

Department of Veterans Affairs



Information Technology Multi-Year Programming Guidance

FY 2016 – 2020

October 2013

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IT Multi-Year Programming Guidance FY 2016-2020

I. Purpose

The Information Technology Multi-Year Programming (IT MYP) Guidance provides direction to the Office of Information and Technology (OI&T) organizations for the activities that will be conducted during the 2016-2020 IT MYP process. IT MYP is the programming phase of OI&T's Planning, Programming, Budgeting, and Execution (PPBE) Process. Much of the information collected during the IT MYP process will be used to satisfy the requirements for internal and external oversight processes, as well as the subsequent budget formulation and execution phases.

II. Background

IT MYP is the 'programming' phase of OI&T's Planning, Programming, Budgeting, and Execution (PPBE) Process. OI&T instituted the PPBE process in an effort to define OI&T's vision, describe planning assumptions, align IT investments to VA strategy, capture the overall IT requirements of the Department, and ensure that the IT appropriation is being directed to those investments that satisfy the most pressing needs of the Department. The chart below provides a summary the OI&T PPBE Process:

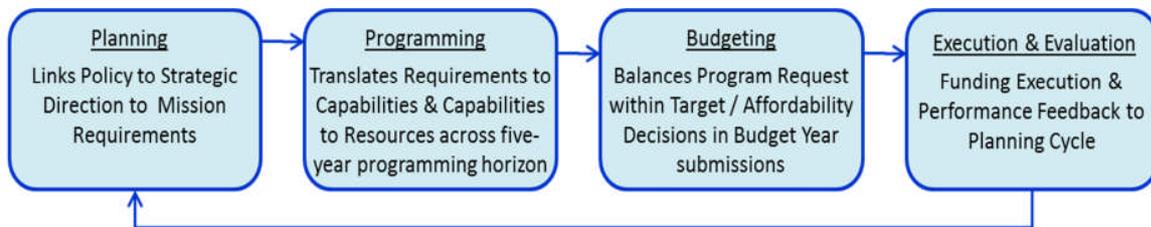


Figure 1

The primary authorities for conducting the IT MYP process are the Clinger-Cohen Act (CCA) and the 'Government Performance and Results Act' Modernization Act (GPRAMA). CCA requires the Department to focus IT resources on strategic missions and to implement a disciplined approach to selecting, controlling, and evaluating IT investments. GPRAMA requires strategic planning, results oriented goals, and performance reporting. The IT MYP process, in conjunction with several other OI&T and VA processes, address the requirements laid out in these two acts. Appendix F contains more information about internal and external policies and guidance that have an impact on the IT MYP process.

The IT MYP process is managed by the Information Technology Resource Management Office (ITRM). The process begins in November and extends through the end of March. During the IT MYP process, OI&T coordinates with its customers/business partners to identify and prioritize business needs over the five-year programming horizon. The customers/business partners' business needs must support VA's

strategic goals. Appendix G contains more information about VA strategy. OI&T uses the information collected from the customers/business partners to develop an initial IT Multi-Year Program. The initial IT Program is then coordinated with the customers/business partners for review and adjustment, as appropriate. Then, it proceeds through the VA's IT Governance boards for additional review, adjustment, and approval. Once approved by the VA IT Governance boards, it enters into the VA Programming Process, which is administered by the Office of Policy and Planning. ITRM adjusts the IT Program based on decisions made during the VA Programming Process and then distributes the final IT Program to OI&T offices and the customers/business partners.

At the end of the Programming process, OI&T intends to have a balanced and defensible IT Program that is built to satisfy the Department's most pressing needs over the five-year programming horizon.

III. Organization

OI&T maintains overall responsibility for the IT MYP Process, collecting and analyzing data, and preparing reports and presentations. OI&T is inherently a provider of service; therefore, it is imperative that the receiver of OI&T's services (the OI&T customers/business partners) be involved in the process as well. The three stakeholders involved in the IT MYP Process are categorized as oversight, OI&T service providers, and customers/business partners.

A. Oversight and Management

ITRM maintains overall responsibility of the IT MYP Process. Within ITRM, the Office of IT Programming and Budget Formulation (ITPBF) serves as the primary point of contact for all content, form generation, data collection, and processing. Additionally, ITRM and ITPBF will help facilitate communication between the OI&T service providers and the customers/business partners.

