFO	DC	HQ	2	C307	C	1999
OSFA	CFO	DC	HQ	5	C313	C	1999
OSFA	CFO	DC	HQ	0.2	C15	C	1999
OSFA	CFO	DC	HQ	0.3	C402	C	1999
OSFA	CFO	DC	HQ	0.5	C00	C	1999
OSFA	CFO	DC	HQ	0.3	U303	C	1999
OVAE	STW	DC	HQ	1.00	D701	C	1999
OVAE	STW	DC	HQ	3.00	D704	C	1999
OVAE	STW	DC	HQ	0.25	F400	C	1999
OVAE	STW	DC	HQ	0.75	L100	C	1999
OVAE	STW	DC	HQ	5.00	L200	C	1999
OVAE	STW	DC	HQ	1.00	L000	C	1999
OVAE	STW	DC	HQ	1.00	Y510	C	1999
OVAE	WHITCU	DC	HQ	0.00	C406	C	1999

2000 Commercial Activities Inventory

Organization		State(s)	Location(s)	FTE	Activity/ Function Code	Reason Code	First Year on Inventory
POC	Unit						
OVAE	WHITCU	DC	HQ	0.04	D200	C	1999
OVAE	WHITCU	DC	HQ	0.01	D201	C	1999
OVAE	WHITCU	DC	HQ	0.04	D701	C	1999
OVAE	WHITCU	DC	HQ	0.06	W500	C	1999
OVAE	WHITCU	DC	HQ	0.02	W501	C	1999
OVAE	WHITCU	DC	HQ	0.10	W824	C	1999
OVAE	WHITCU	DC	HQ	0.01	B200	C	1999
OVAE	WHITCU	DC	HQ	0.01	C100	C	1999
OVAE	WHITCU	DC	HQ	0.02	C302	C	1999
OM	MSIG	DC	HQ	2.50	D300	D	1999
OM	MSIG	DC	HQ	2.75	1440	D	1999
Total FTE Performing Commercial Activities				866.96			

Descriptions of Activity/Function Codes Used for FY 2000 Inventory

Activity/ Function Code	Activity/ Function Code Description
B000	Personnel Administrative Support
B102	Classification Reviews
B200	Employee Development
B300	Staffing Reviews
B301	Processing (Personnel Management)
B400	Employee Relations Support
B500	Labor Relations Support
B501	Agency EEO Reviews
B502	Negotiated Dispute Resolution
B700	Personnel Management Specialist
B701	Personnel Operations Management
C000	Administrative Support
C100	Voucher Examining
C302	Travel Processing
C304	Accounts Receivable
C305	Collections
C307	General Accounting
C308	Financial Report Generation
C309	Cost Accounting
C310	Payroll Processing
C312	Payments Issuance Support/ Processing
C313	Financial Systems Support
C314	Financial Management and Program Planning
C315	Financial Management Operations
C400	Budget Formulation, Analysis & Support
C401	Financial Analysis
C402	Cash and Debt Management
C403	Financial Program Management
C404	Business Performance Reporting
C405	Property Oversight
C406	Cost Analysis
C408	Asset Management and Disposal
C501	Internal Audits
D000	Administrative Support
D100	Regulatory Activities Support
D200	Data Collection & Analysis
D201	Customer Surveys and Evaluations
D300	Statistical Analysis
D400	Compliance Surveys and Inspection
D410	Compliance Operations
D411	Compliance Assessments
D501	Customer Services

Descriptions of Activity/Function Codes Used for FY 2000 Inventory

Activity/ Function Code	Activity/Function Code Description
D502	Administrative Reviews
D604	Customer Service Contacts
D700	Systems Design, Testing and Certification
D701	Program Marketing and Outreach
D702	Program Planning and Support
D704	Program Monitoring & Evaluation
D705	Program Marketing and Outreach
F000	Procurement - Administrative Support
F200	Procurement - Contracting (Operational)
F300	Procurement - Contracting (Analysis)
F400	Recurring Purchasing
G102	Librarian Services
G104	Technical Information Services
H202	Psychiatric and Psychology Services
H212	Spinal Cord Injury Services
H217	Mental Illness Res, Educ, & Clinic
H222	Prosthetics & Sensory Aids Services
I000	Administrative Support
I100	Inspector General Services
I420	Financial Audits
I430	Performance Audits
I440	Management Evaluations/Audits
I500	Security Oversight
I502	Case Assessment/Management/Disposition
L000	Administrative Support
L100	Application Services
L101	Application Reviews & Evaluations
L200	Grants Monitoring & Evaluation
R103	Biomedical Research
R200	Basic R & D
R300	Developmental Research
R400	RDT&E Testing
R600	Applied Research
R900	Operations Management
S716	Motor Vehicle Operation
S733	Building Services
T803	Acceptance Testing
T804	Architect-Engineering
T820	Administrative Support Services
U302	Training Administration
U303	Training Technical Support
U500	Professional Development Training

