PRODUCT DESCRIPTION

DEPARTMENT OF VETERANS AFFAIRS
Office of Information & Technology

Chief Financial Officer and Chief Information Officer
Management Support Services

Date: August 9, 2017

1. Background

The Department of Veterans Affairs (VA) Office of Information Technology (OI&T) was established through Congressional direction in 2005 as the centralized Information Technology (IT) policy and mission execution organization and is uniquely chartered in Government to lead all facets of acquiring VA IT needs to include policy, requirements, systems development and delivery, operations and maintenance, and resource and asset management (people, systems, facilities, and funding). OI&T is composed of eight (8) major organizational elements/ pillars:

(1) Quality, Performance and Oversight
(2) IT Information Security
(3) Architecture, Strategy and Design
(4) IT Resources Management
(5) Enterprise Program Management Office (EPMO)
(6) IT Operations and Services
(7) Account Management Office (AMO)
(8) Strategic Sourcing

The management of each pillar reports up to the OI&T senior leadership. Each major organizational element within OI&T is responsible for the main functional areas, which include:

- Organizational Design
- Development processes/practices, including Lifecycle Processes for high profile and large IT programs/projects
- Operational/Sustainment Processes/Security
- Alignment with IT and business priorities
- Product Delivery/Testing Environment
- Customer Experience Model
- Stakeholder Engagement Model
- Transformation Planning/Performance and accountability processes/practices
- Transformation Initiatives, Governance, and Extended Compliance Assessment

OI&T provides IT support across VA to ensure that the mission, vision, and strategic objectives of VA's Agency Priority Goals (APG) are met. VA has a complex and critical mission that serves a population of over 22 million Veterans. VA administers approximately $47 billion in Veterans' benefits payments by managing one of the world's largest hospital networks (150 medical centers, 821 Community-Based Outpatient Clinics, 131 National Cemeteries, and 57 Veterans Benefits Administration Regional Offices) that provide care for 8.7 million Veterans annually. VA's Office of the Assistant Secretary for Information and Technology, Chief Information Officer (CIO) is critical to fulfilling this mission. The Secretary of VA depends on OI&T and the many Information Management/Information Technology (IM/IT) systems to meet mission goals.

2. Objectives

The VA is currently receiving these services from various contracts within OI&T. It is the intent of the organization to award an IDIQ and issue multiple task orders at the time of award. To ensure continuity of service, the current service provides will continue for 30 days after award. Currently there are approximately 75 resources support VA performing the tasks being solicited. Awardees will be required to provide resources that can fulfill these requirements without relying on acquiring 100% of incumbent resources. The goal of this solicitation is to provide the VA OI&T with a variety of resources with the skills that can fulfill the requirements delineated in the PWS.

3. Terms & Definitions (To Be Filled in Later)

4. Applicable Documents (To Be Filled in Later)

5. Scope of Work

OI&T and the Chief Information Officer (CIO) require objective, data-driven, transparent analysis to inform strategic investment decisions by the Secretary and Deputy Secretary of Veterans Affairs. To address this requirement, OI&T is synchronizing its core business processes with the Department s Planning, Programming, Budgeting, and Execution (PPBE) system. The contractors will be expected to provide technical support in the conduct of operations research methods and analysis techniques during the programmatic resource integration and analysis phases of PPBE. The operations research analysis will a focus on identifying, analyzing, and assessing programmatic resource requirements, prioritization methodologies, trade-offs and options analysis, and the risks associated with those trade-offs and options. The level of support sought requires unique training and skill sets that are not readily available in sufficient numbers within VA.

The sub-domains of the financial services support required to assist in the operation and management of an over four billion dollar enterprse are as follows

- Financial Management Support: The methodology and activities associated with the governance of financial resources within a nationwide, $4 billion organization employing in excess of 8,000 people
- Financial Analytics: The review and analysis of elements of a financial operation to make data-driven decisions
- Financial Business Process Improvement: The use of analysis, data, and best practice implementation to yield improvements to financial business processes
- Planning, Programming, Budgeting, and Execution (PPBE) Support: The allocation of resources that ensures that programs are executed in conjunction with a strategic plan and budgetary controls through all phases of PPBE – creation of plans, development of programs, formulation of budgets to support those programs, and the tracking of obligations and expenditures against approved budgets in a $4 billion enterprise
- Financial Internal Controls: The achievement of operational efficiencies through financial reporting, policy compliance, and regulatory oversight to assist in reporting progress and outcomes to the Office of Management and Budget, other Executive branch oversight organizations, the General Accountability Office, and Congress

- Special Studies and Analyses: Special projects that allow VA to obtain additional information about an emerging need or capability, as well as improved efficiencies in managing the financial resources needed for OI&T to carry out its mission, goals, and objectives

For CIO Support Services, it is expected that the contractor will be able to prepare senior executive level briefings, presentations, attend required program meetings, and participate in conference calls as directed. Further, the contractor is expected to meet the many challenges that the CIO Support Services faces including, but not limited to: ensuring VA's IT landscape is secure, proper architectural designs are in place, and the challenge of driving a large, complex, nationwide IT organization into transformation efforts that are developed, supported, and executed by OI&T to support VA and achieve the Secretary's MyVA vision for truly Veteran-centric services and capabilities.

In addition, the sub-domains of the CIO support are as follows:

- Cybersecurity: Protection of electronic data against unauthorized use
- Human Capital Optimization: Development of specific structures to leverage the experience, skills, and capabilities of human resources within an organization
- Strategic Sourcing: Ensures that VA consistently receives innovative, best-in-class products and services from suppliers at the best price. This subsequently allows VA to deliver outcomes that improve the Veteran experience
- VA Enterprise Program Management Office (EPMO): Support the development and implementation of program management standards, doctrines, methodologies, and best practices with VA s EPMO organization
- IT Strategy Augmentation and Implementation: Processes and procedures to modify existing IT strategy and prepare for institutional incorporation
- VA Office of Information and Technology (OI&T) Process Optimization: Review and recommendation of modifications to existing process to drive new capabilities
- Other Transformational Activities: Other activities as assigned in Enterprise Data Management Office (EDMO), Facilities Management, Managed Services, Cloud Transition and Transformation, IT Operations Transformation, and Data Network Consolidation

6. Performance Details

6.1.   Order Type
The base contract will be an Indefinite Delivery/Indefinite Quantity agreement. The authorized contract type (s) for individual task order are Fixed Price, Labor Hour and Cost Reimbursable.

6.2.   Performance Period
The period of performance is one (1) twelve-month Base Period and four (4) twelve-month Option Periods.