B. OI&T Service Providers

The offices within OI&T are considered the service providers. These offices are responsible for engaging the customer/business partner to identify and prioritize their business requirements, develop IT solutions, analyze alternatives, create initial cost estimates, develop, refine, and defend their portions of the IT Program. The OI&T Service Providers are listed below:

- Product Development (PD)
- Service Delivery and Engineering (SDE)
- Activations Service Coordination (ITRM)
- Enterprise Communications (OEC)
- IT Resource Management (ITRM)
- Information Security (IS)
- Architecture Strategy Design (ASD)
- Interagency Program Office (IPO)

C. Customers/Business Partners

The customers/business partners are the Administrations and Staff Offices that OI&T supports. OI&T service providers are responsible for coordinating with the customers/business partners to identify their prioritized business requirements over the five-year IT programming horizon. The customers/business partners, as represented on the IT PPBE governance board, are:

- Veterans Health Administration (VHA)
- Veterans Benefit Administration (VBA)
- National Cemetery Administration (NCA)
- Office of Management (OM)
- Office of Policy and Planning (OPP)
- Office of Acquisition, Logistics, and Constructions (OALC)
- Office of Human Resources Management and Administration (OHR&A)
- Office of Public and Intergovernmental Affairs (OPIA)
- Office of Congressional and Legislative Affairs (OCLA)
- Office of Operations, Security and Preparedness (OSP)
- Office of General Counsel (OGC)

IV. Process Overview

In order to maximize the return on VA IT investments, OI&T must accurately identify and plan for future resource requirements. A comprehensive IT MYP process helps to ensure sound stewardship of government funds and the appropriate allocation of resources within IT budget requests. This, in turn, allows the Department to meet the broad array of IT demands that must be addressed today and in the future. The IT MYP process ensures: identification of FY2016-2020 IT resource requirements; justification of IT resource requirements; informed decision-making in the allocation of IT resources; balanced alignment of resource recommendations; and essential support for the subsequent budget formulation process.

The IT MYP Process, depicted in Figure 2, encompasses the definition and analysis of IT investments, programs, and capabilities together with their multi-year resource implications, and the evaluation of possible alternatives. It serves to balance and integrate resources among the various competing investments. It is a tool to align Department-wide IT resources through a comprehensive, disciplined, bottoms-up approach that supports the Department's vision and mission. It focuses on translating strategy into actionable IT investments and bringing together the IT priorities and IT strategic outcomes of VA administrations and staff offices within a resource-limited environment. The IT MYP process allows VA to assess cost and risk trade-offs, and consider where to take additional risks in order to balance programs and/or fund program enhancements.

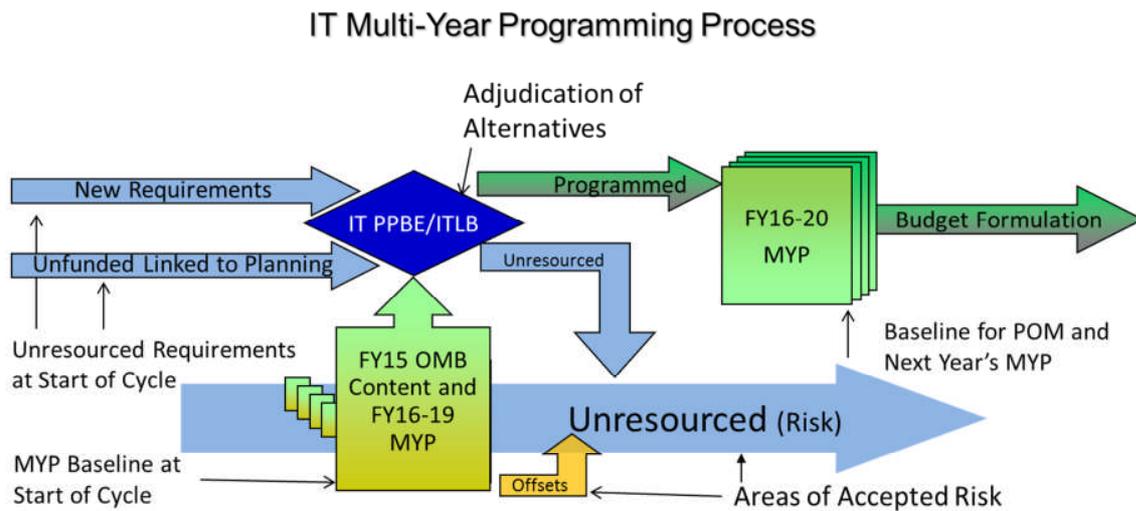


Figure 2

A. Baseline

The FY2016-2020 IT Program will be built using the following baseline (starting point):

- 2015 OMB submission—the VA IT request that was submitted in September 2013.
- 2016-2019 programmatic data—the data that ITRM collected during last year's IT Program build.

This baseline provides a common starting point for all participants, and it enables OI&T and its customers/business partners to incorporate previous IT Programming decisions into the 2016-2020 program build. Appendix B contains a link to an Excel file that has the baseline information for the 2016-2020 build.