Descriptions of Activity/Function Codes Used for FY 2000 Inventory

Activity/ Function Code	Activity/Function Code Description
U999	ADP, Other Training Functions
W000	Administrative Support (ADP)
W500	Data Maintenance
W501	Report Processing/Production
W600	Data Center Operations
W824	Data Processing Services
W825	Maintenance of ADP Equipment
W826	Systems Design, Development & Programming Services
W829	Client Services
W999	Other ADP Functions
Y000	Administrative Support
Y510	Budget & Financial Program Management
Y550	Information & Telecommunications Program Management
Y600	Contracting
Y651	Consumer/Customer Information Services
Y999	Other Functions
Z000	Administrative Support

Principal Operating Components (POC)

Organization (POC/Unit) Key

POC ²	Unit	Organization Description
OCFO	CPO	Contracts and Purchasing Operations
OCFO	FIPAO	Financial Improvement and Post Audit Group
OCFO	FMO	Financial Management Operations
OCFO	FSO	Financial Systems Operation
OCFO	GPOS	Grants Policy and Oversight Staff
OCFO	IO	Immediate Office
OCIO	CIO's Staff	Chief Information Officer's Staff
OCIO	CQA	Communications and Quality Assurance
OCIO	DCIO-IA	Deputy CIO
OCIO	IMG	Information Management Group
OCIO	IPG	Information Planning Group
OCR	PLG	Program Legal Group
OCR	RMG	Resource Management Group
OERI	MIS	Media and Information Services
OERI	NLE	National Library of Education
OERI	ORAD	Office of Reform Assistance and Dissemination
OM	EEOG	Equal Employment Opportunity Group
OM	HRG	Human Resources Group
OM	LRG	Labor Relations Group
OM	MSIG	Management Systems Improvement Group
OM	OHA	Office of Hearings and Appeals
OM	QWG	Quality Workplace Group
OM	TDC	Training and Development Center
OSERS	MSIP	Monitoring & State Improvement Planning
OSERS	NIDRR	National Institute on Disability and Rehabilitation Research
OSERS	NIDRR/PPEB	NIDRR/Policy, Planning, Evaluation, Budget
OSERS	NIDRR/RSD	NIDRR/Rehabilitation Services Administration
OSERS	OD & PSSG	Director's Office/Program Support Services Group
OSERS	RTP/ECT	Research To Practice - Early Childhood Team
OSERS	RTP/EMST	Research To Practice - Elementary and Middle School Team
OSERS	RTP/NIT	Research To Practice - National Initiatives Team
OSERS	RTP/OD	Research To Practice - Office of Director
OSERS	RTP/STPT	Research To Practice - Secondary Transition/Postsecondary
OSFA	CFO	SFA Office of the Chief Financial Officer
OSFA	OCIO	SFA Office of the Chief Information Officer
OVAE	STW	School-To-Work
OVAE	WHITCU	White House Initiative on Tribal Colleges and Universities

² See Attachment IV for POC acronym descriptions. (Page 28)

Facts about the Department of Education Fiscal Year 2000

- ❖ **Staffing.** The U.S. Department of Education is the smallest Federal department, with fewer than 5,000 staff members. Our full-time equivalent (FTE) staffing ceiling in fiscal year 2000 is 4,717.
- ❖ **Programs.** Approximately 174 programs are being administered in fiscal year 2000.
- ❖ **Federal Funding.** We will provide or oversee an estimated \$84 billion in aid to education in fiscal year 2000. This figure includes program funding, new student loans, and Federal administration. It breaks down as follows:
 - **Total appropriations for program activities:** \$42 billion. These funds are used for grants to state and local agencies, higher education institutions, and other entities; contracts; and subsidies for direct and guaranteed student loans.
 - **New student loans:** \$41.5 billion. Postsecondary education student loans are made by ED, guaranteed by ED, and issued by banks and other financial institutions, or, under the Perkins loan program, issued by postsecondary educational institutions.
 - **Federal administration:** \$1.1 billion for ED salaries and expenses total 2.5 percent of the fiscal year 2000 Department mandatory and discretionary appropriations for aid to education.
 - **Total loans:** ED is responsible for a portfolio of outstanding student loans that will total about \$221 billion at the end of fiscal year 2000, one of the largest loan portfolios in the world.
- ❖ **Proportion of Federal Funding.** Funds from all Federal agencies represent a small but important proportion of K-12 education funding and postsecondary general institutional funding, but they provide or guarantee a large share of student financial aid. For fiscal year 2000, it is estimated that Federal education funds will represent
 - 9 percent of all education funding (public and private)
 - 6 percent of K-12 funding (public and private)
 - 12 percent of funding for postsecondary institutions (excluding student financial aid)
 - 75 percent of all student financial aid awarded to postsecondary students

Framework of Strategic Plan Goals and Objectives
U.S. Department of Education

Mission: To ensure equal access to education and to promote educational excellence throughout the Nation.