6.3.   Hours of Coverage
The hours of coverage will be dictated by individual task orders.

6.4.   Place of Performance

The primary place of performance is Washington, DC. Individual task orders will specify place of performance.

6.5.   Contractor Travel

Individual task orders will specify the requirement for Contractor travel. All travel shall be conducted in accordance with Section G Clause xxx of the Base ID/IQ contract.

7. Specific Tasks and Deliverables

7.1. Financial Analytics Support

The Contractor shall provide experienced resources that can create ad hoc analysis in response to requests to answer specific business questions and forecast possible future financial scenarios. Specific financial analytic performance support shall include:

(1) Review and analyze VA financial data to determine availability, quality, and whether the data meets Activity Based Costing (ABC) reporting requirements.
(2) Monitor the execution of actuals versus budget for each IT administrative portfolio, to identify trends, and provide recommendations for corrective actions.
(3) Assist in developing corrective action plans, as required, when it is determined that a portfolio is over or under plan by more than 5%
(4) Periodic analytics and reporting on travel and purchase card usage.
(5) Conduct business and financial analytics studies using data-driven methodologies to identify and qualify potential operational efficiency improvements.
(6) Conduct analysis to identify options and trade-offs for program planning and program portfolio composition.
(7) Perform analysis of Departmental financial results of operations.
(8) Conduct analysis of program effectiveness and efficiency incorporating budget, financial and operational results.
(9) Conduct deep-dive analysis of financial transactions accounting code structures to determine trends, anomalies and potential improvements.

7.2. Financial Management Support

The Contractor shall provide experienced resources that can assist the Government with accomplishing tasks related to planning, directing, monitoring organizing and controlling financial resources in an efficient and effective manner. Specific financial management support shall include:

1. Preparing the required annual and periodic Financial Management statement certifications required for overall financial status, program and/or project certification acceptance prior to approval of payment(s) and audit certifications to ensure financial internal controls are operating as intended.
2. Conducting cost benefit analysis to ensure cost feasibility of improvement
3. Assisting with Office of Management and Budgeting (OMB) reporting and compliance in:

a. Evaluation and analysis of current financial business processes to ensure compliance with OMB guidance
b. Development and review of OMB-300 submissions
c. OMB reporting requirements (IT – Sep and Jan reporting) and Enterprise Program Management Office – Monthly (Major Business Case Detail)

4. Implementing recommendations from external audit organizations.
5. Preparing annual and periodic statements and certifications.
6. Track and analyze accounting transaction data and analyze for validity.
7. Prepare reconciliation process support and maintain a status log of Aged Undelivered Orders (UDOs) and Accounts Payable; and
8. Assist in financial activities such as:
   a. Accounting Structures
   b. Trial Balance Analysis
   c. Audit Preparedness and Resolution Support
   d. Program Cost Evaluation and Diagnosis
   e. Financial and Accounting standards, policies, procedures, guidelines, and regulations
   f. Evaluating Financial and Accounting Data for Use (e.g., Account Codes)
   g. Federal Payments and Collections
9. The contractor shall assist in:
   a. Identifying and recommending corrective actions related to the execution of Aged Undelivered Orders and Accounts Payable for the current and prior year;
   b. Researching policies, regulations, accounting standards and pronouncements to resolve complex accounting issues, questions and findings;
   c. Reconciling processes of Aged Undelivered Orders and Accounts Payable for the current and prior year
10. Develop business processes around Federal Advances.
11. Provide recommendations and initiatives for improvements to reduce overall costs, including, but not limited to, business case analyses, cost benefit analyses, and e-business solutions
12. Capture and test data identifying business process control weaknesses
13. Evaluate and analyze business processes to identify deficiencies that affect proper reporting of appropriation allotments
14. Identify business process improvements that align operations with audit readiness and, using appropriate change management techniques and processes, assist in their implementation
15. Identify and assist in implementing the most efficient/effective processes to support successful programs, operations, activities, and objectives
16. Assist in addressing weaknesses found in risk and internal control assessments, to include the testing of changed internal controls
17. Implement recommendations from external audit organizations
18. Prepare annual and periodic statements and certifications
19. Conduct studies of potential financial management business process improvements that incorporate leading practices
20. Conduct research to identify and qualify methods for increasing financial reporting transparency and usability

21. Track accounting transaction data and analyze for validity
22. Prepare reconciliation process support and maintain a status log of Aged Undelivered Orders (UDOs) and Accounts Payable
23. Assist in:
    a. Identifying and recommending corrective actions related to the execution of Aged Undelivered Orders and Accounts Payable for the current and prior year;
    b. Researching policies, regulations, accounting standards and pronouncements to resolve complex accounting issues, questions and findings;
    c. Documenting critical business processes and required assessments throughout the year; and
    d. Developing a business process for Federal Advances, which includes documentation, capturing data and reports, identifying proper obligations and a business process to offset advances

7.3. Travel and Purchase Card Program Support

The Contractor shall provide experienced resources that can assist the Government with oversight and management of the travel and purchase card program. Specific task requirements are:

1. Updating and maintaining organizational financial codes and users in the VA Integrated Funds Distribution, Control Point Activity, Accounting and Procurement (IFCAP) system.
2. Creating and maintaining user accounts approval list in the E-Gov Travel System (ETS) and the servicing bank's Electronic Access System (EAS).
3. Prepare compliance reports and analysis using data extracted from VA, E-Gov Travel System, and servicing bank's Electronic Access System (EAS) systems
4. Report on suspected misuse of travel and purchase cards
5. Deliver flexible accessibility of training sessions for:
    a. Travel and charge card policy and procedures
    b. Technical assistance and support to OI&T procurement and travel systems
6. Monitoring and reviewing:
    a. Travel and charge card request, transactions and documentation for policy violations and compliance;
    b. Conference requests and documentation for policy violations and compliance.
7. Update and maintain organizational financial codes and users in the VA Integrated Funds Distribution, Control Point Activity, Accounting and Procurement (IFCAP) system
8. Create and maintain user accounts, approval list in the E-Gov Travel System (ETS) and the servicing bank's Electronic Access System (EAS)
9. Deliver virtual and face to face
    a. Training sessions based on travel and charge card policy and procedures;
    b. Training sessions on IFCAP; and
    c. Technical assistance and support to OI&T procurement and travel systems

7.4. Financial System Transition

7.4.1.   Migration of Financial Data

The Contractor shall provide experienced resources that can assist the Government with transitioning key interface functionality for all system components being replaced to allow the target solution to integrate with legacy VA systems not targeted for replacement. Specific task requirements include:

1. Migrate open balances and contracts from VA's legacy systems to the target FSSP environment (historical reporting for data prior to the migration to the Federal Shared Service Provider (FSSP) will be performed based on extracts/archives from VA's legacy systems)
2. Determine, and assist in implementing, changes required to interface Budget Formulation activities in OI&T to the Budget Formulation module in the target solution
3. Migrate aspects of VA's legacy Inventory Management applications to the target solution
4. Assist with the transition of the Financial Management System by coordinate with OI&T, to perform analysis of the FMS shared services options available to the department – the Contractor shall provide a FMS Analysis document to support moving processes to be aligned with the new shared services. (Optional Task)

7.4.2.   Development and Implementation of Related Solutions

The Contractor shall provide experienced resources that can assist the Government with development and implementation of financial related solutions. Specific task requirements include:

1. Assist in implementing a new business intelligence (BI)/Data warehousing (DW) solution to provide transactional and managerial reporting.
2. Assist in implementing a new fixed assets solution.