B. Gather Business Requirements

OI&T service providers will coordinate with customers/business partners to identify their business requirements, analyze potential IT solutions, and develop initial cost estimates. The intent is for the customer/business partner to communicate to OI&T their prioritized needs over the five-year programming horizon.

C. Prepare Initial IT MYP

OI&T service providers will prepare their portions of the IT MYP. During this preparation, service providers will consider existing requirements (both funded and unfunded) and new requirements. Once complete, the service providers submit their portions of the IT MYP to ITRM for review and consolidation.

ITRM will distribute the consolidated IT MYP to service providers and customers/business partners for review. ITRM will host a 'lockdown' meeting to discuss and review the IT MYP and make adjustments to it. The lockdown will be an opportunity for ITRM, OI&T service providers, and customers/business partners to jointly review the 2016-2020 IT MYP.

D. Adjudication of Alternatives

The IT PPBE Board will review the 2016-2020 IT MYP and make decisions with regards to funding levels and composition of it. Once complete, the board forwards their recommendation to the IT Leadership Board (ITLB). The ITLB reviews the recommendations from the IT PPBE Board and makes decisions about the funding levels and composition of the IT Program. Requirements that do not get funded are considered 'unresourced' or 'unfunded' and represent IT Program risks. (Appendix I has more information about unfunded requirements.) The output of the IT governance board meetings is a recommended and endorsed IT program for executive consideration.

V. Action Items

This section contains action items that are relevant to each of the IT service providers (i.e. PD, SDE, IS, IPO, ASD, ITRM, OEC, and Activations).

- A. Coordinate with customers/business partners to gather prioritized business requirements over the five-year programming horizon
- B. Develop and/or revise cost estimates.
- C. Prepare initial IT MYP submission using the pre-populated workbooks provided by IT Programming and Budget Formulation Service (005F1A). Appendix C contains detailed instructions for completing the workbooks.

Note: Each service provider's IT MYP workbook should capture all program requirements they would like to include in the five-year programming cycle. The emphasis should be placed on identifying what the total programs' needs are, without a cap on dollars, but executable within the existing OI&T FTEE allocation (see Appendix D for FTEE allocations).

Additionally, the workbook submission should take into account and/or address each customer/business partner's Capabilities Requirements Proposals (CRPs) and Strategic Program Initiatives (SPIs), as identified in the Office of Policy and Planning's [VA Programming Guidance FY 2016-2020 PPBE Cycle](#).

- D. **Endorse the initial submission.** Each service provider's DAS/DCIO or Executive-in-Charge must endorse and email their organization's portion of the IT MYP submission to:

TO: IT PPBE Secretariat (ITPPBESecretariat@va.gov)

CC: Tim Weigel (timothy.weigel@va.gov), Robert Hinson (robert.hinson@va.gov)

Note: The suspense date for these initial submissions is December 2, 2013.

- E. Participate in Lockdown #1. This three-day meeting, hosted by ITRM, will be an opportunity for OI&T to review the 2016-2020 IT MYP submissions, in total, with the customers/business partners. The Lockdown is scheduled for December 10-12, 2013.

- F. Address action items from Lockdown #1. The meeting will likely generate several action items and the service providers should update their portion of the IT MYP appropriately.
- G. Attend In-Progress Reviews (IPRs). The IPRs will be hosted by ITPFB and offer an opportunity for customers to meet with the service providers to review the IT MYP. The IPRs will take place in January 2014.
- H. **Endorse the revised submission.** Each service provider's DAS/DCIO or Executive-in-Charge must endorse and email their organizations' portion of the IT MYP submission to:

TO: IT PPBE Secretariat (ITPPBESecretariat@va.gov)

CC: Tim Weigel (timothy.weigel@va.gov), Robert Hinson (robert.hinson@va.gov)

Note: The suspense date for these initial submissions is January, 23 2014.

- I. Participate in Lockdown #2: This three-day meeting, hosted by ITRM, will be an opportunity to refine the IT MYP so that it is ready for review by the IT governance boards (IT PPBEB and ITLB).
- J. Address action items from Lockdown #2. The meeting will likely generate several action items and the service providers should update their portion of the IT MYP appropriately.
- K. Defend submissions at IT PPBE board meetings. Each service provider must have a representative available and prepared to defend their submission at the IT PPBE Board meetings. The governance board meetings will take place in January and February 2014.

VI. IT MYP Schedule

This includes an overall MYP schedule with a listing of required actions and their corresponding deadlines.