<p align="center">Goal 1. Help all children reach challenging academic standards, so that they are prepared for responsible citizenship, further learning, and productive employment.</p>	<p align="center">Goal 2. Build a solid foundation for learning for all children.</p>	<p align="center">Goal 3. Ensure access to postsecondary education and lifelong learning.</p>	<p align="center">Goal 4. Make ED a high-performance organization by focusing on results, service quality, and customer satisfaction.</p>
<p><u>Objectives</u></p> <ul style="list-style-type: none"> 1.1 States develop challenging standards and assessments for all students in the core academic subjects. 1.2 Schools help all students make successful transitions to college and careers. 1.3 Schools are strong, safe, disciplined, and drug-free. 1.4 A talented and dedicated teacher is in every classroom in America. 1.5 Families and communities are fully involved with schools and school improvement efforts. 1.6 Greater public school choice will be available to students and families. 1.7 Schools use advanced technology for all students and teachers to improve education. 	<p><u>Objectives</u></p> <ul style="list-style-type: none"> 2.1 All children enter school ready to learn. 2.2 Every child reads well and independently by the end of the third grade. 2.3 Every eighth-grader masters challenging mathematics, including the foundations of algebra and geometry. 2.4 Special populations participate in appropriate services and assessments consistent with high standards. 	<p><u>Objectives</u></p> <ul style="list-style-type: none"> 3.1 Secondary school students get the information, skills, and support they need to prepare successfully for postsecondary education. 3.2 Postsecondary students receive the financial aid and support services they need to enroll in and complete a high-quality educational program. 3.3 Postsecondary student aid delivery and program management is efficient, financially sound, and customer-responsive. 3.4 All educationally disadvantaged adults can strengthen their literacy skills and improve their earning power over their lifetime through lifelong learning. 	<p><u>Objectives</u></p> <ul style="list-style-type: none"> 4.1 Our customers receive fast, seamless service and dissemination of high-quality information and products. 4.2 Our partners have the support and flexibility they need without diminishing accountability for results. 4.3 An up-to-date knowledge base is available from education research to support education reform and equity. 4.4 Our information technology investments are sound and used to improve impact and efficiency. 4.5 The Department's employees are highly skilled and high performing. 4.6 Management of our programs and services ensures financial integrity. 4.7 All levels of the agency are fully performance-driven.

Distribution of FY 2000 Funding and Staffing by Objective			
	Program (\$ In millions)	S&E Funding (\$ In 000s)	Staffing (FTE)
Total—unduplicated	\$42,947.3	\$1,108.1	4,749
Goal 1: Help all students reach standards.	\$10,999.1	\$39.6	339
<i>Objective 1.1. States develop and implement standards</i>	<i>\$608.1</i>	<i>\$14.6</i>	<i>117</i>
<i>Objective 1.2. School to work</i>	<i>\$1,818.3</i>	<i>\$3.2</i>	<i>29</i>
<i>Objective 1.3. Strong, safe, drug-free schools</i>	<i>\$2,770.0</i>	<i>\$9.5</i>	<i>94</i>
<i>Objective 1.4. Talented and dedicated teachers</i>	<i>\$2,777.7</i>	<i>\$2.4</i>	<i>22</i>
<i>Objective 1.5. Families and communities</i>	<i>\$1,907.0</i>	<i>\$3.7</i>	<i>15</i>
<i>Objective 1.6. Public school choice</i>	<i>\$305.0</i>	<i>\$3.3</i>	<i>33</i>
<i>Objective 1.7. Education technology</i>	<i>\$813.3</i>	<i>\$2.9</i>	<i>29</i>
Goal 2: A solid foundation for all children	\$14,657.2	\$34.7	333
<i>Objective 2.1. All children ready to learn</i>	<i>\$1,863.0</i>	<i>\$6.2</i>	<i>62</i>
<i>Objective 2.2. All children able to read by 3rd grade</i>	<i>\$6,998.3</i>	<i>\$7.2</i>	<i>70</i>
<i>Objective 2.3. All 8th graders master math</i>	<i>\$3,075.0</i>	<i>\$5.0</i>	<i>50</i>
<i>Objective 2.4. Special populations help</i>	<i>\$2,720.9</i>	<i>\$16.3</i>	<i>151</i>
Goal 3: Postsecondary education and lifelong learning	\$16,829.5	\$755.3	1,981
<i>Objective 3.1. Secondary students- information & support</i>	<i>\$1,074.2</i>	<i>\$4.9</i>	<i>49</i>
<i>Objective 3.2. Postsecondary students- financial aid & support</i>	<i>\$12,425.5</i>	<i>\$151.5</i>	<i>1,502</i>
<i>Objective 3.3. Postsecondary aid system</i>	<i>\$0</i>	<i>\$570.9</i>	<i>204</i>
<i>Objective 3.4. Lifelong learning</i>	<i>\$3,329.8</i>	<i>\$28.0</i>	<i>226</i>
Goal 4: ED a high-performance organization	\$385.5	\$278.5	1,372
<i>Objective 4.1. Customer service</i>		<i>\$29.6</i>	<i>202</i>
<i>Objective 4.2. Support for ED partners</i>	<i>\$38.0</i>	<i>\$9.3</i>	<i>90</i>
<i>Objective 4.3. Research and development</i>	<i>\$347.5</i>	<i>\$48.6</i>	<i>460</i>
<i>Objective 4.4. Information technology</i>		<i>\$42.7</i>	<i>103</i>
<i>Objective 4.5. ED workforce/operational support</i>		<i>\$89.8</i>	<i>172</i>
<i>Objective 4.6. Financial integrity</i>		<i>\$52.6</i>	<i>314</i>
<i>Objective 4.7. Performance management</i>		<i>\$5.9</i>	<i>31</i>
Civil Rights	76.0		724