7.4.3.   Certifications

The Contractor provide skilled and experienced resources that can assist the Government with certifying all open balances and contracts were successfully migrated to the target FSSP environment.

7.5. Activity Based Costing (ABC)

7.5.1.   Cost Accounting Model

The Contractor shall assist the Government with the collection, recording, classifying, analyzing, summarizing, allocating and various alternative courses of action & control of costs. The objective of this task sub-component is to provide advice on the most appropriate course of action based on the cost efficiency and capability. Specific task requirements are:

1. The contractor shall produce an appropriate OI&T cost accounting methodology/ model for current and future state with accompanying reports
2. The contractor shall leverage models to support Budget and Finance functions.
3. Develop an appropriate OI&T cost accounting methodology
4. Undertake a related cost accounting model build/maintenance effort to include:
5. Configuring and maintaining a software solution;

6. Build current state and to-be models and reports;
7. Calibrate, validate, and refine models; and
8. Leverage models to support Budget and Finance functions
9. Aid in maturing this capability within the Government – the model orientation should describe cost of services provided, rather than a focus just on organizational cost

7.5.2. Activity Based Costing Methodology

The contractor shall provide experienced resources that can implement and maintain an Activity Based Costing (ABC) methodology and associated (model) that provides the OI&T leadership with increased insight, oversight, and accountability, over the current requirements-based and line-item incremental budgeting processes. The ABC model support services shall include, but not be limited to, the following elements:

1. The contractor shall implement and maintain an Activity Based Costing (ABC) methodology and associated (model) that provides the OIT leadership with increased insight, oversight, and accountability, over the current requirements-based and line-item incremental budgeting processes (ABC is a method of budgeting in which the activities that incur obligations in every functional area of an organization or programmatic work structure are recorded and their relationships are defined and analyzed. Activities are tied to the organizational or programmatic requirements outputs/outcomes. In ABC, the positive link between activities, requirements, and outcomes to the obligations that they incur provides a demonstrable basis for budget estimation and formulation, execution, and reporting and analysis.) – the objective of the ABC model is to positively link workload to full cost and the model shall:
   a) Be simple as possible to understand, administer and implement;
   b) Be repeatable and extensible across the entire OIT organization by fiscal year, utilizing the IT Appropriations and use of common data, definitions and information that are clear and standardized across OIT;
   c) Be based on the OIT organization, activities and resources and also include allocated costs that may derive from other OIT organizations; and
   d) Directly align the allocation and obligations of all OIT resources to a prescribed set of activities and sub-activities (to be provided by OIT)
2. Support Activity Based Costing for all OIT by:
   a. Collecting and documenting business and reporting requirements that will need to be supported by an ABC software tool;
   b. Reviewing and analyzing VA financial data to determine availability, quality, and whether the data meet the ABC reporting requirements;
   c. Implement and administer a software tool that can support the requirements for VA OIT's ABC;
   d. Generate reports and data showing results from the ABC model for OIT business lines;
   e. Create a methodology and design of an ABC model that includes the table structure, data collection approach, assignment of budget data to activities, data requirements, and reporting levels;
   f. Document model methodology and provide analysis using reports produced from ABC Model; and

g. Develop an implementation plan ("Roadmap") for implementing the ABC Model across all of VA OIT and include all OIT operations – this implementation plan will be updated (if necessary) after completion of each divisional model to incorporate lessons learned and to provide a more specific deliverable schedule for upcoming divisional models

7.5.3.   Financial Business Process Improvement

The Contractor shall provide experienced resources that can assess, recommend and measure flow through processes with the intent to identify waste and barriers to efficiency. Specific requirements include:

1. The contractor shall document critical business processes and assessments to chart improvements;
2. The contractor shall provide recommendations and initiatives for maturing and improving OI&T processes to reduce overall costs, including, but not limited to, business case analyses, cost benefit analyses, and e-business solutions;
3. The contractor shall support Activity Based Costing for all OI&T by:
   a. Collecting and documenting business and reporting requirements that will need to be supported by an ABC software tool;
   b. Transitioning key interface functionality for all system components being replaced to allow the target solution to integrate with legacy VA systems not targeted for replacement;
   c. Implementing a new business intelligence (BI)/data warehousing (DW) solution to provide transactional and managerial reporting;
   d. Migrating open balances and contracts from VA's legacy systems to the target FSSP environment (historical reporting for data prior to the migration to the FSSP will be performed based on extracts/archives from VA's legacy systems)
   e. Determining and implementing changes, that are required to interface Budget Formulation activities in OI&T to the Budget Formulation module in the target solution
   f. Implementing new Activity Based Costing Fixed Assets solution collate all fixed assets against supported activities to capture the costs correctly
   g. Migrating aspects of VA's legacy Inventory Management applications to the target solution
4. The contractor shall develop long-term recommendations on how to mature the ABC capability
5. The contractor shall update existing documented process activities in the OI&T approved tool to reflect revised MYP and budget formulation processes and procedures.
6. The contractor shall develop and draft, with VA PM approval, Standard Operating Procedures (SOPs) for common budget formulation tasks and reports.
7. The contractor shall develop Program-budget business process, to include management of and participation in the Business Intake Processes and budget management controls.
8. The contractor shall assure that financial commitments and obligations are made only within approved BOP line item budget and scope constraints.
9. The contractor shall conduct continuous improvement of performance measure workflow processes by providing recommendations for Government approval and implementing them upon VA approval.

10. The contractor shall conduct studies of potential financial management business process improvements that incorporate leading practices.
11. The contractor shall conduct research to identify and qualify methods for increasing financial reporting transparency and usability.