	Action	Deadline
1	Release 2016-2020 IT MYP Programming Guidance and 2016-2020 baseline	Oct 31, 2013
2	OI&T Service Providers submit initial MYP to ITPBF	<u>Dec 2, 2013</u>
3	ITPBF consolidates and reviews submissions	Dec 2-6, 2013
4	IT MYP Lockdown #1 (Crystal City, VA)	Dec 10-12, 2013
5	Address action items assigned during IT MYP Lockdown #1	Dec 2013-Jan 2014
6	ITPBF hosts In-Progress Reviews with OI&T Service Providers and Customers	Jan 2014
7	OI&T Service Providers submit revised IT MYP to ITPBF	Jan 23, 2014
8	ITPBF Consolidates revised IT MYP submissions	Jan 24-29, 2014
9	IT MYP Lockdown #2 (Crystal City, VA)	Feb 4-6, 2014
10	Address action items assigned during IT MYP Lockdown #2	Feb-Mar 2014
11	Refinement to IT MYP	Feb-Mar 2014
12	IT PPBEB Meetings	Feb-Apr 2014
13	ITLB Meeting	May 2014

VII. Appendices

Appendix A: IT MYP Structure

Appendix B: IT MYP

Appendix C: Instructions for Workbook Submissions

Appendix D: OI&T Appropriations History and FTEE Summary

Appendix E: IT Programming Categories

Appendix F: Authorities and Guidance

Appendix G: Strategy, Plans, Priorities, and Challenges

Appendix H: Marginal/On-going Sustainment Model

Appendix I: Unfunded Requirements

Appendix J: Points of Contact

Appendix A: IT MYP Structure

Hierarchy

The IT MYP is organized in the following, hierarchical structure:

Portfolio – a collection of related Investments

Investment – a collection of related Programs

Program – a collection of related Sub-Programs

Sub-Program – projects/activities

Portfolio

The IT MYP consists of four portfolios. The table below lists and describes the four portfolios.

Portfolio	Description
Medical	IT support for efficient, accessible health care service delivery to Veterans; research and education, and emergency medical preparedness.
Benefits	IT support for benefits and services, which include compensation and pension, education, loan guaranty, and insurance to the Veteran population.
Corporate	IT support for enterprise-wide administrative, payment and payroll processing systems for the Department
Inter-agency	IT support for interoperability with various agencies of the United States Federal Government with the purpose of coordinating and sharing information to support and serve the Veteran population.

Investment

Each of the four portfolios is comprised of multiple investments. OI&T investments include groups of IT assets that have related functionality. VA is required to develop and submit an OMB Exhibit 300 for each of its twenty-four investments.

Program

Each investment can be divided into smaller entities that are referred to as programs. Programs are groups of related projects or activities. During the IT MYP process, decisions are made primarily at the program-level.

Sub-program

The generic term 'sub-program' accounts for the projects and activities that make up the programs. During the IT MYP process, rough order of magnitude estimates will be sufficient at the sub-program level. The estimates provided during the IT MYP phase serve as a starting point and will be further refined during follow-on phases (budget formulation and execution).

Appendix B: IT Multi-Year Program

The baseline IT Multi-Year Program is available on the [2016-2020 IT MYP SharePoint](#).

Appendix C: Instructions for Workbook Submissions

The '2016-2020 Worksheets' are designed to collect Multi-Year Programming data from the OI&T service providers (OI&T Deputy Assistant Secretaries (PD, SDE, IS, ASD, and ITRM) and others (IPO, Activations Team, and Office of Enterprise Communications). Each worksheet has multiple tabs and is designed specifically for the submitting entity. The Director, IT Programming and Budget Formulation will email the workbooks to service providers.

The worksheet files contain a tab for existing/known programs. These tabs contain a form that is pre-populated with the data collected during the 2015-2019 IT MYP build, which took place from December 2012 to April 2013. It is important to note that these tabs include items that made it into the 2015 IT budget, as well as items that were requested, but did not get funded.

The worksheet file also contains several tabs designed to collect information on new programs. New programs, for the purpose of this data collection, are those programs and sub-program activities that do not appear on the tab that contains the 'existing' information. New Program requests will be presented at the MYP Lockdown and the IT PPBE as a request for inclusion in the IT Investment. An offset within MYP must be found to fund new requests. If the necessary reallocation is not identified, the funding request becomes an Unfunded Requirement (UFR). The UFR will be presented to the IT PPBE for their review and deliberation.

For the 2016-2020 IT MYP build, ITRM will be collecting financial data rounded at the 'millions' level. In previous years, we collected at the 'thousands' level. ITRM realizes that the cost estimates during the programming phase are less exact (as compared to those at the budget phase) and we feel that capturing dollars at the 'millions' level will be more appropriate.