**US Department of Education
Principal Operating Components
Staff Organization**

Management

- Office of the Secretary (OS)
- Office of the Deputy Secretary (ODS)
Executive Management Committee
- Office of the Under Secretary (OUS)
Budget Office
Planning and Evaluation Service

Program Offices

- Office of Bilingual Education and Minority Languages Affairs (OBEMLA)
- Office for Civil Rights (OCR)
- Office of Educational Research and Improvement (OERI)
- Office of Elementary and Secondary Education (OESE)
- Office of Postsecondary Education (OPE)
- Office of Special Educational and Rehabilitation Services (OSERS)
- Office of Student Financial Assistance Programs (OSFAP)
- Office of Vocational and Adult Education (OVAE)

Staff Offices

- Office of the Chief Financial Officer (OCFO)
- Office of the Chief Information Officer (OCIO)
- Office of the General Counsel (OGC)
- Office of Inspector General (OIG)
- Office of Intergovernmental and Interagency Affairs (OIIA)
- Office of Legislation and Congressional Affairs (OLCA)
- Office of Management (OM)

Headquarters and Regional Office Locations

The Department is headquartered, and has most operations, in Washington, DC where the staff of approximately 3600 occupies parts of several buildings including Regional Office Building 3 (ROB3), Federal Office Building 6 (FOB6), the Mary E. Switzer Building (MES), Capitol Place, and at L'Enfant Plaza. The Secretary's office is in Federal Office Building 6 at 400 Maryland Avenue. Additionally, there are over 1400 staff members who work in the Department's ten Regional Offices, each of which is headed by a Secretary's Regional Representative. These regional representatives serve as liaisons to state, local, and private education organizations and as advocates for the administration's policies.

The department's USPS mailing address is:

U.S. Department of Education
Washington, D.C. 20202

REGIONAL OFFICE ADDRESSES		
REGION	STATES	ADDRESS
I.	CT, MA, ME, NH, RI, VT	US Department of Education 540 McCormack Courthouse Boston, MA 02109-4557
II.	NJ, NY, PR, VI	US Department of Education 75 Park Place, 12 th Floor New York, NY 10007
III.	DE, DC, MD, PA, VA, WV	US Department of Education 400 Maryland Avenue, SW, Room 5E311 Washington, DC 20202 US Department of Education The Wanamaker Building 100 Penn Square East — Suite 505 Philadelphia, PA 19107
IV.	AL, FL, GA, KY, MS, NC, SC, TN	US Department of Education 61 Forsyth Street, SW, Suite 19T40 Atlanta, GA 30303
V.	IL, OH, IN, WI, MI, MN	US Department of Education 111 North Canal Street, Suite 1094 Chicago, IL 60606-7204
VI.	AR, LA, NM, OK, TX	US Department of Education 1999 Bryan Street, Suite 2700 Dallas, TX 75202-6817
VII.	IA, KS, MO, NE	US Department of Education 10220 North Executive Hills, Blvd. 7 th Floor, Suite 720 Kansas City, MO 64153-1367
VIII.	CO, MT, ND, SD, UT, WY	US Department of Education Regional Office, Federal Building 1244 Speer Blvd. Suite 310 Denver, CO 80204-3582
IX.	AS, AZ, CA, GU, HI, NV, CNMI	US Department of Education 50 United Nations Plaza, Room 205 San Francisco, CA 94102
X.	AK, ID, OR, WA	US Department of Education Jackson Federal Building 915 2 nd Avenue, Room 3362 Seattle, WA 98174-1099