7.6. Planning, Program, Budget, and Execution (PPBE) Support

7.6.1.   PPBE

The Contractor shall provide experienced PPBE personnel and resources that can assess, recommend and new aid implementation of new processes and protocols with the intent to identify waste and barriers to efficiency. Specific requirements include:

1. The contractor shall develop and deliver an update to the existing database management plan for the Multi Year Program Module of the OI&T approved tool or Budget Tracking Tool (BTT).
2. The contractor shall assist in developing and drafting, with VA Program Manager (PM) approval:
    a. MYP Guidance
    b. IT MYP Program Objective Memorandum (POM)
    c. The contractor shall develop briefing packages for consumption by IT Governance Boards and leadership regarding MYP that reflect resource allocation decisions made during the annual Multi-year programming effort, issues and risks, long-term goals supported by the MYP, and the financial highlights & takeaways.
    d. The contractor shall develop briefing packages used to inform key officials and IT governance bodies that reflect the status of Budget Year decisions regarding costs associated with IT system development, modernization, enhancement; costs associated with operations and maintenance of IT systems; pay and associated costs; and capital asset acquisition of IT systems including management and related contractual costs.
3. The contractor shall assist in the review and financial analysis of data entered the MYP Module of BTT or OI&T approved tool by OI&T offices that will be used to inform key officials involved in making budgetary decisions
4. The contractor shall generate, as required, data relationships between the OI&T investment structure scheduled for implementation in Budget Year (BY) 2019 and the current investment structure.
5. Provide support for timely responses to Questions for the Record (QFR) from OMB or Congress.
6. Assist in the maintenance, synchronization, and modification of budget artifacts with current budgetary data to support the Congressional Budget Justification.
7. Assist in validating budgetary material coming in from OI&T elements that report to the CIO
8. Assist in the development of new efforts (to include identification of key deliverables) that may be required to be part of the budget as a result of discussions between OI&T and its business partners.
9. The contractor shall assist in the development of new efforts (to include identification of key deliverables) that may be required to be part of the MYP as a result of discussions between OI&T and its business partners.

7.6.2.   IT Multi-Year Programming

The Contractor shall provide experienced resources that can help the Government in developing a robust IT Multi-Year Programming (MYP) guide that will direct the process, provide guidelines and outlines the most critical functions and activities as part of the IT MYP process. Specific requirements include:

1. Assist in developing and drafting, with VA PM approval, the MYP Guidance including its appendices that defines the IT Multi-year programming process, provides clear guidelines for completing the multi-year program, and includes a calendar of critical activities
2. The contractor shall develop and deliver an updated BTT or OI&T approved tool MYP User Guide whose purpose is to instruct customers in the usage of BTT's or OI&T approved tool MYP Module.
3. The contractor shall develop and deliver, with VA PM approval, an MS InfoPath form or OI&T-approved tool that would be used to collect MYP program or project narrative information.
4. Deliver, with VA PM approval, the IT MYP Program Objective Memorandum (POM) which is the result of the OI&T MYP process and provides the basis for developing the Congressional Budget Justification (CBJ)
5. Develop and deliver an update to the existing database management plan for the MYP Module of the OI&T approved tool or Budget Tracking Tool (BTT)
6. Develop and deliver an updated BTT MYP User Guide whose purpose is to instruct customers in the usage of the OI&T approved tool or BTT's MYP Module
7. Develop and deliver, with VA PM approval, an MS InfoPath, or equivalent, form that would be used to collect MYP program or project narrative information
8. Develop and draft, with VA PM approval, briefing packages for consumption by IT Governance Boards and leadership regarding MYP that reflect resource allocation decisions made during the annual Multi-year programming effort, issues and risks, the long-term goals supported by the MYP, and the financial highlights & takeaways
9. Assist in the review and financial analysis of data entered the MYP Module of the OI&T approved tool or BTT by OI&T offices that will be used to inform key officials involved in making budgetary decisions
10. Assist in the development of new efforts (to include identification of key deliverables) that may be required to be part of the MYP as a result of discussions between OI&T and its business partners
11. Generate, as required, crosswalks of the data between the OI&T investment structure scheduled for implementation in BY2019 and the current investment structure
12. Update, as required, documented process activities in ProPath, or equivalent, to reflect revised MYP processes and procedures

7.6.3.   IT Budget Formulation

The Contractor shall provide experienced resources that can assess, recommend and aid the implementation of IT system development, modernization, and enhancement. Specific requirements include:

1. Assist in developing and drafting, with VA PM approval, briefing packages used to inform key officials (Executive Director/IT Budget & Finance, DAS/IT Resource Management, AS/IT, DAS/OM) and IT governance bodies that reflect the status of Budget Year decisions regarding costs associated with IT system development, modernization, enhancement; costs associated with operations and maintenance of IT systems; pay and associated costs; and capital asset acquisition of IT systems including management and related contractual costs
2. Provide support for timely responses to Questions for the Record (QFR) from OMB or Congress
3. Develop and draft, with VA PM approval, Standard Operating Procedures (SOPs) for common budget formulation tasks and reports
4. Update documented process activities, as required, in ProPath to reflect revised budget formulation processes and procedures
5. Assist in validating budgetary material coming in from first-tier OI&T organizations (those that report directly to the VA CIO)
6. Assist in the development of new efforts (to include identification of key deliverables) that may be required to be part of the budget as a result of new requirements pursuant to discussions between OI&T and its business partners
7. Identify best practices for budget planning activities

7.6.4. IT Budget Execution and Analysis (IT BEAS)

The Contractor shall provide experienced resources that can provide assessments, analysis, and strategic recommendations as the Government alters its IT BEAS to fit the changing program mission. Specific requirements include:

1. Provide strategic budget planning and analysis incorporating policy updates, legislative changes, analysis of mission performance and mission results.
2. Provide impact assessments of new and emerging budget policies released by oversight
3. Conduct assessments of budget policy compliance, report findings and assist with implementation planning
4. Coordinate annual plan development for first-tier OI&T organizations (those that report directly to the CIO). The Contractor shall maintain contact with each of the OIT Program Office budget staffs on a daily basis to advise:
   a. Budget Year BOP development,
   b. Daily budget execution management and analysis,
   c. Weekly, monthly status reports
   d. Preparation for quarterly budget reviews, and
   e. End-of-year reporting
5. Provide the necessary labor and technical expertise to provide augmentation support to the full administration of the various OI&T Budget Divisions' operations, and activities under the instruction of the BEAS supervisor
6. Perform a wide variety of administrative, operational, and technical functions to assist OI&T Budget Divisions in the execution of the OI&T appropriated yearly budgets. The contractor will be required to sign a Non-Disclosure Statement. The work tasks will include assisting the members of the Budget Division in any of the following work task areas:

a. Provide Budget Tracking Tool (BTT) analytics, research, accounting and lockdown (conference-meeting) support
b. Enter budget data into the BTT
c. Support sustainment and enhancements to the Budget Tracking Tool (BTT), to include incorporation and interfaces to VA acquisition and financial management
d. Serve as a financial subject matter expert and liaison to individual pillar budget offices
e. Develop annual BOP accountability structures
f. Provide the data for pay and non-pay funds for weekly, monthly and quarterly reports and reviews
g. Support efforts in providing data for reprogramming, monthly Congressional reports, and Congressional certifications