2016-20 Worksheets:

This tab contains all of the programs and sub-program activities that the submitting entity provided to ITRM during the 2015-2019 IT MYP build. The sheet is organized by program and contains the 2015 submitter request and the 2015 OMB budget request (for reference) and out-year financials, as submitted during the 2015-2019 build. It is ITRM's expectation that the submitting entities do the following:

- Review the impacts of that the 2015 OMB funding levels have on the 2016-2020 Program. Many programs/sub-program activities went unfunded or received less than requested. This may have an impact on the 2016-2019 build.
- Revise the 2016-2019 and enter the 2020 columns of the IT MYP
 - Adjust out-year estimates/requests for existing sub-program activities.

Note: Reasons for adjusting the out-year estimates include: more accurate cost estimates for the activity, changes in scope of the activity, adjustments to the requested start date of the activity, cancellation of the activity (adjust estimate to zero)

- Add new sub-program activities and out-year costs to capture/account for the work

- Add cost estimates in the FY 2020 columns.

Note: When preparing the 2016-2020 IT MYP, service providers should consider their customer/business partner's Capabilities Requirements Proposals (CRPs) and Strategic Programming Items (SPIs) as per the Office of Policy and Planning's [VA Programming Guidance FY 2016-2020 PPBE Cycle](#). The submission should address the SPIs and, if applicable, should be synchronized with the non-IT costs associated with the particular program.

- Add FTE estimates for each sub-program activity. If the FTE cannot be allocated to each sub-program activity under the program, simply enter the program's FTE estimate in the first empty row. For programming purposes, assume that the number of FTE assigned to each DAS/reporting entity will be the same as the 2015 OMB requested level. See Appendix D for FTE allocations.

It is important to note that this tab is 'protected' in order to prevent changes to certain items such as 2015 budget amounts and the overall program integrity (alignment of investments, programs, and sub-program activities). The grayed out cells are locked and users should not have the ability to alter them. The white boxes in the tables can be edited, as necessary with updated out-year amounts and new sub-program activities. There is a column to the far right of the table for any notes or comments that the submitting entity would like to include.

New Program Worksheet:

The tab contains a form to capture information about any new programs that the submitting entity would like to add to their portion of the IT MYP. Remember, for the purposes of this data collection effort, a new program is anything that is not included in the 2016-2020 IT Worksheet. The new programs and associated sub-program activities can have start dates (i.e. funding requests) anywhere in the 2016-2020 timeframe. In other words, if a submitting entity knows of or wants a program to start in 2018, it is perfectly acceptable to enter the information on this form.

The New Program tabs require the submitter to enter the following information:

- Proposed name for the new program
- OI&T point of contact for the program. This person must be a member of the submitting organization (assigned to OI&T)
- Business point of contact for the program. This person should be a sponsor. The person should be able to talk about the business needs that this investment will address.
- Proposed Portfolio for this program—select a value from the drop down list.
- Proposed Investment for this program—select a value from the drop down list. If 'other/new' is selected, enter the proposed new investment name.
- Description of Program—provides a short description of what this program will do.
- Justification of Program—provide a short justification for this program (describe why it is important for this program should be included in the IT MYP).
- Out-year requests—complete the cost table by entering sub-program activities and cost estimates/requests. Note that the Portfolio, Investment, and Program columns should automatically populate based on the responses provided at the top of the form.

Appendix C: Instructions for Workbook Submissions

- Add FTE estimates for each sub-program activity. If the FTE cannot be allocated to each sub-program activity under the program, simply enter the program's FTE estimate in the first empty row. For programming purposes, assume that the number of FTE assigned to each DAS/reporting entity will remain at the current levels.

For questions or clarification on the worksheets or instructions, please contact Paul McGlyn at Paul.McGlyn@va.gov or Louis Felan at Louis.Felan@va.gov , as listed in the Points of Contact in Appendix J.

Appendix D: VA IT Appropriations History and FTEE Summary

IT Systems Appropriation History (\$ in millions)			
FY	Budget Request	Appropriation	FTEE
2009 ^{1/}	\$2,422	\$2,539	6,710
2010	\$3,307	\$3,307	6,853
2011 ^{2/}	\$3,307	\$2,994	7,004
2012	\$3,161	\$3,111	7,311
2013	\$3,327	\$3,323	7,536
2014	\$3,683	-	7,459
2015	\$4,107	-	7,457

Note: The Information Technology Systems account was established in P.L. 109-114.

1/ Includes \$50 million in emergency funding provided in P.L. 111-5.

2/ The 2011 appropriation were \$3.141 billion (including ATB rescission) with an additional \$147 million in unobligated balances rescinded.

BUDGET AND FTEE SUMMARY BY OI&T ORGANIZATION (\$ in millions)			
OI&T Organizational Elements	2015 OMB Request	2014 FTEE Current Estimate	2015 FTEE OMB Request
Service Delivery and Engineering (SDE)	\$2,084	5,366	5,366
Product Development (PD)	\$470	994	992
Information Security (IS)	\$111	559	559
IT Resource Management (ITRM)	\$1,034	145	145
Architecture Strategy Design (ASD)	\$3	90	90
Enterprise Communications	\$156	25	25
Interagency Program Office (IPO)	\$249	60	60
Quality, Performance and Oversight (QPO)	-	220	220
TOTAL	\$4,107	7,459 FTEE	7,457 FTEE

Appendix E: IT Programming Categories

All IT funding is broken down into IT Programming Categories. The IT Programming Categories serve to prioritize the IT MYP into particular area of operations. The grouping of programs into these prioritized Programming Categories provides Department leadership with the opportunity to make informed decisions on funding priorities across the five-year programming horizon. In general, funding is first applied to higher priority items that are considered “Must Pay” categories, e.g. Pay and Mandatory Sustainment. As additional funding becomes available, funds are then applied to programs in categories further up (lower priority) the priority chart. OI&T has eight Programming Categories. The categories and their 2014 President’s Budget amounts and 2015 OMB submission amounts are listed and describe in the table below.

IT Programming Categories

	FY2014 President Budget (\$ in millions)	FY2015 Requirements (\$ in millions)	FY2015 Cumulative
New Development		\$0.0	\$4,107.0
Continuing Development	\$496.3	\$690.0	\$4,107.0
Discretionary Sustainment	\$232.2	\$387.0	\$3,417.0
Activations - Equipment and Licensing	\$180.4	\$100.0	\$3,030.0
Information Security * (part of Mandatory Sustainment)	\$81.3	\$111.0	\$2,930.0
Mandatory Sustainment	\$1,666.8	\$1,780.0	\$2,819.0
Staffing & Administration	\$1,026.4	\$1,039.0	\$1,039.0
TOTAL	\$3,683.3	\$4,107.0	

Increasing Priority ↓

↑ Decreasing Risk

Programming Category Descriptions

Programming Category	Description
OI&T Staffing	Staffing and administrative support requirements (pay and benefits) for personnel assigned to OI&T.
Administrative Expenses	Administrative support which includes travel, training, supplies, leases, as well as management, administrative and other contractor support. This category includes the IT organization's overhead program management support costs (ASD and ITRM Non-Pay program management support contracts).
Mandatory Sustainment	Operations and Maintenance (OM) items necessary to "keep the lights on" and support infrastructure (backbone) sustainment activities across all VA facilities.
Information Security	Efforts related to cyber security and privacy protection.
Activations	Modernization of existing facilities and IT support and equipment required to bring new VA facilities online.
Discretionary Sustainment	Necessary, but non-critical sustainment efforts to continue or enhance OI&T operations.
Continuing Development	Development/Modernization/Enhancement (DME) efforts of IT solutions that received funding in the previous fiscal year. For the 2016 IT MYP build, this means that the program must be 'funded', per the 2015 OMB request, in order to be considered 'continuing'.
New Development	Development/Modernization/Enhancement (DME) efforts of IT solutions that did not receive funding in the previous fiscal year. For the 2016 IT MYP build, this means that the program must not be 'funded', per the 2015 OMB request, in order to be considered 'new'.

Appendix F: Authorities and Guidance

A. Internal Policies and Guidance that affect IT MYP

Document	Description
FY 2014-2020 Strategic Plan (Draft)	This plan presents the long-term objectives that the Department intends to accomplish. It describes general and long term goals, actions the Department will take to realize the goals, and how the Department will deal with challenges and risks that may hinder the achievement of results.
IT Directive 6052	This directive provides information necessary for governing and implementing IT strategic planning at VA.
IT Directive 6051	This directive prescribes Department-wide policy for the establishment and implementation of an integrated One-VA Enterprise Architecture to be used for the development and management of all information assets.
Capital Planning and Investment Control (CPIC) Guide	The IT CPIC guide is intended to provide a framework to assist managers and decision-makers with the initiation, selection, management, and evaluation of the agency Information Technology (IT) investments.
Financial Management Internal Controls (FMIC) Guide	The FMIC Guide provides guidance for IT programs and spending offices to execute IT project funds to assure that financial management and internal controls are understood and employees understand their responsibilities for and are empowered to exercise fiscal responsibility.
ProPath	Web based process management service that provides links to formal approved processes, artifacts, and templates.
OI&T Planning Guidance	This document defines the OI&T vision and describes the planning assumptions.
VA Planning Guidance: FY 2016-2020	This document provides the general investment strategies needed to achieve the VA FY 2014-2020 strategic goals and objectives.
VA Programming Guidance FY 2016-2020 PPBE Cycle	This document provides direction to the Department Administrations and Staff Offices for the Department programming.
Cost Estimating Process Guide	This guide provides repeatable cost estimating processes that meet Government Accountability Office (GAO) standards and are consistent with industry standards and best practices.