7. Develop the program-budget business process, to include management of and participation in the Business Intake Processes and budget management controls
8. Prepare the monthly project funds control sheets for projects as assigned, track spend plans, report forecasts and actual monthly plans, report forecasts and actual monthly costs, status cost variances and un-liquidated obligations, and obligation reports
9. Prepare and present Monthly Funds Control Sheets and Annual Spend Plans for the Budget Director, Budget Team Lead, and the customers of the Budget Division.
10. Compile, track, analyze, and report spend plan forecasts and actual costs monthly, status cost variances and un-liquidated obligations, and running cost and obligation reports.
11. Execution of the program-budget as allocated across the fund accounts to include obligations to meet development, operations and sustainment, and staffing requirements across the OI&T enterprise.
12. Assure that financial commitments and obligations are made only within approved BOP line item budget and scope constraints.
13. Support OIT budget officers and senior leaders with development and submittal of annual BOP within funding and management guidance and constraints.
14. Assess budget execution risks and report budget plans, status, projections, and risk to VA Executive leadership.
15. Provide administrative and meeting support. This activity will require support for major IT programs or program groups
16. Support for the Reimbursable and Interagency Agreement programs. The Reimbursable program requires numerous annual Memoranda of Understanding (MOU) and monthly collection activity for each MOU.
17. Support Internal Controls and monitoring of the Funds Control Process.
18. Monitor Change Request (CR) and Financial Change Request (FCR)
19. Track and provide a monthly status and quarterly report on the Undelivered Orders (UDOs) of contracts for the Budget Division.
20. Prepare charts and graphs as assigned on UDOs and other data as assigned.
21. Track and status monthly and report quarterly the Undelivered Orders on contracts for the Budget Division.
22. Assist in developing corrective action plans, as required, when it is determined that a OI&T-defined portfolio is over or under plan by more than 5%

7.7. Data Analytics and Performance Management (DAPM)

7.7.1. DAPM Capability

The Contractor shall provide experienced resources that can perform a wide variety of DAPM functions to satisfy the Government's analytical, diagnostics, evaluation and managerial requirements. The Contractor shall assist in developing a DAPM capability that, at a minimum, provides the analyses listed below:

      a. Performance Management Frameworks, Measurement, and Analysis
      b. Workforce Analysis and Management
      c. Program Impact Evaluation and Diagnosis
      d. Decision Analytics
      e. Evaluating and Diagnosing Finance and Accounting Data for Use (e.g.,Account Codes)

7.7.2. IT Financial Analysis and Evaluation

The Contractor shall provide experienced resources that can perform a wide variety of Financial Analysis and Evaluation functions to satisfy the Government's analytical, diagnostic, evaluation and managerial requirements. Specific requirements include, but are not limited to:

1) Conduct business and financial analytics studies using data-driven methodologies to identify and qualify potential operational efficiency improvements.
2) Conduct analysis to identify options and trade-offs for program planning and program portfolio composition.
3) Perform analysis of Departmental financial results of operations.
4) Conduct analysis of program effectiveness and efficiency incorporating budget, financial and operational results.
5) Conduct deep-dive analysis of financial transactions accounting code structures to determine trends, anomalies and potential improvements.
6) Establish a unified methodology within OI&T to prioritize programs and projects for funding, and to create and deliver a Program Prioritized List to support executive decision-making in realigning spend to meet mission requirements – the Contractor shall document the priority methodology in a Program Priority Methodology
7) Deliver a Benefits ("Value") Realization Approach Report, which documents their recommended approach – the Contractor shall implement, with COR concurrence, a Benefits ("Value") Realization approach for VA to systematically measure the benefits of its IT investment and the value provided to the internal or external customer
8) Review the operational processes of the Financial Analysis and Evaluation Services Directorate and provide an office standard operating procedures (SOP) document within four months after award – documentation shall include process descriptions and workflow diagrams as appropriate
9) Assist the Director of Data Analytics and Performance Management Directorate with developing and maintaining a Performance Reference Model (PRM) database daily – the Contractor shall recommend fields and ensure all required fields are maintained for each performance measure

entry, alerting the Director when inconsistencies are identified and offering analysis of resolution

10) Conduct ongoing research of reported performance measurement data providing summaries of findings – the Contractor shall identify and apply a variety of analyses approaches, to be complied and provided to the VA PM upon demand (estimated to be once per week), to determine:
   a. The impact of complex and inter-related issues such as the impact of budget execution on increment delivery;
   b. The effect of reduced marginal sustainment on projects;
   c. The impact on project delivery caused by a backlog in System Design Document reviews; the impact on project initiation caused by existing on-boarding activities. As examples, areas of analysis are expected to include: Financial Management, Planning, Programming and Budgeting, and Controls and Oversight and these analyses may require coordination and consolidation of responses to OMB and GAO inquiries and include the review of OMB Data Quality Reports based on VA quarterly submission data

11) Document the program execution status in the Quarterly Program Execution Assessment

12) Review the SOP discussed above quarterly (starting on the first quarter that is not less than two months after its creation) and offer suggestions for process improvement

13) Develop independent program analysis and evaluation methodologies, analysis of alternatives, business case analysis, life cycle cost estimates, programmatic work breakdown structures, requirements validation and resource capabilities assessments

14) Provide analytical support in the evaluation of OI&T operations, policies, and activities in concert with the Department's IT Performance Measurement and Evaluation process

15) Conduct experimental analyses that results in new design guidelines, and have a profound effect on program or mission capabilities and/or operating procedures

16) Support the development, communication and implementation of effective outcome based performance goals that align with strategic objectives and accurately reflect the implementation of OI&T programmatic areas

17) Apply organizational development principles when designing consultative interventions and working with management to develop, implement, and evaluate strategies that enhance organizational performance and overall productivity

18) Evaluate whether program execution meets stated objectives and determine variance where necessary

19) Document and present information in Analytical Tools for Visualization and Reporting (i.e. Microsoft Excel, SharePoint, Project) to consistently measure performance and benchmark against other government and commercial organizations, and to predict service needs

20) Determine program investment opportunities based on current or predictive performance and provide recommendations for proposed portfolio realignment based on analysis, to include budgetary and financial assessments of multi-year investment opportunities and assessments of risks by portfolio based on "what if" and "targeted budget reduction" analyses – the product of this being documented in a "Portfolio Project Realignment Assessment"

21) Develop, as requested, business cases associated with the program investment opportunities identified above that will allow OI&T to serve and support its business partners in VHA, VBA, NCA, and VA Staff Offices

22) Document and present information in the Business Intelligence Tool (e.g., Microsoft Excel) which combines and analyzes information from existing VA financial and budget data sources
23) Conduct periodic special studies and analysis to validate performance, program execution and funding decision for various IT Congressional Programs
24) Conduct independent reviews of VA, OI&T, and OI&T individual organizational strategic plans, and performance measures reporting documents to identify opportunities to improve alignment and to ensure all existing performance measures have been identified – measures shall be identified as leading (preferred) or lagging and categorized as input, process, output, or outcome indicators
25) Perform continual review of the requirements and updates from the Office of Management (OM) for the VA Monthly Performance Review (MPR) to ensure close alignment with various strategic plans and strategies identified for execution by OI&T – these documents range from overarching organizational strategic plans to policy documents, and include program operating plans
26) Prepare briefing materials, talking points, and any other communication products in accordance with the specified formats prescribed by OI&T policy to communicate the integration of internal and external performance measures, and to satisfy requirements for the VA MPR, above – progress on these efforts should be documented in a Bi-Weekly Status Report
27) Acquire expertise in each of the OI&T functional areas; i.e., service delivery, product delivery, and business operations in order to more easily assist with the production of performance measures reports for ITRM – this will require the Contractor to provide resources to each of the various sub-organizations within OI&T to assist their efforts in collecting and producing reports of performance measures directly assigned
28) Conduct continuous improvement of performance measure workflow processes by providing recommendations for Government approval and implementing them upon VA approval – the Contractor shall determine if additional improvement opportunities can be identified for streamlining the process and/or reducing redundancy and the Contractor shall document these recommendations in the Bi-Weekly Status Report, and this shall include assessment of overlapping data points between reports, and opportunities to re-purpose data and information where possible
29) Provide the analyses described in the preceding bullet in sufficient time for preparation for the Quarterly ITRM Performance Reviews

7.8. IT Transformational Studies

The Contractor shall provide the Government with resources that can conduct a wide variety of special studies and other analysis. Specific requirements include, but are not limited to:

1) The contractor shall initiate projects as requested (each project will be executed as a task order)
2) The contractor shall conduct research, business intelligence and market studies to obtain information on emerging needs and capabilities.
3) The contractor shall perform analysis to support government-wide financial and performance initiatives.

4) Have the ability to access VA information quickly and reliably, identify and interview stakeholders and decision-makers, and produce an assessment quickly upon completion of discovery and analysis
5) Develop business cases, as requested, in support of those studies deemed by VA management as being suitable for the investment of fiscal resources to implement

7.9. Cost Analysis and Estimation

The Contractor shall provide experienced resources that can provide all aspects of cost evaluations and analysis that the Government requires for the program mission. Specific requirements include, but are not limited to:

1) The contractor shall provide personnel to develop work breakdown structures in accordance with industry best practices
2) The contractor shall provide personnel to collect appropriate cost, schedule and technical data to support the development of a cost estimate to include data normalization
3) The contractor shall provide personnel to perform cost estimation using some combination of the various techniques including parametric modeling, predictive analytics, activity based costing, analogy and engineering build
4) The contractor shall provide personnel to perform sensitivity analysis and risk assessment of cost estimates using techniques including cost driver identification and variance, monte Carlo simulation and estimate confidence intervals
5) The contractor shall provide personnel to document all aspects of the cost estimate, identify the key cost drivers and format the results at an executive level in inform key decision making.

7.10. Evaluation of Alternatives

The Contractor shall provide experienced resources that can perform detailed business case analysis using decision criteria such as return on investment, net present value and breakeven analysis to support executive decision making. The Contractor shall provide personnel to perform detailed cost benefit analysis using both decision criteria present value and breakeven analysis including fixed and variable costs to support executive decision making. Lastly, the Contractor shall provide personnel to perform detailed analysis of alternatives including the identification of key performance metrics and consideration of both qualitative and quantitative aspects of all alternatives to support executive decision making.

7.11. Acquisition Cost Support

The contractor shall provide experienced resources that will:

a. Assist in the develop of request for proposals and/or information with a focus on section L and M and pricing tables.
b. Perform economic market research in accordance with industry best practice.
c. Perform cost evaluation of cost proposals to include data normalization and a deep understanding of commercial accounting systems and pricing

7.12. Earned Value Management (EVM)

The contractor shall provide experienced resources that will provide project tracking using earned value techniques such as schedule variance, cost variance and estimate at complete to support both project execution and executive decision making.   The contractor shall also provide resources to support an integrated baseline review to ensure earned value management compliance

7.13. Strategic Workforce Planning

The Contractor shall provide experience resources that can analyze the Government's strategic human capital requirements, document the results and provide recommendations to address the gap. Specific task requirements are:

1. The Contractor shall review and analyze VA's agency-level strategic plan; any existing Human Capital Strategic Plans, recruiting plans, successions plans, etc.; as well as any other relevant plans from VHA, VBA to determine work activities required to carry out the goals and objectives of the VA and align the workforce with the agency's short-term, mid-term, and long-term strategic objectives, as well as any human capital goals or constraints related to hiring, separations, budget, workforce mix (e.g., civilian, military, contractor, term, permanent, temporary), demographics (e.g., Veteran status, race, gender, disability status), specific departments and organization (e.g., VACO, NCA, VBA, VHA, OIT, OHR) GS-level or equivalent, job series, positions, and geographies (may include telework status).
2. The contractor shall conduct a workload staffing analysis This analysis should be grounded in a comparison/gap analysis of current OI&T levels, experience, expertise and other factors and what the ideal state for the OI&T workforce would be. From that comparison, the contractor shall develop a correction plan that incorporates, but is not limited to, the following correction methods to better utilize Government resources:
    a. Align IT workload requirements to staff activities
    b. Align staffing mix to support mission needs
    c. Determine the types of and regularity of training for staff to create and maintain a modern, agile and robust IT workforce.
3. The Contractor shall identify the relevant stakeholders within VACO, VHA, VBA, NCA, OIT, OHR, and other organizations who will need to confirm acceptance of the workforce plan.
4. The contractor shall provide staff as required to analyze the current workforce, identify current and projected skill gaps, and conduct workforce analysis.
    a. Analyze, document, and describe the current workforce resources in terms of workforce attributes including but not limited to key competencies, quantities, workforce mix (e.g., civilian, military, contractor, term, permanent, temporary), demographics (e.g., Veteran status, race, gender, disability status), department and organization (e.g., VACO, NCA, VBA, VHA, and other organizational information), GS-level or equivalent, job series, position, and geography (may include telework status) and how they will evolve over time through separations, accessions, and other changes to the workforce. Other organizational analyses such as span of control and the number of may be requested by VA.
    b. Segment the workforce to identify critical, strategic roles that are "mission critical" to VA-overall and to departments within VA.