B. External Documents that affect IT MYP

Document	Description
Clinger-Cohen Act	The Clinger-Cohen Act of 1996 established the overarching mandate that requires agencies to use a disciplined Capital Planning and Investment Control process to acquire, use, maintain and dispose of information technology.
‘Government Performance and Results Act’ Modernization Act (GPRAMA)	The original 1993 law required agencies to create multi-year strategic plans, annual performance plans, and annual performance reports. The new legislation creates a more defined performance framework by defining a governance structure and by better connecting plans, programs, and performance information.
OMB Circular A-11	This circular provides an overview of the budget process. It discusses basic laws that regulate the budget process.
OMB Circular A-11 Section 55	This section provides information on IT investment portfolios.
Capital Programming Guide	This document provides guidance on the principles and techniques for effective capital programming.
OMB Circular A-130	Circular establishes policy for the management of Federal information resources. OMB includes procedural and analytic guidelines for implementing specific aspects of these policies as appendices.

C. Additional References

- Federal Managers Financial Integrity Act of 1982 (FMFIA)
- Chief Financial Officers Act of 1990 (CFO)
- Federal Acquisition Streamlining Act of 1994, Title V (FASA V)
- Paperwork Reduction Act of 1995 (PRA)
- Federal Financial Management Improvement Act of 1996 (FFMIA)
- Government Paperwork Elimination Act of 1998 (GPEA)
- E-Government Act of 2002 (P.L. 107-347)
- Federal Information Security Management Act of 2002 (FISMA)

Appendix G: Strategy, Plans, Priorities, and Challenges

A. VA Strategic Plan

The VA Strategic Plan provides direction for the entire department and serves as a blueprint for transformation to a 21st Century VA. IT development investments must directly support the Secretary's strategic goals. The strategic goals from FY 2014-2020 VA Strategic Plan (draft) are:

- *Empower Veterans to Improve Their Well-being*
- *Enhance and Develop Trusted Partnerships*
- *Manage and Improve VA Operations to Deliver Seamless and Integrated Support*

The [VA Plans, Budget, and Performance](#) webpage contains the strategic plans and other related information.

B. OI&T Five Priorities

The Assistant Secretary, Office of Information and Technology, refocused the IT mission on five strategic priorities. These priorities mirror and support the Secretary's vision to transform VA into a 21st century organization. The CIO's priorities are:

OI&T Priority	Description
Customer Service:	OI&T have set a tone of cooperation that has made it possible to effectively address many difficult problems. Customer service ensures a high-level of committed and responsive IT support to VA's administration and staff offices.
Next Generation Information Security	The CIO is focusing on creating a next generation information security plan. This includes world class security programs that enhances information services to Veterans, improves compliance with legislation and regulations, and increases security awareness for the user community.
Transparent Operational Metrics	The focus is on availability and response times to our customers, assessing metrics that OI&T can derive benefits from, and moving forward to consolidate IT environments.
Product Delivery	The goal of VA's incremental approach is to deliver functionality in cycles of 6 months or less. The Project Management Accountability System (PMAS) provides near-term visibility into troubled programs, better insight into scarce resources, frequent deliveries to business partners to ensure project functionality is on track, and increased probability of successful programs.
Fiscal Management	VA has prioritized all spending for all IT projects and services and is committed to determine how many should be successfully accomplished through the use of internal tracking tools, such as PMAS and Budget Tracking Tool (BTT). These tools will help OI&T manage all IT assets and projects with full transparency and efficiency, valuing every dollar provided to advance IT for VA business partners and staff.