    c. Develop specifications for the key competencies, job series, workforce mix, quantities, position within organizations, and location of workers and managers needed to accomplish the agency's strategic requirements and organizational capability needs while meeting organizational requirements including but not limited to budgetary constraints, headcount constraints, Veteran's hiring goals, diversity goals, etc., with an emphasis on mission critical roles.

    d. Determine, detail, and document the gaps exist between the current and projected workforce needs resources in terms of not only quantities (e.g., full time equivalents) of key competencies, but also other organizational attributes if goals exist for: workforce mix (e.g., civilian, military, contractor, term, permanent, temporary), demographics (e.g., Veteran status, race, gender, disability status), department and organization (e.g., VACO, NCA, VBA, VHA, OIT, OHR, and other organizational information), GS-level or equivalent, job series, position, and geography (may include telework status).

5. The Contractor shall develop a strategic enterprise workforce plan to close the gaps.

    a. The Contractor develop a plan including a detailed implementation timeline to close gaps with an emphasis on mission critical roles, steps to implement the strategies, and measures for assessing strategic progress. Strategies may include such talent management tools as recruiting, training/retraining, restructuring organizations in according with OPM and VA guidance, adjustments to workforce mix including use of contractors, succession planning, technological enhancements, etc.

    b. The Contractor shall confirm acceptance of the workforce plan with the relevant stakeholders within VACO, VHA, VBA, NCA, OIT, OHR&A, etc., as identified in Step 1.

6. The Contractor shall provide resources to support implementation of the plan, partnering with OHR&Aand other VA HR organizations, ensuring that human and fiscal resources are in place, roles are understood, and the necessary communication, marketing, and coordination is occurring to execute the plan and achieve the strategic objectives. Examples of the types of additional support activities the VA may request during this step include program management, strategic communications and stakeholder engagement, and change management.

7. The Contractor shall monitor progress against milestones, assessing for continuous improvement purposes, and adjusting the plan to make course corrections and to address new workforce issues.

8. Assist, as required, in the development of training episodes to effectuate the training identified above.

7.14. Procurement, Facilities and Performance Management Support

The Contractor shall provide an experienced resource that can assist the Government with managing a diverse set of facilities maintenance service providers. Specific task requirements include:

1. Providing a procurement coordinator with budget tracking and execution experience to support IT Space and Facilities Management Office

2. Providing:

    a. Advisory and provide analysis support in of government in reviewing facilities leasing/contracts execution

b. Technical expertise, advisory guidance and assistance to support the development of requirements in support of minor construction effort and procurements for facilities as part of the "E (Execution)" of PPBE, which includes:
- o Independent Government Cost Estimate (IGCE);
- o Market research;
- o Assistance in funds tracking;
- o Justifications for other than full and open competition;

3. Provide all associated actions to support processing an approved acquisition packet through the acquisition process to include assistance in uploading requirement packages into the Virtual Office Automated (VOA) system for solicitation and contract award. The process shall be documented and tracked through OI&Ts current budget process
4. Provide subject matter expertise for advisory guidance and assistance to management and technical personnel on the administration of the organization's technical requirements program, as it relates to contractual vehicles
5. Research, analysis, and recommendations as to courses of action with regard to pre and post award processes, to include scheduling and material support – recommendations made will require extensive in-depth analysis of undefined IT procurement related issues and problems
6. Assist management developing of new contractual guidance for OI&T organizations, particularly during the evolvement of various programs which support the VA mission, by using technical knowledge and expertise in accordance with federal acquisition and procurement methodologies, policies, regulations, and statutes
7. Review procurement directives to assure compliance with all regulatory policies and procedures for review, analysis and preparation of acquisition data
8. Develop acquisition policies and procedures for use by project office personnel in solving new or unique acquisition problems, associated with the submission of acquisition packages into IT Acquisition Request System (ITARS), the Budget Tracking Tool (BTT), and VOA

7.15. Administrative Support

The Contractor shall provide experience resources that can:

1. Provide meeting space for discussions at the request of the Government, and with appropriate advanced notification to be worked out between Government and Contractor
2. Capture and publish minutes of meetings that substantially describe the conduct and outcome of the session, along with documentation of any decisions that may have been rendered
3. Assist in the development, publication, and/or distribution of materials for meetings with sufficient lead-time in advance of the session, such lead-time being provided by the Government
4. Facilitate discussions at meetings when requested by the Government

8. General Requirements

8.1. Labor Categories

8.2. Method and Distribution of Deliverables

Table xx provides a list of deliverables that are direct outputs of tasks specified within this PWS. The Government will designate within individual task orders the deliverables required.

PWS Section	Deliverable	Format	Frequency
6.1	VA legacy data migration matrix/document		
6.1	FMS Analysis Document		
6.1	BI/ DW Transactional Report		
6.1	BI/DW Managerial Report		
6.1	Financial Management Process Gap Analysis		
6.2	Aged Undelivered Orders UDOs		
6.2	Accounts Payable status log		
6.2	Business Process and Required Assessments Annual Tracker		
6.2	Federal Advances Business Process		
6.3	Travel and Purchase Card compliance reports		
6.3	Travel and Charge Card Training Modules		
6.5.1	Cost Accounting Model		
6.5.2	Activity Based Costing methodology		
6.5.2	ABC Tool Requirements and Process Document		
6.5.2	OIT Business Lines Mapping to ABC Model		
6.5.2	ABC Table Structure		
6.5.2	ABC Data Collection Approach		
6.5.2	ABC Assignment of Budget Activities		
6.5.2	ABC Data Requirements Document		
6.5.2	ABC Reporting Levels		
6.5.2	ABC Roadmap/ Implementation Plan		
6.6.1	MYP Guidance		
6.6.1	IT MYP POM		
6.6.2	DB Management Plan		
6.6.1	BTT MYP User Guide		
6.6.1	MYP Program and Project Narrative Document		
6.6.1	PPBE Process Documents		
6.6.2	IT Governance Board Presentations		
6.6.2	Gap analysis of OI&T Investment Structure		
6.6.2	MYP Process Map		
6.6.3	Budget Year Briefings for Senior/Key Leadership		
6.6.3	QFR responses from OMB or Congress		
6.6.3	Budget SOPs		
6.6.4	Impact Assessments		
6.6.4	Budget Policy Compliance Report		
6.6.4	First – Tier OI&T Annual Development Plan		