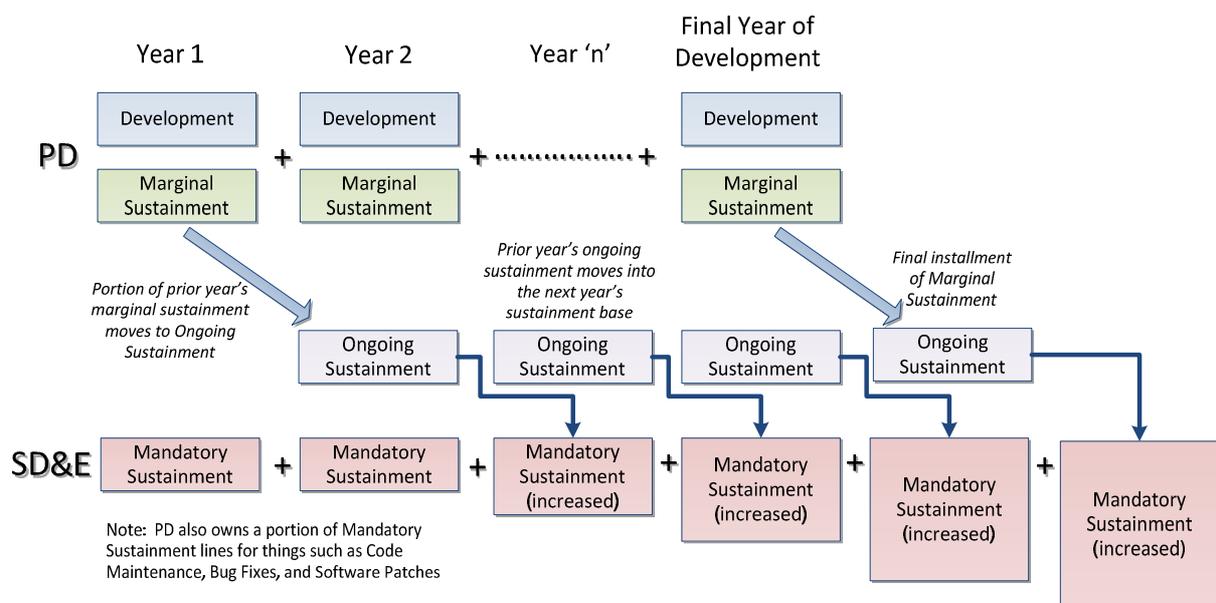
C. OI&T Strategic Challenges

The following is a list of strategic challenges that should be taken into consideration during the FY 2016-2020 IT MYP effort.

Challenge	Description
Retirement of Legacy Systems	The ever growing base of legacy systems and the requirements to maintain these older legacy systems creates a bow wave of sustainment requirements that continues to crowd out development efforts. Investment and Program managers must be vigilant is looking for redundant functionality in legacy systems that can be retired as newer systems are implemented.
Increasing Sustainment Costs	Sustainment funding continues to grow at an ever increasing rate as a result of successful development efforts coupled with the implementation of the Project Management Accountability System (PMAS). Investment managers need to plan for these projected increased funding streams and allocate resources accordingly.
“Right fit” for Cloud Computing	VA continues to make significant progress in cloud computing implementation efforts. For future planning and programming, cloud computing options should be given consideration for existing or planned IT solutions.
Consolidation of Resources	VA identified consolidation initiatives in a recent PortfolioStat Action Plan. The plan calls for VA to consider new opportunities to identify candidates for consolidation.
Mobile Devices Strategy	Many businesses pay stipends to encourage their Bring Your Own Device (BYOD) efforts. As VA develops its BYOD policies, DAS should considered the possibility of stipends for new devices and/or maintenance costs associated with implementing Mobile Device strategies as part of their MYP estimates.
Major Business Initiatives	The VA has invested in several initiatives that have significant IT requirements that are crucial to support the Veterans. When developing MYP estimates, consideration should be given to future impacts and dependencies needed to support these requirements. Examples of initiatives requiring significant outlays in IT resources include, but not limited to, Telehealth, Wireless Devices, and Voices as a Service (VaaS).

Appendix H: Marginal / On-going Sustainment Model

Mandatory Sustainment represents the funding necessary to maintain the IT infrastructure and operation of IT systems for the Department. As new systems are developed within a fiscal year, the portion of the costs that are required to deploy that newly developed functionality is represented by Marginal Sustainment. After the new functionality is deployed, the following year of sustainment funding is represented by the 'Ongoing Sustainment' funding. Due to economies of scale and efficiencies, the Ongoing Sustainment funding is generally a percentage of the original Marginal Sustainment costs. The Ongoing Sustainment funding gets fully absorbed within the Mandatory Sustainment resource band after the initial full year of sustainment, and the base funding for Mandatory Sustainment is increased appropriately. The graphic below illustrates the flow of Marginal and Mandatory Sustainment costs.



Appendix I: Unfunded/Unresourced Requirements

Unfunded Requirements (UFRs) are specific project requirements that exceed the planned funding targets developed during the IT MYP cycle. UFRs result from one of the following events:

- (1) Requirements identified during the year of budget execution for which current year funding does not exist.
- (2) Requirements identified during the budget formulation process that are left unfunded after the fiscal year project prioritization process. The [Financial Management Internal Controls \(FMIC\) Guide](#) contains details of the budget formulation process.
- (3) New program funding requests that do not identify existing program offsets.

Each Deputy Assistant Secretaries (DAS) should review the UFRs from the previous fiscal year and consider them for inclusion in the 2016-2020 IT MYP.

Appendix J: Points of Contact

IT MYP Documents on the IT PPBE SharePoint Site:

[ITPPBE Multi Year Programming Documents](#)

IT MYP Workbook Points of Contact:

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As of 10/22/2013