6.6.4	Program Budget Business Procedure Document		
6.6.4	Monthly Project Funds Control Sheet		
6.6.4	Monthly UDO Status Report		
6.6.4	Quarterly UDO Status Report		
6.6.4	UDO Charts and Graphs		
6.7	DAPM Capability Matrix		
6.7.2	Program Priority Methodology		
6.7.2	Benefits Value Realization Approach Report		
6.7.2	Financial Analysis and Evaluation Services SOP		
6.7.2	Performance Reference Model Database		
6.7.2	Analysis of Alternatives		
6.7.2	Quarterly Program Execution Assessment.		
6.7.2	Analysis and Evaluation Methodology		
6.7.2	Business Case Analysis		
6.7.2	Life Cycle Cost Estimate		
6.7.2	Requirements Validation		
6.7.2	Resource Capabilities Assessment		
6.7.2	Performance and Benchmarking Reports		
6.7.2	Business Case Analysis for Program Investment Opportunities		
6.7.2	OI&T Policy Presentation		
6.7.2	Performance Measure Workflow Process		
6.13	Workload Staffing Analysis		
6.13	IT workload Requirements Staff Mapping		
6.13	Training Episodes		
6.14	ITAR Acquisition Policies and Procedures		
6.14	BTT Acquisition Policies and Procedures		
6.14	VOA Acquisition Policies and Procedures		
6.15	Meeting Minutes		

8.3. Performance Metrics

VA requires the Contractors to comply with the following performance management and reporting mechanisms for all the services. The Service Level Requirements are provided in the following table. The performance indicator type is specified in the table.

Proposed Service Level for Financial Management Support:

ID	Service Level	CPI or KPI	Calculation	How Measured	Measurement Window	Reporting Window	Acceptable Level of Performance
1	Financial Statement Package Run	TBD	Count of time to run the financial statement package	Amount of time to run the financial statement package	Monthly	Monthly	TBD

ID	Service Level	CPI or KPI	Calculation	How Measured	Measurement Window	Reporting Window	Acceptable Level of Performance
	Time						
2	Financial Statement Timeliness	TBD	Number of financial statements submitted on time per approved schedules / Total number of financials statements submitted	% of financial statements submitted on time per approved schedules	Quarterly	Quarterly	TBD
3	Financial Statements Compliance	TBD	Number of financial statements that are produced in the system in accordance with OMB Circular A-136 and Treasury requirements / Total number of financial statements that are produced in the system	% of financial statements that are produced in the system in accordance with OMB Circular A-136 and Treasury requirements	Quarterly	Quarterly	TBD

ID	Service Level	CPI or KPI	Calculation	How Measured	Measurement Window	Reporting Window	Acceptable Level of Performance
4	Travel System Administrative Change Timeliness	TBD	Number of Travel System administrative changes completed within 12 business hours of receipt of change / Total number of Travel System administrative changes completed	% of Travel System administrative changes completed within 12 business hours of receipt of change	Monthly	Monthly	TBD
5	Travel Payment Timeliness	TBD	Number of travel payments paid by Treasury within 6 government work days of receipt of approved travel voucher / Total number travel payments paid by Treasury	% of travel payments paid within 6 government work days of receipt of approved travel voucher	Monthly	Monthly	TBD
6	Travel Payment Processing Volume	TBD	Count of travel payments processed	Number of travel payments processed	Monthly	Monthly	TBD
7	Fund Balance with Treasury Difference	TBD	Fund balance net difference between the Customer and Treasury reports / Larger amount from Customer or Treasury report	% of fund balance net difference in total dollar amount between Customer and Treasury financial reports	Monthly: Due 15th calendar day after month end	Monthly: Due 15th calendar day after month end	TBD
8	Fund Balance with Treasury (FBWT)/1010 Reconciliation Aging	TBD	Count of days each item unreconciled between the accounting system and the Fund Balance with Treasury	Number of days for each item unreconciled between the accounting system and the Funds balance with Treasury	Monthly: Due 15th calendar day after month end	Monthly: Due 15th calendar day after month end	TBD
9	Federal Accounts Receivable	TBD	Count of Federal AR transactions	Number of Federal AR transactions	Monthly	Monthly	TBD

ID	Service Level	CPI or KPI	Calculation	How Measured	Measurement Window	Reporting Window	Acceptable Level of Performance
	(AR) Transaction Volume						
10	Federal Accounts Receivable (AR) Aging Count	TBD	Count of Federal AR over 90 days	Number of Federal AR over 90 days	Monthly: Due 10th calendar day after month end	Monthly: Due 10th calendar day after month end	TBD
11	Federal Accounts Receivable (AR) Aging Amount	TBD	Total dollar amount of Federal AR over 90 days	Dollar amount of Federal AR for over 90 days	Monthly: Due 10th calendar day after month end	Monthly: Due 10th calendar day after month end	TBD
ID	Service Level	CPI or KPI	Calculation	How Measured	Measurement Window	Reporting Window	Acceptable Level of Performance
12	Federal Advances Aging Count	TBD	Count of Federal advances with no activity for over 90 days	Number of Federal advances with no activity for over 90 days	Monthly: Due 10th calendar day after month end	Monthly: Due 10th calendar day after month end	TBD
13	Federal Advances Aging Amount	TBD	Total dollars in Federal advances with no activity for over 90 days	Dollar amount of Federal advances with no activity for over 90 days	Monthly: Due 10th calendar day after month end	Monthly: Due 10th calendar day after month end	TBD
14	Projects within Budget	TBD	Number of projects that met budget/ Total number of projects	The percentage of projects that did not go over/under their prescribed budget.	Monthly	Monthly	TBD
15	Cost Variance Analysis	TBD	Total Budgeted Cost /Total Actual Cost	Total Budgeted vs Actual Costs	Monthly	Monthly	TBD
16	Incorrect Cost Predictions	TBD	Total Incorrect Cost Predictions/ Total Predictions	Percentage of cost predictions that are incorrect	Monthly	Monthly	TBD
17	Staff time spent on costing activities	TBD	# of staff hours spent on costing activities/ 100	Number of staff hours spent on costing activities	Monthly	Monthly	TBD